

2022 ANNUAL REPORT TO THE COMMUNITY

FISCAL YEAR 2022 (10/1/21-9/30/22) PUBLISHED SUMMER 2023



CRAWFORD | GRAND TRAVERSE | LEELANAU | MISSAUKEE | ROSCOMMON | WEXFORD



MISSION

Our mission is to improve the overall health, wellness and quality of life of the individuals, families and communities we serve. We also strive to be good stewards of public funds and provide safety net services, education, and other community benefits for the citizens of six Northern Michigan Counties.

VISION

Communities of informed, caring people living and working together.

VALUES

- Treating all people with compassion, dignity, and respect.
- Respecting diversity and individuality.
- Visionary public leadership, local decision-making, and accountability for our actions and decisions.

To the Community

I am pleased to share our **Annual Report to the Community** highlighting the numerous achievements of our organization, our staff and provider network, and, most importantly, the people we are privileged to serve. In the face of multiple challenges, including staffing shortages and an ever-increasing demand for our services, Northern Lakes Community Mental Health Authority (NLCMHA) staff remained mission-focused. In FY22 NLCMHA intervened in over 5,000 crises and provided service to over 5,400 individuals who live in Crawford, Grand Traverse, Leelanau, Missaukee, Roscommon, and Wexford Counties, plus assisted 431 people to remain living in or return to life in the community through its Northern Health Care Management division. It is the people and the impact we are able to make in their lives that inspires and motivates us in our commitment to excellence in person/family centered planning and services.

During FY22, NLCMHA completed its triennial CARF accreditation survey resulting in a three-year accreditation for all twelve programs for which it applied. This was an exceptional accomplishment this time because two of the three years reviewed happened during the pandemic and all the proofs were required to be submitted electronically. In addition, all Medicaid Encounter Verification audits conducted quarterly by the Northern Michigan Regional Entity were met at 100% each quarter. Most recently, the National Council for Quality Assurance audited our Northern Health Care Management program and scored the program 99.96%!

We are extremely grateful to our employees and network of residential and community integration providers who managed to meet the challenges brought on by the direct care staffing shortage. These **essential workers** adapted and sacrificed to ensure services were continued in a safe environment.

We're also grateful to the individuals who shared their personal stories of **hope and recovery** and advocated for the public mental health system this year. With one in five people experiencing a mental health issue, it is likely that each of us has lived experience with mental illnesses or substance misuse, or know someone who has. The more we talk about the issues and advocate for system improvements, the more people are encouraged and able to access help when needed.

We want to recognize and thank all those who make achieving our mission possible—our staff, Board of Directors, network of providers, community partners, funders, persons served, and advocates. We continue to concentrate on clinical and operational consistency, effectiveness, efficiency, and use of data, with the goal of improving and increasing our services. We are proud to be public servants and responsible stewards of taxpayer resources.



Brian Martinus

Brian S. Martinus
Interim Chief Executive Officer

Priority Populations Served

NLCMHA is certified by the Michigan Department of Health and Human Services (MDHHS) as a **Community Mental Health Services Program** (CMHSP). In this role, defined by the Michigan Mental Health Code, we provide and manage services for adults with serious mental illness, children with serious emotional disturbance, individuals with intellectual and developmental disabilities, and individuals with a co-occurring substance use disorder in Crawford, Grand Traverse, Leelanau, Missaukee, Roscommon, and Wexford Counties. We provide crisis intervention service to anyone in the community in a behavioral health crisis, serving as the community safety net. There are 46 CMHSPs in Michigan.



■ Counties served by NLCMHA
■ Counties served by NHCM

NLCMHA's **Northern Health Care Management** (NHCM) division serves the **elderly and disabled** in two ways:

1) NLCMHA is the only CMHSP in Michigan which serves as a MI Choice Waiver agent, coordinating the Home and Community Based Services for the Elderly and Disabled Waiver Program; 2) NHCM also serves as a Nursing Facility Transition agent in 22 counties. NHCM provides long-term care services at home to adults who are eligible to receive Medicaid-covered services like those provided by nursing homes who prefer to stay in their own home or other residential setting.

Call 1-800-640-7478 for more information.

NLCMHA also operates the **NLCMHA Integrated Health Clinic** (IHC). Open to the community, IHC has locations at the NLCMHA Traverse City and Grayling offices and is a convenient place to get all primary care needs in one place, with an integrated care team. Whether you need a primary care provider, help managing a chronic health condition, or counseling from a licensed therapist, new patients are always welcome. **Call 231-935-3062 for more information.**

NLCMHA is a member of the 21-county **Northern Michigan Regional Entity** (NMRE). The NMRE is one of ten Prepaid Inpatient Health Plans (PIHPs) in Michigan that manage Medicaid funding for behavioral health and substance use disorder services for special populations. The NMRE is jointly owned by its member CMHSPs. **Visit nmre.org for more information.**

Contact Information | Locations

Crisis: (833) 295-0616
Access To Care: (800) 492-5742
Customer Service: (800) 337-8598
Recipient Rights: (989) 348-0003

Administrative Office
105 Hall Street, Suite A
Traverse City MI 49684
(231) 922-4850

www.northernlakescmh.org
TTY 711

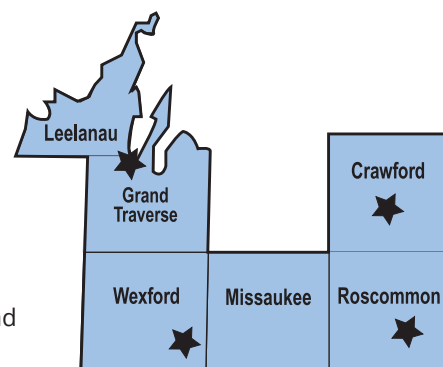


Cadillac Office
527 Cobb Street
Cadillac MI 49601
(231) 775-3463

Grayling Office
204 Meadows Drive
Grayling MI 49738
(989) 348-8522

Houghton Lake Office
2715 South Townline Road
Houghton Lake MI 48629
(989) 366-8550

Traverse City Office
105 Hall Street, Suite A
Traverse City MI 49684
(231) 922-4850



Transforming Lives through Commitment and Collaboration

We are pleased to present a selection of success stories that embody our mission: to enhance the overall health, wellness, and quality of life of those we serve. Through the synergy of our dedicated staff and the perseverance of those we assist, we bear witness to remarkable triumphs that continually inspire our work. We applaud their growth and accomplishments, and we are privileged to accompany them on their transformative journeys.

■ **TANIA: Achieving Stability through Tenacity and Ongoing ACT Team Support**

Tania relocated to northern Michigan a few years ago, reaching out to us when she found herself living in a home without electricity or water. Struggling to manage medications, appointments, and daily life, she felt indifferent to her own existence, except for the companionship of her beloved cats. In the past year, since her engagement with our Assertive Community Treatment (ACT) Team, Tania has actively participated in two evidence-based groups—Seeking Safety and Dialectical Behavior Therapy (DBT). This commitment has enabled her to gain insights into the value of consistent medication use for clear thinking. She's embraced managing public transportation and has scheduled and followed through on getting her own lab work done, resulting in stability and her impending move to a private apartment. Recognizing the support available within the community, she now feels a greater sense of coherence in her life.

■ **SARAH: Healing through Evidence-Based EMDR Therapy**

Sarah's childhood trauma had a profound impact on her emotional well-being. Sarah had experienced complex and developmental trauma which profoundly affected all aspects of her life. She came to us feeling hopeless and frustrated, trying to get control of her life and feelings. She felt chronically suicidal, had been injuring herself, and was just newly sober. She was very motivated in therapy and enthusiastic about trying the evidence-based practice Eye Movement Desensitization and Reprocessing (EMDR). This is an extensively researched, effective psychotherapy method proven to help people recover from trauma which sets up a learning state that allows problematic experiences to be stored properly in the brain without producing the "fight, flight or freeze" response. Sarah describes EMDR and the work done with her therapist as life changing. It has given her a sense of power and control over her life and helped her separate from some of the past events that were so traumatic. She is now able to feel calm and ease and is doing very well in her life. She is in school, working towards creating a life that feels meaningful, purposeful, and in line with her value system.

■ **JAYME: Independence and Encouragement Yield Positive Transformation**

Jayme began receiving NLCMHA services in 2018 when she was in a very bad place mentally, struggling with depression and withdrawal. Her involvement with the ACT team led her to Club Cadillac, where she found unwavering support. For example, she is now set to graduate in May of 2024 with a Surgical Tech degree, a remarkable achievement she credits to Club's support. Transitioning from the ACT Team to Case Management in 2022, she received encouragement to pursue her education, eventually graduating from all case management services. Club Cadillac continues to provide support, encouragement, and consistency in her life, significantly improving her well-being.

■ **GAIL: Empowerment through Unwavering Support and Connections**

Gail's mental health journey took a pivotal turn in 2015 with a diagnosis of anxiety, major depression, and a personality disorder. Seeking a fresh start, she moved to Michigan, where she found the support she desperately needed. Through therapy, DBT group sessions, case

management, and prescribed medication, she made significant progress. Club Cadillac became a cornerstone, providing a safe and supportive environment where she could connect with others who shared similar struggles and experiences. The sense of community and acceptance within the club became an essential pillar of her ongoing mental health stability. With the support and guidance she received from CMH, she successfully completed her treatment and graduated from their services in 2019. She is beyond grateful for the care and assistance she received from both CMH and Club Cadillac, recognizing their integral roles in her journey towards stability and wellbeing.

■ **RONDA: Recovery Journey Leads to Peer Support Specialist Career**

Ronda's mental illness began at age 15 and worsened by age 25, leading to a 25-year struggle with functioning and work. A few years ago, she began to look for something more. She got involved with NAMI (National Alliance on Mental Illness) and began learning and growing, eventually becoming a certified facilitator and co-leading a peer-to-peer informational course. The confidence she gained allowed her to try a job at Grand Traverse Industries which gave her even more confidence. When a peer support specialist position became available at NLCMH, her counselor encouraged her to apply. She got the job and is now able to work a 40-hour week sharing her story and demonstrating to others that recovery is possible.

■ **RYAN'S Road to Recovery**

Ryan had been working with our Comprehensive Health Assessment Team (CHAT) when he had a relapse and ended up in jail. He requested contact with the CHAT team staff, who helped advocate to get him linked to the jail diversion program. Together they worked to set up a diversion plan approved by the court. Ryan is highly motivated to stay on his path of recovery, attending all appointments and taking his medications faithfully.

■ **KAYLIE'S Journey to Overcoming Fear**

Kaylie had been feeling debilitated by fear for over four years, rarely leaving her home except for psychiatry appointments. She asked CHAT for help in overcoming this fear. She started with meetings in her home, progressed to riding the bus with staff, and eventually began riding on her own. She even achieved the significant milestone of spending the night at her mom's house.

■ **Diverting People to Treatment, Not Jail**

The jail diversion program has been a blessing to the clients our office serves who are struggling with mental health. Clients are able to be released from jail on a diversion plan, working closely with CMH. The staff always goes above and beyond to help our office and clients. We have had several success stories of clients who were found incompetent to stand trial. CMH created a treatment plan for the client to be released from jail and were successful in helping restore the client's mental health.
— Shawna Shelton, Wexford County Public Defender's Office Client Navigator

■ **Keeping People Safe during Very Challenging Times**

NLCMH is a great partner to us. The children's clinicians and support team have gone above and beyond in collaborating with us on some extremely difficult Child Welfare cases. An example of this is when a teenage youth with extreme mental health issues also was facing criminal charges for several crimes he had committed. During this time, his mother refused to have him return home as she did not believe it would be safe for herself or her child. NLCMH worked hand-in-hand with our staff to figure out a solution for this child and family. At one point, we believed that we were going to need to provide staff for him at the hospital and NLCMH offered to aid us in assuring he had 24/7 supervision. Through the course of the case, CMH partnered with us every step of the way. I am truly thankful for our great working relationship and the staff and NLCMH. We could not do these extremely tough jobs without them! — Carey Adrianse, Director, Wexford/Missaukee DHHS

These stories highlight our commitment to fostering change and well-being. They illustrate the profound transformations that occur when individuals, families, and communities unite in their pursuit of healthier, more fulfilling lives.

Services Open to Everyone in the Community

CRISIS SERVICES 24/7

All crisis services are **available to anyone in the community**, 24 hours a day, 7 days a week. Telephone assistance is available 24/7 by calling 833-295-0616. In FY22, our **Crisis Services Team**, which includes mobile teams for both children (Family Assessment & Safety Team, or FAST) and adults, responded to **5,032 crisis events**; plus **licensed mental health specialists** responded to **10,297 calls after hours**. In addition, in FY22, the NLCMHA Crisis Welcoming Center was opened within the Traverse City office on Hall Street to provide a place where people experiencing a mental health crisis could walk in and receive assistance. People may also walk in to any of our offices during business hours for help in a crisis.

5,032
CRISIS
EVENTS

10,297
CRISIS CALLS
AFTER HOURS

486
CRISES BY
FAST TEAM

DROP-IN CENTERS

Drop-In Centers offer a **safe, supportive environment** within the community for individuals who have experienced mental/emotional problems. Individuals do not need to be currently receiving mental health services in order to attend a Drop-In Center. It is a place to go, a place to be, a place to make friends, and be accepted. There are two Drop-In Centers in our service area: **Kandu Island** in Traverse City, and **New Connections** in Houghton Lake; with a third drop-in center currently in development in Grayling.

INTEGRATED HEALTH CLINIC

Open to the community, the Integrated Health Clinic (IHC) is a convenient place to get all **primary health care needs in one place**, with an integrated care team. We are your partner in total health and wellness, caring for your body and mind. The IHC offers **“one-stop shopping” for healthcare**—whether an individual needs a primary care provider, help managing a chronic health condition, or counseling from a licensed therapist. The IHC team is fully staffed with a nurse practitioner, registered nurse, and master’s level mental health clinician who provide a comprehensive set of services, including coordination of medications and other appointments, access to specialists, and specialty on-site assessments such as nutrition, foot care, blood pressure, medication monitoring, lab work, and much more. We currently offer hours in Traverse City and Grayling and the program is growing. **New patients are always welcome. For an appointment, call (231) 935-3062.**



The clinic is open to anyone, regardless of insurance coverage.

COORDINATED CARE MAKES A DIFFERENCE

- The Integrated Health Clinic was asked to work with a teen who was discharged from a residential setting with significant medical and psychotropic medication needs and no refills. IHC staff and the NLCMHA psychiatrist coordinated appointments and prescriptions. This coordination likely prevented the youth from being placed out of the community.
- A resident in one of our NLCMH-owned homes was severely injured from a fall at school, which led to a three-month hospitalization. This period demanded an immense level of collaboration to address both the resident’s behavioral and medical needs effectively. The transition back to the home remained uncertain until significant healing progress was observed. The hospital’s medical team and the NLCMHA clinical team worked tirelessly to develop a tiered step-by-step plan for the resident’s return home, incorporating many safeguards and precautions. This collaborative effort prioritized the resident’s well-being and safety throughout the process. Ultimately, the resident successfully made the transition back home, achieving a level of functioning even surpassing their pre-injury state. This remarkable outcome underscores our commitment to client-centered care and reflects the “Culture of Gentleness” approach that guides our daily work.

Specialty Services

SPECIALIZED CARE FOR INDIVIDUALS WITH IDD

Over half of our funding supports people with Intellectual and/or Developmental Disabilities (IDD). Of this, one-third is for residential services. It is a key priority for NLCMHA to ensure that facilities and services exist to allow people to live in their own communities, near their families. Maintaining staffing and capacity are constant challenges, and are of critical importance.

Specialized Residential Services (SRS): NLCMHA operates six homes in addition to the Glen Oaks Apartments and contracts for many others. Our purpose is to operate “Happy Homes” that residents, staff, clinicians, and guardians are proud to be associated with. We know that people doing the work often do it for a personal reason—it is difficult and essential work and must continue around the clock. Incentives for direct care workers and the benefits of being a NLCMHA employee have kept workers in their positions and encouraged new employees to join the team.

■ **Our staff's compassion truly makes all the difference.** For example, over the past two years, two residents in NLCMHA homes became aged and terminally ill. They were able to transition to palliative care levels and were able to receive hospice care in the home, allowing both families and staff to support them through their final transitions. A person who lives in an NLCMHA-owned supervised independent living apartment experienced the tragic death of a friend several years ago and frequently experienced severe symptoms on the anniversary, sometimes requiring inpatient care. The individual, in collaboration with NLCMHA staff, has replaced that pattern with a new tradition. On that date now the tenant (along with staff and another person served) attend a Detroit Tigers baseball game to honor the loss of the friend.

■ **Sometimes our homes are a stepping stone** for people to get back to the community. For example, an individual came to live in one of our SRS homes after being plagued with multiple crisis placements. The person had no guardian, benefits, or home to go to. After four years of care and support stabilization, the person was able to move to a less restrictive environment and now needs fewer clinical supports. In another situation, a person was discharged to our care after an extended placement in a state facility. The individual's medical issues were serious, requiring a vigilant level of engagement and support to become independent. After two and a half years living at one of our homes, the person successfully moved to a personal apartment with continued psychiatric support and no longer needs case management services.

Community Outreach and Inclusion: Through the creative efforts of our IDD Team and valued network provider partners such as Grand Traverse Industries, R.O.O.C., and Hope Network, people served enjoyed many community experiences, including volunteering with community organizations, taking trips to parks and recreation areas, learning new skills, working at jobs, and having fun experiencing cooking, crafts, dancing, music and more. **Community Living Supports** (CLS) services continued face-to-face in FY22 to provide assistance to increase and maintain an individual's independence, support achievement of their goals, and promote community participation.

Children with IDD: The Children's IDD Team works predominately with children diagnosed with **Autism Spectrum Disorder**. Our main service/support/treatment is Applied Behavior Analysis (ABA), which is an intensive, evidence-based practice which often requires face-to-face service. In FY22 we expanded our contract provider network to include two additional ABA providers to support our community. Feedback from families indicates support for the **continuation of telehealth services** as telehealth made it easier for families to engage with services.

■ **The impact of these services on children and families is incalculable.** For example, Clayton initially faced challenges with potty training, communication, and tantrum management before starting ABA therapy. ABA has significantly improved his ability to communicate his needs with improved fluency and much greater vocabulary. He now communicates his needs effectively, reducing meltdowns. Clayton's mother credits ABA for empowering her with valuable skills to support his progress, including identifying triggers and redirection techniques. Despite only three months of ABA, she eagerly anticipates Clayton's continued growth.

685
ADULTS
WITH IDD

284
CHILDREN
WITH IDD

289
RESIDE IN SRS
HOMES

419
WITH IDD USED
COMMUNITY
LIVING
SUPPORTS

87
WITH IDD
RECEIVED
RESPIRE

SPECIALIZED CARE FOR PEOPLE WITH SERIOUS MENTAL ILLNESS

One in five Americans live with a mental illness, and a smaller subset, about 5%, live with a serious mental illness. It is this smaller subset, adults with serious mental illness (SMI) and children with serious emotional disturbance (SED), who are the **primary focus of NLCMHA services and supports** (along with individuals with IDD and those with co-occurring substance use disorders).

3,636
ADULTS
WITH SMI

To deliver a wide range of services and supports for people across the lifespan who have serious mental health conditions, NLCMHA employs psychiatrists, psychologists, therapists, case managers, peer support specialists, and nurses. **Highly trained clinicians deliver a wide variety of evidence-based therapies** according to individual need, including Trauma Focused Cognitive Behavioral Therapy, Dialectical Behavior Therapy, Dialectical Behavior Therapy for Adolescents, Eye Movement Desensitization and Reprocessing, Motivational Interviewing, Seeking Safety, and Assertive Community Treatment, to name a few.

887
CHILDREN
WITH SED

Access to Treatment: Work continued in FY22 to get people with serious conditions connected with treatment. This includes collaborating with community partners such as law enforcement, courts, and hospitals.

■ **Law Enforcement:** We purchased iPads to extend care into police cars. Police officers and crisis services specialists can connect in real time with mental health professionals and provide immediate assistance to the person in crisis. Quick connections can help police cope with difficult calls and increase community safety when faced with an individual experiencing a mental health crisis. We meet regularly with law enforcement partners to work better together to improve services.

■ **Courts:** Staff in our **Juvenile Justice Diversion Program** in Grand Traverse and Leelanau Counties have screened and diverted 264 youth from juvenile justice system involvement and into treatment including providing intensive Multi-Systemic Therapy to youth in Grand Traverse and Leelanau Counties. We also provide therapy and case management services and support especially focused on prison and jail re-entry and pre-release discharge planning.

■ **Hospitals:** We are working with Munson and other partners to develop the Grand Traverse Center for Mental Wellness which will house a wide range of crisis services for the region. We have also added a community crisis liaison to expand our mobile crisis services.

■ **Children:** A multidisciplinary team supports children and families who require intensive levels of care and Youth Peer Support Specialists provide support and inspiration for youth. The NLCMHA Infant Mental Health program continues to grow and provides prevention and treatment services for new parents. Staff who completed the Trauma Caregiver Resource Training Cohort provided Trauma Informed Caregiver Groups to caregivers via telehealth and in person. We also provided these groups within Cadillac Area Public Schools.

Expert Consultation:

■ **Michigan Child Collaborative Care (MC3)** offers psychiatry support to primary care providers who have patients who are managing behavioral health problems. Enrolled primary care providers may receive same day phone consultations with psychiatrists to assist with local young adults up to age 26, women contemplating pregnancy, and pregnant or postpartum women (up to one year), with local NLCMHA staff able to provide recommendations for local resources. We offer perinatal and pediatric monthly webinars on various topics and monthly group case consultations for school-based clinics.

■ NLCMHA partners with Pine Rest Christian Health Services **Child and Adolescent Psychiatry Fellowship** program to help train second year child and adolescent doctors of psychiatry. The program provides excellent practice for the doctors and increases access to child and adolescent psychiatric services in our rural area.

Mild to Moderate Mental Health Conditions: Now we can help!

NLCMHA is pleased to now be able to serve people with mild to moderate mental health conditions through the **Integrated Health Clinic**, which employs a **master's level therapist**.

Call for more
information
231-935-3062



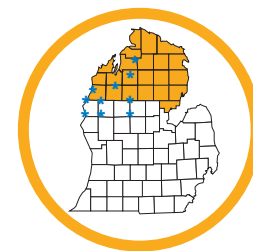


NORTHERN HEALTH CARE MANAGEMENT (NHCM)

The mission of NHCM, a MI-Choice Waiver Agent, is to ensure that anyone who needs nursing facility level of care but would like to live in their own home in the community can do so with the supports that we offer. Using the many NHCM service choices, an ever-increasing number of eligible people are able to receive the same level of care at home that they would receive in residential or institutional care. This is a positive trend, which allows participants to live a more self-determined life. Studies show that those who take an active role in directing their healthcare tend to have better health outcomes.

Living in the community can also help families to remain close and connected, whether this means that those needing nursing level of care can live with their family members or allow more flexibility creating opportunities to connect.

Such was the case for Janet who initially requested MI Choice Waiver services several years ago. We were able to work with her to obtain Medicaid eligibility, and arranged for her to move into an assisted living home of her choice. Janet had been content for years, but wanted to be closer to her daughter who was being supported by an appointed guardian. Ultimately, the daughter applied for MI Choice services, but she also needed assistance obtaining Medicaid. The same NHCM intake team member assisted the daughter and once she was eligible for Medicaid, she transitioned to MI Choice. In a short time, mother and daughter were again reunited and both happily live across the hall from each other. They have both reported they are happy and living their best life while receiving the supportive care they need.



NHCM staff provide home- and community-based services in ten counties. NHCM staff also provide transition services to help people who currently live in nursing facilities to return home, move in with family or friends, move into a foster care home, or find new housing. NHCM provides Nursing Facility Transition services in 22 counties in the "Tip of the Mitt."

NHCM SERVICE CHOICES

*Call for information
(231) 933-4917*

- Nursing Facility Transition
- Supports Coordination
- In-home Care and Assistance
- Home Delivered Meals
- Emergency Response Systems
- Private Duty Nursing
- Counseling
- Environmental Modifications
- Medical Equipment & Supplies
- Housing Assistance
- Medicaid Eligibility Specialist
- Help with Medicare Choices
- Information and Referral
- Non-Emergent Medical Transportation

OBRA* NURSING HOME SERVICES

NLCMHA provides comprehensive OBRA services, including **evaluating individuals' needs** for nursing home care; and **mental health monitoring and connections to specialized care** for those Seriously Mentally Ill and individuals with Intellectual/Developmental Disabilities in the 13 nursing facilities within NLCMHA's six counties. Mental health services in nursing facilities continued to be provided for those meeting criteria of serious and persistent mental illness or intellectual/developmental disability. For FY22, 209 new individuals had some level of OBRA team evaluation. In addition, with the new electronic referral and screening process, 744 individuals have been triaged and screened by OBRA staff.

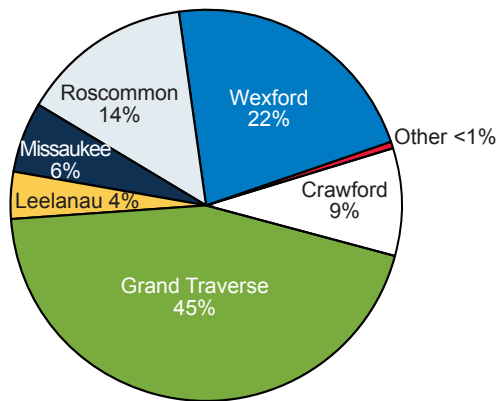


* OBRA stands for Omnibus Budget Reconciliation Act of 1987 (federal law aimed at Nursing Homes).

2022 By the Numbers

FISCAL YEAR 10/1/21-9/30/22 (FY22)

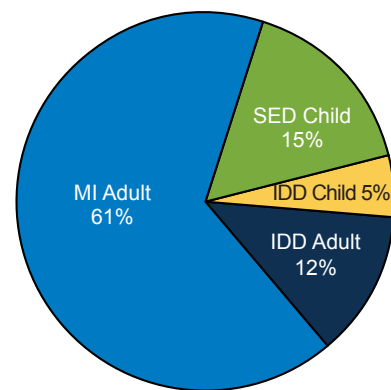
PERSONS SERVED BY COUNTY OF RESIDENCE



NUMBER SERVED

Crawford	494
Grand Traverse	2,452
Leelanau	219
Missaukee	314
Roscommon	779
Wexford	1,212
All other counties	22
TOTAL	5,492*

PERSONS SERVED BY POPULATION



NUMBER SERVED

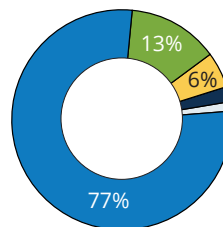
MI Adult	3,636
SED Child	887
IDD Child	284
IDD Adult	685
TOTAL	5,492*

* Plus 431 individuals served by Northern Health Care Management

COUNTY FUNDING CONTRIBUTION

Crawford	\$ 35,600
Grand Traverse	\$ 682,200
Leelanau	\$ 139,700
Missaukee	\$ 35,272
Roscommon	\$ 57,425
Wexford	\$ 76,543
Total	\$ 1,026,740

TOTAL REVENUES \$85,923,161



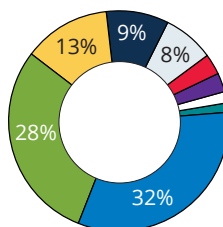
Medicaid 76.9% \$66,033,885
 Northern Health Care Mgmt 13.0% \$11,210,961
 State Source including Grants 6.4% \$5,470,721
 Local Sources 2.7% \$2,309,256
 Reimbursements 1.0% \$898,338

SPENDING BY POPULATION (%)

	19/20	20/21	21/22
Adults with IDD	49.6%	47.5%	46.0%
Children with IDD	7.8%	7.2%	7.3%
Adults with MI	34.9%	36.0%	37.4%
Children with SED	7.7%	9.3%	9.3%

IDD - Intellectual/Developmental Disability
 MI - Mental Illness
 SED - Serious Emotional Disturbance

TOTAL EXPENDITURES \$85,923,161



Personnel 31.9% \$27,440,207
 Residential Contracts 27.8% \$23,855,700
 Contractual Services 12.9% \$11,105,676
 Contract Agencies 9.1% \$7,834,906
 Inpatient Services 7.6% \$6,543,748
 Reinvestment 4.3% \$3,711,598
 Direct Operations 3.0% \$2,577,366
 Occupied Space 1.8% \$1,568,241
 Transportation 1.5% \$1,285,719

PROVIDER CONTRACTS

\$52,928,667 (62% of budget)

NLCMHA contractually supports 913 full-time equivalent employees:

729 for behavioral health services, 122 for home- and community-based services, and 62 in the areas of facility, transportation, equipment and supplies.

913
CONTRACT
JOBS

330
EMPLOYEES

MENTAL HEALTH SPENDING BY PROGRAM*

COST

%

* Does not include Northern Health Care Management, grants or administration

Community Living Supports	\$29,933,107	48.7
Case Management/Treatment Planning	5,839,568	9.5
Inpatient	5,781,132	9.4
Crisis	3,386,645	5.5
Autism Services	3,372,208	5.5
Additional Support Services (Respite & Homebased)	2,669,782	4.3
Psychotherapy	2,138,031	3.5
Assertive Community Treatment (ACT)	1,424,858	2.3
Evaluation and Management (physician level)	1,218,576	2.0
Psychiatric Diagnostic Evaluation	1,075,069	1.7
Skill Building	847,687	1.4
Medication Administration	706,110	1.1
Assessments and Testing	687,402	1.1
Other (fiscal intermediary, health svcs, pharmacy)	611,896	1.0
Vocational Supports	605,397	1.0
Residential Services (Personal Care)	528,619	0.9
Other Therapy (OT, PT, Wheelchair Mgmt)	235,717	0.4
Outpatient Services	233,765	0.4
Prevention and Early Intervention	158,436	0.3
Total	\$61,464,005	100.0

Efficient operations keep the focus on people served

As a public provider, our priority is providing services and supports to the people we serve, with a goal to keep administrative costs under 9%. In FY22, our costs were 7.7% – **less than a third** the average 21% spent on administration (18%) and shareholder profit (3%) by the for-profit insurance companies in Michigan which manage the Medicaid Health Plans for physical health. This means that 92.3¢ on every dollar received goes to the care of individuals, compared to 79¢ by the for-profit insurance companies in Michigan.

7.7%
NLCMHA

21%
FOR PROFIT
INSURANCE



Self-Direction of services by the people served

Individuals may direct their own supports and services and allocate available resources through their person-centered plan by establishing self-directed arrangements. These come with the freedom, authority, support, and responsibility to hire, train, manage, and fire their own staff. There are about 100 people served

by NLCMHA who have developed their own self-directed arrangements. About 180 individuals participate through Northern Health Care Management.

BOARD OF DIRECTORS

The Board **represents the community** and ensures appropriate organizational performance. To promote **excellence in governance**, the Board establishes an annual plan of events, study sessions, stakeholder meetings, expert presentations, and other enriching activities designed to provide Board members with the greatest possible insight into community needs and values. Priority topics are integration of health care, jail issues, health care compliance and legislation. The Board is annually updated or receives training in Finance and Compliance, Person Centered Planning, Self-Determination, Recipient Rights, and Policy Governance.

FY22 BOARD MEMBERS

Crawford (2)

Sherry Powers, Barb Selesky

Grand Traverse (6)

Randy Kamps, Dan DeKorse, Mary Marois, Nicole Miller, Penny Morris, Justin Reed (Tom Bratton, Tony Lentych, Kate Dahlstrom)

Leelanau (2)

Greg McMorrow, Ty Wessell

Missaukee (2)

Pam Babcock, Lynn Pope

Roscommon (2)

Al Cambridge, Jr., Angela Griffis

Wexford (2)

Ben Townsend, Rose Denny



ACCREDITED PROGRAMS

■ In January 2022, NLCMHA received **full accreditation by CARF International** for three years (through May 2024) for all twelve programs for which we applied. This was an unusually extraordinary accomplishment given that two of the three years covered by this CARF audit happened during the COVID-19 pandemic. Not only did we have to provide services in ways we had never done before—with telehealth and new face-to-face safety protocols—we simultaneously had to hold virtual meetings and prepare for our first virtual audit with all-electronic proofs of performance. It speaks loudly to how well we adapt and communicate internally and externally, while continuing to meet and excel at the standards, maintain satisfaction levels, and provide high quality services. According to CARF, this accreditation decision represents the highest level of accreditation that can be awarded and signals the organization's commitment to continually improving services, encouraging feedback, and serving the community.

ADULTS

- Assertive Community Treatment: Integrated Alcohol and Other Drugs/Mental Health (IAOD/M)
- Assessment and Referral
- Case Management/Services Coordination
- Crisis Intervention
- Prevention (IAOD/M)
- Outpatient Treatment

CHILDREN AND ADOLESCENTS

- Intensive Family-Based Services
- Assessment and Referral
- Case Management/Services Coordination
- Crisis Intervention
- Prevention (IAOD/M)
- Outpatient Treatment

■ **Northern Health Care Management** is **accredited by the National Council for Quality Assurance** (NCQA) in Case Management for Long Term Services and Supports.

■ **Traverse House and Club Cadillac** are accredited by **Clubhouse International**.

