



Macomb County Community Mental Health Strategic Plan

2025-2026



Putting People First
MACOMB COUNTY, MICHIGAN

Strategic Plan: 2025-2026



Message from Chief Executive Officer, Macomb County Community Mental Health

Traci Smith, MA
Chief Executive Officer
Macomb County Community Mental

In 2024, we made incredible strides towards our goals of improving access to services, broadening our care continuum, and fostering a culture that celebrates differences. As we look ahead to 2025 and 2026, we remain committed to enhancing access to care through partnerships, expanding our crisis services, integrating healthcare, and reducing stigma.

At the heart of our journey is the vibrant community we serve. The Macomb County Community Mental Health (MCCMH) 2025-2026 Strategic Plan has been thoughtfully developed, drawing on invaluable insights from our community members. By incorporating feedback from our Community Needs Assessment and leveraging our stakeholders' expertise, we have prioritized goals that truly reflect our collective aspirations.

As we continue to evolve, we invite your involvement and feedback to further enrich this plan. Your voices are crucial in shaping solutions that empower our community members and ensure their needs are met. Together, we will navigate challenges, celebrate achievements, and work toward a future where everyone has access to the care they deserve.

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

Respectfully,

A handwritten signature in black ink that reads "Traci Smith, MA". The signature is written in a cursive, flowing style.



Message from Board Chairperson, Macomb County Community Mental Health

Phil Kraft
MCCMH Board Chairperson
Macomb County Community Mental

The 2025-2026 Strategic Plan for MCCMH embodies our unwavering commitment to uplifting the lives of individuals facing mental illness, substance use disorders (SUD), and intellectual or developmental disabilities (I/DD). As we move through 2025 and 2026, we are excited to focus on several key areas that will advance our community's mental health and substance use services.

We truly believe that the strength of our organization lies in the community that supports us through challenges and milestones. The feedback from our stakeholders will remain essential as we refine and monitor our Strategic Plan. As a community, we can cultivate an environment of collaboration and shared success in delivering exceptional mental health services.

Over the next two years, we are eager to uplift the people we serve, along with our community partners and stakeholders. By embracing these partnerships, we will continue to provide high-quality care for individuals in need of comprehensive support.

We are proud of the significant progress we've made toward our goals, but our journey is far from over. Working collectively, we will ensure that everyone in our community has access to the help they need, whenever they need it. Thank you for being an integral part of this mission. We look forward to partnering with you to amplify our community's well-being and create a brighter future for all!

Respectfully,

A handwritten signature in blue ink, appearing to be 'PK', with a long horizontal stroke extending to the right.



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Introduction

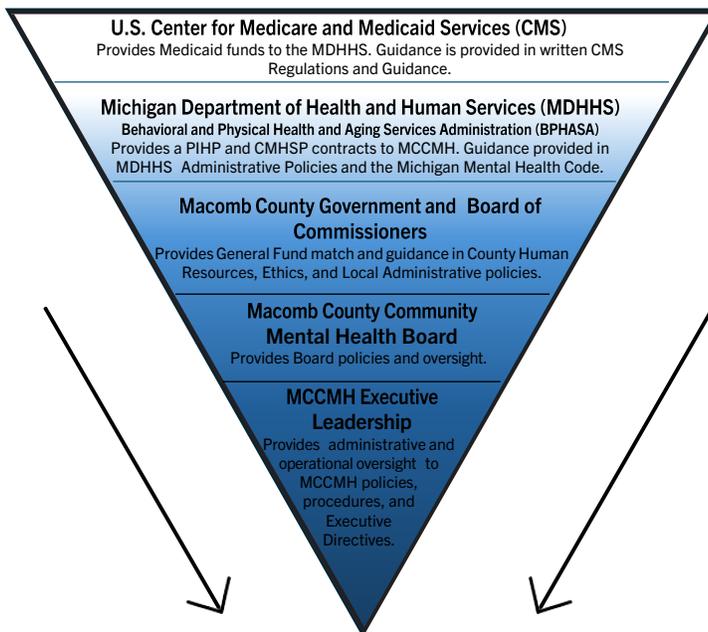
At MCCMH, our 2025-2026 Strategic Plan embodies the goals of the Michigan Department of Health and Human Services (MDHHS), Macomb County, MCCMH Board of Directors, and the community. MCCMH oversees a service network and provides direct services to over 19,000 residents while managing a \$300+ million budget funded by MDHHS, local general funds, grants, and Macomb County.

We offer mental health, I/DD, and substance use services to adults and children in Macomb County and nearby communities. As part of the community safety net, we serve uninsured individuals and those on Medicaid, Medicare, or private insurance.

We deliver care to our community as a:

- Pre-Paid Inpatient Health Plan (PIHP)
- Community Mental Health Service Program (CMHSP)
- Certified Community Behavioral Health Clinic (CCBHC)
- Substance Use Disorder Health Home
- Behavioral Health Home

Figure 1 - Funding / Organization Structure



As the PIHP, MCCMH oversees and distributes funding for behavioral health and SUD services for individuals receiving Medicaid through prepaid capitation payments. We are also responsible for arranging inpatient hospital care.

MCCMH serves as a CMHSP, delivering behavioral health services directly or through contractual partners to individuals diagnosed with disorders that significantly impact their functioning.

In our role as the CCBHC, MCCMH offers a comprehensive range of mental health and SUD services to

vulnerable individuals. CCBHCs operate under an integrated model of care delivery and receive an enhanced Medicaid reimbursement rate to help cover the anticipated cost 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
- Targeted case management
- Psychiatric rehabilitation services
- Peer support, counselor services, and family support
- Intensive, community-based mental health care for members of the armed forces and veterans

MCCMH provides Substance Use Disorder Health Home and Behavioral Health Home services to develop innovative, integrative, and sustainable care management and coordination programs for high-need Medicaid beneficiaries experiencing opioid use disorder, stimulant disorders, alcohol use disorders, or specific mental health disorders.

Strategic Framework

Mission

MCCMH, guided by the values, strengths, and informed choices of the people we serve, provides quality services that promote recovery, community participation, self-sufficiency, and independence.

Core Values

MCCMH has a phrase that drives our mission to serve the community: *"Putting People First."* MCCMH puts people first by embracing the core values of Collaboration, Accountability, and Respect in every interaction. MCCMH Core Values are incorporated into all functions through team members who embody 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 2025-2026 MCCMH Strategic Plan outlines actions to address the evolving continuum of care for mental health and substance use services. It emphasizes MCMH's current priorities, including expanding 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.



Message from Mark Hackel, Macomb County Executive

Strong communities are built on thoughtful planning that begins by listening. When we engage residents, families, service providers, and community leaders in thoughtful and meaningful dialogue, we create solutions that are grounded in reality and responsive to genuine need.

In Macomb County, we recognize that public service carries a responsibility to adapt as our community evolves. By relying on data, lived experience, and collaborative input, we make sure that our policies and programs reflect both compassion and accountability. Planning that is shaped by the voices of the community only strengthens trust and leads to better outcomes for every one of the residents we serve.

How the Plan was Developed

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

Guiding Principles

MCCMH's plan incorporates the guiding principles of trauma-informed care, recovery, and community feedback and data-informed 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.

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 can significantly affect the mental and physical health of those who experience it. These adverse effects can have both short-term and long-term consequences. While many individuals may find ways to overcome trauma, these overwhelming experiences can be difficult to manage. MCCMH uses SAMHSA's six defining trauma-informed approaches in our system of care planning.

Recovery

SAMHSA 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 fosters the belief that every individual has the potential to thrive. MCCMH incorporates the ten fundamental components of recovery, including: Self-Direction, Person-Centered, Empowerment, Holistic, Many Paths/Non-Linear, Strength-Based, Peer Supports, Responsibility, and Hope in our planning and service delivery.

Decisions Based on Community Feedback and Data

MCCMH's plan is designed to incorporate feedback from its partners, leaders, and data. We consider the areas identified as needing support and enhancement based on recent community feedback and quality performance indicators. Stakeholders are encouraged to review and provide feedback on the plan's development.

Priorities

The following sections outline MCCMH's 2025-2026 priorities. The sections identify the priority, our goals, and how we will accomplish them.



Priority 1: Decreasing the Length of Time to Access Care

MCCMH continuously evaluates our quality of care. One important indicator of this quality is the timeliness of service access. Delays in accessing care may lead to worsening symptoms, increased stress, prolonged recovery time, and disengagement.

As part of MCCMH's continuous care quality monitoring, we use 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 persons served on a Habilitation Waiver, and the percentage of readmissions to an inpatient facility.

MCCMH prioritizes enhancing access to services for new individuals within 14 days of a non-emergency service request, with specific enhancements planned for 2025 and 2026. In 2024, MCCMH's timeliness of access improved by five percent during the third (4/1/24-6/30/24) and fourth (7/1/24-9/30/24) quarters. MCCMH remains committed to reducing the time to access services for a new person served as part of the Strategic Plan.

Goal 1.1: Expand walk-in appointments at additional MCCMH providers to provide immediate access to all services.

Goal 1.2: Create and share best practice tools and techniques with all providers providing intake appointments.

Goal 1.3: Complete and provide support to providers who do not meet the defined timeliness of access to initial services through the sharing of data, sharing of best practices, and accountability.



Priority 2: Expansion of Crisis Service Continuum of Care

MCCMH recognizes the need to extend access to the community's continuum of care. MCCMH will:

- Improve access to care by emphasizing no wrong door to access services.
- Ensure appropriate levels of care for children and adults served in a community-based, non-institutional setting, which is in the least restrictive environment, to decrease inappropriate psychiatric hospitalization and emergency department use.
- Enhance care through coordination across systems and agencies, including law enforcement, 911, 988, and emergency medical services (EMS), mobile crisis responders, Mobile Crisis Stabilization Services, Stabilization, Intensive Crisis Stabilization Program (ICSP), and behavioral health systems.
- Continue to implement a family-driven, person-centered guided care by engaging the person served, their family, and support systems.
- Continue to recognize natural supports and their importance in a person's recovery.

MCCMH is addressing the community's expanding care needs by growing its crisis response system. In 2025, MCCMH opened a Substance Use Engagement Center, expanded its mobile crisis services for adults and children, increased services at its urgent behavioral health care centers, and continues to explore funding options for a future Crisis Stabilization Unit (CSU).

MCCMH's SUD Engagement Center is a short-term crisis intervention facility that provides a supervised, supportive setting for individuals with SUD. The Engagement Center is open 24 hours a day, 7 days a 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, the 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, which includes Peer Recovery Coaches.

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 them on their recovery journey. The expansion of care will be accomplished through the goals outlined below.

Goal 2.1: Provide 1,000 or more Engagement Center services in 2025-2026.

Goal 2.2: Market and educate the public, partners, and stakeholders on Engagement Center services and how to access the services.

Goal 2.3: Monitor and enhance the Engagement Center service delivery model based on quality reviews and community and person served feedback.

MCCMH continues to expand its Mobile Crisis Services for children and adults throughout Macomb County. The Adult and Children's Mobile Crisis team provides 24/7 help to individuals in distress. They offer telephone and on-site crisis services to support those experiencing a mental health crisis. The Mobile Crisis Team assists when someone is:

- Going through a mental health crisis or presenting behaviors that require professional intervention
- Struggling with thoughts of suicide and/or participating in self-harming behaviors
- About to physically injure themselves or others

Adult Mobile Crisis Services

To request Mobile Crisis services, call the MCCMH Crisis Line at **586-307-9100** and ask for a Mobile Crisis Therapist.

ON-SITE HELP FOR ADULTS IN DISTRESS

We provide Mobile Crisis Services to individuals in Macomb County experiencing a mental health crisis. The team can assist with various concerns, including suicidal thoughts, self-harm, and situations where individuals may be at risk to themselves or others. **Adult Mobile Crisis Services are available 24/7.**

For immediate help, call: **MCCMH Crisis Line 586-307-9100**
For non-emergency help, call 855-996-2264 on weekdays

Or call: **988 National Suicide Prevention Lifeline 988**

Non-English-speaking callers will be provided an interpreter
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.

www.mccmh.net @wearemccmh

Related goals include:

Goal 2.4: Expand the number of 24/7 crisis services to adults and children in Macomb County.

MCCMH's CSU goals include:

Goal 2.5: Continue to partner with MDHHS on a pilot CSU best practice exchange and possible future funding opportunities needed to establish a CSU in Macomb.

Goal 2.6: Document protocols and practices in partnership with consultants, local law enforcement, hospitals, behavioral health providers, and stakeholders.



Priority 3: 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 to coordinate behavioral and physical health services. MCCMH will continue to strengthen and enhance its care coordination by expanding partnerships and analyzing health indicators through data analytics.

Goal 3.1: Expand 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 3.2: Establish and expand care coordination through the delivery of complex case management services.

Goal 3.3: Monitor the CCBHC quality measures to include access to integrated care.

Goal 3.4: Continue to employ a zero-suicide philosophy in the system of care by providing education, training, and best practices.

Goal 3.5: 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, including through the delivery of Crisis Intervention Team (CIT) training.

Goal 3.6: Continue to make enhancements in the electronic medical record to integrate medical and behavioral care and assure best practices and standards for documentation.

Goal 3.7: Implement the FDA-cleared KardiaMobile device to provide prescribers with a tool to monitor a portion of the individual's electronic heart activity in a cost-effective way to safely monitor prescriptions that may cause changes to cardiac rhythm for at-risk individuals.



Priority 4: Community Outreach and Communications

The 2025 and 2026 MCCMH communications and community outreach strategy consists of a multi-faceted marketing approach to: increase awareness, reduce 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 increase visibility into MCCMH's programs, departments, and community resources, and how to access them.

Goal 4.1: Media Relations

Media relations is an important element of a strategic plan to shape the organization's perception within the media and public. We will use our current media relationships and cultivate new ones to increase visibility into MCCMH programs and resources.

Goal 4.2: Thought Leadership

Thought leadership enables executive leaders to share their expertise with the public while highlighting the organization's important work. With support from our public relations (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.

Goal 4.3: Awareness Campaigns

Throughout the year, MCCMH will highlight established months such as Autism Acceptance Month, Mental Health Awareness Month, and Recovery Month. Throughout these months, MCCMH will focus on educating the public about resources, instilling hope, and creating safe foundations for people to seek support. Examples 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 community health programs

Goal 4.4: Digital Media/Social Media

Increasing visibility within social media is a very important organizational tactic in today's landscape. Creating social media campaigns that highlight the organization's current offerings makes it easy for target audiences to access resources, events, and strategies that support them during a crisis.

Goal 4.5: Advertising/Marketing

While advertising and marketing are a smaller component of the communication strategy, they will be implemented within our larger campaigns to increase visibility and brand awareness through:

- 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 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 recognizes the value of everyone's unique characteristics. In these goals, MCCMH values and understands the importance of community influence and partnerships.

As the community's needs change, MCCMH's Strategic Plan will adapt. The plan will position MCCMH as a leader with community-driven mental health, substance use, and I/DD services. The initiatives outlined in this strategy are both crucial and urgent to continue advancing services for individuals requiring a higher level of care.

At the heart of our work, MCCMH remains committed to supporting our community by educating the public about available resources, challenging the stigma surrounding behavioral health, and fostering 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

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