



Strategic Plan 2022-2024

SERVING THE COUNTIES OF
CRAWFORD, GRAND TRAVERSE, LEELANAU, MISSAUKEE, ROSCOMMON AND WEXFORD

MESSAGE FROM CEO

Currently, the COVID-19 virus continues to wreak havoc with our community members' mental health and has increased the stress on the behavioral health system locally and across the nation. It was very clear that people suffered through the loss of connection with their family and friends. Further, the pandemic has brought to the forefront a growing awareness of the importance of the Social Determinants of Health. Factors such as poverty, housing, childcare, nutrition, and transportation have all negatively impacted the health and welfare of people in our communities.

It is important to understand how social determinants influence a person's mental health. Currently, Northern Lakes Community Mental Health Authority (NLCMHA) uses evidence-based practices to treat behavioral health challenges as well as to address the social determinants of health. Through integrating physical and mental health care, and addressing the social determinants at the same time, we can transform the lives of persons served. We understand that addressing the wide range of concerns takes the entire community and we view Northern Lakes as serving in a lead role to rally the community to pull together to overcome challenges in the years to come.

In addition to the challenges inherent to a pandemic, our agency and the public mental health system in Michigan are also faced with legislative challenges. While some may favor wholesale change and privatizing mental health care, we favor keeping what is working well and making permanent enhancements that will improve the system overall.

Some improvements we support include:

- providing adequate, stable funding.
- allowing rural exemptions which recognize the unique challenges of life in Northern Michigan.
- moving responsibility for people with mild to moderate mental health conditions from private arrangements to public mental health system with the necessary funding.
- advocating for the Certificate of Need of inpatient beds to be altered or eliminated so hospitals can meet the need of their local area.

In addition to the challenges mentioned above, most healthcare organizations nationally and internally are facing unprecedented staffing shortages occurring in a phenomenon known as the Great Resignation. According to the U.S. Bureau of Statistics, 4 million Americans quit their jobs in July 2021. Given this challenge and those noted above, NLCMHA has decided to focus on healthy clients, healthy staff, and healthy communities as it developed the Strategic Plan for 2022-24.



Joanie Blamer
Interim CEO

OUR VISION

Communities of informed, caring people living and working together.

OUR MISSION

To improve the overall health, wellness, and quality of life of our individuals, families, and communities that we serve.

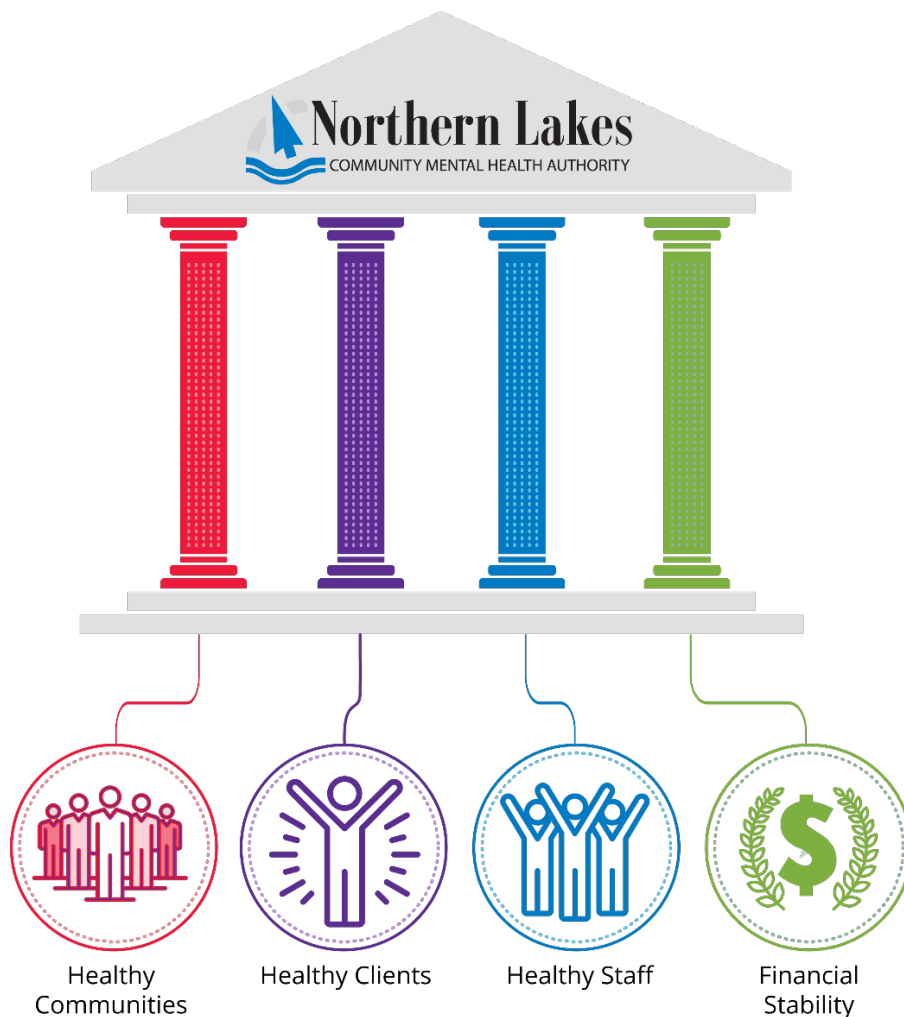
OUR VALUES

We shall carry out our responsibilities consistent with our Values:

In treating all people with compassion, dignity, and respect.

In respecting diversity and individuality.

In visionary public leadership, local decision-making, and accountability for our actions and decisions.



Goal: To demonstrate operational excellence in achieving our Vision and Mission, in accordance with our Values.

o **Objective 1: NLCMHA will improve overall health opportunities for people served (Healthy Clients) by:**

- Maximizing treatment options and ensuring coordination of holistic care of all populations across the lifespan and diagnoses including:
 - Maximizing the use of Evidence Based Practices (EBPs) for all populations (Adults with Mental Illness [MIA], Youth/Children with Serious Emotional Disturbance [SED], Individuals with Intellectual/Developmental Disabilities [I/DD], and Persons with Co-occurring Substance Use Disorders [COD]).
 - o NLCMHA will hire at least one peer to work with individuals with I/DD by 12/31/22.
 - o NLCMHA will hire at least one youth peer to work with children and adolescents with SED by 8/31/22.
 - o NLCMHA will provide Eye Movement Desensitization Reprocessing (EMDR) services to 10% more individuals, above baseline data pulled the week of January 3, 2022, across the lifespan for Fiscal Year (FY) 22, 23 and 24.
 - o NLCMHA will increase provision of evidenced based care to 25% more individuals, above baseline data pulled the week of January 3, 2022, with co-occurring substance use disorders across the lifespan for FY 22, 23, and 24.
 - Expanding staffing capacity to maximize treatment options, including adding COD/SUD credentialing for 40% of clinicians by 8/31/24.
 - Increasing the number of Integrated Health Clinic enrollees by 25% by the end of each fiscal years, 22, 23, and 24.
 - Increasing the number of Behavioral Health Home enrollees by 25% each year, including individuals with mild to moderate behavioral health concerns, as assessed annually for FY 22, 23, and 24.
 - Expanding the growth of our Northern Health Care Management program by filling a minimum of 25% of open slots allotted per annum through 8/31/24.

o **Objective 2: NLCMHA will improve overall health opportunities for staff (Healthy Staff) by:**

- Strengthening and employing successful recruitment strategies through the recruitment advertising campaign.
 - A 10% Increase in applications received by 9/30/2022, 5% increase in FY 23 and FY 24.
 - A 10% decrease in position vacancies by 9/30/2022, 5% decrease in FY 23 and FY 24.

- Maximizing compliance by meeting performance indicators 95% of the time; meeting quality assurance review requirements 95% of the time; and monitoring Medicaid encounter verifications on a quarterly basis, quarterly through 8/31/24.
- Seeking grant funding as necessary to enhance or expand current services, as well as support services to treat individuals with mild to moderate behavioral health conditions ongoing in FY 22, 23, and 24.