



Northern Lakes

COMMUNITY MENTAL HEALTH AUTHORITY

VISION

Communities of informed, caring people living and working together.

MISSION

To improve the overall health, wellness, and quality of life of our individuals, families and communities that we serve.

WHOM WE SERVE

We provide service and support for people of all ages who have severe mental illness, intellectual/developmental disabilities, substance use disorders, and/or serious emotional disturbances. We are also a regional MI Choice Waiver agent for the elderly and disabled.

VALUES

We carry out our responsibilities consistent with our values in:

- 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.

BOARD OF DIRECTORS

The Board represents the community and leads 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.

Integration of health care, jail issues, health care compliance and legislation remain priority topics.

The Board is annually updated or receives training in Finance and Compliance, Person Centered Planning, Self-Determination, Recipient Rights and Policy Governance.

FY18 BOARD MEMBERS

Crawford: Dave Stephenson, Lorelei King

Grand Traverse: Carol Crawford, Randy Kamps, Nicole Miller, Mary Marois, Armandina "Nina" Zamora

Leelanau: Betty Bushey, Ty Wessell

Missaukee: Pam Babcock, Dean Vivian

Roscommon: Al Cambridge, Jr., Gary Stefanko

Wexford: Michael MacCready, Rose Denny

ANNUAL REPORT TO THE COMMUNITY

Fiscal Year 2018 (10/1/17-9/30/18) • Published Summer 2019



Karl V. Kovacs
Chief Executive Officer

Dear Fellow Community Members,

On behalf of the Board of Directors and Staff of Northern Lakes Community Mental Health Authority (NLCMHA), I am pleased to present our Annual Report for Fiscal Year 2018. We hope it will enhance your understanding of our work.

NLCMHA exists to serve and last year we provided four categories of service.

First, our largest force of effort is as a Community Mental Health Services Program (CMHSP). We have the privilege of providing and arranging high quality, comprehensive behavioral healthcare for 5,200+ of some of our most vulnerable citizens. Last year we also responded, in person, to 2000+ crises and answered 7,200 additional crisis calls. Thanks to grants from the federal government and the Michigan Health Endowment Fund, we expanded our F.A.S.T. (Family Assessment & Safety Team) mobile crisis unit for children and families to all our counties. Our

staff provided more training and support for area law enforcement and jails. With a state grant, we provided iPads to police officers to connect them and people they encounter in crisis with our Crisis Services Team.

Second, through our Northern Health Care Management (NHCM) division, we offer a variety of Long Term Care Services and Supports, including MI Choice Waiver services, to assist elderly and disabled people to live outside a nursing home and in the community. NHCM served over 400 people in a ten-county region last year. NLCMHA is the only CMHSP in the state that also serves as a MI Choice Waiver Agent.

Third, our OBRA Program continues to grow due to the increased need for behavioral health consultation and service to nursing homes. We provided numerous trainings to our regional nursing facilities regarding the OBRA process and referrals have risen to 574, the highest volume since 2010.

Fourth, we continued our focus on being the premier provider of integrated behavioral and physical health services in our region through our Integrated Health Clinic, our Health Home pilot, and collaborative efforts with primary care providers. We help people with their mental illness, intellectual/developmental disability, and/or substance use disorder at the same time we help them manage their chronic illnesses and learn about prevention, health and wellness. We are treating the whole person, mind, body and spirit.

We continue to ensure that medical necessity, least restrictive environment, cost effectiveness, equity, recovery, and a culture of gentleness are hallmarks of the Person-Centered Planning process and the Individual Plan of Service for each person served.

Good service provision is enhanced by a good administrative infrastructure. To be good stewards of public funds, we maintain focus on improving consistency, effectiveness, efficiency and the use of data. Last year we improved our Information Technology infrastructure, improved mobile service delivery, upgraded our capability to use data effectively and efficiently and boosted our security and privacy capabilities. We are proud to have earned another accreditation from CARF International, which deeply analyzes all facets of our operations and is an important endorsement of our devotion to improving the lives of persons served.

We appreciate your past advocacy efforts and ask for your continued support to keep our public community mental health system accountable to the public and rooted in our counties. A critical element of our system continues to be the protection of people through a robust Recipient Rights system. We must continue to be vigilant to keep our funding from being diverted to entities that do not have our commitment to the people we are privileged to serve each day.

Sincerely,

Karl V. Kovacs, Chief Executive Officer

FROM HOMELESS TO HOUSED AND HEALTHIER!

After a traumatic childhood, Taylor spent years living in the woods, with no running water, bathroom, or electricity, hunting and foraging for food. He got in trouble with the law over a minor offense – not uncommon with people with undiagnosed mental illness – and spent several months in jail. There, his symptoms worsened. Jail personnel called Northern Lakes to assist. One of our clinicians conducted the assessment in the jail and identified that Taylor was extremely ill with untreated bipolar disorder. We were able to work with jail and probation personnel and arrange for him to leave jail a bit early and receive the treatment and follow up he needed. We helped him address his basic needs, with an apartment and appropriate services, including therapy, case management, and medications. We were also able to help him get glasses, dental work, a job, and a phone. Since then, Taylor has done extremely well. He maintains the job and has had no trouble with the law. He is grateful for the assistance and support he received in the jail, for the help in getting safe housing, and for diagnosing and treating his illness. It is a pleasure to see him on his feet on the path to recovery. Taylor says, "I feel like I have overcome the odds and moved into the light."



TWO AREAS OF RESPONSIBILITY

The Michigan Department of Health and Human Services (MDHHS) contracts with Northern Lakes Community Mental Health Authority to serve in two primary roles:

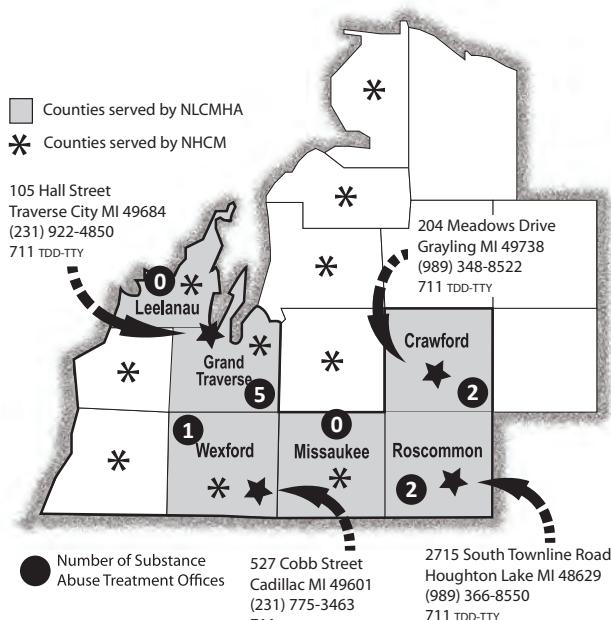


Community Mental Health Services Program (CMHSP)

In this role, as defined by the Michigan Mental Health Code, we provide and contract services for adults with severe mental illness, children with serious emotional disturbance, persons with intellectual and developmental disabilities, and individuals with co-occurring substance use disorders in six counties. There are 46 CMHSPs in Michigan.



Northern Health Care Management – In this role we are a MI Choice Waiver agent and coordinate the Home and Community Based Services for the Elderly and Disabled Waiver Program, in ten counties. Northern Health Care Management (NHC) serves eligible adults who meet the income and asset criteria to receive Medicaid-covered services like those provided by nursing homes, but who prefer to stay in their own home or another residential setting. For more information on NHC, please call 1-800-640-7478.



NMRE REGION

We are part of the 21-county Northern Michigan Regional Entity (NMRE) that Northern Lakes and four other CMHSPs created in 2014 to administer Medicaid-covered behavioral health services for the region. See www.nmre.org for information.



ACCREDITED PROGRAMS

NLCMHA programs were re-accredited by CARF International in 2018 for three years:

ADULTS

- Assertive Community Treatment: Integrated Alcohol and Other Drugs/Mental Health (IAOD/M)

ADULTS, CHILDREN AND ADOLESCENTS

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

CHILDREN AND ADOLESCENTS

- Intensive Family-Based Services

Northern Health Care Management earned three-year accreditation in FY17 from the National Council for Quality Assurance (NCQA) in Case Management for Long Term Services and Supports.

QUALITY MATTERS

QUALITY IS NEVER AN ACCIDENT BUT ALWAYS THE RESULT OF SINCERE EFFORT

Continuous improvement involves everyone associated with the service experience and ensures the highest quality treatment and support services to persons we serve.

At NLCMHA, continuous improvement is grounded on having accessible and culturally competent services, evidenced-based practices, consumer choice, a commitment to recovery and reintegration, resilience, empowerment, and independence. A cornerstone is our commitment to excellence in person/family centered planning and services.

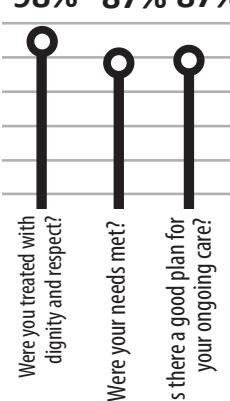
We measure, monitor and manage organizational performance in a variety of ways, utilizing the most objective data available. More information on our quality programs and accreditation may be found at www.northernlakescmh.org.

HIGH SATISFACTION

We regularly conduct a Satisfaction Survey for service recipients. A small, three-question survey card is offered in all our offices. We continue to receive feedback that individuals are generally satisfied with their services.

NLCMHA SURVEY

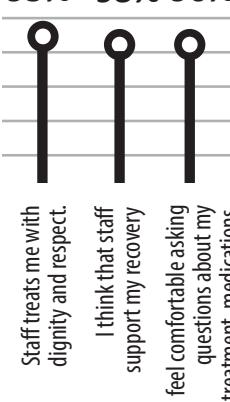
98% 87% 87%



The Northern Michigan Regional Entity conducts an annual Snapshot Satisfaction Survey over two weeks of people who receive services from the five community mental health services programs in our region. 95% of those who receive services from NLCMHA report satisfaction.

NMRE SNAPSHOT SURVEY

95% 93% 90%



SPECIALIZED IDD CARE

Over half of our funding supports people with IDD. Of this, one-third is for residential services.

Only a few decades ago, individuals with intellectual/developmental disabilities (IDD) often were shuttered away in institutions. Now, facilities and services exist that allow people to live in their own communities, near their families. It is the right thing to do and it is cost effective.

NLCMHA owns seven homes and contracts for many others. Last year we developed five new semi-independent homes that allowed for fourteen more individuals with IDD to live with more independence in the community. We also developed three new supported independent homes for eight more people.

In FY18, 681 adults with IDD were served, 202 individuals resided in Specialized Residential Homes, 438 received Community Living Supports, and 62 received respite services.

LOW RECIDIVISM



Persons who are readmitted to an inpatient psychiatric unit within 30 days of discharge

Target goal < 15%

FY18 Adults 13.75%
FY18 Children 6.75%

EFFICIENT OPERATIONS

NLCMHA
6.9%

FOR PROFIT INSURANCE COMPANIES
15%

As a public provider, our priority is on providing direct services and supports to the people we serve. Our goal is to spend less than 9% on administration, and in FY18 our costs were 6.9% – less than half the average 15% spent by the for-profit insurance companies in Michigan which manage the Medicaid Health Plans for physical health.

F.A.S.T. IN EMERGENCIES

The new F.A.S.T. (Family Assessment & Safety Team) mobile crisis team for children and adolescents served 292 families in FY18. Most crises were able to be resolved at a home, school, or other community setting, including in one family's van. Only three families were referred to the emergency department; 72 were referred to inpatient psychiatric care.

SELF-DETERMINATION UP!

With self-determination, individuals direct their own supports and services and allocate available resources through their person-centered plan, including having the freedom, authority, support, and responsibility to hire, train, manage and fire their own staff. There are now 40 people served by NLCMHA who have developed their own self-determination arrangements, with 15 new arrangements this year. There are also 76 people served by Northern Health Care Management with self-determination arrangements.

#1 IN THE STATE!

Of the twenty MI Choice Waiver programs in the State of Michigan, Northern Health Care Management was #1 in the State with its quality scores for the second year!

HIGHLIGHTS

MI CHOICE SERVICES

There is an ever-increasing number of eligible persons who are choosing to remain at home in the community instead of receiving institutional care. This is a positive trend, which allows the participant to live a more self-determined life. Studies show that those who take an active role in directing their health care tend to have better health outcomes.

The mission of Northern Health Care Management (NHC) is to "...walk with you on your journey to live the most independent life possible while ensuring choice, dignity and quality of life."

NHC is a MI Choice Waiver agent, which means it can provide home and community-based services to help people remain in their own home in the community, rather than in a nursing facility. Through the cadre of NHC services offered, participants can receive the same level of care at home that they would receive in residential care.

Such is the case for "Marcy," a 72-year-old Michigan native, who suffers from depression, arthritis, COPD, hypertension, and morbid obesity. Marcy lives in her own apartment and does not have family members who live nearby who can help her. Initially, Marcy was open to receiving in-home care, but later became resistant because the care was not delivered in a manner she could tolerate. She had an unusual fear of being wet, so when caregivers offered to assist her with bathing, she routinely refused, which may have ultimately resulted in her acquiring chronic yeast infections in the folds of her skin. She struggled to accept help from formal caregivers and regularly canceled their services. Eventually, she was hospitalized, and subsequently endured multiple nursing home recovery stays due to these infections and cellulitis on her legs and backside.

In the aftermath of her decline in health, her physician and social workers advised her that she could no longer be safe to live in the community and that she needed to reside in long-term care and move to an Adult Foster Care home. Marcy is fiercely independent and resisted the proposed living arrangement. She claimed that she would commit suicide if she had to leave her apartment.

Determined to remain independent, Marcy decided that she would join forces with her NHC Supports Coordinator to develop a plan of service that would allow her to stay in her own home. They worked together to help her accept in-home caregiver services as prescribed in her service plan. This resulted in her receiving the increase in the care that she required to maintain her health. By taking full advantage of all the care and supports afforded her through the MI Choice Waiver, Marcy has successfully learned to shower unafraid and remain safe in her own apartment. Marcy is very appreciative in receiving MI Choice Waiver services and is fully able to live the most independent life possible while ensured of choice, dignity and quality of life.

iPADS FOR POLICE

Using federal block grant funds provided through the State of Michigan, we purchased iPads for police officers and crisis services specialists in order to help police cope with difficult calls for service and increase community safety when faced with an individual experiencing a mental health crisis. Police can connect with mental health professionals in real time and provide immediate assistance to the person in crisis via videoconference. Funds were also used to build capacity and systems through training and expert consultation. The program reduces unnecessary diversions of people in crisis to emergency departments and jails and helps get police back on the streets faster.

FREE WELLNESS APP

NLCMHA provides free access to everyone in our six counties to an evidence-based health and wellness app called myStrength. This is a robust resource to help you with your health and wellness. There are special areas on managing chronic pain, depression, reducing stress, controlling anxiety, improving sleep, drug or alcohol recovery, and more. Through interestingly presented information, videos, quizzes, and more, myStrength can help you get inspired, find calm, be positive, connect with others, be mindful, and laugh.

To sign up, go to myStrength.com and use the access code:
NLCMHCCommunity



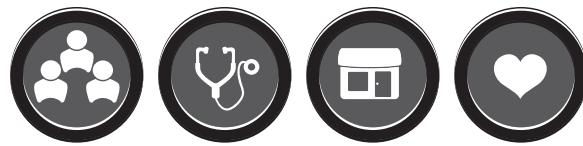
COMMUNITY BENEFIT

As we leverage the federal, state and local investments necessary to bring healthcare to our most vulnerable citizens, we also generate economic gains within our communities.

In 2018, NLCMHA created more than \$140.7 million in total economic activity. About half of this is the direct impact of \$71 million in services to individuals in the counties served through a variety of revenue sources. There is also an estimated additional \$69.7 million in indirect impacts resulting from the economic activity that staff and providers bring to the region through their wages, including the state income taxes, property taxes, and sales taxes that they pay.

In 2018, NLCMHA created more than 641 jobs, including 310 directly employed by NLCMHA and an estimated 331 more jobs which provide services purchased by NLCMHA employees. NLCMHA funded over \$15 million in payroll and \$5 million in benefits to our employees.

About \$5 million was spent on goods and services, ranging from software and hardware costs to fleet vehicles and facility maintenance with vendors in the region.



SERVICES TO OUR COMMUNITY

Number of Persons Served

Adults with Serious Mental Illness	3,387
Children with Serious Emotional Disturbance	947
Persons with Intellectual/Developmental Disabilities	937
MI Choice Waiver (for the Elderly and Disabled)	414
Crisis Interventions (Face-To-Face)	2,099
People in the community with education/prevention programs	10,000+

County Funding

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

Mental Health Spending By Program

Service Type	%	Cost
Comm Living Support/Training	32.7	17,792,664
Personal Care-Spec Residential	14.1	7,691,846
Inpatient Svcs/Partial Hospital	9.2	5,008,038
Supports Coord/Case Mgmt	8.2	4,460,907
Autism Services	5.2	2,843,499
Assessments/Evaluation/Reviews	4.5	2,457,293
Home-Based Svcs & Respite	4.3	2,327,075
Assertive Community Treatment	3.9	2,147,006
Crisis Intervention/Emergencies	3.4	1,822,803
Therapy & Counseling	3.1	1,667,011
Skill Bldg Assistance/Family Train	2.7	1,450,831
Person Centered Treatmt Planning	2.1	1,129,130
Clubhouse Programs	1.7	896,393
Support/Integ Employment/Train	1.4	744,079
Crisis Residential Services	1.4	736,275
Medication Admin/Review	0.7	373,964
Peer Directed/Operated Svcs	0.7	357,886
Health Services/Nursing	0.4	230,393
All Other Services	0.3	166,200
Nursing Home Monitoring	0.2	124,314

Percent of Spending by Population

	15/16	16/17	17/18
IDD	57.0%	56.1%	55.4%
Adults	35.2%	36.3%	36.4%
Children	7.8%	7.6%	8.2%

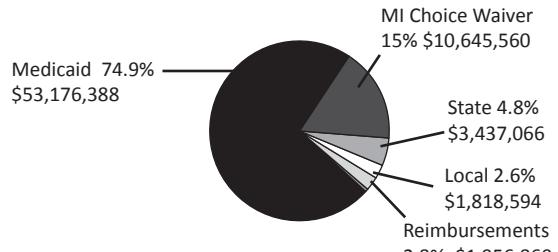
Provider Contracts: \$44,178,484 (63% of budget)

Number of Persons Directly Employed: 310

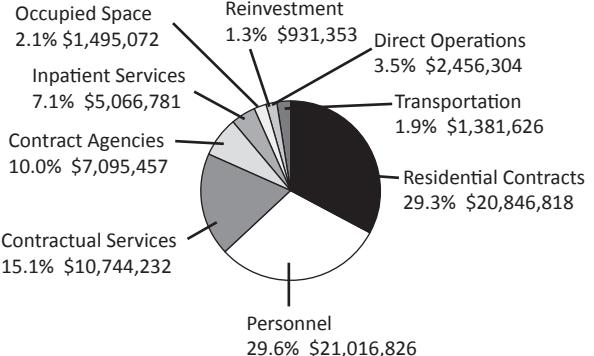
FUNDING

Fiscal Year 10/1/17-9/30/18 (FY18)

REVENUES \$71,034,468



EXPENDITURES \$71,034,468



CONGRATULATIONS!

Our Clubhouse programs pride themselves on assisting their members with obtaining employment through the Transitional Employment Program. This program provides job experience in an area business, earning the prevailing minimum wage, the support of a job coach, and assistance with reporting earnings to the appropriate agencies.

The Blue Heron Bakery and Cafe of Cadillac has worked with the Club Cadillac Transitional Employment program for the past two years. They highly value and appreciate the program and are very supportive of every member colleague who works for them. The dishwashing position at the Blue Heron is a fast-paced and physically demanding job. At the same time, the atmosphere in the kitchen is upbeat and encouraging. Devon Reddick obtained the position last year and showed himself to be an exceptional worker and employee.

As his time at Blue Heron drew to an end, Eric Root, Blue Heron Manager offered him a permanent position at the restaurant. Root said, "Devon has been a remarkable and outstanding employee. We've been able to watch him grow and become a member of the family here at Blue Heron. We look forward to continuing to work with Devon and other members of Club Cadillac."

Owner Brian Williams indicated, "In the first year that Devon has worked for us, he has never missed a day of work. We wish all our employees were like him." He added, "This is an amazing program and we are thankful that Andy Ulrich has selected us to work with Club Cadillac. We are by far the biggest beneficiary in this relationship!"

Devon is just one of many members who have completed the Transitional Employment program and have gone on to obtain independent employment. The Blue Heron Cafe was honored at a special recognition event in Lansing for their work with people with disabilities. Congratulations to Devon and the Blue Heron!



The Blue Heron Cafe was honored at a award and recognition event at the State Capitol in Lansing for diversifying its workforce by employing adults who have mental illness.

Pictured above are (L-R) Employee Devon Reddick, State Representative Michele Hoitenga, Blue Heron Manager Eric Root, and Club Cadillac Director Andy Ulrich.

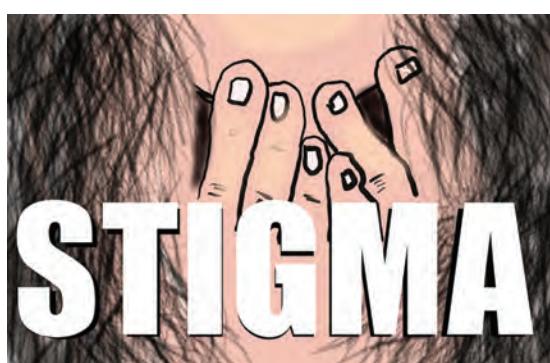
In addition to the Blue Heron, following are some of the businesses which employ members of our Clubhouses: Habitat for Humanity of Wexford County ReStore, Revival Center, Pines Sports Bar and Bowling Center, Hagerty Event Center, Right Brain Brewery. Northern Lakes Community Mental Health Authority also employs Clubhouse members.

PHOTOVOICE PERSPECTIVE

PhotoVoice is a process that empowers people to document and share their experiences and perspectives with the community. Four members of Traverse House Clubhouse completed a class last year in which they created posters on various aspects of their lives. They presented their work at the state Anti-Stigma Conference in Lansing and have also shared with area college classes of upcoming social workers and nurses. Their perspectives are funny, heart warming, heart rending, painful, surprising, and thought provoking.



I made this sign because I am interested in being a change in the world. Some of the changes I would like to see are more peace, happiness, and enjoyment of who you are. Because of abuse I experienced as a child I am sensitive to trying to spread kindness around me. Everyone is special, including me. – Michael



In a perfect world, there would have been large men with even larger weapons, radios buzzing in the background and red and blue lights flashing, all running to come and help me. In a perfect world, someone would tap me on the shoulder and whisper in my ear, 'It's over, and you can move on now.' But the world is not perfect. – Jeff

*The spring's magic
That winter stole
Being diagnosed with Schizophrenia has been a deep chill in my soul
Religion its secret pool
Iridescent clear as truth
I have turned to religion's signs and to the solidarity of the community
The boundaries between life and beauty
Splashed with healing water
I am returning from the isolation of a disorder that is present in 1.1% of the population
– Erin*



ART OF RECOVERY: THE HUMAN JOURNEY SHOW

Each year, we sponsor an art show which is open to anyone recovering from anything – in other words, everyone! The Art of Recovery show is designed to celebrate the healing power of people. Its premise is that all of us have to recover from something at some point during our lives.

It's empowering to see that no matter what the challenge – mental illness, substance abuse, grief, loss, domestic violence, divorce, physical illness – we all have struggles sometimes and we are resilient people who are all in this journey together.



Excerpts from a book by artist Linda Louise Young

Northern Lakes Community Mental Health Authority (NLCMHA) complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. If you speak a language other than English, language assistance services, free of charge, are available to you. Call 1-800-337-8598 (TTY: 711).

NLCMHA is a member of Northern Michigan Regional Entity (www.nmre.org) and receives its principal funding from the Michigan Department of Health and Human Services (MDHHS).