



**Northern Lakes  
Community Mental  
Health Authority**

**Board of Directors  
Packet**

**June 15, 2023**



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

## BOARD AGENDA

The Northern Lakes Community Mental Health Authority Board will meet on June 15, 2023 at 2:15 p.m. Northern Lakes Community Mental Health Authority, Virtual Meeting and 527 Cobb Street, Cadillac Dial 1-810-258-9588 Conference ID 986 665 315#

<u>TIME</u>	<u>ID #</u>	<u>ITEMS</u>	<u>POLICY #</u>
2:15 p.m.		<b>Roll Call</b> <b>Pledge of Allegiance</b> <b>Appoint Timekeeper</b> <b>Confirmation of Quorum</b> <b>Consideration of Agenda</b> <b>Conflict of Interest Declaration</b>	
2:20 p.m.		<b>Consent Agenda - Board</b> Consideration of Board Consent Agenda* 1 Board of Directors Minutes – May 18, 2023 – <i>Approve</i> 2 Committee of the Whole Minutes – May 18, 2023 – <i>Approve</i>	
2:30 p.m.		<b>Ownership Linkage</b> A. Citizen Comment (May be limited to three minutes by Board Chairperson)  B. Ownership Communication	1.1, 3.1
2:40 p.m.	3	<b>Chief Executive Officer’s Report</b>	
2:50 p.m.	4	<b>Chief Financial Officer’s Report</b>	
3:10 p.m.		<b>Northern Michigan Regional Entity Report</b> NMRE Minutes	3.4
3:15 p.m.		<b>Assurance of Organizational Performance</b> A. Receipt of CEO Monitoring Reports CEO Response to Monitoring Reports 5 1.0 Consumer and Community Ends 6 2.9 Investments (Internal Inspection)  B. New Operational Worries  C. June Monitoring Assignment 7 2.7 Continuity of Executive Functions (Internal Inspection)	3.0, 3.2
3:25 p.m.		<b>Board Means Self-Assessment</b> A. Receipt of Board Monitoring Report CEO Response to Monitoring Report 8 3.8 Cost of Governance - Policy (Direct Inspection) 9 3.8 Cost of Governance - Budget (Internal Inspection)	3.2, 4.2

June Monitoring Assignment  
10 4.3 Delegation of Mgt Powers to the CEO (Direct Inspection)

- 3:35 p.m.     **Governance Policies Discussion and Assessment**                     3.1  
                  A. Ends  
                  B. Executive Limitations  
                  C. Governance Process/Ownership Linkage                     3.4  
11            - By-Law Addition for CEO voting\*\*  
                  D. Board/CEO Linkage
- 3:45 p.m.     **Ownership Linkage**   1.1, 3.1  
                  A. Citizen Comment  
                  (May be limited to three minutes by Board Chairperson)
- 3:50 p.m.     **Announcements/Board Members Reports/Board Association**
- 3:55 p.m.     **July 20, 2023 Agenda Planning - Grayling**
- 4:00 p.m.     **Meeting Evaluation/Comments**
- 4:05 p.m.     **Adjournment**

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

**NEXT MEETING: July 20, 2023**

\* Action Items

\*\* Action from Committee of the Whole

\*\*\* Action Other

**Northern Lakes Community Mental Health Authority**  
**Board of Directors Annotated Agenda**  
**June 15, 2023**

**2:15 p.m. Call to Order and Start Up**

Please note that Consideration of the Agenda has been moved to this section of the agenda and that each meeting Board Members may declare any new conflict of interest.

**2.20 p.m. Consent Agenda**

Board Members can request any item be removed to allow for discussion as part of the board agenda.

**2:30 p.m. Ownership Linkage**

**Definition - Connecting the authority and accountability to the owners.**

As shown, this includes Citizen Comments (May be limited to three minutes by the Board Chairperson), and allows time for planned Ownership Communication with other community agencies or individuals.

**2:40 p.m. Chief Executive Officer's Report**

The Chief Executive Officer's Report will be reviewed with the Board.

**2:50 p.m. Chief Financial Officer's Report**

The Chief Financial Officer's Report will be reviewed with the Board.

**3:10 p.m. Northern Michigan Regional Entity Report**

The NMRE Board meeting minutes will be shared if available.

**3:15 p.m. Assurance of Organizational Performance**

**Definition – Monitoring of how NLCMHA is complying with policy.**

There are three components. 1. Receipt of CEO Monitoring Report – 2.9 Investments (Internal Inspection). 2. New Operational Worries – This allows time for Board Members to raise and discuss any new concerns they have that are not on the agenda and may be worries that would be added to a future agenda. 3. June 2023 Monitoring Assignment – 2.7 Continuity of Executive Functions (Internal Inspection). Please complete in advance and submit to the Chairperson.

**3:25 p.m. Board Means Self-Assessment**

**Definition – Review of policies that the Board is responsible for.**

There are two components. 1. Receipt of Board Monitoring Report – 3.8 Cost of Governance – Policy (Direct Inspection) and 3.8 Cost of Governance - Budget (Internal Inspection). 2. June 2023 Monitoring Assignment – 4.3 Delegation of Mgt Powers to the CEO (Direct Inspection).

**3:35 p.m. Governance Policies Discussion and Assessment**

**Definition – The Board's definition of, and rules, for its own job.**

We have placed in bulleted format the four monthly standing policy topics by Policy Governance title. Board Members are encouraged to bring items they would like discussed.

- Ends
- Executive Limitations
- Governance Process/Ownership Linkage  
-Ad Hoc Budget Committee
- Board/CEO Linkage

**3:45 p.m. Ownership Linkage**

**Definition - Connecting the authority and accountability to the owners.**

This is the second opportunity for Citizen Comment. (May be limited to three minutes by the Board Chairperson)

**3:50 p.m. Announcements/Board Member Reports/Board Association**

This is an opportunity for Board Members to report on Board visitations, committee meetings, conferences, meetings attended, events or other specific areas of mental health related interest.

**3:55 p.m. July 20, 2023 Agenda Planning**

Board Members will discuss topics to include on next month's board meeting agenda.

**4:00 p.m. Meeting Evaluation/Comments**

Time is scheduled to allow Board Members to evaluate the meeting using the meeting evaluation form.

**4:05 p.m. Adjournment**

**NEXT MEETING – July 20, 2023**



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

## Board of Directors Meeting Minutes

---

May 18, 2023

2:15 p.m.

---

**Board Members Present:** Penny Morris, Ben Townsend, Greg McMorro, Mary Marois, Al Cambridge, Sherry Powers, Pam Babcock, Ty Wessell, Kate Dahlstrom, Ruth Pilon, Dean Smallegan, Eric Ostergren

**Absent:** Tony Lentych, Tom Bratton, Carol Blake

**Virtual:** David Freedman

**Others Present:** Brian Martinus, Interim Chief Executive Officer; Tracy Andrews, Director of Integrated and Managed Health Services; Heather Sleight, Administrative Specialist; Stacy Maiville, Executive Secretary; Dean Baldwin, Network Administrator; Joanie Blamer, Chief Population Officer, Jeremiah Williams, Information Technology Supervisor

**Virtual** –Ann Ketchum, Programmer Analyst II; Kari Barker, QI Compliance Director; Curtis Cummins, Medical Director; Darryl Washington; Northern Health Care Management Director, Daniel Mauk, Chief Information Officer; Brian Newcomb, Director of Recipient Rights; Jessica Williams, Performance Improvement Specialist; Aimee Horton Johnson, Office Administrator; Amy Kotulski, Clubhouse Director

### **Call to Order:**

The meeting was called to order at 2:16 p.m. by Ben Townsend

**Timekeeper:** S. Powers

**Confirmation of a Quorum:** Yes

**Conflict of Interest Declaration:** No

**Consideration of the Agenda:** Approved.

### **Approval of the Agenda – Unanimous**

<b>MOTION:</b>	<b>Accept the April 20, 2023, Board of Directors and Committee of the Whole Meeting Minutes</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>S. Powers</b>
<b>SECONDER</b>	<b>T. Wessell</b>

## **Ownership Linkage:**

A. **Citizen Comment:** None.

<b>MOTION:</b>	<b>Move for nominations for the Board Vice Chair to be closed</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>D. Smallegan</b>
<b>SECONDER</b>	<b>M. Marois</b>

Two Board members were nominated for the Vice Chair position, Tony Lentych and Greg McMorrow. A roll call vote was taken, Greg McMorrow was elected for Vice Chair of the NLCMHA Board of Directors.

<b>MOTION:</b>	<b>Election for Chair</b>
<b>RESULT:</b>	<b>Roll call vote</b>
<b>For Mr. McMorrow: A. Cambridge, S. Powers, K. Dahstrom, P. Morris, M. Marois, G. McMorrow, T. Wessell</b>	
<b>For Mr. Lentych: D. Smallegan, R Pilon, P. Babcock, B. Townsend</b>	

<b>MOTION:</b>	<b>Move for nominations for Secretary to be closed</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>T. Wessell</b>
<b>SECONDER</b>	<b>D. Smallegan</b>

Sherry Powers was the only Board member nominated. The Chair moved to continue Ms. Powers as secretary.

## **Chief Executive Officer's Report:**

Brian Martinus, the Interim Chief Executive Officer, reviewed the CEO Report. Mr. Martinus reviewed upcoming events, dates of note, and the enabling agreement results. All six counties voted unanimously. The signed enabling agreement has been filed with the state.

Mr. Martinus also noted that he will be absent at the next Board meeting and has arranged for another to sit in his place.

Ms. Dahlstrom referenced a request that the Board Chair from Grand Traverse County Board of Commissioners asked of Mr. Martinus; and if he had completed that request. Mr. Martinus stated that he does not work for Grand Traverse County, he works for the NLCMHA Board, and the Board Chair did not direct him to address that question.

Ms. Dahlstrom asked questions about contracts. Board member Al Cambridge, clarified that the CFO and CEO are both doing as instructed by the Board, and have the contracts listed on the contract report. Mr. Cambridge also stated that the Board has only instructed the CEO to alert the Board of upcoming contracts, not give the details or provide discussion about the contracts. The proper place to discuss the contracts is during Financial Report that is given by the Chief Financial Officer.

**Chief Financial Officer’s Report:**

Mr. Martinus reviewed the Chief Financial Report. The Habilitation waiver numbers have increased. NLCMH received a performance-based incentive grant through the NMRE. Medicaid redetermination will begin in June. The CFO Report also highlighted residential/inpatient usage, revenues and spending along with other financial specifics.

Ms. Dahlstrom asked about the Hope Network contract. Mr. Martinus and Ms. Tracy Andrews answered.

**Northern Michigan Regional Entity Report:**

The NMRE draft minutes were included in the packet.

**Assurance Of Organizational Performance:**

**A. Receipt of Board Monitoring Report & CEO Response to Monitoring Report:**

<b>MOTION:</b>	<b>The Board finds the organization 100% in compliance with Policy 2.8 Communication and Support to the Board</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>S. Powers</b>
<b>SECONDER:</b>	<b>P. Morris</b>

**B. New Operational Worries:**

Ms. Dahlstrom expressed concern over Munson’s Emergency Room and it’s patients getting turned away. She suggested the CEO meet with Munson to address this.

Mr. Townsend responded that operational worries should be focused on items concerning the NLCMHA Board, not other organizations. He expressed that he would give that issue to the Interim CEO if the CEO would like to look at.

Ms. Marois commented that there should be a Board Strategic Plan.

Mr. Wessell encouraged the Board to ask more questions and to continue pushing for answers.

Mr. McMorrow expressed that he would like the Board to hear from staff more often and start giving more staff recognition. The Chairman, Mr. Townsend stated that he would like to add Mr. McMorrow’s idea to a future COW Meeting and hopes the Mr. McMorrow can take the lead on that idea.

**C. May Monitoring Assignment:**

The May monitoring assignment, 2.9 Investments was given to the Board for members to complete.

**Board Means Self-Assessment:**

**A. Receipt of Board Monitoring Report & CEO Response to Monitoring Report:**

<b>MOTION:</b>	<b>The Board finds the organization 100% in compliance with Policy 3.7 Governance Committee</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>S. Powers</b>
<b>SECONDER</b>	<b>T. Wessell</b>



**B. May Monitoring Assignment:**

The Board was given 3.8 Cost of Governance internal and direct inspection and 1.0 Consumer and Community Ends as their May monitoring assignment.

<b>MOTION:</b>	<b>The Board finds the organization 90% in compliance with 3.7A Recipient Rights Advisory Committee</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>P.Morris</b>
<b>SECONDER</b>	<b>T. Wessell</b>

<b>MOTION:</b>	<b>The Board finds the organization 90% in compliance with 3.7B Recipient Rights Appeal Committee</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>G. McMorrow</b>
<b>SECONDER</b>	<b>D. Smallegan</b>

**Governance Policies Discussion and Assessment:**

A. Ends: None.

B. Executive Limitations: None.

C. Governance Process/Ownership Linkage:

The Board approved the financial audit.

<b>MOTION:</b>	<b>Approve and Receive Financial, Single, Compliance Audit</b>
<b>RESULT:</b>	<b>ADOPTED. [UNANIMOUS]</b>
<b>MOVER:</b>	<b>M. Marois</b>
<b>SECONDER:</b>	<b>A. Cambridge</b>

**Committee Appointments:**

The NLCMHA Chairman made the following committee appointments:

Audit Committee – S. Powers, P. Morris, T. Wessell, D. Smallegan, E. Ostergren, B. Townsend

NLD –P. Babcock – Chair, R. Pilon, M. Marois, G. McMorrow, E. Ostergren, C. Blake

RRAC – T. Lentych – Chair, A. Cambridge

NMRE- R. Pilon, T. Bratton, G. McMorrow

CMHAM – M. Marois, B. Townsend

CEO Search – T. Bratton – Chair, S. Powers, T. Wessell, C. Blake, D. Smallegan, A. Cambridge

Governance – T. Lentych- Chair, G. McMorrow, S. Powers, E. Ostergren C. Blake

Ad Hoc Budget Committee – A. Cambridge- Chair T. Wessell, T. Bratton

Board/CEO Linkage: None.

**Ownership Linkage:**

A. Citizen Comment:

**Rose Denny-** Spoke about public corruption cases. She mentioned that she FOIA'd Wexford County and believes there was conspiring to remove her from the Board.

The Chairman, Mr. Townsend, asked the Vice Chair, Greg McMorrow to stay afterwards and meet with Ms. Denny along with the Interim CEO to address Ms. Denny's concerns.

### **Announcements/Board Member Reports/Board Association:**

Ms. Dahlstrom stated that she met with a senator and the senator would like to turn NLCMH into a CCBHC. She showed the Board a flyer about CCBHC and asked told the Board that they should consider.

Mr. Townsend read the certificate of appreciation for Angie Griffis.

Mr. Martinus stated that he appreciated the time Ms. Griffis served on the Board and her work with the NMRE.

Mr. Townsend read the certificate of appreciation for Dan Dekorse.

Mr. McMorrow commented that he appreciated Mr. Dekorse's temperament and how he dealt with everything with a steady head. Mr. Martinus stated that Mr. Dekorse led the Board with integrity and gave a lot of time and energy to the Board. Mr. Townsend praised Mr. Dekorse for his work.

Ms. Babcock mentioned that she recently did a survey with ARC and shared with them that when she pulled her son from his day program and his life has been less stressful.

Mr. Cambridge stated that the opposite happened for him, the day program his son is in at ROOC has helped him tremendously.

Ms. Dahlstrom encouraged the Board to attend a self-determination conference.

Ms. Morris referenced the law enforcement meeting last week and the positivity and collaboration that occurred as result. Ms. Morris gave praise to the new COO, Nancy Stevenson, and staff member.

### **Agenda Planning**

COW -Voting 2/3<sup>rd</sup> discussion. Board of Directors – Vote about the 2/3<sup>rd</sup> discussion.

### **Meeting Evaluation/Comments:**

#1 – We spent our time on the most important governance topics – satisfactory

#2 – We encouraged diversity of viewpoints – Satisfactory

#3 – Our decisions were made collectively –Excellent

#4 – The Board used it's time effectively – Excellent

### **Adjournment:**

The meeting adjourned at 3:39 p.m.

Respectfully Submitted,

Ben Townsend, Chairperson

Sherry Powers, Board Secretary

\_\_\_\_\_

\_\_\_\_\_

Stacy Maiville, Executive Secretary

\_\_\_\_\_

**Committee of the Whole Meeting  
Minutes**

---

**May 18, 2023**

**12:30 PM**

---

Ben Townsend called the meeting to order at 12:40

**Board Members Present:** Penny Morris, Ben Townsend, Greg McMorrow, Mary Marois, Al Cambridge, Sherry Powers, Pam Babcock, Ty Wessell, Kate Dahlstrom, Ruth Pilon, Dean Smallegan, Eric Ostergren

**Absent:** Tony Lentych, Tom Bratton, Carol Blake

**Virtual:** David Freedman

**Others Present:** Brian Martinus, Interim Chief Executive Officer; Tracy Andrews, Director of Integrated and Managed Health Services; Heather Sleight, Administrative Specialist; Stacy Maiville, Executive Secretary; Dean Baldwin, Network Administrator; Joanie Blamer, Chief Population Officer, Jeremiah Williams, Information Technology Supervisor

**Virtual** –Ann Ketchum, Programmer Analyst II; Kari Barker, QI Compliance Director; Curtis Cummins, Medical Director; Darryl Washington; Northern Health Care Management Director, Daniel Mauk, Chief Information Officer; Brian Newcomb, Director of Recipient Rights; Jessica Williams, Performance Improvement Specialist; Aimee Horton Johnson, Office Administrator; Amy Kotulski, Clubhouse Director

**Public Comment:**

**Amy K with Club Cadillac** –May is Mental Health Month, on May 25<sup>th</sup> from 5-7 PM Club is having an open house. The address is 2105 6<sup>th</sup> Avenue, Cadillac, MI. Traverse House is having their open house on May 31<sup>st</sup> from 4:00-5:30 pm at Traverse Clubhouse. All board members are encouraged to come. Please come and see what we are all about.

**Tracy Andrews** – Ms. Andrews took this opportunity to thank the 360 plus staff at Northern Lakes who have stayed the course during the reworking/signing of the Enabling Agreement. In addition to the uncertainty of the future of the agency, staff have faced higher caseloads and staff shortages. She also thanked the members of the board who have been involved.

**Rose Denny** – Ms. Denny read a letter that she had written explaining the circumstances surrounding her leaving the NLCMHA Board of Directors.

**Kate Dahlstrom** –Ms. Dahlstrom read an email on behalf of Child and Family Services regarding a recent incident with a consumer of theirs and the lack of inpatient beds in the state for children for mental health services.

**Office of Recipient Rights Director's Report** – Site visits over 70% complete for the year. We have trained 415 staff YTD for FY2023. Remain at 100% compliance with wrapping up cases in under 90 days.

**Services for People with IDD-** Amber Huff gave a presentation on the program called PERS - Personal Emergency Response System. PERS is paid for by Medicaid and it is billed monthly. Ms. Huff explained what the program is, how it works, and how it benefits our consumers. This system is a Person-Centered Plan. Ms. Huff discussed some specific ways in which this system can help according to the needs/habits of the individual consumer. Ms. Huff's client introduced himself, talked about where he was, where is he today, and how the PERS system has helped him to live independently at the Glen Oaks facility.

**Board Member Introductions-** This was done during the Board Education meeting. The 4 members who are absent will introduce themselves at next month's meeting.

**Slate of Officer's Discussion-**

Ms. Pam Babcock announced that the Vice Chair candidates were Tony Lentych, and Greg McMorrow. Greg McMorrow and Sherry Powers were nominated for Secretary. Comments were taken from board members for both Greg and Sherry.

**Agenda Planning:**

Mr. Ben Townsend suggested that the Committee of the Whole to discuss (at the next meeting) amending the By-laws to approve election of the CEO with either the 2/3 vote or a majority of the seated board vote. This will be just for the CEO vote only.

Ms. Kate Dahlstrom would like a HARM Reduction presentation. Mr. Townsend will delegate this to the NLD. Next meeting is June 15<sup>th</sup>, 2023, at 527 Cobb St, Cadillac

**Meeting Evaluations/Comments:**

#1 – We spent our time on the most important governance topics – Satisfactory

#2 – We encouraged diversity of viewpoints – Excellent

#3 – Our decisions were made collectively – Satisfactory

#4 – The Board used it's time effectively – Satisfactory

#5 – What is the most important thing the Board could do to improve our function as a Board? Mr.

Townsend explained the difference in how the COW meeting is run versus how the Board meeting is run – the formalities.

**Other/Adjourn:**

Meeting adjourned at 1:34

Respectfully Submitted,

Heather Sleight,

Administrative Specialist

## Interim Chief Executive Officer's

### Report to the Board

June 15, 2023

**Citizen Comment:** None

**Grants of Significant Value:** Hope Network Contract was signed for the North Hope Crisis (CRU) located on 844 Indian Trail Blvd, Traverse City, MI 49686. The Open House was June 5<sup>th</sup> between 5:00-6:00pm. The soft opening for North Hope Crisis will be on June 14<sup>th</sup>, 2023. A full board report and presentation will be giving on the CRU and CSU development at the July board COW meeting.

**Staff Retention Pay:** Looking for the opportunity to give a staff retention pay agency wide if funding is available. This would be similar to the retention pay given last year to the Northern Lake employees.

### **Quality & Compliance Update ( Kari Barker):**

MDHHS Annual Review 2023

Although we haven't received the final results yet, which will come after we have completed our Corrective Action Plan (CAP), the improvements we've seen in the initial results are worth celebrating. These include but are not limited to:

- Administrative section which covered NLCMHA's policies and procedures had citations, 100% compliance.
- Behavior Treatment section had 0 citations, 100% compliance.
- Individual Plan of Service (IPOS) in service training to all direct care staff had 0 citations, met at 100% (This was a 70% improvement from the last review).
- HSW Health and welfare section had 0 citations, met at 100%.
- Freedom of choice section had 0 citations, met at 100%.

### **Recognition**

- Documentation submission outstanding, well organized, easy to navigate.
- Overall, platforms of the EMRs were designed for easy use/review.
- Clinical records overall, were found to be very well written. The assessments especially, were found to be very detailed and thorough in providing a very clear picture of the person/family served, their needs/vulnerabilities/strengths.
- The Psychosocial Assessments also met the requirement for the annual health care appraisal, G.2.
- The language used within those reports were found to be respectful to/supportive of the person(s) served.
- Strong documentation of eligibility requirements and need for active treatment.
- Pre-Planning documents were often noted to have required/performance measure information embedded in the design of the EMR.

- Some good evidence found of coordination of care tools within EMR.
- Good evidence of active engagement of the person's satisfaction with services, throughout the IPOS year.
- Improvements noted in reflection of Amount/Scope/Duration of recommended services, and in the design of some of the IPOS training tools we found in our review.
- Improved compliance scores were noted for several performance measures (7 under the HSW, 4 under the CWP and 7 under the SEDW).

**We had 2 costly deficits with external providers:**

- In Self-Direction (SD) neither of the Fiscal Intermediaries (FI) required the correct training from Community Living Supports (CLS) home staff and we received citations on each training element for those 4 staff.
- One external provider agency did not complete background checks prior to hire for 11 CLS staff and we were cited.

**A continuing issue:**

- Standard Q.2.1. requires staff working with individuals with IDD that are receiving HSW services must have a Qualified Intellectual Disabilities Professional (QIDP) prior to being hired. We have several staff that did not have that designation prior to hire but were then supervised their first year and acquired it.  
However, we are still given a repeat citation each year if those staff are pulled in the review and there's no way to fix it.

MDHHS Auditors stressed that improvement jumped from 32% to 93% during this review over the last eight months and appointment of the Interim CEO. There's been a shift in the quality of our clinical services and documentation, I've seen it in clinical record reviews and I'm seeing it in these preliminary outcomes. The changes in leadership, the emphasis on accountability, solution focused thinking, a positive attitude, and commitment to developing both staff and teams are having a very positive affect on staff and thereby the provision of services.

**Community Connections/Meetings:**

- June 5-7, Summer Conference – Grand Traverse Resort
- June 8<sup>th</sup>, Law Enforcement Meeting
- June 9<sup>th</sup>, Partnership Meeting with Catholic Human Services
- June 12-16, Military Training – Grayling, MI
- June 15<sup>th</sup>, NLCMHA Board Meeting
- June 20<sup>th</sup>, NMRE Operations Committee Meeting
- June 28<sup>th</sup>, NMRE Board Meeting
- July 6<sup>th</sup>, NLD Meeting, 10:00-11:30 - Cadillac
- July 6<sup>th</sup>, Ad Hoc Budget Committee Meeting – 12:00-1:30
- July 10<sup>th</sup>, NMRE SUD Meeting
- July 13<sup>th</sup>, Law Enforcement Meeting
- July 18<sup>th</sup>, NMRE Operations Committee Meeting
- July 19<sup>th</sup>, NLCMHA Public Hearing – Traverse City
- July 19<sup>th</sup>, NLCMHA Public Hearing - Cadillac

- July 20th, NLCMHA Board Meeting
- July 26th, NMRE Board Meeting
- July 31<sup>st</sup>, NLCMHA All Managers Meeting - Cadillac
- August 3<sup>rd</sup>, Ad Hoc Budget Committee Meeting – 10:00-11:30
- August 3<sup>rd</sup>, RRAC Meeting – 1:30-3:30
- August 3<sup>rd</sup>-18<sup>th</sup>, Military Training – Northern Strike – Camp Grayling
- August 10<sup>th</sup>, Law Enforcement Meeting
- August 15<sup>th</sup>, NMRE Operations Committee Meeting
- August 17<sup>th</sup>, NLCMHA Board Meeting
- August 23<sup>rd</sup>, NMRE Board Meeting

**NLCMHA Email Blast:** In our most recent email blast we shared information on the following topics:

- **Employee Anniversaries/Changes/New hires**
- **Meeting Schedules**
- **Bell Seal Award**
- **Mental Health Awareness Month Activities**

**Currently looking to fill the Human Resource Director vacancy:** Job has been posted and applications will close on July 17, 2023.

**Media Coverage:** There were some articles in the last month. I am attaching a word document of that article to this report and links are included below should you want to access them yourselves:

Respectfully submitted,  
Brian Martinus, Interim CEO

[https://www.cadillacnews.com/news/club-cadillac-looking-to-reintroduce-itself-members-to-community-with-open-house/article\\_4e5443f6-f007-11ed-ad7d-f378c4477c4e.html](https://www.cadillacnews.com/news/club-cadillac-looking-to-reintroduce-itself-members-to-community-with-open-house/article_4e5443f6-f007-11ed-ad7d-f378c4477c4e.html)

[https://www.cadillacnews.com/news/cadillac-retrocade-high-score-hangout-brings-og-video-games-current-consoles/article\\_b94833d6-ef5b-11ed-8e6e-b36a825a2306.html](https://www.cadillacnews.com/news/cadillac-retrocade-high-score-hangout-brings-og-video-games-current-consoles/article_b94833d6-ef5b-11ed-8e6e-b36a825a2306.html)

[https://www.cadillacnews.com/news/students-learn-about-local-job-opportunities-during-ctc-employer-expo-tuesday/article\\_1f92bf16-ee9a-11ed-b15f-eb622a2c49ce.html](https://www.cadillacnews.com/news/students-learn-about-local-job-opportunities-during-ctc-employer-expo-tuesday/article_1f92bf16-ee9a-11ed-b15f-eb622a2c49ce.html)

<https://mynorth.com/2023/05/mental-health-support-for-kids-in-northern-michigan-with-nami/>

<https://www.secondwavemedia.com/features/060623cmhfellows.aspx>

[https://www.record-eagle.com/news/lifestyles/northern-living-in-brief-05-14-2023/article\\_b1844fc6-eda4-11ed-babb-a78a43f23e1b.html](https://www.record-eagle.com/news/lifestyles/northern-living-in-brief-05-14-2023/article_b1844fc6-eda4-11ed-babb-a78a43f23e1b.html)

[https://www.record-eagle.com/news/local\\_news/community-in-brief-05-21-2023/article\\_5981e25c-f4de-11ed-a345-f333f223aa7f.html](https://www.record-eagle.com/news/local_news/community-in-brief-05-21-2023/article_5981e25c-f4de-11ed-a345-f333f223aa7f.html)

[https://www.9and10news.com/2023/05/26/club-cadillac-returns-to-in-person-support-for-first-time-in-3-years/?fbclid=IwAR2mYA8yQJBsjEEvnDxayOv\\_2liRDmcA9BhlylMJC2FOzAQwbxy-PPUyxgo](https://www.9and10news.com/2023/05/26/club-cadillac-returns-to-in-person-support-for-first-time-in-3-years/?fbclid=IwAR2mYA8yQJBsjEEvnDxayOv_2liRDmcA9BhlylMJC2FOzAQwbxy-PPUyxgo)



[https://www.cadillacnews.com/news/club-cadillac-looking-to-reintroduce-itself-members-to-community-with-open-house/article\\_4e5443f6-f007-11ed-ad7d-f378c4477c4e.html](https://www.cadillacnews.com/news/club-cadillac-looking-to-reintroduce-itself-members-to-community-with-open-house/article_4e5443f6-f007-11ed-ad7d-f378c4477c4e.html)

## **Club Cadillac looking to reintroduce itself, members to community with open house**

CADILLAC — During and after the pandemic, it wasn't uncommon for relationships to become strained or have to be re-established.

Although Club Cadillac has been in the area for more than 25 years, director Amy Kotulski said the pandemic was devastating in many ways. Members were impacted due to isolation, the transitional employment program was completely wiped out and the connection with the greater community was lost.

“Isolation sky-rocketed with everyone, but for adults with mental illnesses isolation is one of the worse things because it exacerbates their symptoms,” she said. “We tried to have a virtual clubhouse and had regular meetings. We had a conference call line for those without a smartphone. We also had a private Facebook page for members.”

While utilizing those tools has helped to expand Club Cadillac's reach long-term, which is a good thing, it wasn't the same as being in-person, Kotulski said. The result was the hospitalization of members due to the isolation.

To say the early part of the pandemic was a hard time would be an understatement.

With restrictions loosened, Kotulski said things are starting to return to normal. She also said some things done during the pandemic out of necessity are turning out to be positive changes and additions to what the clubhouse does.

One such thing is the newsletter, according to Kotulski.

“We had a weekly newsletter called the Inspirational Report. They (members) could see each other's faces and find out what they were doing without having to sit on the phone,” she said. “They were excited about getting the mail and about what was going on with their friends.”

While the clubhouse is open now, Kotulski said the newsletter is something the members want to continue. Is it hard? Yes. Is it expensive? Yes. But Kotulski said it is a positive thing they all look forward to, so they intend to continue producing it.

Heidi Miller has been a member of Club Cadillac for four years. She said since becoming a member, the clubhouse has helped her with her mental health, helped to get her out of the house and meet new people.

Although she hasn't gotten a job through programming at the clubhouse, Miller said she has helped with many different duties, including cooking and clerical work. For her, the clubhouse was and is a great way to meet and make friends. So, when the pandemic closed things down it was difficult.

"It was pretty hard because I couldn't come in and when I did come in, I didn't like wearing a mask," she said.

During the pandemic, she became close with one of the clubhouse staff members named Carrie Ferguson. She would come to visit her at her home and they would go outside and take walks. When they wouldn't see each other they would talk on the phone or have video chats.

It was a similar story for member Michelle Howard.

She has been a member of the clubhouse for 13 years, and like Miller, she has developed some lasting friendships through the clubhouse. Before attending, Howard said she didn't know about the clubhouse. Once she found out about it, she said she started coming to the clubhouse because it gave her something to do.

It also helped her to become more social.

"I actually made quite a few good friends here and I've done like (temporary jobs) at Blue Heron and then they hired me as a dishwasher," Howard said.

During the pandemic, Howard said she kept herself busy at home but she likes it much better being able to come into Clubhouse.

When Gail Bottoms moved to Michigan with her boyfriend from Tennessee she said it was him that got her to check out the clubhouse. She has been a member for six years now.

Before moving up to Cadillac, Bottoms said she had never heard of clubhouse. Once she found out about the clubhouse, however, Bottoms said she enjoyed it and got involved. Now, as long as it is open, she is at the clubhouse.

"I work with the weekly newsletter or work on the daily newsletter. I do many accounting and clerical stuff from the computer, which involves working with Canva (free template program) for our newsletters, and I sell lunch tickets," she said.

Being at the clubhouse has kept her stable as far as her mental health and allowed her to tell her story.

For Kotulski, the pandemic was problematic because, like many things, it became hard for certain programs to return, including the Transitional Employment Program. The program was a supported work program that is unique to clubhouses. Through this program, members can hold part-time, temporary jobs in the community that are obtained and managed by the club.

When employed through the program, members work at the job for at least six months and up to nine months. The program is available to any active member who has a strong desire to work and offers extra support for getting back into the workforce.

After the pandemic, Kotulski said the relationships with businesses got wiped out and the program is having to be built again from the ground up. On the flip side, Kotulski said the independent employment program has thrived. During 2021 and 2022, Kotulski said 27 members were employed through the independent employment program and collectively grossed nearly \$300,000.

“We had a very high number working independently and we were able to support them by helping them buy clothes for work, coordinate transportation and helping them to get their applications in,” Kotulski said.

With more and more members starting to return to in-person clubhouse activities, Kotulski thought it also might be a good time to reintroduce the clubhouse and its members to the community. This has included a new rebranding of the clubhouse logo, which is a sunflower, and holding an open house from 5 to 7 p.m. on May 25.

With May being Mental Health Awareness Month, Kotulski said it only made sense to host the open house this month. The goal is for the public to see the clubhouse, take a tour and talk with the members. She said the Cadillac Area Chamber of Commerce is going to be there for a ribbon cutting.

As for the members, they also are ready to invite the community in.

“I would talk to anybody about club. I would encourage anybody who does not know about club to come,” Miller said. “I would talk to anybody, anytime. It’s a great place to come and meet people.”

For more information about Club Cadillac go to [clubcadillacclubhouse.org](http://clubcadillacclubhouse.org).



From left, Club Cadillac Director Amy Kotulski and member Gail Bottoms look through lunch ticket sales as they get ready for a recent lunch rush. On May 25, Club Cadillac is hosting an open house as a way to reintroduce itself and its members to the community.

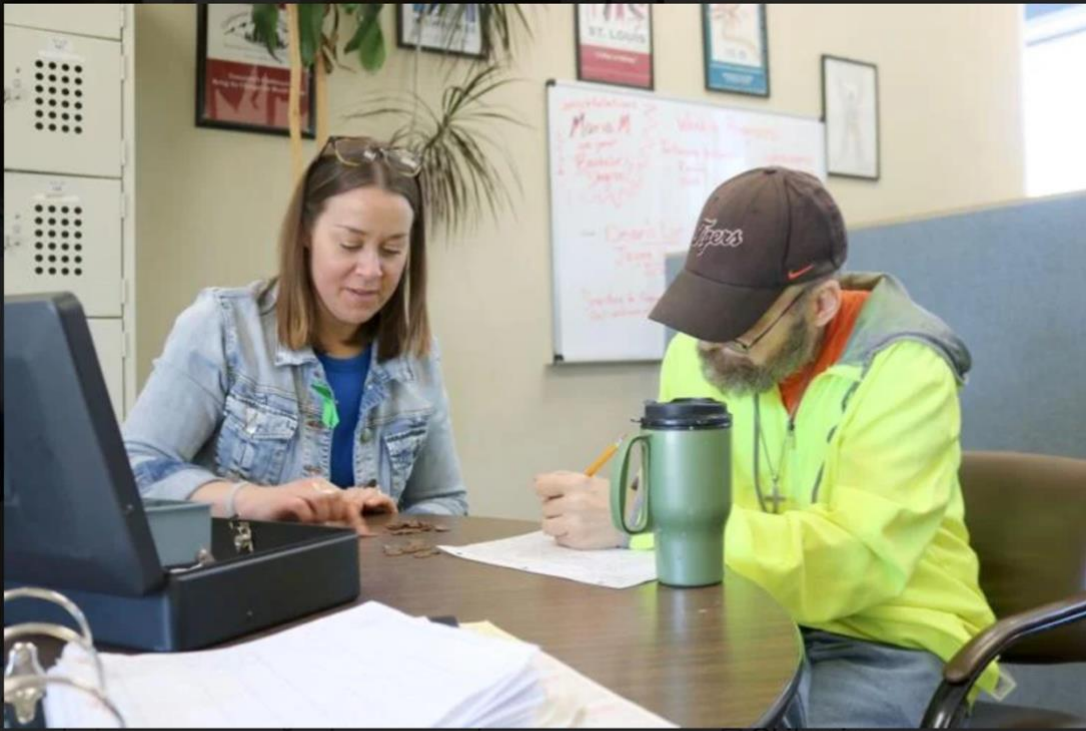


From left, Club Cadillac generalist Tom Welsh and member Malinda Salisbury do some clerical work logging member attendance recently. On May 25, Club Cadillac is hosting an open house as a way to reintroduce itself and its members to the community.  
rick charmoli | cadillac news



Club Cadillac member Jim Bouwma reads through the newspaper on a recent afternoon. On May 25, Club Cadillac is hosting an open house as a way to reintroduce itself and its members to the community.





lac Director  
t lunch rush  
he community.

Obituaries  
Obituaries from Cadillac News

Club Cadillac Director Amy Kotulski and member Randy Wozniak count down the bank recently. On May 25, Club Cadillac is hosting an open house as a way to reintroduce itself and its members to the community.



lac Director  
t lunch rush  
he community.

Obituaries  
Obituaries from Cadillac News

Club Cadillac member Michael Goslyn works the snack bar at the clubhouse during a recent day at the clubhouse. On May 25, Club Cadillac is hosting an open house as a way to reintroduce itself and its members to the community.

[https://www.cadillacnews.com/news/cadillac-retrocade-high-score-hangout-brings-og-video-games-current-consoles/article\\_b94833d6-ef5b-11ed-8e6e-b36a825a2306.html](https://www.cadillacnews.com/news/cadillac-retrocade-high-score-hangout-brings-og-video-games-current-consoles/article_b94833d6-ef5b-11ed-8e6e-b36a825a2306.html)

## Cadillac retrocade High Score Hangout brings OG video games, current consoles

- [By Rick Charmoli Cadillac News](#)

CADILLAC – Chris Thetford and his business partner Steven Bowen had an idea four years ago to start a business to help individuals with intellectual or developmental disabilities, but never expected it would eventually include opening an arcade.

The business partners started a health care company, MI Independent Living, that focuses on providing community living supports and more through Northern Lakes Community Mental Health. As they started meeting with their consumers, Thetford said they learned they don't have a lot of opportunities for jobs and other things.

"It's always been a goal of mine to help them set up their own businesses, but running my own business I realized there is a lot of work," he said. "It is really hard."

So he spent the last couple of years trying to figure out what they could do.

At first, Thetford said the consumers started raising money by making and selling baked goods, crafts and other things they could sell online. While there wasn't a physical location, Thetford said to be successful in that realm, it also takes a lot of work to maintain.

At the same time, Thetford and Bowen opened House of Games at the Plett Road location before moving the tabletop board and card game-based business to its new location at the old Pell's Radio, Appliance and TV building, 415 N Mitchell St., in downtown Cadillac. It was at that point they realized both sides of the building were available for lease.

“We talked to (the building owners) about that and then I brainstormed with Steve (Bowen) and tried to figure out things that might be simple. I wanted something that wasn’t intense for them so that they could feel like they could go do something in the community,” Thetford said.

He said with the location close to another downtown Cadillac business that has become an institution, G and D Pizza and Party Store, the potential to get a lot of foot traffic was high. The original idea was to have the consumers sell their baked goods and crafts, but Thetford said the idea to expand it a little bit started to take shape.

He said a lot of times when the consumers were waiting for people to come shop, they would get bored. That’s when he decided to bring in some of his video games, including standup arcade cabinets but also consoles. Eventually, the idea of turning the business into a full-fledged arcade the consumers could run took shape and took off.

That is how High Score Hangout came to be.

“A lot of these systems and stuff were actually my own personal collection. A couple of friends of mine, we’ve all had collections over the years and so it’s always kind of exciting to see people come into any one of our homes and see these things set up,” Thetford said. “They’re like, ‘That is so cool. That brings me back to my childhood.’ I just thought it would be a neat thing to give to the public too.”

Currently, there are gaming consoles including the Nintendo Entertainment System, Super Nintendo, Sega Genesis, PlayStation 2 and PlayStation 3, Xbox and Xbox One. There also are a few 1-UP gaming cabinets, including the arcade classic Galaga, and air hockey and foosball.

The cost to play is a flat fee of \$10 a day per person and a family will pay no more than \$30. Hours of operation are 10 a.m. to 9 p.m. Monday through Thursday and 10 a.m. to 11 p.m. on Friday and Saturday. Sunday it is open from noon to 8 p.m.



With summer quickly approaching and his target demographic about to have more time on their hands, Thetford said he plans on having different types of promotions to lure them in. What those will be, however, is not yet determined. He also said there is a space people can utilize to host birthday parties or other gatherings.

While the retro aspect of the High Score Hangout might be part of the allure for some, Thetford also plans on adding the current generation gaming consoles as well as adding to the games for the existing consoles. He also hopes to purchase and have vintage arcade cabinets to go with the 1UP-made ones that current are there.

“I think we have to have both for both generations of gamers. We get a lot of families in here,” he said.

For more information about High Score Hangout call (231) 468-2308 or email [highscorehangout@gmail.com](mailto:highscorehangout@gmail.com).

[https://www.cadillacnews.com/news/students-learn-about-local-job-opportunities-during-ctc-employer-expo-tuesday/article\\_1f92bf16-ee9a-11ed-b15f-eb622a2c49ce.html](https://www.cadillacnews.com/news/students-learn-about-local-job-opportunities-during-ctc-employer-expo-tuesday/article_1f92bf16-ee9a-11ed-b15f-eb622a2c49ce.html)

## Students learn about local job opportunities during CTC Employer Expo Tuesday

- By Chris Lamphere cadillac news

CADILLAC – Talking to a prospective employer can be a nerve-wracking experience, especially for a teenager.

On Tuesday, area students were given the opportunity to practice this skill when employers from a range of fields visited the Wexford-Missaukee Career Technical Center.

Anne Patnode, human resources business partner with Samaritas Senior Living, said it's always fun getting to know the students.

"You get to hear about their aspirations and dreams ... it's just amazing," Patnode said. "We enjoy and look forward to it every year."

Patnode said the event is a great way to expose the students to a lot of different kinds of employers and get them out of their shells a little bit.

Hannah Holland, 19, is enrolled in the automotive program at the CTC but has aspirations to eventually enter the aviation field.

Holland said attending the Employer Expo was a good experience because she learned about all the different types of jobs there are, and how to seek them out.

Career skills program student Auden Randall, 16, said he would like to enter the law enforcement field, which he became interested in as a result of television shows like CHiPs.

“You get to keep a lot of people safe,” said Randall, who added that the Employer Expo provided some helpful information, including what the job duties would be at Meijer.

Michael Filkins, with Central Professional Services, said the students were very attentive and interested in what the employers had to share. He added that he heard some say they were excited to get out of their comfort zones and talk to new people.

“Keep that attitude and you’ll go far,” Filkins said.

Employers that had tables set up during the event included The Wex Express, Oaks Correctional Facility, Callahan Supply, Meijer, Grand Traverse Pavilions, Camp Newaygo, Alro Steel, Cintas, Central Professional Services, Borg Warner, District Health Dept No. 10, Samaritas, LeRoy Tool and Die, Forest Area Credit Union, Fed Ex, Michigan State Police, Michigan Regional Carpenters, US Postal Service, Tesa Tape, Northwest Community Action Agency, Springhill Camps, Wesco of Lake City, Cadillac Family Physicians, Cadillac Police Department, Weller Reman Center, The Curry House, Army National Guard, Ellens Equipment, Hutchinson Antivibration Systems, MR Chain, Cadillac Casting Inc, TC Electrical Apprenticeship, Biewer Sawmill, Groupe Beneteau, Northern Lakes Community Mental Health, Crystal Mountain, Ebel’s Family Center, Wexford Community Credit Union, Cadillac Area YMCA, AAR, Akwell Automotive, Cadillac Garage Door, Caberfae Peaks, Hutson, Atlantic Power, Frontier Trucking, U.S. Air Force and the U.S. Army.

<https://mynorth.com/2023/05/mental-health-support-for-kids-in-northern-michigan-with-nami/>

# Mental Health Support for Kids in Northern Michigan with NAMI

by Lynda Wheatley | May 16, 2023

Roughly 22 percent of American kids will face a severe mental health issue. But getting support and treatment for the under-18 set and their families in Michigan—and Up North, in particular— is not only limited but also infinitely complicated. What’s an overwhelmed parent to do? Lean on the [Grand Traverse affiliate of NAMI](#), the National Alliance on Mental Illness.

*This article first appeared in Traverse Northern Michigan. Find this story and more when you explore our [digital issue library](#).*

Before Jessica Perez became a NAMI navigator, she urgently needed one.

Her daughter Ava—normally an active, outgoing 12-year-old with a busy school, sports and social calendar—had become increasingly withdrawn during the pandemic. No longer able to attend school in person, play on the three sports teams she loved or build and brainstorm alongside her robotics team, Ava went from feeling hopeful for a return to normal life to feeling hopeless. She became anxious. What initially seemed like sadness about the situation began showing itself through worsening signs of anxiety and depression.

“In our family, we treat mental health issues as we do a broken bone or other serious medical condition, so we took her to the emergency room at Munson [Medical Center in Traverse City],” Perez explains.

The clinicians recommended Ava get treatment in a residential/inpatient program, but Munson couldn’t admit her. Nor could any other facility in the area. Northern Lower Michigan has only 32 inpatient mental health beds—not nearly enough supply for demand—and not one accepts kids under 18.

With nowhere to go but unable to leave while awaiting transfer, Ava and her parents stayed in a small windowless room in the emergency department, hoping a youth

inpatient bed would open up somewhere, anywhere, in Michigan. Five nights later, one finally did at Pine Rest in Grand Rapids, three hours south.

Ava's experience isn't uncommon, says Kate Dahlstrom, a longtime mental health advocate based in Traverse City and NAMI board member.

In terms of mental health care in Northern Michigan, she says, "We lack everything. We've seen adults and kids stuck in the emergency department for weeks or sometimes a month."

The region isn't alone, of course. For kids and adults across the nation, there's a huge chasm between the need for and availability of mental health services, not only for inpatient psych beds and crisis stabilization units but also basic community clinics, intensive outpatient programs, respite services and therapy.

Although Michigan isn't the worst, this year Mental Health America named Michigan among the nation's lowest-ranked states in terms of access to care for both kids and adults.

Yet even Perez, who has 20 years of experience navigating state and local social services thanks to a degree and career in social work, was unprepared for the difficulties her family would face in getting local crisis care and follow-up support for Ava. "We as a family are well-versed in mental health," she says. "But we were still surprised with the lack of resources here in Grand Traverse County and [the surrounding region]."

As with residential crisis and inpatient programs, there are a few partial hospitalization/outpatient programs and mental health services available in Northern Lower Michigan but, again, limitations abound: Some are for adults only. Other services, like most offered through Northern Lakes Community Mental Health—just one of five member Community Mental Health Services Programs covering 21 counties in Northern Lower Michigan—are accessible only to those with Medicaid. Others can be prohibitively expensive, even for folks with insurance.

Coverage, cost or age of the patient notwithstanding, long waiting lists for programs, services and psychiatrists—the only kind of mental health specialist able to prescribe medication, often critical in managing certain conditions and behaviors—are the norm, Dahlstrom says.

While Ava's parents were ultimately able to get their daughter the help she needed at the time of her crisis and afterward, Perez acknowledges, "That's not the case for all families."

In hopes of helping others navigate their own mental health and treatment odyssey, Ava and Perez shared their experience with a local paper. Many Northerners struggling with their or their children's mental illnesses began reaching out to Perez for advice, guidance or simply to share their story, too.

Not long after, Perez joined NAMI Grand Traverse to guide families in an official capacity: as a NAMI navigator.

Founded around a kitchen table by a group of Colorado moms struggling to find help for their kids in 1979, NAMI is a nationwide organization with affiliates in every state and 1,100-plus local communities across the country. Its mission: to improve the lives of both kids and adults, as well as their families, who are living with mental illness—through support, education and advocacy.

Except for one affiliate in the Upper Peninsula, NAMI Alger/Marquette, NAMI Grand Traverse is the only NAMI affiliate north of Midland. As NAMI Grand Traverse's sole navigator, Perez works by phone and in person to help people find the right mental health care for themselves or someone they love—during a crisis, in conjunction with treatment and afterward.

"I listen and provide empathy and direction," she says, from guiding people to next steps when a mentally ill family member has been arrested to connecting them to resources like treatment programs, support groups or therapists.

She also strives to help people develop what she calls "their mental health toolkit." "You can't be at therapy every day, so what can you do in the meantime? I help people think outside of the box so that they can find something to do each day to support their mental wellness," Perez says.

**To that end, NAMI offers some services of its own—all free:**

- For people living with mental illness, there's NAMI Connection, a weekly Zoom meeting where attendees can talk openly about their struggles and receive respect, understanding, encouragement and hope. It's led by a trained individual who is in recovery. Note: NAMI Connection is intended in conjunction with treatment, not as an alternative.

- For adult family members, caregivers and others who love someone living with mental illness, NAMI's Family Support Group offers a structured way to gain insight from the challenges and successes of others facing similar circumstances. It's led by a trained peer support specialist who also has a family member living with a mental illness.
- For family caregivers of individuals with severe mental illnesses, NAMI offers a Family-to-Family Education Program, a free, 12-week course (and national program) taught by trained family members. It covers the latest research, evidence-based treatments and medication for major disorders like schizophrenia, major depression, bipolar disorder and more. It also offers strategies for communication techniques, handling crises and relapse, and—especially important—helping the caregiver cope with worry, stress and emotional overload.

## A Better Tomorrow

Although Northwest Lower Michigan has a long way to go in meeting the outsized demand for mental health care, NAMI and others are giving families and people living with mental illness more reasons for hope.

Recently, NAMI Grand Traverse started working with local high school students to help them better understand their own and others' mental health: recognizing warning signs of struggle or suicide, identifying triggers, learning coping skills, how to seek help, and reducing the stigma of mental illness—a key tenet of NAMI's education efforts. McLaren Hospital in Cheboygan has broken ground on an 18-bed behavioral health unit for adults, but a planned second phase would add 12 beds, expand its partial hospitalization program and include a crisis stabilization unit.

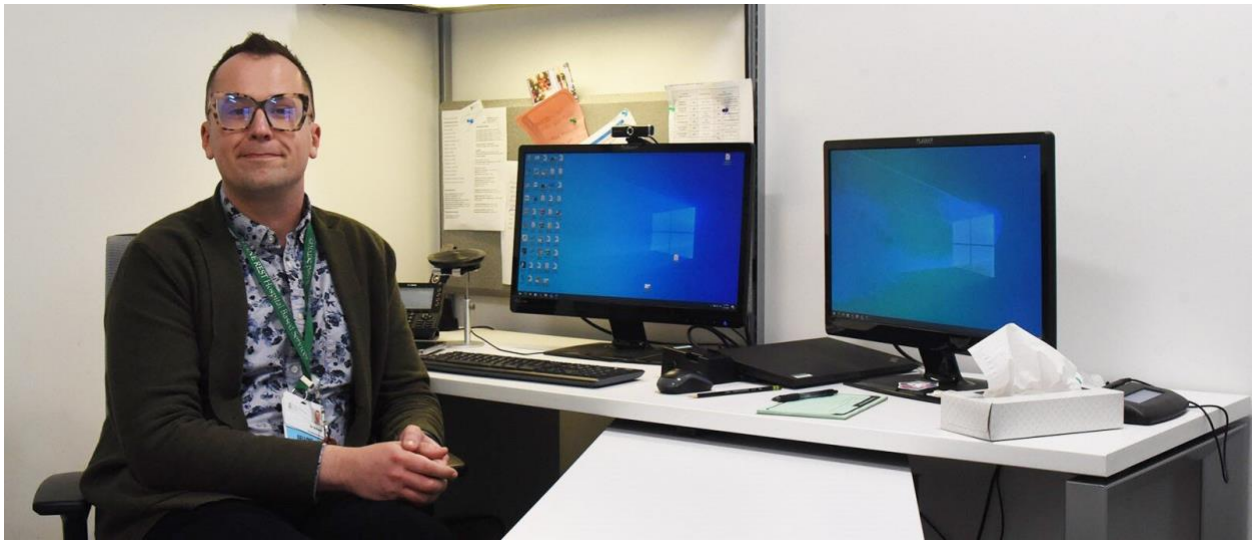
In Grand Traverse County, NAMI and other partners' advocacy efforts have resulted in \$5 million in ARPA funds earmarked for "mental health infrastructure." While details are still unfolding, a crisis wellness center, projected to offer several levels of mental health services for adults, adolescents and their families, is in the works. In addition to that future center, a "Crisis Welcome Center" already exists in TC, offered by Northern Lakes Community Mental Health. The center has group sessions, support and crisis interventions seven days a week. It's open to anyone, regardless of age or coverage.

***Lynda Wheatley*** is an award-winning writer specializing in stories that showcase Michigan travel and recreation, history, and the passionate folks who make this place so extraordinary. [ltwriter.com](http://ltwriter.com)

<https://www.seconwavemedia.com/features/060623cmhfellows.aspx>

# Psychiatric residents and fellows fill gaps in rural Michigan mental health care

JOANNE BAILEY-BOORSMA | TUESDAY, JUNE 6, 2023



Dr. Kellen Stilwell conducts telepsychiatry sessions with rural Michigan children and adolescents. John Russell

# Psychiatric residents and fellows fill gaps in rural Michigan mental health care

JOANNE BAILEY-BOORSMA | TUESDAY, JUNE 6, 2023



*“I think through our united efforts, we've been able to do really good things.” Dr. Kellen Stilwell*



**Pine Rest Christian Mental Health Services**

For about the past year, Dr. Kellen Stilwell, a psychiatry fellow based at Grand Rapids' [Pine Rest Christian Mental Health Services](#), has been opening his computer and connecting with children in the [North Country Community Mental Health](#) (CMH) Cheboygan clinic through telepsychiatry.

“I know it is just over a Zoom, but it's been such a rich opportunity,” Stilwell says. “Even though we're not in the room, we still get to really connect, and I feel like I really bonded with these kids.”

The [need for more mental health professionals](#) is no secret — especially for children and adolescents. Even before the pandemic, the [Citizens Research Council of Michigan](#) had reported that about 38 percent of

Michiganers (and 80 percent of those with substance use disorders) were not receiving the mental health care they needed. Psychiatric fellows and residents are helping meet that need. Medical school graduates typically take on fellowships after completing their residencies in a specific medical field.



**Dr. Kellen Stilwell, Pine Rest Child and Adolescent Fellow** Since the pandemic,

Michigan's rural areas have faced compounded challenges with a rise in mental health needs and a severe shortage of mental health professionals. [Health Resources and Service Administration's data shows](#) that of Michigan's 83 counties, 75 have at least a partial designation as a primary care health professional shortage area (HPSA). The [American Academy of Child and Adolescent Psychiatry](#) reports few to no child and adolescent psychiatrists for most of Michigan's northern rural counties.



**Dr. Chad Percifield, psychiatry fellow**

North Country CMH child psychiatrist and medical director Dr. Marit Vogel is familiar with these challenges in rural communities. She and nurse practitioner Susan McCloskey are the only two mental health professionals serving children and adolescents in Antrim, Charlevoix, Cheboygan, Emmet, Kalkaska, and Otsego counties, the six counties that North Country CMH serves.

Vogel notes that even before COVID, psychological and emotional trauma was becoming a bigger part of her practice. COVID added other stress factors such as long-term economic effects, the loss of loved ones, and the loss of development as children were not able to participate in school or activities.

For several years, Vogel has tried to get another child and adolescent psychiatrist for the area, but it never happened. Then Pine Rest officials reached out to her about expanding its [Child and Adolescent Fellowship](#) to include a rural rotation.

“They needed somebody to provide more training in child and adolescent psychiatry, and they especially were interested in somebody who could provide a rural setting so that the fellows would get some experience working with people in a non-urban setting,” Vogel says. “What we have in the way of services that are available and so on is different than in an



urban setting.”

### **A rich learning experience that increases capacity**



**Dr. Hannah Williams, psychiatry fellow**

In July 2022, North County CMH added four fellows: Stilwell, Dr. Chad Percifield, Dr. Hannah Williams, and Dr. Mathew Koster. All are second-year child and adolescent doctors of psychiatry from the Pine Rest Psychiatric Residency and Fellowship Program. Every Friday, under the guidance of Vogel, the doctors meet with children and adolescents in North County CMH’s Bellaire, Cheboygan, Gaylord and Petoskey offices.

“I think part of the work of learning medicine is to learn about systems of care, which kind of depends on where you are in the world,” Stilwell says, adding that the goal of a fellowship is to gain different kinds of experiences. “So the resources that I have in southwest Michigan are obviously the same that are available in northwest Michigan. The challenge and the learning points are how to navigate systems with these families and help get them effective care.”



Dr. Mathew Koster, psychiatry fellow

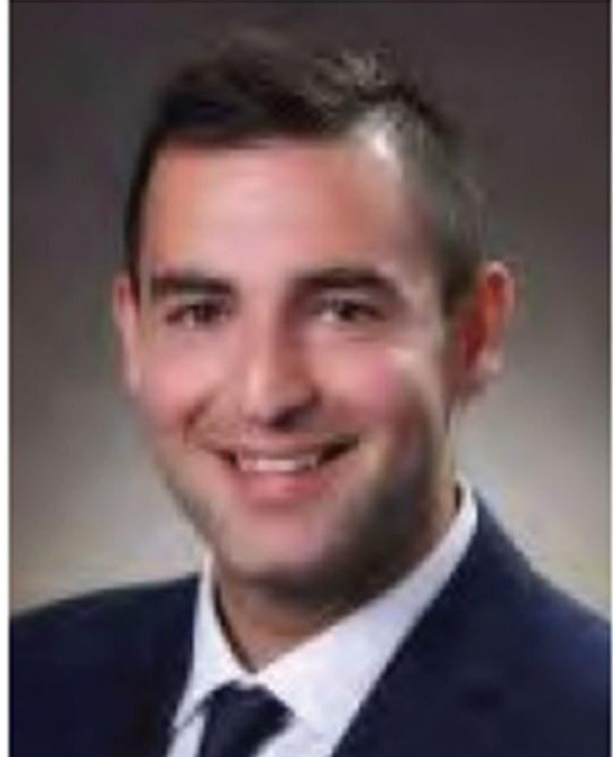
Stilwell says if he had been required to learn the process on his own, it could have been intimidating but with the North Country CMH team, he felt he had developed a deeper understanding of the process for helping people in a rural setting.

“I think through our united efforts, we've been able to do really good things,” he says.

While no data on the impact of the program is yet available, Vogel concurs with Stilwell in that it has made a difference.

“Instead of one psychiatrist and one nurse practitioner seeing children, you've got four more people seeing children that morning,” Vogel says. “It’s like twice as much as what we could get done in the morning. Not twice as much, but more as it's having six people to see children, providing psychiatric evaluations and treatment. So yes it has increased access and made it easier to get children in faster.”

**“50% of people will stay where they trained.”**



Stephen Murata, MD and Corey Manoogian, DO

Another Northern Michigan CMH, [Northern Lakes Community Mental Health Authority](#) is also partnering with Pine Rest to add a rural track to [Pine Rest's psychiatry residency](#). This program, which is in collaboration with [Michigan State University](#), serves Crawford, Grand Traverse, Leelanau, Missaukee, and Rocommon counties. Northern Lakes CMH also partners with [Munson Healthcare](#) to create a Traverse City-based rural psychiatry program. Supervised by Dr. Scott Monteith, Northern Lakes CMH psychiatrist, and Dr. Neal Fellows, MSU College of Human Medicine, residents Dr. Stephen Murata and Dr. Cory Manoogian are in their third year of a four-year residence program. They are spending a year working with Northern Lakes CMH Cadillac and Traverse City [Assertive Community Teams](#) (ACT).

The program is part of the [MIDOCs](#), a state-funded program that aims to recruit, train and retain providers with the goal of increasing access to care in rural and urban underserved communities in Michigan. Residents are recruited from four Michigan medical schools – MSUCHM, [Central Michigan University College of Medicine](#), [Wayne State University School of Medicine](#), and [Western Michigan University Homer Stryker M.D. School](#)

[of Medicine](#). After serving two years of full-time clinical practice at an approved service site the residents may receive up to \$75,000 in student loan repayment.



**A nationwide shortage of child psychiatrists is all too real for rural Michigan.**

The residents not only provide increased capacity, but also help the sites they serve to engage in education and stay up-to-date. Monteith says that the long-term gain is making psychiatry residents aware of the opportunities in Michigan’s rural areas and encouraging them to stay in the community.

“We know, nationwide, that when people train somewhere, they're more likely to stay where they trained,” Monteith says. “In other words, about 50% of people will stay where they trained. But if you don't train them there, the odds of getting them there are almost nil.”

The student loan repayment incentive also greatly enhances the likelihood that the psychiatry resident is going to stay – to receive the repayment a resident has to serve in an underserved area.

Vogel also hopes that the rural rotation for Pine Rest’s Child and Adolescent Fellowship will make its fellows more aware of these rural

Michigan opportunities because the need for general and child and adolescent psychiatrists will continue to grow.

Vogel concludes, “You can pay a lot of money to a search firm, but there's nothing like people knowing the area and knowing the setup and being aware of who they might be working with.”

**Joanne Bailey-Boorsma has 30-plus years of writing experience having served as a reporter and editor for several West Michigan publications, covering a variety of topics from local news to arts and entertainment.**

**Photos of Dr. Kellen Stilwell and Pine Rest Christian Mental Health Services by John Russell.**

**Other photos courtesy North Country Community Mental Health and Northern Lakes Community Mental Health Authority.**



Traverse City Ticker: June 1, 2023

# Off To The Races: An Early Look At 2023 Mayoral And City Commission Elections

By Craig Manning

The 2023 City of Traverse City mayoral race is officially off and running: Amy Shamroe, the city commission's mayor pro tem, filed paperwork to run for mayor on Wednesday, she confirms to *The Ticker*. That makes Shamroe the first candidate to officially enter a race that could see a showdown with the current mayor, and up to three commission seats flip come November. *The Ticker* checks in with Shamroe and takes the temperature on how the commission race is shaping up with the better part of two months to go to filing deadline.

"Four years ago, when I ran for city commission, I said I wasn't going to run for a commission seat again," says Shamroe, who will close out her second consecutive four-year term on the commission this fall. "But I didn't want to just hold a seat. I wanted to serve two four-year terms and then decide if I'd run for mayor or not. And so, I have decided to run for mayor."

Shamroe believes eight years on the commission – and six years in the second-in-command mayor pro tem role – has given her enough "good, institutional knowledge" to lead the commission and the city, but not so much that her viewpoint has grown stale. As mayor, she says she would be especially invested in passing that institutional knowledge on to other, newer commissioners that are bringing a fresh perspective to the table.

"We've got a relatively new commission right now, so I'd love to foster some more leaders on the board to help us as we transition into this next era that the city's moving into," Shamroe says. That will include a number of big responsibilities for whichever mayor and commission voters elect in November – such as hiring a new city manager, deciding whether to renew TIF 97, implementing a new climate action plan, navigating a looming citywide staffing crisis, and managing ongoing infrastructure updates.

Shamroe's filing comes relatively early: Nomination packets for those wishing to run for mayor or city commission [have been available since May 15](#), and petitions and other required documentation aren't due back to the city clerk until 4pm on Tuesday, July 25, 2023. Shamroe is the first person to file for either race. The city clerk's office does keep track of who pulls nominating packets, though, and those lists provide some clues about how both races are shaping up.

According to City Clerk Benjamin Marentette, three people had pulled nominating packets for mayor as of Tuesday morning, while seven had pulled packets for city commission.

In the mayoral race, in addition to Shamroe, both mayoral incumbent Richard Lewis and former city commission candidate Caroline Kennedy have pulled nominating packets. Lewis did not return emails or calls from *The Ticker* on Tuesday to comment for this story, [but indicated in 2021](#) that he hoped to serve at least two terms as mayor. That could mean a showdown between Traverse City's sitting mayor and sitting mayor pro tem – though Shamroe assures she's "not running out of some grievance against Richard." Shamroe also confirms she informed Lewis ahead of time of her intent to seek the mayoral seat.

Kennedy has pulled nominating packets for both the mayor and city commission races. Candidates can't run for both offices, so Kennedy will have to choose a race in which to seek election; she didn't immediately return a request for comment on the matter Tuesday afternoon.

Previously the city clerk and treasurer for Boyne City – and before that, the assistant village manager and clerk for Elk Rapids – Kennedy [was one of 11 candidates interviewed](#) by the city commission late last year to fill the seat vacated by Ashlea Walter, who left to serve on the Grand Traverse County commission. Commissioners ultimately [selected Linda Koebert](#) to finish out Walter's term, which expires in November. In addition to her past leadership, Kennedy was one of 14 city residents to graduate from the first cohort of Traverse City's new City Academy program, which was specifically designed to train citizens on city government operations and prepare them for serving on city boards and commissions.

Two other City Academy graduates – Kenneth Funk and Merek Roman – have also pulled packets to run for city commission. Funk, a City of Traverse City firefighter, and Roman, an analytical engineer, were also among the 11 candidates interviewed for Walter's seat. Funk expressed interest at the time in bringing more of a “boots on the ground” perspective to the city commission, while Roman identified “our response to affordable and attainable housing in the area” as a top reason for wanting to be a commissioner. Roman also ran for city commission in 2021, [finishing second in a three-way race](#) for a partial, two-year term vacated by former commissioner Roger Putman. The winner of that two-year term, incumbent Mitch Treadwell, is also among the candidates eyeing a 2023 city commission run. Treadwell tells *The Ticker* he always intended to seek reelection, but that he's especially motivated to do so now given that the commission has some notable unfinished business before it at the moment – including “a new master plan, the search for a new city manager, the riparian buffer ordinance, FishPass,” and more.

Rounding out the list of current potential candidates are Justin Reed, Chris Minkin, and Shea O'Brien. Reed [landed in local headlines recently](#) when he and another board member were controversially removed from the Northern Lakes Community Mental Health (CMH) Authority board by the county commission. Minkin is a local attorney and an active member of the Central Neighborhood Association who has been vocal about reducing Traverse City's reliance on tourism. O'Brien ran for mayor in 2019, but lost to then-incumbent Jim Carruthers. He says he's seeking a commission seat now out of a desire to be involved in the hiring of a new city manager, noting “there will need to be a period of trust-building between the new city manager, other staffers, and the city commission” due to [how former City Manager Marty Colburn exited the role](#).

[https://www.record-eagle.com/news/lifestyles/northern-living-in-brief-05-14-2023/article\\_b1844fc6-eda4-11ed-babb-a78a43f23e1b.html](https://www.record-eagle.com/news/lifestyles/northern-living-in-brief-05-14-2023/article_b1844fc6-eda4-11ed-babb-a78a43f23e1b.html)

## Northern Living in Brief: 05/14/2023

### **Mental health presentations**

North Country Community Mental Health and Northern Lakes Community Mental Health continue the free virtual education series “Tools4Resilience” at noon May 16. The topic is “Developing Cultural Intelligence.”

The next events are “Strong Foundation, Bright Futures: Building A Healthy Tomorrow” (May 18), “Trying to Keep Yourself Safe Online” (May 23) and “Health Is Our Wealth” (May 25).

Attendees can ask questions after the presentation and will get access to the self-help app myStrength. Register and see the full series details at <https://bit.ly/3zCwTKA>.

### **Rock painting**

HOUGHTON LAKE — Northern Lakes Community Mental Health hosts rock painting for adults from 10 a.m. to noon and kids from 3-5 p.m. May 16. Snacks are provided. More details: 989-366-8550.

[https://www.record-eagle.com/news/local\\_news/community-in-brief-05-21-2023/article\\_5981e25c-f4de-11ed-a345-f333f223aa7f.html](https://www.record-eagle.com/news/local_news/community-in-brief-05-21-2023/article_5981e25c-f4de-11ed-a345-f333f223aa7f.html)

## Traverse City Record Eagle In Brief 5/21/23

### Rock painting

GRAYLING — Northern Lakes Community Mental Health will host rock painting for adults from 10 a.m. to noon and youth from 3-5 p.m. May 25 at 204 Meadows Drive. Contact: 989-348-8522.

### Open house

CADILLAC — Northern Lakes Community Mental Health's [Club Cadillac](#) is hosting an open house from 5-7 p.m. May 25 at 2105 Sixth Ave.

Hear members' stories and enjoy appetizers. Northern Lakes CMH staff set up a Gratitude Wall at 527 Cobb St.

Visitors can write a message and take home a plant.

[https://www.9and10news.com/2023/05/26/club-cadillac-returns-to-in-person-support-for-first-time-in-3-years/?fbclid=IwAR2mYA8yQJBSjEEvnDxayOv\\_2liRDmcA9BhlyIMJC2FOzAQwbxy-PPUyxgo](https://www.9and10news.com/2023/05/26/club-cadillac-returns-to-in-person-support-for-first-time-in-3-years/?fbclid=IwAR2mYA8yQJBSjEEvnDxayOv_2liRDmcA9BhlyIMJC2FOzAQwbxy-PPUyxgo)

## **Club Cadillac Returns to In-Person Support for First Time in 3 Years**

[Zachariah Wheaton](#) 5/26/23

May is Mental Health Awareness Month and Club Cadillac is celebrating by re-opening their clubhouse and returning to in-person activities.

Club Cadillac has been serving Wexford and Missaukee Counties for over the past 25 years providing people a community and resources to tackle mental health issues. However, the pandemic closed the clubhouse in 2020 and forced them to move their sessions to virtual over the past three years.

After three years of virtual activities, on Thursday Club Cadillac held a ribbon cutting ceremony to celebrate their return to the clubhouse and in-person activities.

“We wanted to make the community aware that we are still here, and we are still open, and celebrating all we have gotten through in the last three years,” says Club Cadillac Director Amy Kotulski.

During the pandemic, the club went from seeing 20 to 30 people a day to completely closed as they moved their sessions to a virtual format.

Darcy Smith has been a member of Club Cadillac for over the past 20 years. She says she had a tough time being away from the clubhouse during the pandemic.

“I felt like I had nobody, but now that clubs back, I feel like I have my family again,” Smith admits.

The President of the Cadillac Area Chamber of Commerce, Caitlyn Stark, was at Thursday’s celebration and says mental health services are needed in Cadillac now more than ever.

“Us having our own services so we can service our own community, so we can service our own workforce is critical during this time,” Stark acknowledges.

The Director says their excited to be back and seeing more members come in every day.

“Our average daily attendance is increasing every month and we’re so excited to see old faces and new faces come back together,” Kotulski says.



**Northern Lakes Community Mental Health Authority**  
**Financial Reporting for 5/31/2023**

**Highlights:**

- NLCMHA has been successful enrolling 12 people in the habilitation supports waivers since January with two more waiting for acceptance and three that were pended back for adjustments. Three people were inactive that have become active with another three people's packets currently being adjusted. The current count of utilized slots is 170 people. The May habilitation waiver capitation advance was \$956,069. Great job to everyone, especially Jennifer Hemmes who has overseen the enrollment process.
- There has been a shift in the percentage of people covered by Medicaid from Healthy Michigan Plan Medicaid. The 1.5% shift in coverage has increased the service expenses to Medicaid by \$650,000 while decreasing the service expenses to Healthy Michigan Plan Medicaid. The insurance coverage a person has between Medicaid and Healthy Michigan Plan Medicaid is compiled by the NLCMHA electronic health record NoLa. Each night there is a look up performed by NoLa to the State of Michigan program managing Medicaid covered people to mark services with their appropriate insurance coverage. The volume of change between months is not typical. As of the writing of this report the Northern Michigan Regional Entity and the sister CMH's have not indicated a similar experience.
- MDHHS is in full swing of redeterminations. The MDHHS eligibility specialists are working mandatory overtime to process the redeterminations. The first month's file of individuals being redetermined included 2,960 people in the six counties served by NLCMHA, 705 of which have been seen by NLCMHA at some point in time, and 97 are currently open to services.

**Medicaid Spending as compared to Regional Funding Advances:**

- Services provided to individuals with traditional Medicaid coverage will be reported at \$42,217,868 with \$303,544 available in coordination of benefit reimbursements. This is \$804,957 below capitated advances provided by the NMRE and 8/12ths of the FY 2022 carryforward made available to NLCMHA.
- Services provided to individuals with Healthy Michigan Plan coverage will be reported at \$4,818,830. This is \$934,358 below capitated advances provided by the NMRE and 8/12ths of the FY 2022 carryforward made available to NLCMHA.
- Services which must be paid for by General Funds total \$1,095,488. This is \$977,939 below the year's allocation. Services which are paid for by general funds due to Medicaid Deductibles total \$142,331 through April 30<sup>th</sup>. This is an increase of \$96,499 since March 31<sup>st</sup>.

**Residential/Inpatient Usage:**

- At the end of April, it is expected there were 234 people in contractual specialized residential placements, 22 people in semi-independent homes, and 33 people in the direct run or board operated homes including Glen Oaks apartments. This is a total of 289 people in supported residential living arrangements and a net decrease of 1. The average daily cost of a person in a contracted specialized residential home is \$262. The average daily cost of a person residing in a semi-independent placement home is \$564 and all SIP arrangements are contractual placements.
- The amount paid to community inpatient hospitals, on a cash basis, was \$798,591 in the month of May. Inpatient services are over budget by \$623,282 so far this fiscal year.

**Revenues and Spending:**

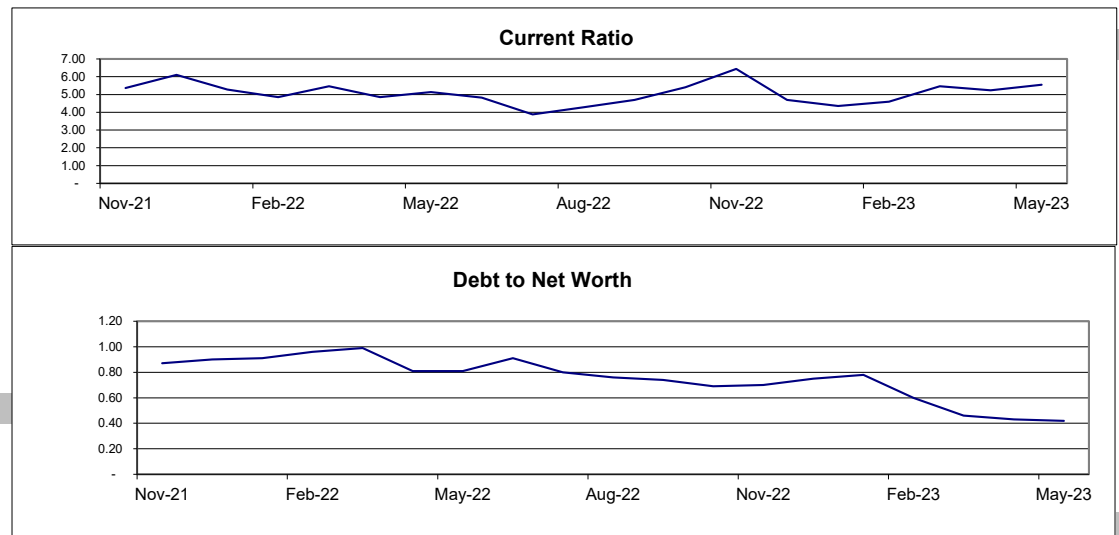
- Revenues exceed expenses by \$3,367,776 through May 31, 2023.
- Cash on hand increased \$21,840 in May. The NMRE advanced the May capitation in June.



Northern Lakes Community Mental Health Authority  
Finance Report As of 5/31/2023  
Fiscal Year Ending September 30, 2023

Revenues	67%		Actual YTD Revenues	Actual Over/(Under)	Percentage YTD	Capitated Category	(Expenses)		
	2023-#1 Total Budget	2023-#1 YTD Budget					Provided Advances	Earned Revenues	Worries (Over)/Under
State Sources	\$ 5,222,029	3,481,353	4,022,950	541,597	77%				
Local Sources	\$ 2,031,467	1,354,311	1,805,722	451,410	89%	General Funds	2,073,427	1,095,488	977,939
Medicaid Sources	\$ 68,140,272	45,426,848	47,456,106	2,029,258	70%	Medicaid	42,719,281	41,914,324	804,957
Reimbursements	\$ 2,745,124	1,830,083	721,494	(1,108,589)	26%	Healthy Michigan	5,753,188	4,818,830	934,358
Northern Health Care Mgmt	\$ 11,952,470	7,968,313	7,360,427	(607,887)	62%	Behavioral Health Home	385,538	189,721	195,817
<b>Total Revenues</b>	<b>\$ 90,091,362</b>	<b>60,060,908</b>	<b>61,366,698</b>	<b>1,305,790</b>	<b>68%</b>	Northern Health Care Mgm	7,360,427	6,729,960	630,467
						Local Requirements	1,805,722	377,453	1,428,268
							<b>60,097,582</b>	<b>55,125,776</b>	<b>4,971,807</b>
<b>Expenditures</b>	<b>Total Budget</b>	<b>67% YTD Budget</b>	<b>Actual YTD Expenses</b>	<b>Actual (Over)/Under</b>	<b>Percentage YTD</b>	Earned and allowable to retain			2,358,223
Personnel	\$ 30,356,676	20,237,784	18,930,912	1,306,872	62%				
Direct Operations	\$ 2,570,154	1,713,436	1,908,800	(195,364)	74%	Medicaid and Healthy Michigan Plan expenses that exceed capitation advances would need to be requested to be covered by Medicaid savings or the Medicaid Internal Service Fund held by the NMRE.			
Contractual Services	\$ 12,967,971	8,645,314	7,631,184	1,014,130	59%				
Contract Agencies	\$ 7,891,208	5,260,805	5,826,665	(565,860)	74%				
Residential Contracts	\$ 26,547,018	17,698,012	16,532,212	1,165,800	62%				
Inpatient Services	\$ 6,491,000	4,327,333	4,950,615	(623,282)	76%	Services/expenses which must be covered by General Funds that exceed the General Funds allocation must be covered by Local Sources or NLCMHA Fund Balance.			
Transportation	\$ 1,535,132	1,023,421	1,012,929	10,492	66%				
Occupied Space	\$ 1,732,203	1,154,802	1,205,605	(50,803)	70%				
<b>Total Expenses</b>	<b>\$ 90,091,362</b>	<b>\$ 60,060,908</b>	<b>\$ 57,998,922</b>	<b>\$ 2,061,986</b>	<b>64%</b>				
<b>Net Revenues over Expenditures</b>			<b>\$ 3,367,776</b>						

Monthly Indicators	Previous Month	Current Month
<b>Current Ratio</b>	5.23	5.55
Cash on Hand	\$ 26,358,979	\$ 26,380,819
Short Term Liabilities	\$ 5,043,469	\$ 4,755,983
<i>According to Financial Performance Indicators the goal is greater than 2.</i>		
<b>Debt to Net Worth</b>	0.43	0.42
Short Term Liabilities	\$ 5,043,469	\$ 4,755,983
Long Term Liabilities	\$ 2,968,615	\$ 2,968,615
Compensated Absences	\$ 1,386,866	\$ 1,386,866
Net Pension Liability	\$ 1,581,749	\$ 1,581,749
Unrestricted Fund Balance Audit	\$ 12,072,621	\$ 12,072,621
Net Assets (Undepreciated Value)	\$ 6,360,903	\$ 6,360,903
<i>According to Financial Performance Indicators the goal is less than 2.5.</i>		
Proforma YTD Fund Balance	\$ 14,013,829	\$ 14,430,844
Self Funded Health Insurance IS	\$ 184,400	\$ 345,587
Directly provided services	38.7%	38.8%
Contractually provided services	61.3%	61.2%



**Northern Lakes Community Mental Health Authority**

**List of Contracts and Agreements Entered Into**

**For the Month of May 2023**

	<b>Vendor by Category</b>	<b>Comments or Details</b>	<b>Estimated Annual Financial Value of Contract or Amendment</b>
<b>1</b>	<b>Specialized Residential Services and Community Living Supports</b>		
*	Hillcrest AFC, LLC	New Owner	\$ 724,689
*	Hope Network Behavioral Health Services Fourth Amendment	Remove Pivot 1 and Pivot Crisis - Closed	\$ (100,000)
*	Papa's Place Adult Day Care	New CLS Contract	\$ 75,000
*	Hope Network West Michigan First Amendment	Add Neo Wyoming and Gilead	\$ 350,000
*	Do-All, Inc.	New CLS Contract	\$ 75,000
*	Rose Hill Center Third Amendment	Extend Contract	\$ 215,000
*	Pine Rest Christian Mental Health Services First Amendment	Add Adrian Home	\$ 63,875
*	Brightside Living First Amendment	Remove Westshore	\$ (438,000)
*	Spectrum Community Services Second Amendment	Add Skyway Home	\$ 125,000
*	Beacon SpecIALIZED Living Fourth Amendment	Remove Coster - Closed	\$ (82,000)
<b>2</b>	<b>Inpatient and Hospital Contracts Including Single Case Agreements</b>		
*	Brightwell Behavioral SCA (2)	Single Case Agreement (2)	\$ 20,000
*	Holland Hospital SCA	Single Case Agreement	\$ 10,000
<b>3</b>	<b>Independent Contractors and Leases</b>		
*	Northern Michigan University	Affiliation Agreement	\$ -
*	Wayne State University	Affiliation Agreement	\$ -
<b>4</b>	<b>Northern Health Care Management</b>		
*	The Brook - Boyne City	Residential Setting for CLS Svcs	\$ 25,000
<b>5</b>	<b>Other Administrative Services (Software agreements)</b>		
*	Agiloft, Inc. Magnet License Renewal	Magnet is a contract management tool to track the life cycles of contracts used by the Provider Network.	\$ 5,985
<b>6</b>	<b>Other Professional Services (Legal and Accounting)</b>		
*			
<b>7</b>	<b>Grants-Revenue Contracts</b>		
*			

**CEO Response to May 18, 2023 Board Monitoring Report Evaluation  
June 15, 2023**

**Policy 1.0 – Consumer and Community Ends – Internal Inspection - CEO**

Eight (8) out of the twelve (13) board members who attended the meeting completed the report.

**Question 1 - Was this report submitted when due? 8- Yes**

**Question 2 - Did the report lay out the CEO's interpretation of the request? 8-Yes**

**Question 3 - Was I convinced that the interpretation is justified and reasonable? 5- Yes, 3- No**

**Question 4 - Did the interpretation address all aspects of the subject? – 5 Yes, 3- No**

**Question 5 - Does the information show compliance with Board direction/policy?- 6- Yes, 1- No 1- "Not completely"**

**Other Comment:**

Comment 1: *"There is always room to improve".*

Comment 2: *"Expectation that recovery is possible does not apply to IDD. IDD is a support system. Person centered does support."*

Comment 3: *"Community Ends – are not really monitored or considered in planning or delivery of service. We have a public hearing each year to get input from the community and then proceed to ignore that input until the next year".*

Comment 4: *"If we are committed to service recipients and community, we need policies, agendas, etc, that are easy to understand. I have yet to meet someone who could easily understand our concepts of mean, ends, linkages, etc. I have yet to see another MI CMH that uses this kind of obscure language.*

*"We believe active consumer involvement" I could not get a peer support specialist for our son in spite of continuous request for 7-8 months. Other have been denied ACT teams. Are clinicians receiving special "trainings" to connect to someone with anosognosia? Are we connecting with other providers in the area? Holistic care?"*

**CEO Response: 2023**

I appreciate the Board's assessment that we are 75% compliant with this policy. There is always room for growth, and we will always be striving towards it. The ends are constantly taken under consideration by the staff. Every year in January we provide the Annual Review (see your COW packet) which specifically shows how the staff members are meeting these Ends. I cannot speak to the Public Hearings in the past since I was not there, but I can assure you that those who wish to be heard during this year's Public Hearing will be heard and I will take everything that is said seriously and provide appropriate follow-up. The Carver model was chosen by the NLCMHA Board, and it is their decision if they would like to change it. It is a nationally known and well-recognized governance model. The orientation manual you were given at the start of your Board term has a breakdown of this model to help members understand it. Additionally, the annotated agenda that is provided to

the Board each month explains what each part of the agenda is, how to understand it, and why it is there. If you would like more, there are hundreds of books and websites to help understand this model. Perhaps you can ask the NLD to plan a Board Education Session around the Carver model.

Respectfully Submitted

Brian Martinus  
Interim CEO

**CEO Response to May 18, 2023 Board Monitoring Report Evaluation  
June 15, 2023**

**Policy 2.9 – Investments – Internal Inspection**

Nine (9) of the Twelve (12) Board Members who attended the meeting completed the report.

**Question 1 - Was this report submitted when due? – 9 Yes**

**Question 2 - Was I convinced that the interpretation is justified and reasonable? - 9 Yes**

**Question 3 - Did the interpretation address all aspects of the subject? – 9 Yes**

**Question 4 - Does the information show compliance with Board direction/policy? – 9 Yes**

**Question 5 – Other Comment:** No comment

**CEO Response:**

I appreciate the Board's assessment that we are in 100% compliance with this policy.

Respectfully Submitted,

Brian Martinus  
Interim CEO

**ASSURANCE OF ORGANIZATIONAL PERFORMANCE  
POLICY 2.7 CONTINUITY OF EXECUTIVE FUNCTIONS  
INTERNAL REPORT - CEO  
June 15, 2023**

**2.7 Continuity of Executive Functions**

- 2.7.1 The CEO shall not fail to provide by policy for the continuity of executive functions in the event of the death, disability or planned or unplanned unavailability of the CEO.
- 2.7.2 No less than annually communicate with the board chairperson one member of the Executive Team who will serve as Interim CEO. In addition, if said member is unavailable the CEO will no less than annually communicate with the board chairperson a second member of the Executive Team who will serve as Interim CEO.

**CEO Interpretation June 2023**

This is a very important policy for the continuity of Executive functions in the event of death, disability or planned or unplanned unavailability of the CEO. I have communicated to the Board Chairperson, the name of one internal Executive Team member who the Board could appoint as interim CEO. I also provided the name of a second Executive Team member to serve as CEO in the event the first member is unavailable to serve.

For Northern Lakes to remain a strong organization, it must develop its leadership talent internally and recruit externally when necessary. We have success in doing both. I will continue to enhance our Executive Team's skills and abilities through supervision, training opportunities, and opportunities for project management. I will work to develop a talented Executive Team who are not only subject matter experts but are also able to help lead Northern Lakes as a whole.

Respectfully Submitted:

Brian Martinus  
Interim CEO

**Board Policy Being Monitored:**  
**2.7 Continuity of Executive Functions**  
**June 15, 2023**

1. Was this report submitted when due?  
Yes                      No (requires comment)

Comment:

2. Did the report lay out the CEO's interpretation of the request?  
Yes                      No (requires comment)

Comment:

3. Was I convinced that the interpretation is justified and reasonable?  
Yes                      No (requires comment)

Comment:

4. Did the interpretation address all aspects of the subject?  
Yes                      No (requires comment)

Comment:

5. Does the information show compliance with board direction/policy?  
Yes                      No (requires comment)

Comment:

6. Other Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**CEO Response to May 18, 2023 Board Means Monitoring Report Evaluation**  
**3.8 Cost of Governance – Direct Inspection**  
**June 15, 2023**

Eight (8) of the Twelve (12) Board Members who attended the meeting completed the report.

**Question One - Do you believe we are in strict compliance with the policy as stated for each provision?** – 7 Yes, 1 No

**Question Two - If you indicated that the Board is not in full compliance with the policy as stated, please indicate what areas and what you notice that gives evidence that we are not in compliance?**

*Comment: “Departing board members we not recognized one month prior to leaving. We voted to update 3.8 in April to say members would need to complete six months to recognized. Weak orientation for new Board members”.*

**Question Three - How do you think we could improve our process to be in full compliance?**

*Comment: “Better orientation of new board members. Supposed to be Board buddies.” Better responses from CEO or CEO designated staff to answer board (especially new board) questions.”*

**Question Four - What do we need to learn or discuss in order to live by this policy more completely?**

*Comment: “Designate Board Buddies”.*

**Question Five - Does this policy remain in compliance with the Policy Governance model in terms of content and format?** 7- Yes, 1- “Not sure”

**CEO Response:**

I appreciate the Board’s assessment that we are in 87% compliance with this policy. We were not given a month’s notice for most of the members who have recently left the board. The others fall into the “or other arrangements made” category that the policy mentions. There was a new board member orientation on May 22, 2023 that had very positive feedback from the new members.

Per policy, the CEO and his designated staff are limited to only retrieving simple data and information for a Board member as an individual. Requests beyond that must be presented by the Board as a whole. Furthermore, they can only do this if it is not exhaustive of their time and resources. I would like to respectfully remind the Board that our first priority is to our consumers and the agency. We cannot jeopardize quality care for our consumers to go on a fact-finding mission for Board members.

Respectfully Submitted,

Brian Martinus  
Interim CEO



**CEO Response to May 18, 2023 Assurance of Organizational Performance  
Board Monitoring Report Evaluation  
June 15, 2023**

**Policy 3.8 – Cost of Governance – Internal Inspection - CEO**

Seven (7) of the Twelve (12) Board Members attending completed and submitted the monitoring report.

**Question 1 - Was this report submitted when due? 7-Yes**

**Question 2 - Did the report lay out the CEO's interpretation of the request? 7-Yes**

**Question 3 - Was I convinced that the interpretation is justified and reasonable? 7- Yes**

**Question 4 - Did the interpretation address all aspects of the subject? 6-Yes, 1 – "I guess"**

**Question 5 - Does the information show compliance with Board direction/policy? 7- Yes**

Other Comment: "Upon review of North Country CMH, which also has 6 counties, I noticed that 9 board meetings are held in Petoskey and 3 in 1 other location. I hear concerns that the recent increased size of committees, not only will travel and per diems increase, but certain board members will be over-taxed. I encourage our board to consider how other CMHs structure their meetings and committees".

**CEO Response:**

I appreciate the Board's assessment that we are in 100% compliance with this policy.

Respectfully Submitted,

Brian Martinus  
Interim CEO

**BOARD MEANS SELF-ASSESSMENT**  
**Board Policy Monitoring – Direct Inspection**  
**June 15, 2023**

**4.3 Delegation of Management Powers to the Chief Executive Officer**

For the purpose of instructing and guiding the CEO in the management of the Authority, the Board shall provide the CEO with Board Governance Policies prescribing the Authority's Ends and proscribing any unacceptable means to achieve those Ends.

To the extent the Board's Ends policies are ambiguous, the Board delegates to the CEO the power to resolve the ambiguity through reasonable interpretation. Accordingly:

- 4.3.1 The Board shall adopt Board Governance Policies establishing measurable outcomes. The CEO is accountable to the Board for achieving the outcomes established by the Board. Board Governance Policies establishing measurable outcomes shall be formally designated as Board Ends Policies.
- 4.3.2 The Board shall adopt Board Governance Policies limiting the discretion of the CEO in the choice of means to achieve outcomes established in Board Ends Policies. Board Governance Policies limiting the discretion of the CEO shall be formally designated as Board Executive Limitations Policies.
- 4.3.3 Provided that the CEO is managing the affairs of the Authority to the satisfaction of the Board and in compliance with applicable laws and regulation and within a reasonable interpretation of Board Ends Policies and Board Executive Limitations policies, the Board delegates to the CEO the power to manage the affairs of the Authority without interference from the Board.
- 4.3.4 Nothing herein shall be construed to limit the right of the Board to make changes in Board Ends Policies and Board Executive Limitations Policies.

**BOARD MEANS SELF-ASSESSMENT**  
**Board Means Policy Being Monitored:**

**4.3 Delegation of Management Powers to the CEO**

**June 15, 2023**

*Review all sections of the policy listed and evaluate our compliance with policy.*

1. Do you believe we are in strict compliance with the policy as stated for each provision?

Yes                      No (requires comment)

2. If you indicated that the Board is not in full compliance with the policy as stated, please indicate what areas and what you notice that gives evidence that we are *not* in compliance?

---

---

---

---

3. How do you think we could improve our process to be in full compliance?

---

---

---

---

4. What do we need to learn or discuss in order to live by this policy more completely?

---

---

---

---

5. Does this policy remain in compliance with the Policy Governance model in terms of content and format?              Yes                      No (requires comment)

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