



2019 ANNUAL REPORT



SHIAWASSEE
Health & Wellness

CEO Message

I am proud to present the Shiawassee Health and Wellness (SHW) 2019 Annual Report, the last of the decade. Beginning a new decade inspired a look back over the twenty-tens. Learning and growth inspired many changes over these last 10 years. Yet we stayed rooted in the core values of the Michigan public behavioral health system: person-centered, self-determination, family-driven, community based, recovery oriented and culturally competent care.

Evidence-Based Practices (EBP) that generate predictable outcomes have been researched and clinical expertise has been developed. We became acutely aware of the impact of trauma and ways to address it. We took the Quadruple Aim, a framework developed by the Institute of Health Improvement to optimize healthcare outcomes by targeting improved patient experience, better health outcomes, improved clinician experience and providing the most cost-effective care.

Over the last decade and certainly throughout 2019, SHW relied on partnerships. On the quest to carry out our mission, we formed partnerships that maximized our reach and stretched the resources. In 2019 SHW was:

- Selected to participate in the National Council for Behavioral Health Practice Transformation Academy with Taylor Life Center. Together we are studying new ways to address population health needs and collecting tools that support quality-based contract through value-based payment arrangements.
- Awarded a Children's Mental Health Block Grant that promoted cross system collaboration focused on mental health and juvenile justice screening that improves access to treatment.
- Given an opportunity to reach more youth in the community by partnering with the Shiawassee County Health Department. SHW added behavioral health workers at Durand and Perry Public Schools.

In December 2013, SHW partnered with 12 Community Mental Health Service Programs—covering 21 counties—to form the Mid-State Health Network (MSHN). The primary mission of MSHN is to organize its actions in a manner that preserves the local public community mental health safety net, ensure access to Medicaid services for all citizens, and support the delivery of locally accountable health care services by the participating members. Together we established a strong region that has demonstrated service excellence, commitment to continuous improvement and fiscal integrity. We developed an entity that operates in the best interest of the communities we each serve.

We look forward to fostering and realizing the benefits of partnerships as we move ahead in the new decade. We fully expect that there will be new ways to grow and new things to figure out. We know that by staying rooted to the long-standing core values of the public behavioral health system, we will keep growing in the right direction.

Be well!

Lindsey Hull
Chief Executive Officer



SHIAWASSEE

Health & Wellness

MISSION

To promote health, wellness, and recovery.

VISION

To improve the quality of life through health and wellness.

WE VALUE

- Dignity, Respect and Courtesy for all individuals
- Upholding the public trust with integrity and accountability
- A well-trained and culturally sensitive workforce that uses evidence-based practices
- Being a leader in Shiawassee County for behavioral health by acting as a safety net to our community and giving individuals opportunities to reach their potential

2019 HIGHLIGHTS INCLUDE:

- Developed partnerships to best meet needs in our community. Partnerships formed and grew in 2019 with Shiawassee County Health Department, Durand and Perry High Schools, Juvenile Justice Probate Court, Mental Health Court, Great Lakes Bay Health Center, Owosso Police Department, Consumer Services Inc and more--all improving resources and services available.
- SHW received the FY19 Mental Health Juvenile Justice Screening Initiative Grant. This Child/youth Mental Health Diversion Project was funded and began in April.
- Causal for a Cause Mini-Grant is an employee fundraising program that donates to local non-profits. On Mondays throughout the year, employees pay a dollar to wear jeans. Once \$250 is collected, it is then donated. A mini-grant application was developed to streamline the process for selecting an entity and gave employees an opportunity to apply for organizations that they may be involved.
- In partnership with Owosso Police Department, an active shooter drill was performed at New Directions. This training included a safety briefing and staging, a realistic scenario that includes volunteer actors/observers from our workforce, two police officers who were acting as responders as well as police officer observers who would be present to monitor the surroundings. This drill concluded with a debriefing for all involved.
- SHW applied and was selected to participate in the Michigan Practice Transformation Academy offered by the Community Mental Health Association of Michigan and the Nation Council. The Academy is an 8-month learning community developed to train competencies needed to deliver value-based care and prepare both payer and providers for alternative payment arrangements.
- As part of the Workplace Wellness Program, SHW participated in the annual Suicide Awareness and Prevention walk in September and hosted the first Turkey Trot in November.
- SHW hosted an art display from Durand High School students. These art pieces were created to express "14 Reasons to Live".
- SHW completed an energy conservation lighting project by converting florescent to LED tubes.
- SHW continues to increase clinician's knowledge base in Evidence-Based Treatment Practices. SHW Children's staff participated in Trauma- Focused Cognitive Behavioral Therapy training cohort, Children's Outpatient Therapist is certified in Parent Management Training – Oregon Model (PMTO), Home-Based Therapist began a group, Parenting Through Change.
- In March, Employment and Skill Building Program met 100% compliance with the Home and Community Based Rules.
- New Directions provided 150 hours of volunteer time to Owosso's Downtown Development Authority. Volunteers assisted at events such as: Vintage Motorcycle days, Art Walk, Glow5K, NYE block party, and spring clean-up efforts.



BUILDING COMMUNITY THROUGH PARTNERSHIPS AND PLAYGROUNDS

Shiawassee Health and Wellness partnered with local agencies, businesses, and volunteers to construct a local playground structure at Henderson Park. Prior to construction day, the playground area collected a large amount of rain, turning the clay into mud. Team members met the challenge with persistence.

Friends of Parks from Shiawassee County includes Shiawassee Parks Commission, Friends of the Shiawassee, Shiawassee Buildings and Grounds, Shiawassee County Health Department, Shiawassee County Drain Office, retired City of Owosso personnel, Shiawassee Health and Wellness, and local National Honor Society, as well as good neighbors from nearby Chesaning. Representatives for these groups all came to do their part.



On the first day of dream-building, construction volunteers dug the holes required for the many posts. Despite the persistent rain, volunteers managed to assemble and anchor in concrete the heart of the structure from which all other things would grow.

In just three days, the playground project was completed, and a soft mat of wood chips was spread around and under the entire assembly. The dream was now a reality! SHW is proud to be a part of this project and the community surrounding it.

ROBYN L. SPENCER SERVICE AWARD

Robyn Lee Spencer served on the Shiawassee Health & Wellness Board for 12 years. She was a genuine advocate for all individuals, but especially for individuals with mental illness and substance use disorders. She believed in recovery and gave back by providing a free support group for years. Robyn states in a letter to the Shiawassee County Board of Commission regarding her re-appointment to the SHW Board of Directors, "The Board has allowed me the opportunity to help move our community forward. SCCMHA is a vital part of our local health care." Robyn continuously fought the stigma associated with mental health.

After Robyn's passing in 2018, the SHW Board of Directors supported the idea to honor Robyn by creating an annual service award to recognize an SHW employee. The criteria for the Robyn L. Spencer Service Award is as follows:

The annual Robyn L. Spencer Award will recognize a person who is an advocate for people and the community, who has dedicated part of their life to support an individual with severe and persistent mental illness. They demonstrate kindness, compassion, and promote equality. To receive this award, an individual must be candid and courageous, willing to speak their mind for the greater good. The individual must be a true believer in recovery.

The first recipient of the Robyn L. Spencer Service Award was Tom Garvey. Tom provided 29 years of service at SHW as a Case Coordinator for individuals with mental illness. Tom received the service award at his beach themed retirement party.



SHIAWASSEE COUNTY BEGINS MENTAL HEALTH COURT

Shiawassee Health and Wellness entered into an agreement with the 35th Circuit Court to develop a Shiawassee County Mental Health Court. Other partners in this agreement include the Shiawassee County Sheriff's Department, Shiawassee County Defense Officer, Shiawassee County Prosecuting Attorney, Michigan Department of Corrections, and Recovery Pathways.

Shiawassee County Mental Health Court is a collaborative, problem-solving court designed to promote public safety and reduce recidivism among offenders living with mental illness through an intensive program of evaluation, treatment, and frequent compliance monitoring. The goal of the program is to bring long-term stability, sobriety, and safety to offenders with mental illness while ensuring the security and well-being of the community.

SHW's role in the Mental Health Court is to complete assessments and determine program eligibility, appropriate treatment services, and progress in treatment. When eligible, SHW provides the mental health treatment services for the participants.

JUVENILE JUSTICE INITIATIVE

In April, Shiawassee Health and Wellness (SHW) was awarded with the Mental Health Juvenile Justice Screening Initiative Grant Expansion Project by the Department of Health and Human Services. This five-year federal mental health block grant will assist Shiawassee County with diverting children and youth at risk of involvement with the juvenile justice system. The hope is that the grant will assist juveniles with connecting the necessary mental health and/or substance use disorder, or co-occurring services. The project includes all children/youth ages 4 through 17 regardless of family income or insurance type that are at-risk for becoming involved in the juvenile justice system due to mental health, behavioral, and/or substance use concerns. Anyone in the community with concerns regarding a child/youth being at risk for involvement with the juvenile justice system are able to make a referral.

Upon receipt of the grant, SHW formed a time-limited workgroup with community partners to develop a referral form and outline a specific referral process. Once the referral process was fully developed, the Youth Intervention Specialist, Supervisor of Children's Outpatient Therapy, and the Clinical Director met with community agencies serving children/youth, families and community-wide collaborative groups to provide information about the program and the referral process.

Once a referral is received, the Youth Intervention Specialist reaches out to the child/youth and the family to complete the screening tools and determine the child/youth's appropriateness for mental health, substance use disorder, co-occurring services or other community resources based on scoring of the screenings. The results are reviewed with the child/youth and family. If a need for services is determined, the Youth Intervention Specialist works collaboratively with the child/youth and family to access services in and around Shiawassee County that will meet the child/youth's treatment needs. The family is also linked to other resources in the community to meet other individual and family needs they may have, as well. With parental consent, the Youth Intervention Specialist communicates the linking and resources back to the referral source.

Following full transition into the Youth Intervention Specialist position, referrals and processes were shared with the Owosso High School Principal, Local Police Chiefs and Law enforcement, Child Advocacy Center, Taylor Life Center, SafeCenter, DHHS Child Protective Services, DHHS Foster Care, and Catholic Charities. The Youth Intervention Specialist also attended meetings with SRESA School Social Workers, Shiawassee County School Principals and School Counselors. These contacts resulted in 8 referrals in the fourth quarter, with 5 referrals resulting in completed assessments. Of the 8 referrals, 6 came from local agencies and 2 from local schools. Referrals nearly doubled to 15, with 8 completed assessments in the next quarter. There have been no new petitions to the court from youth who received assessments.

SHW is honored and excited to be the recipients of the Mental Health Juvenile Justice Screening Initiative grant. SHW is appreciative and grateful for local collaboration and support of this program.

SCHOOL WELLNESS PARTNERSHIP

The Shiawassee County Health Department in partnership with Shiawassee Health and Wellness received two separate grants to provide mental health services within two local schools.

The first collaboration is an extension of the School Wellness Program that previously existed at Durand High School and Middle School. In the Fall of 2019, the School Based Outpatient Therapist fully transitioned into the position at Durand Schools. The School Based Outpatient Therapist (SBOT) provides outpatient therapy services in the setting of the school building regardless of income, health insurance, or whether they are general education or special education services. The SBOT works in collaboration with the School Wellness Program Nurse to provide support and education to students in the high school and middle school. The SBOT receives referrals from teachers, guidance counselors, and students themselves. The SBOT currently serves 35 high school students and 16 middle school students during the school day. SBOT can provide services despite limited resources and supports. SBOT provides mental health services that students would otherwise not receive outside of school hours.

The Expanding and Enhancing Emotional Support Program (E3 Program) implemented at Perry High School is similar to the Durand based School Wellness Program. In mid-December, the School Based Outpatient Therapist transitioned to the position at Perry High School. The SBOT is the only service provider in the E3 Program and is stationary at the Perry High School. The E3 Program was expanded to provide outpatient therapy services to middle school students, as well as high school students within the high school building. The SBOT currently provides outpatient therapy services on a consistent basis to 10-15 high school students. The SBOT is collaborating between schools to begin work with the first middle school student referred to the program. This service is provided to students regardless of income, health insurance, general education or special education services. The E3 Program has a grant requirement to bill services for those families which have behavioral health benefits in their health insurance plans. The billing process is the responsibility of the Shiawassee County Health Department. Shiawassee Health and Wellness is contracted to provide the therapy services and provide appropriate clinical supervision to those therapists providing the services within the school setting. The E3 Program also has a part-time summer support requirement to the grant which is still under development.

Whole Wellness

Treating the needs of the whole person;
physical, mental, and social well-being.

Michigan Practice Transformation Academy

During mid-summer, Shiawassee Health and Wellness (SHW) and Taylor Life Center (TLC) were accepted into the Michigan Practice Transformation Academy as a payor/provider team. This project is overseen by The National Council for Behavioral Health. The intent of the academy is to provide education and guidance to agencies interested in implementing and/or learning more about value-based payment arrangements. The Chief Executive Officer's from both agencies met in June and completed an application for the academy in hopes of learning how to incentivize payment of quality outcomes for people receiving Community Living Support Services (CLS).

The academy has provided a unique partnership opportunity for SHW and TLC. Both agencies appointed a five-person team to represent each agency. There was representation from Finance, Quality Improvement, Utilization Management, CLS, and Executive Leadership. The team began meeting in September and created a Stretch Project outlining the different steps required to implement a value-based payment arrangement. In addition to small group meetings, monthly webinars, phone coaching calls, and several in person meetings are provided by The National Council.

Despite value-based payments being the main goal of the academy, the team has identified several additional areas that will be impacted through this project.

SHW and TLC will:

- Determine quality outcomes for those individuals receiving CLS services
- Pay CLS providers adequately based on performance of quality outcomes
- Define a standard approach for how data will be collected and analyzed
- Refine Person Centered Plan development and goal crafting to assure measurability and support data collection
- Review the current tools used in the process of authorizing, delivering, contracting, claiming and paying for CLS services to determine where changes or new resources are needed
- Advocate for the creation of a career tract for direct care staff
- Improve the quality of life for all involved

The Practice Transformation Academy Team plans to use the knowledge gained from the academy to further explore value-based payments and determine if it is the correct path, for both agencies, moving forward.

2019 FINANCIAL REPORT



Revenues

Medicaid, Autism, and Healthy Michigan	20,721,434
State General Funds	716,592
Grants and Contracts	314,783
Shiawassee County Appropriations	200,000
Other Revenues	530,564



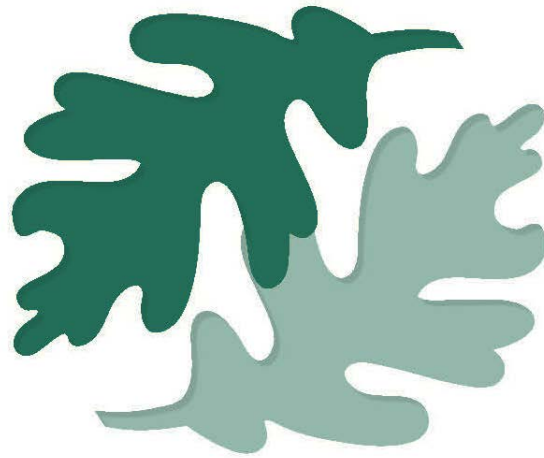
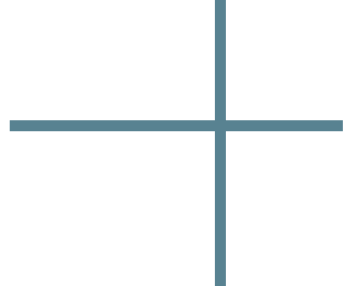
- Medicaid, Autism, and Healthy Michigan
- State General Funds
- Grants and Contracts
- Shiawassee County Appropriations

Expenditures

Persons with Developmental Disabilities	10,105,934
Adults with Mental Illness	5,528,724
Children with Serious Emotional Disturbances	1,703,447
Administrative Services	1,925,397
Other Expenses	3,006,594



- Persons with Developmental Disabilities
- Adults with Mental Illness
- Children with Serious Emotional Disturbances
- Administrative Services



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Crisis and Intervention Services
24/7