




Macomb County Community Mental Health Strategic Plan

2027-2029

Putting People First
MACOMB COUNTY, MICHIGAN

Strategic Plan: 2027-2029



Message from Chief Executive Officer, Macomb County Community Mental Health

Traci Smith, MA
Chief Executive Officer
Macomb County Community Mental Health

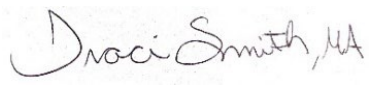
With gratitude and excitement, I am pleased to share Macomb County Community Mental Health's (MCCMH) 2027-2029 Strategic Plan. This plan celebrates the power of community and our shared commitment to Putting People First. Guided by Collaboration, Accountability, and Respect, we look forward to advancing quality, trauma-informed services that promote recovery, community participation, and independence. The values, strengths, and informed choices of the people we serve will continue to inspire and guide every step.

Shaped by our Community Needs Assessment, community feedback, and performance data, this plan brings our shared aspirations into focus through five priorities: expanding specialty and crisis services; improving timely access to care; strengthening our workforce and provider network; increasing community awareness and reducing stigma; and building partnerships that address the social determinants of health. Together, these priorities offer meaningful opportunities to create a more responsive, connected system for people with mental health needs, substance use disorders (SUD), and intellectual or developmental disabilities (I/DD).

The next three years hold exciting opportunities to turn this shared vision into action. With our partners, we will expand walk-in access, strengthen 24/7 mobile crisis response and care for co-occurring disorders, and improve coordination across behavioral health, emergency response, and justice systems. We will invest in workforce development and help community members connect with services and resources. Through regular reviews and annual reporting, we will recognize milestones, learn together, and keep this living plan responsive to changing needs.

On behalf of MCCMH, thank you to the people we serve, families, providers, community partners, and Board of Directors for helping shape this plan. This is a moment to honor our shared purpose and look ahead with hope and confidence. Your continued involvement and feedback will help turn these goals into measurable progress. Together, we will put people first, strengthen pathways to care and recovery, and build a healthier future for Macomb County.

Respectfully,





Message from Board Chairperson, Macomb County Community Mental Health

Phil Kraft
MCCMH Board Chairperson
Macomb County Community Mental

A strategic plan is a commitment to the community it serves. For the MCCMH Board of Directors, the 2027-2029 Strategic Plan is an opportunity to affirm what matters most: people having access to quality care, a voice in their services, and opportunities to pursue recovery, community participation, self-sufficiency, and independence. As Board Chairperson, I welcome this next chapter with optimism and a deep appreciation for the community represented in these pages.

The plan's five priorities connect immediate needs with longer-term opportunities. They bring service expansion and timely access together with workforce development, community understanding, and partnerships that support well-being beyond clinical care. For the Board, this direction reflects the importance of a coordinated system that responds to people's lives, with Collaboration, Accountability, and Respect at its foundation.

Accountability gives this direction lasting purpose. The Annual Report to the Board and stakeholders will provide an important opportunity to consider successes, understand challenges, and discuss how the plan should evolve. Alongside performance indicators, the experiences and feedback of people receiving services and their support systems will help keep attention on what matters. Putting People First must remain the measure of our priorities as community needs and regulations change.

To everyone who contributed a perspective, raised a concern, or helped identify an opportunity, your participation has given this plan its direction. On behalf of the Board, thank you for helping shape MCCMH's future. There is much to look forward to in the work ahead, and we welcome your continued engagement. Above all, this plan is an invitation to stay involved as we advance a system of care worthy of our community's trust.

Respectfully,



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Introduction

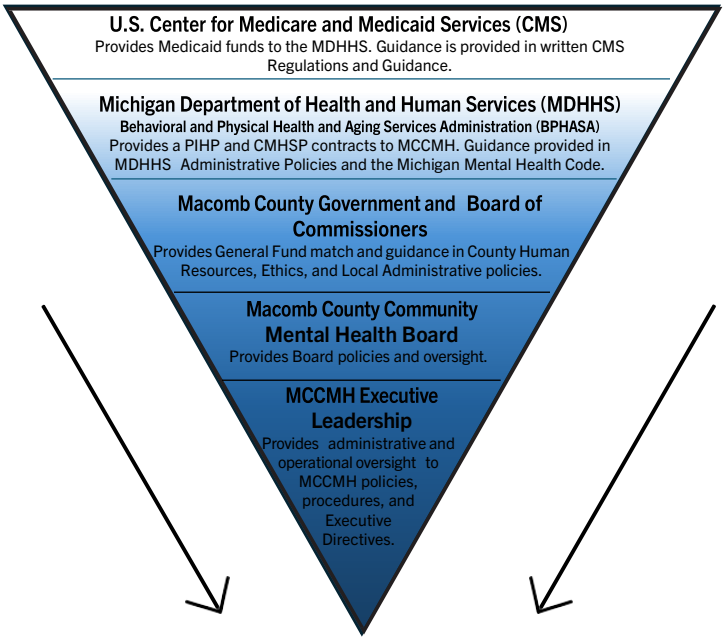
The 2027-2029 Strategic Plan embodies the goals of the MCCMH Board of Directors, Macomb County, the Michigan Department of Health and Human Services (MDHHS), and the community. MCCMH oversees a service network and provides direct services to over 19,000 residents while managing a $300+ million budget funded by MDHHS, local general funds, grants, and Macomb County.

We offer mental health, SUD, and I/DD 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 mental health and substance use 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, counseling services, and family support
- Intensive, community-based mental health care for members of the armed forces and military veterans

MCCMH provides Substance Use Disorder Health Home and Behavioral Health Home services to provide 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 2027-2029 MCCMH Strategic Plan outlines actions to address the evolving continuum of care for mental health and substance use services. It emphasizes MCCMH's current priorities and future goals. 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 challenges to the system of care. MCCMH used findings from our Community Needs Assessment, Key Performance Indicators, established guiding principles, clinical best practices, and stakeholder feedback to help define priorities. The Community Needs Assessment reviewed regional data and feedback from people 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, 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 care 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, Respect, 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 define MCCMH's 2027-2029 priorities the goals associated with each priority, and the actions we will take to achieve measurable results.



Priority 1: Strengthen Specialized and Crisis Care

MCCMH is addressing the community's expanding care needs by strengthening its specialty and crisis response systems. MCCMH will:

- Improve specialty and crisis access to care by emphasizing no wrong door to access services.
- Increase access to psychiatry, medication management, youth services, women's specialty services, and outpatient programs.
- Enhance services for individuals with co-occurring mental health and SUD.
- Expand the crisis continuum of care for individuals with complex needs.
- Strengthen care through coordination across systems and agencies, including law enforcement, 911, 988, Emergency Medical Services (EMS), Mobile Crisis responders, Intensive Crisis Stabilization Program (ICSP), and behavioral health systems.

Access to psychiatry, medication management, youth services, women's specialty services, and outpatient programs will be expanded by identifying and training specialty team members and providers. MCCMH's substance use and co-occurring specialty services goals will include:

Goal 1.1: Integrate an Addictionologist as a key team member to provide direct services and offer consultation to team members on best practices.

Goal 1.2: Expansion of co-occurring training and consultation support for psychiatrists and clinicians.

MCCMH's Substance Use Engagement Center will continue to expand its reach. This short-term crisis intervention program provides a supervised, supportive setting for individuals with SUD. It 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

receive information and assistance in obtaining treatment. The expansion of care will be accomplished through the following goals:

Goal 1.3: Provide 1,000 or more Engagement Center services by 2029.

Goal 1.4: Evaluate Engagement Center service's adherence to program goals through ongoing quality assurance audits and satisfaction feedback from people served.

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



The goal for Mobile Crisis Center includes:

Goal 1.5: Expand the number of 24/7 crisis services provided to adults and children in Macomb County.

MCCMH will expand services for justice-involved persons through its partnership with the Macomb County Sheriff's Office, surrounding law enforcement organizations, and Macomb County. MCCMH's law enforcement partnership expansion goals include:

Goal 1.6: Establish a Co-Responder Units consisting of a law enforcement officer paired with a mental health professional to expand the crisis response and collaboration with law enforcement.

Goal 1.7: Expand delivery of mental health services for justice-involved individuals in the Macomb County Jail with the opening of the Central Intake and Assessment Center in 2027.



Priority 2: Timely Service Solutions

MCCMH continuously evaluates its 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 adhere to the MDHHS' PIHP Reporting Code Book Access to Care Measure, that specifically addresses timeliness of services.

MCCMH prioritizes enhancing access to services for new individuals within 10 business days of a non-emergency service request, with specific enhancements planned for 2027-2029, which include:

Goal 2.1: Expand walk-in appointments at additional MCCMH providers to provide immediate access to all services.

Goal 2.2: Create and share best practice tools and techniques with all providers providing intake appointments.

Goal 2.3: Provide support to providers having difficulty meeting the defined timeliness of access to initial services through the sharing of data, best practices, and accountability.

Goal 2.4: Strategically expand direct operated and contracted services in areas with the greatest needs.



Priority 3: Enhance Specialty Provider and Workforce

The demand for behavioral health services continues to increase across mental health, SUD, and I/DD populations, compounded by a significant shortage of qualified professionals in the workforce. Organizations and community members may experience delayed access, while mental health and substance use organizations face challenges in recruiting and retaining a specialized workforce.

MCCMH's workforce and specialty service enhancement goals include:

Goal 3.1: Expand internships and workforce development partnerships, including loan forgiveness programs, university affiliations, tuition discounts, professional development opportunities.

Goal 3.2: Expand recruitment of co-occurring clinicians, addictionologist, clinicians with justice-involved service experience, youth and children's specialties.

Goal 3.3: Continue to strengthen team member retention while reducing turnover through engagement, internal and external support, and professional development opportunities at all levels.

Goal 3.4: Expand identified specialty contract providers through Request for Proposals.

Goal 3.5: Strengthen new provider onboarding and continue training for Network Providers in collaboration with provider and community identified needs.



Priority 4: Promote Awareness and Accessibility of Services

Community members may not always be aware of available services or how to access them. Stigma related to mental illness and substance use may also cause people to not seek or delay treatment. This delay can worsen the severity and duration of mental health and substance use challenges.

MCCMH is committed to strengthening the community's knowledge of available programs, support, and pathways to care. This will be accomplished through:

Goal 4.1: Media Relations and Thought Leadership

Strengthen media relationships to create opportunities for MCCMH leaders and subject matter experts to share insights on key behavioral health topics, reinforcing the system of care as a trusted community resource.

Goal 4.2: Community Awareness and Education

Implement targeted campaigns that provide individuals, families, and community partners with clear information about available support and how to navigate services. Partner with community organizations and leaders through events, panel discussions, joint initiatives, and coordinated messaging that encourage help-seeking and recovery.

Goal 4.3: Digital Media and Social Media

Use accessible digital content to promote programs, events, crisis support, and recovery resources while addressing misconceptions and the system of care's role in community well-being.

Goal 4.4: Advertising and Marketing

Use targeted, data-informed advertising across digital, radio, and outdoor channels to promote care and crisis support, reach priority populations, and strengthen engagement across Macomb County.



Priority 5: Partnering to Impact Social Determinates of Health

According to the World Health Organization, up to 55% of a persons' overall well-being is impacted by social determinates of health, including access to secure housing, transportation, food, and health literacy. MCCMH expanding partnerships with housing, transporation, food, and other human service organizations will postiviely impact persons served overall well-being. These partnerships will help increase awareness of available resources and enhance the lives of the community's shared persons served. The following goals support these efforts:

Goal 5.1: Expand partnerships with community organizations and public entities addressing key social determinates of health.

Goal 5.2: Establish joint planning processes with community partners to identify service gaps and coordinate solutions.

Goal 5.3: Create practices for sharing resource information, data, and community needs while protecting privacy.

Goal 5.4: Coordinate outreach and education so shared individuals can more easily find and access available community resources.

Plan Monitoring and Updating

MCCMH continuously monitors and updates its Strategic Plan. Reviews of the plans' progress are overseen regularly by leadership. An Annual Report on successes and challenges is shared with the MCCMH Board of Directors and stakeholders. MCCMH plans are refined throughout these reviews to ensure these efforts align with the needs of its community and changing regulations.

Conclusion

MCCMH's Strategic Plan for 2027-2029 serves as a comprehensive framework aimed at enhancing the lives of those we serve while addressing the evolving needs of our community. By focusing on critical areas such as access to care, crisis and specialty service expansion, and effective community outreach, we are laying the groundwork for a more supportive and inclusive environment for individuals facing mental health challenges, SUD, and I/DD.

The development of this plan has been a collaborative effort, informed by insights from community members and stakeholders. Their invaluable feedback has enabled us to prioritize initiatives that resonate with the community's aspirations and needs. As we move forward, we remain committed to fostering transparency and collaboration, ensuring that the voices of those we serve are heard and valued. Together, we will navigate the challenges ahead, create meaningful connections, and champion recovery-focused, trauma-informed care.

Ultimately, our goal is to ensure that every individual has timely access to the high-quality care they deserve. As we embark on this journey for the next few years, we encourage active participation from all community members, partners, and stakeholders. Your involvement is crucial in shaping innovative solutions that promote well-being and resilience. As we work collectively towards a shared vision, we are optimistic that we can build a brighter future for all residents of Macomb County. Thank you for your continued support and engagement in this important endeavor.

Reference Materials

1. State of Michigan Crisis Behavioral Health Crisis Services
2. Calendar Year 2027 PIHP Reporting Codebook Access to Care Measure
3. State of Michigan Certified Community Behavioral Health Centers (CCBHC) demonstration: CCBHC Demonstration (michigan.gov)
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.