

Macomb County Community Mental Health Strategic Plan

2024



Putting People First
MACOMB COUNTY, MICHIGAN |

Strategic Plan: 2024



Message from Interim Chief Executive Officer, Macomb County Community Mental Health

Traci Smith, MA

Interim Chief Executive Officer
Macomb County Community Mental

As Macomb County Community Mental Health moves forward in 2024, it is a privileged and honored responsibility to be a part of our organization's strategic plan. MCCMH's greatest accomplishments are attributed to the daily hard work of the people we serve, families, support systems, providers, leaders, and the community.

In 2024, MCCMH has set priorities that focus on enhancing access to services, expanding its care continuum while ensuring it strives to reduce the stigma through education that instill hope and recovery. MCCMH's priorities for 2024 were identified through stakeholder feedback, data driven determinants, and researching best practices. As MCCMH moves through 2024 and years to come it welcomes the community's feedback and partnerships to continue to enhance its plan and multifaceted efforts to impact those in need.

On our team's behalf, thank you for your feedback and support that allows us to enhance the lives we serve! We look forward to partnering through the unique challenges and great accomplishments in 2024.

Respectfully submitted,

A handwritten signature in blue ink that reads "Traci Smith, MA".



Message from Board Chairperson, Macomb County Community Mental Health

Phil Kraft

MCCMH Board Chairperson
Macomb County Community Mental

As we navigate the changing needs of our community, our strategic plan ensures Macomb County Community Mental Health Puts People First. MCCMH's plan recognizes the increasing needs of its community and the need to place focus on reducing the time needed to access services.

MCCMH is privileged to have a community that partners in its successes and steps up during challenges. Over the next year, MCCMH continues to partner with its community

partners, stakeholders, and persons served to ensure our community has access to the highest quality of care for those experiencing mental illness, substance use disorders, and intellectually or developmentally delayed disabilities. We strive to increase access to services that are welcoming, celebrate each person's strengths, and promote recovery.

We are proud of how far we've come towards breaking the stigma surrounding mental health and eager to continue to implement additional best practices to support our diverse communities. Thank you for the community's unwavering support, and we look forward to working alongside others this year to continue our goal of providing quality services to the people we serve.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be the initials 'PB' followed by a long horizontal stroke.



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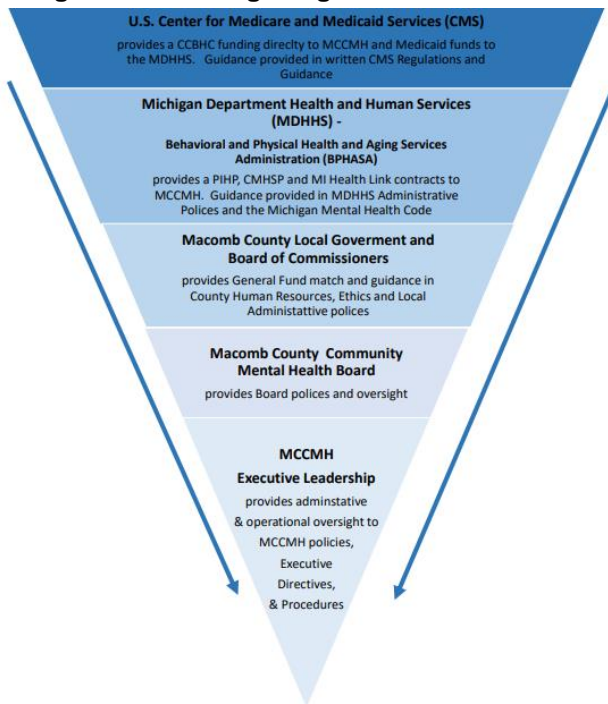
Introduction

Macomb County Community Mental Health (MCCMH) 2024 Strategic Plan supports the goals of the State of Michigan’s Department of Health and Human Services (MDHHS), Macomb County, Macomb County Community Mental Health Board, and its community. MCCMH oversees the service network and provides direct services to over 18,000 community members and manages over a \$300 million-dollar budgeted funding from MDHHS, local General funds, grants, and Macomb County.

Persons served by MCCMH are persons living with intellectual or developmental disabilities, mental illness, or substance use disorders. MCCMH supports these populations and their support systems as a:

- Pre-paid Inpatient Health Plan (PIHP)
- Community Mental Health Service Program (CMHSP)
- MI Health Link provider
- Certified Community Behavioral Health Clinics (CCBHC)
- Opioid Health Home

Figure 1 - Funding / Organization Structure



As the PIHP, MCCMH provides oversight and funding distribution for the behavioral health services including the oversight of substance use disorders (SUD) services to enrollees under contract with the state of Michigan Medicaid agency based on prepaid capitation payments and includes the responsibility for arranging inpatient hospital care.

As the CMHSP, MCCMH provides directly or contracts to provide behavioral health services to individuals diagnosed with disorders that significantly impact functioning. In addition, MCCMH has partnered with two Medicaid Health Plans (MHP) as a MI Health Link provider. Beneficiaries participating in MI Health Link receive both Medicare and Medicaid coverage.

As a CCBHC, MCCMH provides a comprehensive range of mental health and substance use disorder services to vulnerable individuals. As an integrated model for delivery of care, CCBHCs (Certified Community Behavioral Health Clinics) receive an enhanced Medicaid reimbursement rate based on their anticipated costs of expanding services to meet the needs of these complex populations. CCBHC services include:

- Crisis mental health services
- Screening, assessment, and diagnosis
- Outpatient mental health and substance use services.
- Outpatient clinic primary care screening and monitoring of key health indicators and health risk.
- Targeted case management.
- Psychiatric rehabilitation services
- Peer support, counselor services and family supports
- Intensive, community-based mental health care for members of the armed forces and veterans

MCCMH acts as an Opioid Health Home to develop innovative, integrative, and sustainable care management/coordination programs for high-need, high-cost Medicaid beneficiaries suffering from opioid use disorder.

In addition to these initiatives, MCCMH partnered with several Federally Qualified Health Clinics (FQHC) to allow for efficient linkage and referral between physical and behavioral health systems, and the efficient sharing of information regarding care coordination and treatment needs between behavioral and physical health providers.

Strategic Framework

Mission

Macomb County Community Mental Health, guided by the values, strengths, and informed choices of the people we serve, provides quality services which promote recovery, community participation, self-sufficiency, and independence.

Core Values

MCCMH has a phrase that drives its mission to serve its community. The phrase is “*Putting People First.*” The way MCCMH ensures it is putting people first is by embracing the core values of being **Collaborative**, **Accountable**, and **Respectful** in all interactions. MCCMH Core Values are incorporated into all its functions through its team members embodying the statements below.

Collaborative: “*I approach all situations with a teamwork and solution focused mindset.*”

Accountable: “*I take ownership and empower others to do the same.*”

Respectful: “*I treat people with dignity while honoring individual differences.*”



Purpose

The 2024 MCCMH Strategic Plan supports the goals of the State of Michigan’s Department of Health and Human Services, Macomb County, Macomb County Community Mental Health Board, and its community partners. It outlines the actions being taken to address the changing continuum of care for mental health and substance use services. It emphasizes MCCMH’s current priorities including the expansion of crisis and substance use services and improving the system of care. The strategic plan is a living document updated as the community’s needs and priorities change. The priorities and their related goals focus on five key areas, described in detail further in this document.

How the Plan was Developed

The development of the Strategic Plan began with the identification of its opportunities and threats to the system of care. MCCMH used its 2023 Needs Assessment, Key Performance Indicators, established guiding principles, clinical best practices, and stakeholder feedback to help identify its priorities. The Needs Assessment reviewed regional data and feedback from person served and their support systems, providers, MCCMH Board of Directors, community members, and other stakeholders.

Guiding Principles

MCCMH’s plan incorporates the guiding principles of trauma informed care, recovery, and having community feedback and data informed the decisions.

Diversity and Inclusion

MCCMH values an inclusive and diverse workforce. MCCMH promotes these values by keeping them at the forefront of our hiring practices, recognition, and training and development opportunities. [MCO Policy 10-002: Human Resources Management/Diversity](#)

Trauma-Informed Care

The Substance Abuse and Mental Health Administration (SAMHSA) defines Trauma-informed as, *“approaches recognize and intentionally respond to the lasting adverse effects of traumatic experiences, while promoting linkages to recovery and resilience for impacted individuals and families.”* Trauma is experienced in diverse ways by many through experiencing emotionally harmful events such as abuse, neglect, violence, or natural disasters.

Trauma can impact the mental and physical health of those who experience it. These adverse effects may have short-term and long-term impacts. Many who experience it may overcome it, but for some the traumatic experiences can be overwhelming. MCCMH uses SAMHSA’s six defining trauma-informed approaches in its system of care planning.

Recovery

SAMHSA (Substance Abuse and Mental Health Services Administration) defines recovery as a process of change through which individuals improve their health and wellness, live self-directed lives, and strive to reach their full potential. Recovery promotes the expectation that all individuals can thrive. Recovery is a system approach that focuses on helping others recognize that recovery is possible, and it may be different for each person. MCCMH incorporates the ten fundamental components of recovery that include: Self-Direction, Person-Centered, Empowerment, Holistic, Many Paths / Non-Linear, Strength

Based, Peer Supports, Respect, Responsibility, and Hope.

Decisions Based on Community Feedback and Data

MCCMH's plan is designed to incorporate feedback from its partners, leaders, and data. It considers the areas identified to need support and enhancements through recent community feedback and performance quality indicators. Stakeholders were encouraged to review and provide feedback on the plan's development. The plan's priorities were defined by informed decisions.

Priorities

The following sections outline MCCMH's 2024 priorities. The sections identify the priority, what the goals are of the priority and how the goals will be accomplished.



Priority 1: Decreasing the Length of Time to Initiate Services

MCCMH continuously evaluates its level of quality care. One indicator that impacts the quality of care is the timeliness accessing services. Delays in accessing care may lead to exacerbation of symptoms and distress, lengthen recovery time, and cause disengagement.

As part of MCCMH's continuous care quality monitoring it uses the Michigan Mission-Based Performance Indicator System indicators. These indicators include measures on timeliness of service for emergent and non-emergent situations, service following discharge from an inpatient facility, services provided to Habilitation Waiver persons served and percentage of readmissions to an inpatient facility.

MCCMH timeliness for a new person to access services in 14 days of a non-emergency request for service is a priority to enhance in 2024. In 2023, MCCMH's timeliness of access during the third (4/1/23-6/30/23) and fourth (7/1/23-9/30/23) quarters improved by three percent. MCCMH continues to be committed to reducing the length of time to access services for a new person served as part of its strategic plan.

Goal 1.1: Walk-in appointments to be implemented at additional MCCMH providers to provide immediate access to services.

Goal 1.2: Best practice toolbox and techniques to be shared with all providers providing intake appointments.

Goal 1.3: Providers who exceed the timeliness of services to have access to valued based contracting options.

Goal 1.4: Complete and provide support to providers who do not meet the defined timeliness of access to initial services.



Priority 2: Expansion of Crisis Service Continuum of Care

MCCMH recognizes the need to expand its crisis response system to include a high-quality Crisis Stabilization Unit (CSU). The implementation will:

- Improve access to care by emphasizing there is no wrong door to access services.
- Appropriate levels of care for children, young adults, and adults will be served in a community based, noninstitutional setting, in the least restrictive environment to decrease inappropriate psychiatric hospitalizations and emergency department use.
- Care enhanced through coordination across systems and agencies, including law enforcement, 9-1-1, 9-8-8, and emergency medical services (EMS), mobile crisis responders, Mobile Crisis Stabilization Services, Stabilization [ICSS (Intensive Crisis Stabilization Services)] for children, and behavioral health systems.
- Positive individualized experience that provides high quality of care.
- Implement a family-driven/person-centered guided care through engagement of families, support systems, and the person served.
- Recognizing natural supports and their importance in a person's recovery.

Goal 2.1: Continue to partner with MDHHS on a pilot CSU program to establish best practices and guidance for a CSU.

Goal 2.2: Identify a CSU location in partnership with local hospital partners.

Goal 2.3: Select and partner with a local provider of crisis services to establish a CSU.

Goal 2.4: Continue to research and identify best practices of a world class crisis stabilization unit delivery system.

Goal 2.5: Document protocols and practices in partnership with consultants, local law enforcement, hospitals, behavioral health providers, and stakeholders.



Priority 3: Expansion of Substance Use Disorder Continuum of Care

MCCMH substance use services needs to continue to expand to meet the increasing and changing needs of its community. In 2024, MCCMH will expand its substance use services continuum of care by establishing an Engagement Center. An Engagement Center is a short-term crisis intervention facility that provides a supervised, supportive setting for individuals with substance use disorders. The Engagement Center is open 24 hours per day, seven days per week and provides services for adults 18 years of age and older. Referrals to Engagement Centers come from police, hospitals, other provider agencies, and the general community.

As an alternative to emergency room care or jail for an individual impaired from substance use, an Engagement Center focuses on serving individuals who require observation for safety in an appropriate setting. Individuals are provided with a safe place to stay for a few hours or a day in a clean, welcoming environment. Individuals can stabilize, have a meal, take a shower, and talk to caring staff. Peer Recovery Coaches typically provide these services in the Engagement Center.

Individuals receive information on and assistance in obtaining treatment, funding, and referrals, as well as linkages to housing, medical, recovery resources, and other needed services to assist individuals on their recovery journey. The expansion of care will be accomplished through the below outlined goals.

Goal 3.1: Secure a location to offer Engagement Center Activities by the end of 3rd Quarter FY 24.

Goal 3.2: Staff, train and begin offering Engagement Center Activities by July 2024.

Goal 3.3: Market and educate the public, partners, and stakeholders on Engagement Center services and how to access the services.



Priority 4: Integrating Behavioral and Physical Health Care

MCCMH currently partners with its Core Provider Network, Federal Qualified Health Centers (FQHCs), physical health providers, Medicaid Health Plans, and the Macomb County Health Department in its coordination of care activities. MCCMH will continue to expand and enhance its care coordination by placing its focus on partnership expansion and data analytics of health indicators in 2024.

Goal 4.1: Expanding the use of the Healthcare Effectiveness Data and Information Sets (HEDIS) to identify and measure the performance of the complex case management groups using a data set meeting the National Committee for Quality Assurance (NCQA) data standards.

Goal 4.2: Expansion of care coordination through the establishment of a complex case management system.

Goal 4.3: Use data and feedback to ensure equitable utilization by diverse populations. Expand outreach and educational efforts to underserved populations.

Goal 4.4: Monitor the CCBHC quality measures to include access to integrated care.

Goal 4.5: Continue to employ a zero-suicide philosophy in the system of care by providing education, training, and best practices.

Goal 4.6: Develop tracking mechanisms for evidence-based practices and quality of life measures to assess improvement in care provided to individuals served.

Goal 4.7: Continue to collaborate with community partners (law enforcement, faith-based groups, schools, etc.) to provide education on the services and supports MCCMH can offer those in need.

Goal 4.8: Continue to make enhancements in the electronic medical record to integrate medical and behavioral care and assure best practices and standards for documentation.



Priority 5: Community Outreach and Communications

The 2024 MCCMH communications and community outreach strategy consists of an omni-channel marketing approach to: increase awareness, reducing the stigma sometimes associated with mental health and substance use, instill hope into current and future persons served and increase organizational visibility with community partners, potential team members, and community members through digital media and targeted programmatic campaigns.

The following outlines the current goals and objectives to grow visibility into MCCMH's programs, departments, and community resources and how to access those resources.

Goal 5.1: Media Relations

Media relations will be a vital part of the MCCMH communication strategy. Half of our communications strategy will have a focus on local and regional media interactions. Media relations is an important element of a strategic plan to shape the organization's perception within the media and public. We will utilize our current media relationships and cultivate new ones to increase visibility into MCCMH programs and resources.

Goal 5.2: Thought Leadership

Thought leadership allows executive leaders to share their expertise with the public, while also highlighting the important work being done by the organization. With support from our PR partner, MCCMH will identify internal subject matter experts to position for local and regional discussions around mental health, substance use, trauma, children's mental health and other key programs within MCCMH. Thought leadership opportunities can also surface within targeted awareness campaigns, i.e., Mental Health Awareness month.

Goal 5.3: Awareness Campaigns

Throughout the year MCCMH will highlight established months such as Autism Awareness, Mental Health, Substance Use Awareness. Throughout these months, MCCMH will have a strong focus on educating the public on resources, instilling hope into our communities, and creating safe foundations for people to seek support. Example of these tactics include:

- Panel discussions with community partners
- Shared social media content amongst Community Health organizations
- Participating in community events and fairs

- Collaborative campaigns with community leaders and tri-county community health programs

Goal 5.4: Digital Media/Social Media

Increasing visibility within social media is a very important organizational tactic within today's landscape. Creating social media campaigns that highlight current offerings of the organization allows target audiences ways to easily access resources, events, and strategies to support during a crisis. MCCMH will target thirty-five percent of its marketing resources into the creation of a comprehensive social media plan.

Goal 5.5: Advertising/Marketing

While advertising and marketing is a smaller component of the communication strategy, it will be implemented within our larger campaigns to increase visibility and brand awareness. Some proposed tactics include:

- Billboard advertisements
- Digital billboard displays
- Radio segments and spotlights
- Satellite radio commercial segments
- Social media paid advertisements
- Paid advertisements through television and music streaming platforms

Plan Monitoring and Updating

MCCMH continuously monitors and updates its strategic plan throughout the year. Reviews on the plans' progress are overseen by leadership including monthly leadership reviews and quarterly reviews with the MCCMH Board of Directors. At the end of the year an annual report on the successes and challenges is shared with stakeholders. MCCMH plans are refined throughout these reviews to ensure its efforts align with the needs of its community and changing regulations.

Conclusion

Guided by this strategic plan MCCMH Puts People First. The plan outlines how MCCMH will enhance access to care, expand its continuum of care, and educate the community using plain language that instills hope. The plan values the guiding principles of person-centered care, recovery, and that all have value in their unique characteristics. In its goals, MCCMH values and understands the importance of community influence and partnerships.

As the needs of the community change MCCMH's strategic plan will adapt. The plan will position MCCMH as leader with community driven mental health, substance use, and intellectual / developmental disability services. The initiatives outlined in this strategy are both crucial and urgent needs to continue the advancement of services to those experiencing mental health illness, substance use disabilities, and intellectually or developmentally delayed disabilities.

At the heart of the work MCCMH continues to stand alongside our community and ongoing commitment to educate the public on the resources available, breaking the stigma surrounding mental health, and instilling hope for those experiencing trauma.

Reference Materials

1. [State of Michigan Crisis Behavioral Health Crisis Services](#)
2. [State of Michigan Mission Based Performance Indicator System](#)
3. State of Michigan Certified Community Behavioral Health Centers (CCBHC) demonstration: [CCBHC Demonstration \(michigan.gov\)](https://www.michigan.gov/ccbhc)
4. Centers for Medicare and Medicaid Services value-based programs website: [CMS' Value-Based Programs](#)
5. [National Committee for Quality Assurance: Health Care Accreditation, Health Plan Accreditation Organization - NCQA - NCQA](#)



Macomb County Community Mental Health

19800 Hall Road

Clinton Township, MI 48038

855-99-MCCMH

www.MCCMH.net

For support 24/7, call Crisis Hotline at 586-307-9100

MCCMH centers are barrier free, offer TTY access, American Sign Language communication, and other language translations. MCCMH is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and operates under the direction of the Macomb County Board of Commissioners and the Macomb County Community Mental Health Board. 5 of 14