



Northern Lakes  
Community Mental  
Health Authority

Committee of the  
Whole Packet

June 15, 2023



Administrative Office, 105 Hall Street, Suite A, Traverse City, MI 49684

## COMMITTEE OF THE WHOLE - AGENDA

**DATE:** June 15, 2023  
**TIME:** 12:00 p.m.  
**PLACE:** Northern Lakes Community Mental Health Authority  
Virtual Meeting and 527 Cobb Street, Cadillac  
Dial 1-810-258-9588 Conference ID 986 665 315#

TIME	ID #	ITEM	POLICY #
12:30 p.m.		Call to Meeting	2.08
12:35 p.m.		Public Comment <i>(May be limited to three minutes by the Board Chairperson)</i>	
12:40 p.m.	1	Update on Recipient Rights	
12:50 p.m.	2	Clubhouse Presentation	3.9
1:20 p.m.	3	Integrated Health Care Presentation	
1:40 p.m.	4	CEO Voting Procedure Discussion	
1:45 p.m.	5	Ad Hoc Budget Committee Update/Draft Minutes	
	6	Ad Hoc Budget Committee Slides	
		Board Leadership Journal	
2:00 p.m.		July 20, 2023 Agenda Planning - Grayling	3.2, 3.5
2:05 p.m.		Meeting Evaluation/Comments	
2:10 p.m.		Other/Adjourn	

**Note: This is the Board's work group and often times the Board's work groups do not follow set times.**

**NEXT MEETING: July 20, 2023**

NOTICE: If any person with a disability needs accommodations, please call the CEO's Office three days prior to the posted meeting date.

**Northern Lakes Community Mental Health Authority  
Committee of the Whole  
Annotated Agenda  
June 15, 2023**

**12:30 p.m. Call to Meeting**

**12:35 p.m. Public Comment**

This is an opportunity for the public to provide input consistent with board policy.

**12:40 p.m. Update on Recipient Rights**

The Director of Recipient Rights will give his monthly update.

**12:50 p.m. Clubhouse Presentation**

Board members will be provided a presentation about Club Cadillac and Traverse House.

**1:20 p.m. Integrated Health Care Presentation**

Board members will be given a presentation about the integrated health care clinic.

**1:40 p.m. CEO-Voting Discussion**

**1:45 p.m. Budget Committee Update**

**2:00 p.m. July 20, 2023 Agenda Planning Options**

**2:05 p.m. Meeting Evaluation/Comments – Board Members**

In keeping with our focus on continued improvement of Board operations, time is scheduled for review and comment on the effectiveness of this meeting using the Board adopted evaluation form.

**2:10 p.m. Other/Adjourn**

Note: This is the Board's work group and often times the Board's work groups do not follow set times.

**NEXT MEETING: July 20, 2023**

Office of Recipient Rights Director's Report  
June 2023

<b>Dates represented</b>	<b>10/1/20-06/07/21</b>	<b>10/1/21-06/07/22</b>	<b>10/1/22-06/07/23</b>
Complaints	193	374	267
OJ, No Right Inv.	28	50	30
Interventions	2	21	10
Investigations	163	304	227
Investigations Comp	163	303	154
Investigations open	0	1	73
Inv > 90 days	25	0	0
Inv < 90 days	138/163 (84.7%)	303/303 (100%)	154/154 (100%)
Summary Report Avg	158/163 (96.9%)	300/404 (98.7%)	156/156 (100%)
NLCMHA staff alleg.	41	68	39
NLCMHA Staff W/I 1 yr	4	17	8

**Allegations by Population**

<b>Fiscal Year</b>	<b>MIA</b>	<b>IDD</b>	<b>SED</b>	<b>Total</b>
FY2021	108	194	8	<b>310</b>
FY2022	167	355	11	<b>533</b>
FY2023	124	106	18	<b>248</b>

**Received Complaint Source**

<b>Complaint Source</b>	<b>Count</b>
Anonymous	14
Community/General Public	26
Guardian/Family	20
ORR	85
Recipient	54
Staff	68
<b>Total</b>	<b>267</b>

Respectfully submitted,

Brian Newcomb

Director of Recipient Rights

# Club Cadillac



# Traverse House

# What is a Clubhouse?

## Psychosocial Rehabilitation Program

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A place where adults with serious mental illness (members) participate in their own recovery process by working and socializing together in a safe, welcoming environment.

It is **not** a treatment program or mental health service, but rather a place where members develop friendships and opportunities to work together.

At a Clubhouse, members also find structured opportunities to get help with needed services such as housing or healthcare, and to return to school or employment.

# How Does the Clubhouse Help?

- Evidence Based Practice ([clubhouse-intl.org](http://clubhouse-intl.org))
- Focuses on Strengths and Abilities
- Membership can be lifelong- without time limits
- Cost Effective (1 year of Clubhouse services= 2-3 days inpatient)
- Reduces Isolation and Builds Relationships
- Reduces Hospitalizations and Incarcerations
- A community-based approach that complements available psychiatric and medical treatments.
- Housing support
- Focus on health and wellness



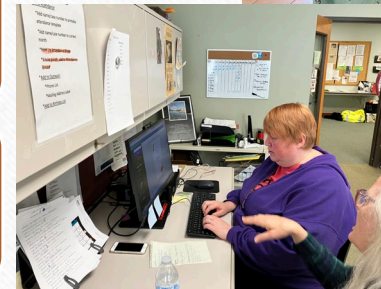
# Work Ordered Day

Members and staff work side-by-side.

No Staff Only Work

Open 5 days a week and parallels typical business hours.

All WOD tasks are voluntary.





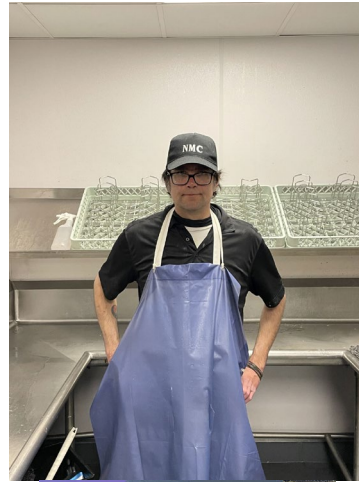
# Traverse House Employment

June 2023: 29 members currently employed in the community

Employment Partners for TE/SE:

- Northern Lakes Community Mental Health
  - 3 Greeter Positions TE
- Hagerty Banquet Center
  - 1 Kitchen Steward Position SE
- Hawk Owl Café
  - 1 Kitchen Steward Position SE
- Little Cesars
  - 1 Culinary Position SE
- Right Brain Brewery
  - 1 Janitorial Position SE

\*Currently developing new employment partnerships for TE



# Club Cadillac Employment

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June 2023:

Independent Employment:

- 26 members currently employed in the community
- One member completely off all Social Security and government benefits

\*Actively working with Advisory Board to develop new TE opportunities.

Employment Partners for TE/SE:

- Northern staffing Services
  - 2 Drivers positions





# Education



- Clubhouse provides a supported education program
  - Focus on career development
  - In-house tutoring assistance
  - Scholarship opportunities for adult education
    - Traverse House-June 2022-May 2023: Scholarship funds provided \$792, 4 members enrolled in school currently
    - Club Cadillac- 5 members currently enrolled in school and 1 recent graduate with a Bachelors Degree and another recent graduate with a pharmaceutical certification.
  - GED study materials and preparation

# Community Involvement

- Clubhouses are active in the wider community to assist with:
  - Employment development and partnerships
  - Reducing the stigma surrounding mental illness
  - Growing wider community support
- Partnering with external organizations (and creating our own):
  - Chamber of Commerce
  - Sunrise Rotary of Traverse City Northwest Michigan Food Coalition and Food Rescue
  - Clubhouse International Training??
  - Michigan Clubhouse Coalition
    - Training Committee
    - Quality Assurance for Training
    - Guidance Board (Leadership Team)
  - Club Cadillac 501C3





# Traverse House Statistics

## June 2022-May 2023

81

Active  
Membership



29

Average Daily  
Attendance



•3680

Total Meals  
Provided



4500+

Total Out  
Reach Calls



# Club Cadillac Statistics

## June 2022-May 2023

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85

Active  
Membership



22

Average Daily  
Attendance



2,987

Total Meal  
Provided



5,000+

Total Out  
Reach Calls





*We believe that overall wellness means healthy minds and healthy bodies. That's why we offer an array of physical health care, behavioral health care, prevention programs, wellness services, and support.*

# IHC Services



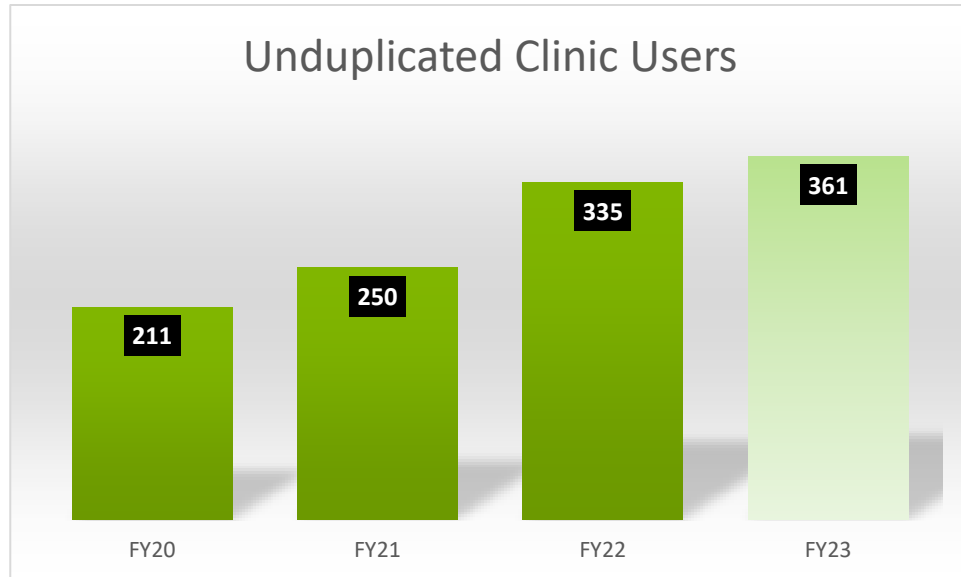
## ➤ Physical Health Services

- Primary Care
- Health Screenings
- CLIA Waived lab tests
- Assistance in managing chronic health conditions

- Mental Health Medications
- Behavioral therapy services
- SUD screening/ treatment
- Specialty care referrals



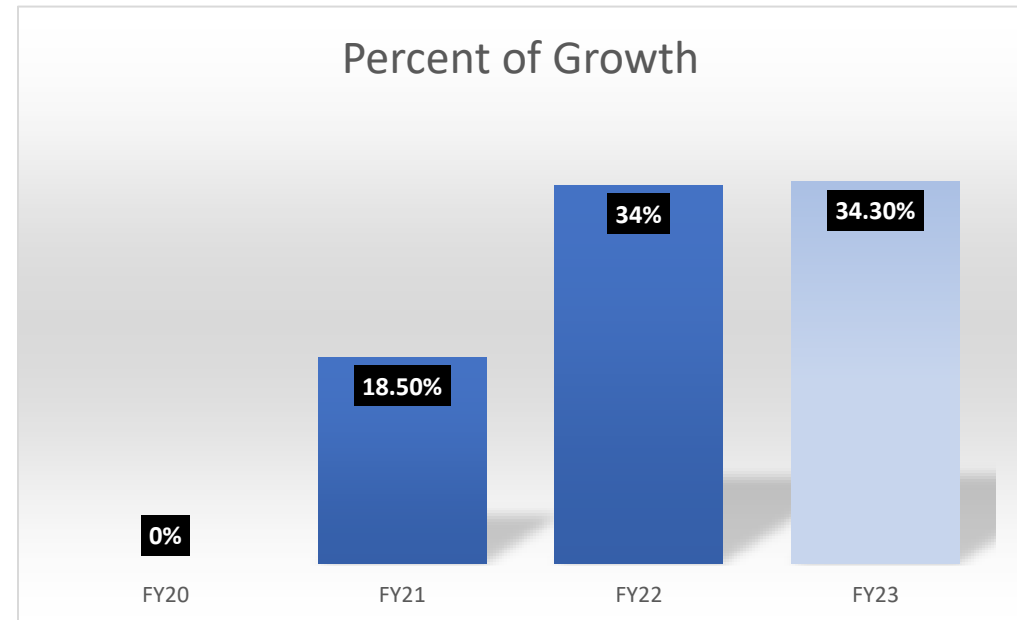
# Unduplicated Clinic Users



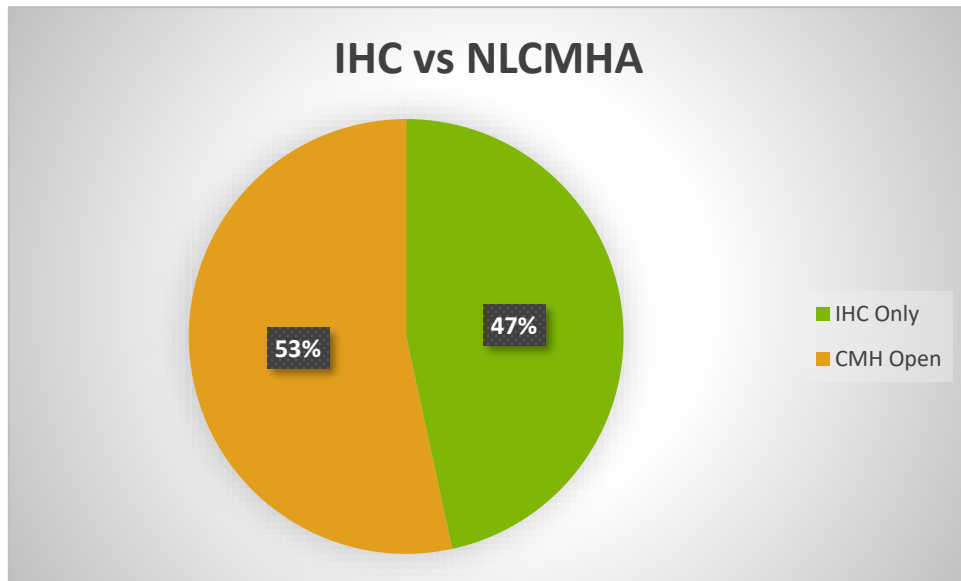
- Unduplicated Clinic User: An individual who has had at least one appointment at the clinic in the fiscal year.
- FY23 361 unduplicated users is as of the end of May 2023.
- Already surpassed the number of unduplicated users from FY22

# Continued Growth

- This chart show growth from FY to FY
- Using FY20 as the baseline data of 211 unduplicated users of IHC
- FY23 is projected to have 450 unduplicated users
  - A 34.3% growth compared to FY22, and
  - A 113.3% growth from FY20

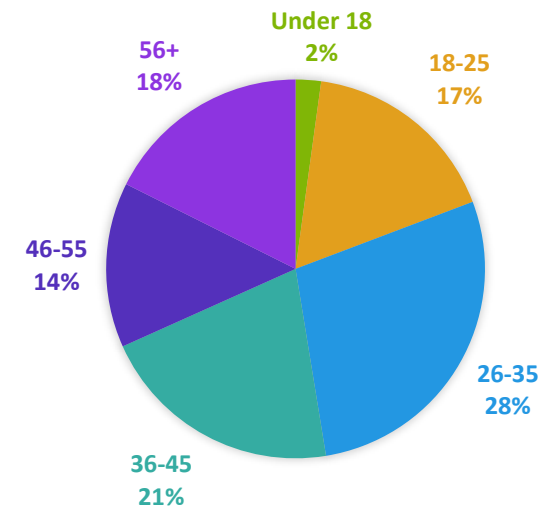


# Consumer Profile



- 47% of IHC users do not have any other NLCMHA services.

- 49% of clinic users are between the ages of 26-45
- Increase in Under 18 seen in the clinic from 0.6% in FY22 to 2% in FY23
- All other age groups are similar to age breakdown in FY22



# Consumer Profile

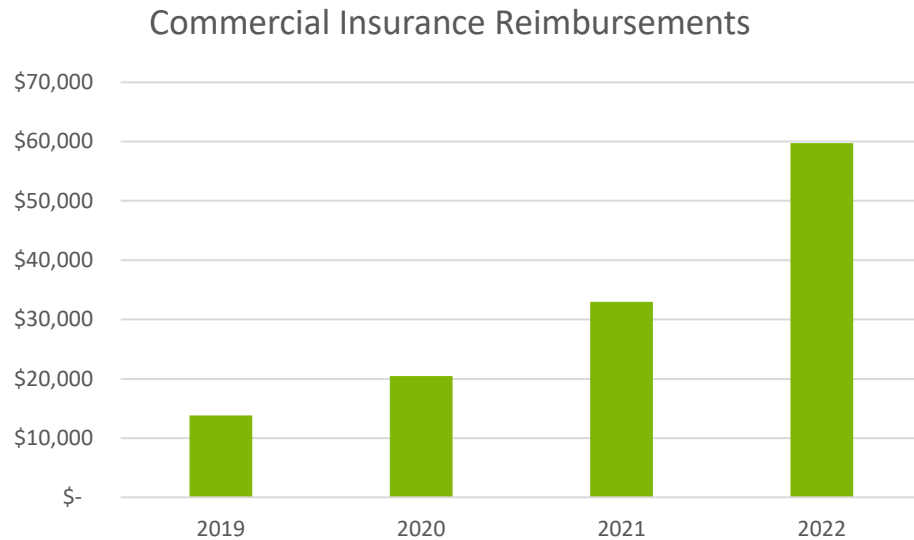
## Top 5 Physical Health Diagnoses

1. I10- Essential (primary) hypertension
2. E11.9- Type 2 diabetes mellitus without complications
3. Z00.00- Encounter for general adult medical examination without abnormal findings
4. G47.00- Insomnia, unspecified
5. G89.29- Other chronic pain

## Top 5 Mental Health Diagnoses

1. F41.9- Anxiety disorder, unspecified
2. F32.9- Major depressive disorder, single episode, unspecified
3. F41.1- Generalized anxiety disorder
4. F33.2- Major depressive disorder, recurrent severe without psychotic features
5. F43.10- Post-traumatic stress disorder, unspecified type

# Financial Status



- Third Party Reimbursements continue to grow each year
- 2022 saw an 81.2% increase in 3<sup>rd</sup> party reimbursements compared to 2021.
- IHC continues to focus on maximizing third party billing practices to recoup payment for services

# Financial Status

## Integrated Health Clinic Fiscal Year Ended 09/30/2022

Category	Amount
Personnel	\$ 388,836
Direct Operations	\$ 49,291
Transportation	\$ 8,516
Occupied Space	\$ 9,158
<b>Total Expenses</b>	<b>\$ 455,800</b>
Insurance Reimbursements	\$ 59,761
MDHHS Block Grant (Nurse Practitioner)	\$ 193,531
<b>Total Revenues</b>	<b>\$ 253,291</b>
Surplus (shortfall)	\$ (202,509)
Shortfall was covered by General Funds Surplus	

# Moving Forward

- ◆ Integration of Behavioral Health Home and Opioid Health Home into the Integrated Health Clinic.
- ◆ Expanding services to Cadillac office.
- ◆ Seek additional funding sources to increase sustainability of IHC.
- ◆ Manage growth to maintain quality of services as enrollment numbers increase.

A notice for the entire board:

According to our By-Laws, Article 12, Section 1 - These By-Laws may be amended at any time by a 2/3 vote of the total Board at any regular meeting of the Board, **provided that written notice of the proposed amendment shall be given to all members not less than five (5) calendar days prior to such meeting.**

This is giving the board written notice of a vote to change the By-Laws, attaching to Article 7, Section 4 at the end of the paragraph the following sentence:

**"A majority of the entire membership is required to elect a Chief Executive Officer."**

A discussion on this change will take place during the Committee of the Whole, with a vote during the Board meeting.

Thank you,

Ben Townsend





Administrative Office, 105 Hall Street, Suite A, Traverse City, MI 49684

## Ad Hoc Finance Committee Meeting

### Minutes

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June 1, 2023

1:00 p.m.

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**Attendance:** Al Cambridge, Ty Wessell, Tom Bratton, Ben Townsend

**Others Present:** Brian Martinus, Interim CEO; Lauri Fischer, Chief Financial Officer; Stacy Maiville; Executive Secretary

Lauri Fischer, the Chief Financial Officer presented her PowerPoint. Her presentation provided financial details of the employed workforce and other agency oversight.

The committee reviewed the financials of the employed workforce and identified the personnel manning table. The table provides a break-down of how employees are paid and what considerations are taken for their wages. Lauri noted that it is important employees are paid similar to their peers. The Manning table outcomes are:

- Cost Center
- Location used to populate mileage.
- Basis of managing number of staff managed by a supervisor.
- Which funds to pay from.

Ms. Fischer also spoke about the inflationary wage adjustment and benefit costs. NLCMHA uses a 10-step wage scale to pay its employees. She noted that the personnel projected budget is around 32 million.

Ms. Fischer reviewed the other costs. Other costs total about 6.4 million and are focused on historical trends. Other costs include, but are not limited to:

- Staff development
- Supplies & materials

It was noted in the presentation that agency expenses are about \$39 million. The agency also has no rental or lease payment on any of the buildings.

There was discussion about vehicles, transportation and what NLCMHA can and cannot do.

NLCMHA does not provide transportation. However, the agency does provide transportation for our consumers that are living in our homes.

The committee decided to present the Board with data from Lauri's presentation, the Direct Personnel Projected budget and Agency budget.

Next meeting: July 6<sup>th</sup> – 12:00 p.m. Cadillac and August 3<sup>rd</sup> – 10:00 a.m. Cadillac.

Respectfully Submitted,

Stacy Maiville, Executive Secretary



Budget Committee  
Employed Workforce and Other  
Agency Oversight  
Presented by Lauri Fischer, CFO

**Northern Lakes Community Mental Health Authority**  
**Projected Budget 2024**  
**Fiscal Year Ended 9/30/2024**

Board Catchment	Account Number	Account Title	Budget Projection
Personnel	<b>70200</b>	Salaries	24,232,103
Personnel	<b>71500</b>	FICA	1,853,756
Personnel	<b>71601</b>	Employee Health Insurances	4,838,366
Personnel	<b>71701</b>	Life & Disability Insurance	125,471
Personnel	<b>71800</b>	Retirement Defined Contribution	1,126,424
Personnel	<b>71802</b>	Retirement Defined Benefit	442,696
		Subtotal Personnel	<b>\$32,618,816</b>
Direct Operations	<b>72400</b>	Board Per Diem	34,997
Direct Operations	<b>72500</b>	Non Board Member Per Diem	8,080
Direct Operations	<b>72700</b>	Office Supplies and Services	149,076
Direct Operations	<b>73000</b>	Software & Mtc Contracts	717,908
Direct Operations	<b>74000</b>	Operating Sup	275,225
Direct Operations	<b>74101</b>	Residential Svcs-Food Account	90,624
Direct Operations	<b>74102</b>	Client Medical Services and Subsidies	19,190
Direct Operations	<b>75000</b>	Clubhouse Food	22,220
Direct Operations	<b>85000</b>	Communications (phones)	405,010
Transportation	<b>86001</b>	Staff Mileage	328,250
Transportation	<b>86004</b>	Vehicle Gas & Repairs	94,734
Transportation	<b>86100</b>	Board Development & Travel Costs	45,541
Personnel	<b>86200</b>	Staff Development	161,600
Transportation	<b>86300</b>	Client Transportation	900,819
Direct Operations	<b>90000</b>	Print,Adv, Micro	238,726
Personnel	<b>91001</b>	Worker's Comp Insurance	186,850
Personnel	<b>91004</b>	Unemployment Insurance	29,795
Direct Operations	<b>91005</b>	Liability Insurance	227,250
Occupied Space	<b>92000</b>	Utilities	267,650
Occupied Space	<b>93000</b>	Repairs & Maintenance	682,060
Direct Operations	<b>93001</b>	Computer Hardware	331,179
Occupied Space	<b>94100</b>	Rent Expense	146,635
Direct Operations	<b>95670</b>	Non State Expenses	9,938
Direct Operations	<b>97700</b>	Equipment (Non-IT)	151,500
Direct Operations	<b>97750</b>	Equipment Depreciation	89,890
Transportation	<b>97760</b>	Vehicle Depreciation	181,139
Occupied Space	<b>97770</b>	Building Depreciation	653,180
		Subtotal Other	<b>\$ 6,449,066</b>
		<b>Commbined Total</b>	<b>\$39,067,882</b>
		<b>Personnel</b>	<b>\$32,997,061</b>
		<b>Direct Operations</b>	<b>\$ 2,770,813</b>
		<b>Transportation</b>	<b>\$ 1,550,483</b>

<b>Occupied Space</b>	<b>\$ 1,749,525</b>
<b>Directly Provided and Agency Oversight</b>	<b><u>\$ 39,067,882</u></b>

Northern Lakes Community Mental Health Authority							
Direct Personnel Projected Budget							
Fiscal Year 2024							
				Health	Disability	Def Cont	FY 2024
Cost Center name	Cost Ctr	Salary	FICA	Insurance	& Life	Pension	Personnel
Seneca Place Home	91451	394,167	30,154	64,720	2,380	18,898	510,319
Jones Lake Home	91452	385,520	29,492	52,014	2,272	12,735	482,033
Residential Support	91453	444,860	34,032	87,335	2,290	17,615	586,132
Wright Street Home	91455	358,207	27,403	72,320	2,236	9,137	469,303
Evergreen Home	91456	358,423	27,419	59,320	2,164	11,823	459,149
Woodland Home	91457	393,717	30,119	54,317	2,232	14,483	494,868
Glen Oaks Apartments	91458	89,524	6,849	18,106	577	4,192	119,248
Traverse House Clubhouse	93342	303,048	23,183	65,124	1,577	15,152	408,084
Pearl Street Home	93452	347,024	26,547	41,611	1,972	13,894	431,048
Crisis (Engagement) Center	94002	899,713	68,828	233,688	4,767	44,986	1,251,982
Juvenile Justice Diversion	94007	212,930	16,289	26,512	1,071	9,186	265,988
Assertive Community Treatment	94101	1,083,044	82,853	240,104	5,646	47,247	1,458,894
Behavior Treatment Psychology	94103	212,935	16,290	31,411	1,071	10,647	272,354
Case Management	94104	2,897,082	221,627	677,571	15,020	132,378	3,943,678
Emergency Services Crisis	94106	2,047,247	156,614	259,195	10,087	97,152	2,570,295
Mobile Crisis	94108	69,946	5,351	21,008	353	3,497	100,155
Homebased Services	94109	647,125	49,505	125,949	3,246	32,356	858,181
Outpatient Therapy	94112	1,750,824	133,938	361,738	8,974	81,726	2,337,200
Peer Services	94113	540,215	41,326	158,063	2,964	25,114	767,682
Med Clinic	94117	1,422,032	108,785	170,363	6,564	71,102	1,778,846
Physical and Occupational Therapy	94118	152,333	11,653	23,708	755	7,617	196,066
Community Support Workers	94122	191,205	14,627	68,528	1,130	9,560	285,050
Wraparound Facilitators	94127	185,889	14,221	36,414	963	9,294	246,781
Clinical Supervision Allocated	94301	1,074,918	82,231	187,965	5,176	48,464	1,398,754
Access Center	95201	745,575	57,036	143,553	3,712	37,279	987,155
QI Customer Service	95203	312,066	23,873	41,814	1,613	15,603	394,969
Finance	95204	631,877	48,339	126,053	3,185	31,594	841,048
Reception General Admin	95205	1,046,369	80,047	255,613	5,572	49,246	1,436,847
Human Resources	95207	331,676	25,373	50,220	1,692	16,584	425,545
Information Technology	95208	648,734	49,628	129,456	3,252	32,437	863,507
Office of Recipient Rights	95209	307,614	23,532	65,124	1,595	15,381	413,246
Other Mgd Care Admin	95210	57,014	4,362	16,109	301	2,851	80,637
Provider Network	95211	442,622	33,861	102,944	2,208	22,131	603,766
Trainer Net Expense	95215	64,956	4,969	7,703	333	3,248	81,209
Other Mtc Staff	95403	110,835	8,479	37,117	589	5,542	162,562
Club Cadillac	95518	307,774	23,545	77,038	1,596	15,389	425,342
Integrated Health Clinic	96001	303,789	23,240	47,520	1,507	12,392	388,448
CHAT Behavioral Health Home	96005	562,229	43,011	138,551	2,979	27,163	773,933
Opioid Health Home	96006	182,419	13,955	63,023	949	9,121	269,467
NHCM HCBW-MI Choice	98002	1,609,949	123,161	370,736	8,338	76,977	2,189,161
NHCM Nursing Facility Transitions	98004	104,677	8,008	28,711	565	5,234	147,195
<b>Total Personnel</b>		<b>\$ 24,232,103</b>	<b>\$ 1,853,755</b>	<b>\$ 4,838,369</b>	<b>\$ 125,473</b>	<b>\$ 1,126,427</b>	<b>\$32,176,127</b>