

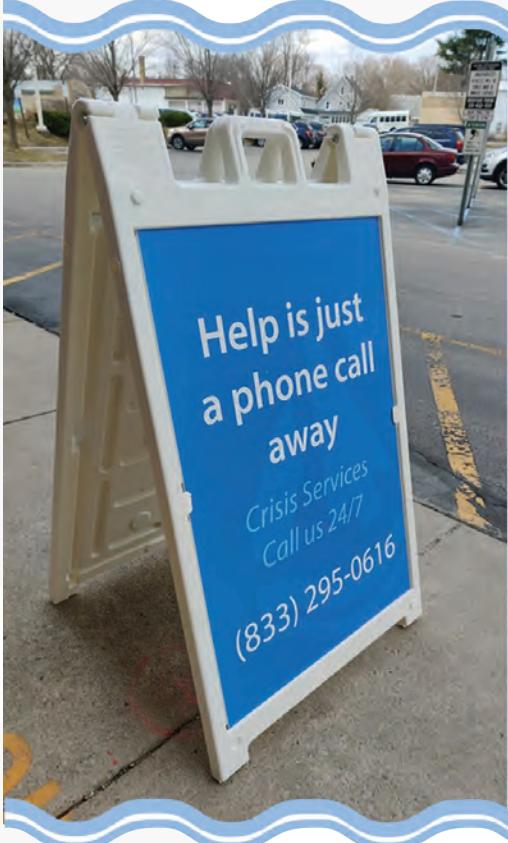


# Northern Lakes

COMMUNITY MENTAL HEALTH AUTHORITY

## 2020 ANNUAL REPORT

FISCAL YEAR 2020 (10/1/19-9/30/20) PUBLISHED SUMMER 2021



### MISSION

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

Crisis: (833) 295-0616

Access: (800) 492-5742

Warm Help Line: (800) 492-5742

Customer Service: (800) 337-8598

Recipient Rights: (231) 876-3212

Serving Crawford, Grand Traverse, Leelanau, Missaukee, Roscommon, Wexford Counties





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# To the Community

2020 was an extraordinary year by any measure. It was a year that illustrated the essential role of Northern Lakes Community Mental Health Authority (NLCMHA) and other Community Mental Health Service Programs across the state in **serving as a safety net** and one in which our dedicated staff rose to the challenges and exceeded expectations. These **extremely brave, essential workers** focused on doing whatever it took to continue to serve and support some of our community's most vulnerable people and their families. They displayed incredible resilience, adaptability, and creativity in the delivery of services and supports. We are proud that we were able to quickly plan and implement strategies which allowed us to safely keep our doors open throughout the pandemic and stay connected with the people we serve. Hospitalizations did not increase among those we serve and no one was involuntarily laid off.

Thankfully, hard work completed in FY19 positioned the organization well for operating during a pandemic. We had focused on securing our IT systems and upgrading the major software systems and hardware that are the foundation of our clinical and business operations. These changes allowed us to **pivot from in-person to remote services almost seamlessly** during the weekend of March 13, 2020, when COVID-19 reached our state.

Despite COVID-19 challenges, we are excited that several new initiatives were begun in FY2020:

- Engaged *TBD Solutions* to conduct a comprehensive assessment of behavioral health crisis services in the twelve-county region in partnership with North Country Community Mental Health, Munson Healthcare, and McLaren Northern Michigan. The first step was gaining feedback through a wide-spread community survey followed by focus groups to identify gaps in services in our rural region. Now, we are working on developing a **Community Crisis Center**, including writing grants to get the project off the ground and convening community partners to assist in its success. Watch for more information on this project in 2021!
- Developed a **multidisciplinary team** to better support children and families who require intensive levels of care and are at risk of out-of-home placement and/or inpatient hospitalization.
- Launched a new **Juvenile Justice Diversion Program** in Grand Traverse and Leelanau Counties which assessed nineteen youth from the juvenile justice system and diverted eighteen into mental health treatment in its first four months.
- Launched a new **Peer Navigator program** to assist people who are transitioning from inpatient psychiatric care to the community. This program also engages and connects people who have experienced multiple crises with NLCMHA services.

We wish to thank and recognize our staff, Board of Directors, providers in our network, community partners, funders, and advocates who help us achieve our mission. As public servants, we strive to be **good stewards of public funds and a source of strength in difficult times**. We continue to concentrate on our clinical and operational consistency, effectiveness, efficiency, and use of data with the goal of improving and increasing our services.

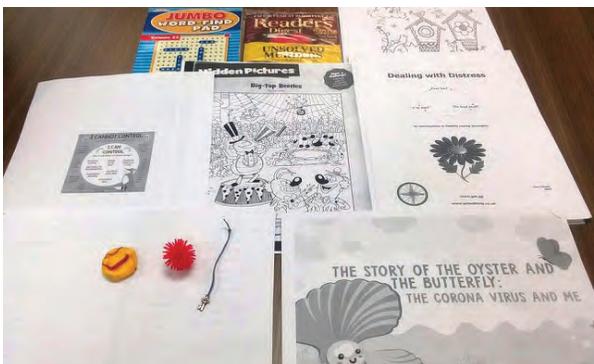


Joanie Blamer  
Interim Chief Executive Officer

# A Glimpse of FY2020



**A thought for the day** created and shared by one of our Home Supervisors and Residential Care Aides to keep spirits up.



**Creative Lifelines.** Activity pages, tips, and stress balls formed care packages sent by a case manager to people she serves who live in our rural area without Internet access. The digital divide was dramatically illustrated this year. Personal visits on porches, telephone calls, and packages sent through U.S. Mail provided much needed lifelines.



**Home sewers** even made masks sized for children. We appreciate our community!



**The Little Stuff is Really Big.** One of the people living at one of our specialized residential homes was struggling, especially during the lockdown. He mentioned that he really missed gardening so our staff said, "Then garden." Lots of people donated perennials and rocks and this photo shows what he built! It's the little stuff that makes things flow in the culture of gentleness. People...compassion...connections...empathy...planting a flower.



**Training is ongoing.** A jointly offered crisis intervention training is regularly provided for law enforcement using simulations and scenarios as shown (pre-pandemic) above.

Other example in FY20:

- We partnered with the Michigan Association for Infant Mental Health to provide nine months of intensive training to our clinicians working with children and families on how to engage and interact with young children in clinical and home settings.
- Three clinicians completed Trauma Focused Cognitive Behavioral Treatment training and two completed the Trauma Caregiver Resource Training—and after certification they facilitated two groups for caregivers, which was much needed in FY20.
- Teens were able to participate in two virtual social/support groups designed and implemented by clinical staff when schools were closed.

# About Us

## VISION

Communities of informed, caring people living and working together.

## VALUES

- 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. Priority topics are integration of health care, jail issues, health care compliance and legislation. The Board is annually updated or receives training in Finance and Compliance, Person Centered Planning, Self-Determination, Recipient Rights, and Policy Governance.

## FY20 BOARD MEMBERS

### Crawford (2)

Lorelei King, Sherry Powers

### Grand Traverse (6)

Randy Kamps, Dan Lathrop, Mary Marois, Nicole Miller, Sherise Shively, Armandina "Nina" Zamora

### Leelanau (2)

Betty Bushey, Ty Wessell

### Missaukee (2)

Pam Babcock, Dean Vivian

### Roscommon (2)

Al Cambridge, Jr., Angela Griffis

### Wexford (2)

Ben Townsend, Rose Denny



## ACCREDITED PROGRAMS

- NLCMHA programs are accredited by CARF International:

### ADULTS

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

### CHILDREN AND ADOLESCENTS

- Intensive Family-Based Services

### ADULTS, CHILDREN AND ADOLESCENTS

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

- Northern Health Care Management is accredited by the National Council for Quality Assurance (NCQA) in **CASE MANAGEMENT FOR LONG TERM SERVICES AND SUPPORTS**.

- Traverse House and Club Cadillac are accredited by Clubhouse International.

# Priority Populations Served

NLCMHA is contracted by the Michigan Department of Health and Human Services (MDHHS) as a **Community Mental Health Services Program** (CMHSP). In this role, defined by the Michigan Mental Health Code, we provide and manage services for adults with serious mental illness, children with serious emotional disturbance, individuals with intellectual and developmental disabilities, and individuals with a co-occurring substance use disorder in Crawford, Grand Traverse, Leelanau, Missaukee, Roscommon, and Wexford Counties. There are 46 CMHSPs in Michigan.



■ Counties served by NLCMHA  
■ Counties served by NHCMP

NLCMHA's **Northern Health Care Management** (NHCMP) division serves the **elderly and disabled** in two ways:

1) NLCMHA is the only CMHSP in Michigan which serves as a MI Choice Waiver agent, coordinating the Home and Community Based Services for the Elderly and Disabled Waiver Program; 2) NHCMP also serves as a Nursing Facility Transition agent in 22 counties. NHCMP provides long-term care services at home to adults who are eligible to receive Medicaid-covered services like those provided by nursing homes who prefer to stay in their own home or other residential setting. Call 1-800-640-7478 for more information.

NLCMHA also operates the **NLCMHA Integrated Health Clinic** (IHC). Open to the community, IHC has locations at the NLCMHA Traverse City and Grayling offices and is a convenient place to get all primary care needs in one place, with an integrated care team. Whether you need a primary care provider, help managing a chronic health condition, or counseling from a licensed therapist, new patients are always welcome. Call 231-935-3062 for more information.

NLCMHA is a member of the 21-county **Northern Michigan Regional Entity** (NMRE). The NMRE is one of ten Prepaid Inpatient Health Plans (PIHPs) in Michigan that manage Medicaid funding for behavioral health and substance use disorder services for special populations. The NMRE is jointly owned by its member CMHSPs. Visit nmre.org for more information.

## Contact Information | Locations

**Crisis:** (833) 295-0616

**Access:** (800) 492-5742

**Warm Help Line:** (800) 492-5742

**Customer Service:** (800) 337-8598

**Recipient Rights:** (989) 348-0003

**Administrative Office**

105 Hall Street, Suite A

Traverse City MI 49684

(231) 922-4850

[www.northernlakescmh.org](http://www.northernlakescmh.org)  
TTY 711



**Cadillac Office**

527 Cobb Street

Cadillac MI 49601

(231) 775-3463

**Grayling Office**

204 Meadows Drive

Grayling MI 49738

(989) 348-8522

**Houghton Lake Office**

2715 South Townline Road

Houghton Lake MI 48629

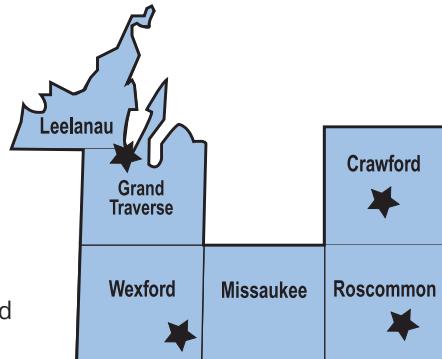
(989) 366-8550

**Traverse City Office**

105 Hall Street, Suite A

Traverse City MI 49684

(231) 922-4850



# COVID-19 Support and Advocacy

**NLCMHA services continued seamlessly through the COVID-19 pandemic.** On March 13, 2020 the bulk of NLCMHA staff dispersed physically and began providing services and supports from home. A COVID-19 Task Force was formed including members across agency departments to plan for the change and establish new channels of communications.

We accomplished a **rapid pivot** to aggressive use of quality telemedicine practices so ongoing access to care was ensured for our recipients. In addition, individualized outreach—including tech support—continued for people served, through creative methods such as meal deliveries, individualized mailings, regular phone calls, and home and community visits. A small number of staff continued to work in the offices so that critical, in-person services could continue.

We are proud to report that through our best and most sincere efforts to continue contacts and outreach as well as to provide flexibility and support for staff, **hospitalizations did not increase** among those we serve, no one was involuntarily laid off, and we never closed our doors.

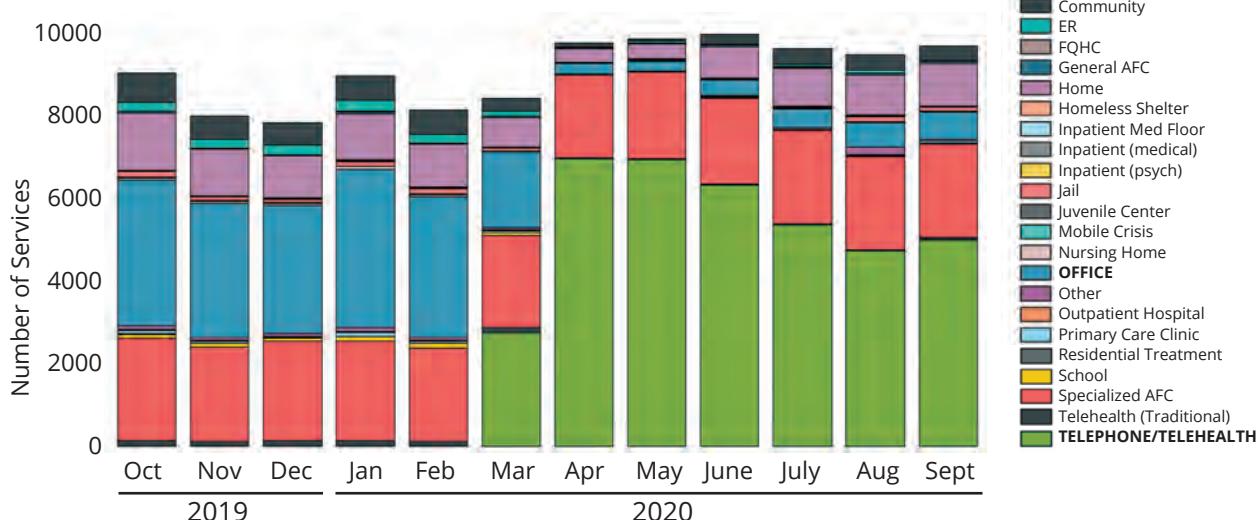
**Certainly it wasn't easy.** We quickly set up new systems to keep in touch using Microsoft Teams, safety measures to sanitize high traffic areas, and rotating schedules to reduce the number of staff in buildings and vehicles used. Plexiglass barriers were added, HVAC filter replacement was accelerated, and medical grade PPE and sanitizing products were obtained.

People expressed appreciation for the **flexibility of support** they received during the crisis. From receiving medication injections from our nurses in the parking lot, to accessing healthcare services from our Integrated Health Clinic, to receiving food deliveries from Clubhouse staff, to home visits and support packages through the U.S. Mail from case managers, we all have done our best to stay safe and connected.



People appreciated the “drive through” option to receive medication injections.

## SERVICE LOCATION PIVOT FROM OFFICE TO REMOTE



The chart above shows the pivot from office-based service (blue) to telephone and telehealth (green) in mid-March.

**Our community helped us too**, with donations of homemade masks, money and help obtaining Personal Protection Equipment (PPE). We are grateful for extra safety net funding from the **Michigan Health Endowment Fund** and the **Michigan Department of Health and Human Services**, which allowed us to purchase additional iPads for communications with people. Having an iPad at home made all the difference for one person who was at risk of needing nursing home care. The iPad provided the lifeline she needed to receive care as well as the critical connection with family and friends.

NLCMHA implemented a legislatively mandated \$2.00 per hour increase to all direct care workers beginning 4/1/2020. **Over \$1M of wage premiums** were issued to Behavioral Health providers, \$148,000 to directly employed residential staff, and over \$440,000 to providers of the Northern Health Care Management MI Choice Home and Community Based Waiver program. NLCMHA also processed four **provider stability** requests totaling \$405,000 to two day-program providers who were shut down from mid-March to May or June by executive order.



Keeping morale up and focusing on resident/tenant care was an ongoing effort among staff at residential service programs. Placing hearts in windows was part of an inspirational campaign to *Spread Love, Not Germs*.



Clubhouses regularly delivered food and support.

Our frontline staff were true heroes as they faced immense uncertainty for their own safety and continued working throughout the pandemic. These included residential care aides and crisis workers who provided coverage around the clock, therapists and case managers, receptionists, and all our support people, who stepped up to keep others safe and well.

**To all our employees, network providers, community partners, funders, home sewers, family members, and others, we deeply appreciate your support!**

THANK YOU!



NLCMHA Nurses tracked down PPE and organized supplies for staff across six counties.



Grand Traverse Industries developed a plastic surgical gown and manufactured 900 units for an NLCMHA residential facility in Grayling.

# Services Open to Everyone in the Community

## CRISIS SERVICES 24/7

All crisis services are **available to anyone in the community**, 24 hours a day, 7 days a week. In FY20, our **Crisis Services Team** responded to **2,997 crisis events involving over 1600 people plus licensed mental health specialists** resolved over **8,900 calls after hours**. The F.A.S.T. (Family Assessment & Safety Team) mobile crisis team helps families with children ages 0-20 to resolve a crisis over the phone, or at a home, school, or other community setting, and provides an extra layer of care including 90 days of follow up. The FAST team responded to **1655 crises** in FY20. As a result of COVID-19, we redeployed our Access Line in FY20 as a **Warm Help Line** available during business hours to anyone in the community experiencing stress, anxiety or depression due to COVID-19 who wants to talk through these issues.



The Integrated Health Clinic is open to anyone in the community, regardless of insurance coverage.

## NLCMHA INTEGRATED HEALTH CLINIC

Open to the community, the Integrated Health Clinic (IHC) is a convenient place to get all **primary health care needs in one place**, with an integrated care team. We are your partner in total health and wellness, caring for your body and mind. The IHC offers **“one-stop shopping” for healthcare**—whether an individual needs a primary care provider, help managing a chronic health condition, or counseling from a licensed therapist. The IHC team is fully staffed with a nurse practitioner, registered nurse, and master's level mental health clinician who provide a comprehensive set of services, including coordination of medications and other appointments, access to specialists, and specialty on-site assessments such as nutrition, foot care, blood pressure, medication monitoring, lab work, and much more. We currently offer hours in Traverse City and Grayling and the program is growing. **New patients are always welcome.**

## DROP-IN CENTERS

Drop-In Centers offer a **safe, supportive environment** within the community for individuals who have experienced mental/emotional problems. Individuals do not need to be currently receiving mental health services in order to attend a Drop-In Center. It is a place to go, a place to be, a place to make friends, and be accepted. There are two Drop-In Centers in our service area: **Kandu Island** in Traverse City, and **New Connections** in Houghton Lake. Visit [northernlakescmh.org](http://northernlakescmh.org) for information.

## NLCMHA MYSTRENGTH SUBSCRIPTION AVAILABLE AS COMMUNITY BENEFIT

**SIGN UP TO ACCESS  
THIS FREE RESOURCE**

- 1** Go to [www.myStrength.com](http://www.myStrength.com)
- 2** Click “Sign Up”
- 3** Enter the Access Code:  
**NLCMHCommunity**

*Feel free to share this with your friends and family!*

**myStrength**

Safe, secure and personalized—  
**the health club  
for your mind™**



# 2020 Specialty Service Highlights

## SPECIALIZED CARE FOR INDIVIDUALS WITH IDD

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.

**Specialized Residential Services (SRS):** NLCMHA owns six homes and contracts for many others. Our mission and purpose is to operate "Happy Homes" that residents, staff, clinicians, and guardians are proud to be associated with. We know that people doing the work often do it for a personal reason—it is difficult and essential work and must continue around the clock, even during a pandemic, in the face of much fear and uncertainty. The 2020 focus was to keep residents safe from COVID-19 and to protect the staff to the fullest extent possible. Many safety protocols were quickly put into place and heroic efforts were made to obtain and maintain supplies of appropriate Personal Protection Equipment (PPE), especially in the beginning days of the COVID-19 response when severe shortages were occurring.

■ Direct care workers' retention was a consistent challenge as applicants slowed to a trickle last year. While the state legislature approved, and NLCMHA implemented, a \$2/hour wage premium beginning April 1, 2020, worker shortages have continued to challenge organizations such as NLCMHA and its providers, as well as in other industries across the state. However, we are pleased to report we had 100% retention of Home Supervisors in 2020; four of six Assistant Home Supervisors have been in their positions for over a year; all started as direct care workers and they continue in that role in addition to their management and leadership duties. Incentives for direct care workers and the benefits of being a NLCMHA employee are what have kept workers in their positions. Also notable, there were no work injuries in 2020 and training compliance was maintained.

**Community Outreach and Inclusion:** Through the creative efforts of our IDD Team and valued network provider partners such as Grand Traverse Industries and Hope Network, virtual meetings were held with students and schools, a job club was developed, employment and training opportunities were provided, and groups enjoyed many community experiences. To name some: hiking, golf, movies, Meals on Wheels, trips to Sleeping Bear Dunes, farms, and pumpkin patches, and many seasonal events and activities. **Community Living Supports** (CLS) services continued face-to-face in FY20 to provide assistance to increase and maintain a individual's independence, support achievement of their goals, and promote community participation.

**Children with IDD:** The Children's IDD Team works predominately with children diagnosed with **Autism Spectrum Disorder**. Our main service/support/treatment is Applied Behavior Analysis (ABA), which is an intensive, evidence-based practice which often requires face-to-face service. In FY20 we expanded our contract provider network to include two additional ABA providers to support our community. In FY20, disruption of school and community supports required families to rely on natural supports and themselves to push forward in response to COVID-19. Feedback from families indicates support for the **continuation of telehealth services** as telehealth made it easier for families to engage with services.

705  
ADULTS  
WITH IDD

219  
CHILDREN  
WITH IDD

362  
RESIDE IN SRS  
HOMES

439  
WITH IDD USED  
COMMUNITY  
LIVING  
SUPPORTS

62  
WITH IDD  
RECEIVED  
RESPITE

## SPECIALIZED CARE FOR PEOPLE WITH SERIOUS MENTAL ILLNESS

One in five Americans live with a mental illness, and a smaller subset, about 5%, live with a serious mental illness. It is this smaller subset, adults with serious mental illness (SMI) and children with serious emotional disturbance (SED), who are the **primary focus of NLCMHA services and supports** (along with individuals with IDD and those with co-occurring substance use disorders).



To deliver a wide range of services and supports for people across the lifespan who have serious mental health conditions, NLCMHA employs psychiatrists, psychologists, therapists, case managers, peer support specialists, and nurses. Highly trained clinicians deliver a wide variety of evidence-based therapies according to individual need, including Trauma Focused Cognitive Behavioral Therapy, Dialectical Behavior Therapy, Eye Movement Desensitization and Reprocessing, Motivational Interviewing, Seeking Safety, and Assertive Community Treatment, to name a few.

**Access to Treatment:** Work continued in FY20 to get people with serious conditions connected with treatment. This includes collaborating with community partners such as law enforcement, courts, and hospitals.

■ **Law Enforcement:** We purchased iPads with grant funds to extend care into police cars. Police officers and crisis services specialists can connect in real time with mental health professionals and provide immediate assistance to the person in crisis. Quick connections can help police cope with difficult calls and increase community safety when faced with an individual experiencing a mental health crisis.

■ **Courts:** In June 2020, we successfully implemented a Juvenile Justice Diversion Program in Grand Traverse and Leelanau Counties and diverted eighteen youth from juvenile justice system involvement and into treatment in the four remaining months of the fiscal year. This program is expanding in 2021.

■ **Hospitals:** In July 2020 we successfully launched a Peer Navigator Program to assist people transitioning from inpatient psychiatric care to the community. The peer engages the person while they are still in the hospital and helps them schedule and keep appointments after discharge.

■ **Children:** In FY20, a new multidisciplinary team was developed to support children and families who require intensive levels of care. A new Youth Peer Support Specialist was hired to provide support and inspiration for youth in Crawford and Roscommon Counties. The NLCMHA Infant Mental Health program continues to grow and provides prevention and treatment services for new parents.

### Expert Consultation:

■ **NLCMHA and law enforcement are working together** to build capacity and systems through training and expert consultation. Extensive trainings to law enforcement in the region teach de-escalation techniques as well as providing a basic understanding of major mental illnesses. The program reduces unnecessary diversions of people in crisis to emergency departments and jails and helps get police back on the streets faster.

■ **Michigan Child Collaborative Care (MC3)** offers psychiatry support to primary care providers who have patients who are managing behavioral health problems. Enrolled primary care providers may receive same day phone consultations with psychiatrists to assist with local young adults up to age 26, women contemplating pregnancy, and pregnant or postpartum women (up to one year), with local NLCMHA staff able to provide recommendations for local resources. We offer perinatal and pediatric monthly webinars on various topics and monthly group case consultations for school-based clinics.

### Mild to Moderate Mental Health Conditions:

NLCMHA is pleased to now be able to serve people with mild to moderate mental health conditions through the **Integrated Health Clinic**, which employs a **master's level therapist**. Call 231-935-3062 for more information.



## NORTHERN HEALTH CARE MANAGEMENT (NHCN)

Northern Health Care Management (NHCN) is a MI Choice Waiver agent which provides home and community based services in ten counties. NHCN **helps people to remain in their own home** in the community, rather than in a nursing facility.



NHCN staff also provide transition services, to help people who currently live in nursing facilities to return home, move in with family or friends, move into a foster care home, or find new housing. The program is growing! NHCN received permission from MDHHS to **expand its Nursing Facility Transition services** in FY20 to twelve more counties, bringing its service area to 22 counties in the "Tip of the Mitt."



Using the many NHCN service choices, an ever-increasing number of eligible people are able to receive **the same level of care at home** that they would receive in residential or institutional care. This is a positive trend, which allows participants to live a more self-determined life. Studies show that those who take an active role in directing their healthcare tend to have better health outcomes. NHCN also provides information and referral, help with Medicare choices, including prescription drug plans, and caregiver support made possible by a Merit Award Trust Fund grant through the Aging and Adult Services Agency. In FY20, this grant supported respite services for six caregivers in the community and individuals in Adult Day Programs.

### SERVICE CHOICES

**Call for information  
(231) 933-4917**

- Nursing Facility Transition
- Supports Coordination
- In-home Care and Assistance
- Home Delivered Meals
- Emergency Response Systems
- Private Duty Nursing
- Counseling
- Environmental Modifications
- Medical Equipment & Supplies
- Housing Assistance
- Medicaid Eligibility Specialist
- Help with Medicare Choices
- Information and Referral
- Non-Emergent Medical Transportation

## OBRA\*

NLCMHA provides comprehensive OBRA services, including **evaluating individuals' needs** for nursing home care; and **mental health monitoring and connections to specialized care** for those Seriously Mentally Ill and individuals with Intellectual/Developmental Disabilities in the 13 nursing facilities within NLCMHA's six counties. In FY20, needed services continued and were monitored; about 80 individuals were served in this capacity. COVID-19 restrictions required OBRA staff to cease providing face-to-face evaluations in nursing facilities, hospitals, or homes. As a result, the volume of evaluations performed in FY20 decreased. In order to maintain capabilities to perform evaluations remotely with the thirteen nursing facilities, OBRA requested remote computer access, and nine provided it. In addition, we were able to provide trainings to our regional nursing facilities, hospitals, Home Care agencies, and several physicians groups regarding the OBRA process. This occurred on a near monthly basis to respond to frequent staff turnover in organizations.

\* OBRA stands for *Omnibus Budget Reconciliation Act of 1987 (federal law aimed at Nursing Homes)*.

# 2020 By the Numbers

FISCAL YEAR 10/1/19-9/30/20 (FY20)

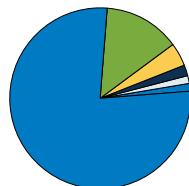
## MENTAL HEALTH SPENDING BY PROGRAM

	COST	%
Community Living Supports	\$28,829,178	52.4
Case Management/Treatment Planning	5,185,057	9.4
Inpatient	5,039,250	9.2
Respite/Home Based Services	2,817,960	5.1
Autism Services	2,532,611	4.6
Assertive Community Treatment (ACT)	1,821,864	3.3
Psychotherapy	1,659,185	3.0
Crisis	1,597,523	2.9
Assessments and Testing	1,222,362	2.2
Evaluation and Management (physician level)	1,099,910	2.0
Skill Building	633,773	1.2
Vocational Supports	539,326	1.0
Other (fiscal intermediary, health svcs, pharmacy)	538,565	1.0
Medication Administration	444,546	0.8
Residential Services (Personal Care)	409,175	0.7
Psychiatric Diagnostic Evaluation	207,595	0.4
Prevention and Early Intervention	192,544	0.4
Other Therapy (OT, PT, Wheelchair Mgmt)	161,505	0.2
Outpatient Services (partial hospitalization, DBT)	<u>65,807</u>	<u>0.1</u>
Total	\$54,997,734	100.0

## COUNTY FUNDING

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

## REVENUES \$73,676,895



Medicaid 77.7% \$57,215,020  
 Northern Health Care Mgmt 13.5% \$9,945,163  
 State & Block Grants 4.4% \$3,219,545  
 Reimbursements 1.9% \$1,383,038  
 Counties 1.4% \$1,026,740  
 Contracts, Misc, Interest 1.3% \$887,389

## SPENDING BY POPULATION (%)

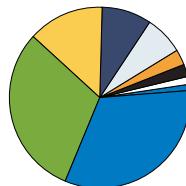
	17/18	18/19	19/20
IDD	55.4%	56.3%	57.4%
Adults with MI	36.4%	35.6%	34.9%
Children with SED	8.2%	8.1%	7.7%

IDD - Intellectual/Developmental Disability

MI - Mental Illness

SED - Serious Emotional Disturbance

## EXPENDITURES \$73,676,895



Personnel 32.8% \$24,146,513  
 Residential Contracts 30.4% \$22,364,863  
 Contractual Services 13.6% \$9,985,069  
 Contract Agencies 8.9% \$6,589,253  
 Inpatient Services 7.1% \$5,205,459  
 Direct Operations 2.8% \$2,062,442  
 Occupied Space 2.0% \$1,509,270  
 Transportation 1.4% \$1,023,480  
 Reinvestment 1.1% \$790,546

## PROVIDER CONTRACTS

\$44,075,6591 (61% of budget)

## Recovery from a mental illness **is possible**



**1 in 5**  
People experience a mental illness



**9 in 10**  
Who die by suicide have an underlying mental health condition



Do not seek treatment, often due to stigma

NLCMHA **access** to care & **follow up** are key

**97%** Seen within 14 days of request\*

**10%** Low recidivism to psychiatric hospital\*

\* NLCMHA FY20 Data



## Self-Determination

Individuals may direct their own supports and services and allocate available resources through their person-centered plan by establishing self-determination arrangements. These come with the freedom, authority, support, and responsibility to hire, train, manage, and fire their own staff. There are 130 people served by NLCMHA who have developed their own self-determination arrangements, up 30% from 100 in FY19.

## Efficient operations keep focus on people served

As a public provider, our priority is providing services and supports to the people we serve, with a goal to keep administrative costs under 9%. In FY20, our costs were 6.6% – **less than a third** the average 21% spent on administration (18%) and shareholder profit (3%) by the for-profit insurance companies in Michigan which manage the Medicaid Health Plans for physical health.

**6.6%**  
NLCMHA

**21%**  
FOR PROFIT INSURANCE

## An economic engine

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

In FY20, NLCMHA:

SUPPORTED MORE THAN  
**\$146 MILLION**  
IN TOTAL ECONOMIC ACTIVITY

DIRECT impacts from the delivery of services to individuals through a variety of revenue sources

**\$73.7**  
MILLION



INDIRECT impacts generated from their economic activities\*

**\$72.4**  
MILLION

Indirect impacts result 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. NLCMHA employees buy goods and services in their community, supporting local businesses and making an indirect economic impact, or “ripple effect”.

SUPPORTED MORE THAN

**740 JOBS**  
IN NORTHERN MICHIGAN

DIRECT employees of NLCMHA

**358**  
STAFF

INDIRECT jobs supported in the community\*

**382**  
SUPPORTED



These are for grocers, beauticians, electricians, painters, bankers, etc. supported through the “ripple effect.”

\* Estimates use the Regional Input-Output Modeling System (RIMS II) multiplier developed by the Bureau of Economic Analysis, U.S. Dept of Commerce.



*This photo was taken the last time we were all together in December 2019. During 2020, we stayed connected via technology, using Microsoft Teams and several telehealth applications.*

## We stand ready to help!



### **24/7 Crisis (833) 295-0616**

– When in doubt, call! YOU determine when it is a crisis. Ask for FAST for an extra layer of care for families with children age 0-20.



**Access / Warm Line (800) 492-5742** – Call this line during business hours to access services or talk about COVID-19 related stress and anxiety.



**Customer Services (800) 337-8598** – Call if you have general questions or want help learning about and/or connecting to resources.

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 receives its principal funding from the Michigan Department of Health and Human Services.

**NORTHERN LAKES COMMUNITY MENTAL HEALTH AUTHORITY  
SUMMARY OF SERVICES DELIVERED IN FISCAL YEAR 2020 BY COUNTY**

Broad Area of Service	SIX COUNTY SERVICE DISTRIBUTION						GRAND TOTAL
	CRAWFORD	GRAND TRAVERSE	LEELANAU	MISSAUKEE	ROSCOMMON	WEXFORD	
Autism Services	\$ 194,713	\$ 1,038,606	\$ 36,335	\$ 193,798	\$ 249,882	\$ 819,278	\$ 2,532,611
Case Management, ACT, & Treatment Planning	\$ 678,363	\$ 2,849,437	\$ 255,380	\$ 472,583	\$ 1,137,747	\$ 1,613,410	\$ 7,006,921
Crisis Services, Assessments and Testing	\$ 300,199	\$ 1,175,661	\$ 82,589	\$ 164,744	\$ 457,387	\$ 639,306	\$ 2,819,885
Evaluation and Management Physician Level	\$ 160,896	\$ 695,038	\$ 65,148	\$ 89,424	\$ 368,603	\$ 372,943	\$ 1,752,051
Inpatient	\$ 480,478	\$ 2,285,768	\$ 123,846	\$ 356,799	\$ 604,372	\$ 1,187,986	\$ 5,039,250
Psychotherapy and Partial Hospitalization	\$ 186,427	\$ 639,618	\$ 50,981	\$ 132,965	\$ 339,236	\$ 375,765	\$ 1,724,992
Residential & Community Living Supports	\$ 2,530,350	\$ 12,025,705	\$ 2,019,006	\$ 2,856,946	\$ 3,874,736	\$ 5,931,611	\$ 29,238,353
Respite and Homebased Support Services	\$ 344,370	\$ 1,168,374	\$ 92,800	\$ 126,282	\$ 370,363	\$ 715,771	\$ 2,817,960
Vocational & Skills Building, Family & Health Services	\$ 68,399	\$ 974,475	\$ 76,052	\$ 197,982	\$ 200,801	\$ 548,001	\$ 2,065,710
Other Non-Direct Service Costs	\$ 4,944,195	\$ 22,852,681	\$ 2,802,138	\$ 4,591,524	\$ 7,603,126	\$ 12,204,072	\$ 54,997,734
Includes Administration, Room & Board, DHS Worker Nursing Home Monitoring, Medications, Transportation, & Federal, State & Local Grants	\$ 607,779	\$ 2,809,228	\$ 344,460	\$ 564,425	\$ 934,635	\$ 1,500,218	\$ 6,760,745
<b>Grand Total Cost by County:</b>	<b>\$ 5,551,974</b>	<b>\$ 25,661,909</b>	<b>\$ 3,146,597</b>	<b>\$ 5,155,949</b>	<b>\$ 8,537,761</b>	<b>\$ 13,704,290</b>	<b>\$ 61,758,479</b>
<b>Number of Registered People Receiving Services:</b>	442	2,100	172	262	686	1,082	4,744
<b>Average Cost per Registered Person Served:</b>	\$ 12,561	\$ 12,220	\$ 18,294	\$ 19,679	\$ 12,446	\$ 12,666	\$ 14,644
<b>Service Transactions Provided:</b>	95,310	812,023	125,829	144,443	211,458	383,300	1,772,363
<b>Average Cost per Transaction:</b>	\$ 58	\$ 32	\$ 25	\$ 36	\$ 40	\$ 36	\$ 35
Services by Population of People Served	CRAWFORD	GRAND TRAVERSE	LEELANAU	MISSAUKEE	ROSCOMMON	WEXFORD	GRAND TOTAL
People who are Adults with I/DD*	46	336	46	47	96	134	705
People who are Children with I/DD	20	100	4	12	30	53	219
People who are Adults with Serious Mental Illness	308	1,394	100	154	450	713	3,119
People who are Children with SED**	68	270	22	49	110	182	701
<b>Total People Served</b>	<b>442</b>	<b>2,100</b>	<b>172</b>	<b>262</b>	<b>686</b>	<b>1,082</b>	<b>4,744</b>
Cost by Population with Overhead/Other Costs							
Cost of People who are Adults with I/DD	\$ 2,386,907	\$ 11,815,670	\$ 2,190,929	\$ 3,205,740	\$ 4,245,955	\$ 6,763,263	\$ 30,608,463
Cost of People who are Children with I/DD	\$ 376,309	\$ 2,367,210	\$ 136,871	\$ 274,051	\$ 529,495	\$ 1,156,692	\$ 4,840,629
Cost of People who are Adults with Mental Illness	\$ 2,178,216	\$ 9,693,967	\$ 714,192	\$ 1,187,246	\$ 3,021,280	\$ 4,753,457	\$ 21,548,358
Cost of People who are Children with SED	\$ 610,541	\$ 1,785,062	\$ 104,605	\$ 488,912	\$ 741,031	\$ 1,030,877	\$ 4,761,028
<b>Cost of People Served</b>	<b>\$ 5,551,974</b>	<b>\$ 25,661,909</b>	<b>\$ 3,146,597</b>	<b>\$ 5,155,949</b>	<b>\$ 8,537,761</b>	<b>\$ 13,704,290</b>	<b>\$ 61,758,479</b>
On Average the Cost Per Person							
Average Cost of Adults with I/DD	\$ 51,889	\$ 35,166	\$ 47,629	\$ 68,207	\$ 44,229	\$ 50,472	\$ 43,416
Average Cost of Children with I/DD	\$ 18,815	\$ 23,672	\$ 34,218	\$ 22,838	\$ 17,650	\$ 21,824	\$ 22,103
Average Cost of People who are Adults with Mental Illness	\$ 7,072	\$ 6,954	\$ 7,142	\$ 7,709	\$ 6,714	\$ 6,667	\$ 6,909
Average Cost of People who are Children with SED	\$ 8,979	\$ 6,611	\$ 4,755	\$ 9,978	\$ 6,737	\$ 5,664	\$ 6,792

\*Intellectual/Development Disabilities

\*\*Serious Emotional Disturbance

NORTHERN LAKES COMMUNITY MENTAL HEALTH AUTHORITY

**LEELANAU COUNTY**

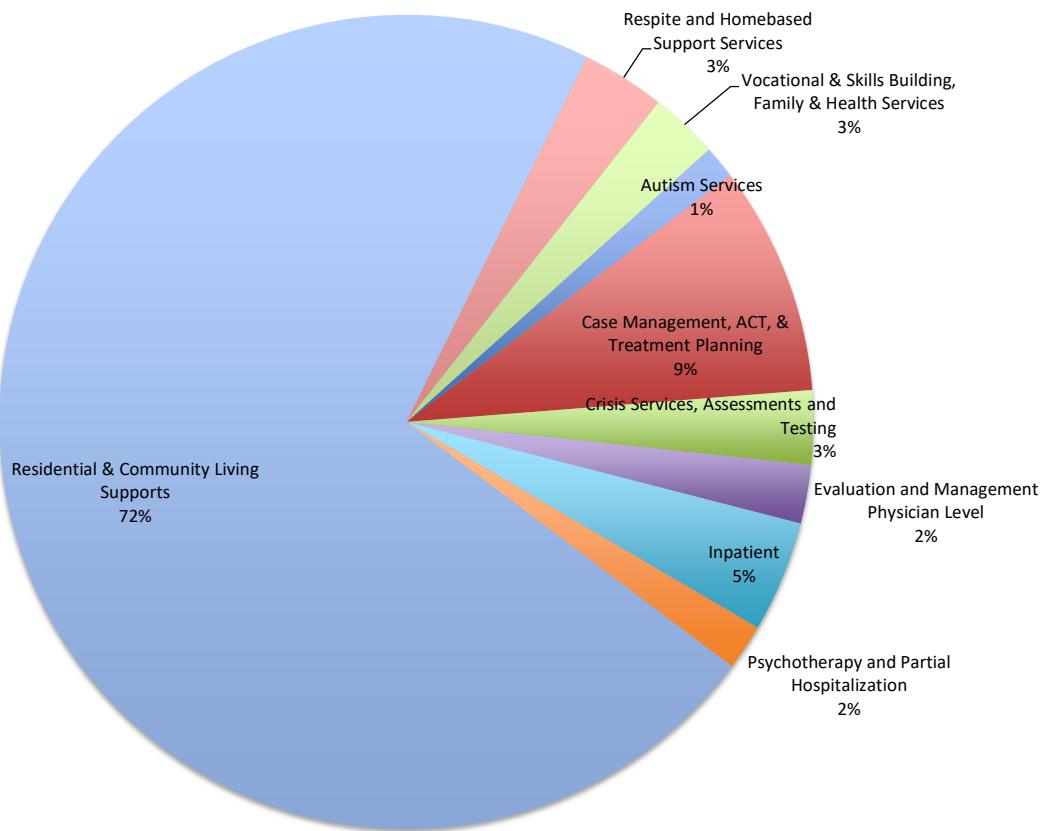
SUMMARY OF SERVICES DELIVERED IN FISCAL YEAR 2020 BY COUNTY

LEELANAU COUNTY	FY 2020 SERVICES	PERCENTAGE
Autism Services	\$ 40,801	1.3%
Case Management, ACT, & Treatment Planning	\$ 286,773	9.1%
Crisis Services, Assessments and Testing	\$ 92,742	2.9%
Evaluation and Management Physician Level	\$ 73,156	2.3%
Inpatient	\$ 139,070	4.4%
Psychotherapy and Partial Hospitalization	\$ 57,248	1.8%
Residential & Community Living Supports	\$ 2,267,198	72.1%
Respite and Homebased Support Services	\$ 104,208	3.3%
Vocational & Skills Building, Family & Health Services	\$ 85,401	2.7%
<b>Net Total Claimed Services:</b>	<b>\$ 3,146,597</b>	<b>100.0%</b>

People Served:	172
Service Claims or Transactions Provided:	125,829
Average Value of Service or Transaction:	\$ 25

Services by Populations:	People Served	Cost of their Services
People who are Adults with I/DD	46	\$ 2,190,929
People who are Children with I/DD	4	\$ 136,871
People who are Adults with Serious Mental Illness	100	\$ 714,192
People who are Children with SED	22	\$ 104,605
<b>Total People Served:</b>	<b>172</b>	<b>\$ 3,146,597</b>

**FY 2020 SERVICES**



NORTHERN LAKES COMMUNITY MENTAL HEALTH AUTHORITY

**ALL COUNTIES**

**SUMMARY OF SERVICES DELIVERED IN FISCAL YEAR 2019 BY COUNTY**

ALL COUNTIES	FY 2019 SERVICES	PERCENTAGE
Autism Services	\$ 2,843,939	4.6%
Case Management, ACT, & Treatment Planning	\$ 7,868,266	12.7%
Crisis Services, Assessments and Testing	\$ 3,166,527	5.1%
Evaluation and Management Physician Level	\$ 1,967,427	3.2%
Inpatient	\$ 5,658,713	9.2%
Psychotherapy and Partial Hospitalization	\$ 1,937,042	3.1%
Residential & Community Living Supports	\$ 32,832,556	53.2%
Respite and Homebased Support Services	\$ 3,164,366	5.1%
Vocational & Skills Building, Family & Health Services	\$ 2,319,643	3.8%
<b>Net Total Claimed Services:</b>	<b>\$ 61,758,479</b>	<b>100.0%</b>

People Served:	4,744
Service Claims or Transactions Provided:	1,772,363
Average Value of Service or Transaction:	\$ 35

Services by Populations:	People Served	Cost of their Services
People who are Adults with I/DD	705	\$ 30,608,463
People who are Children with I/DD	219	\$ 4,840,629
People who are Adults with Serious Mental Illness	3,119	\$ 21,548,358
People who are Children with SED	701	\$ 4,761,028
<b>Total People Served:</b>	<b>4,744</b>	<b>\$ 61,758,479</b>

**FY 2020 SERVICES**

