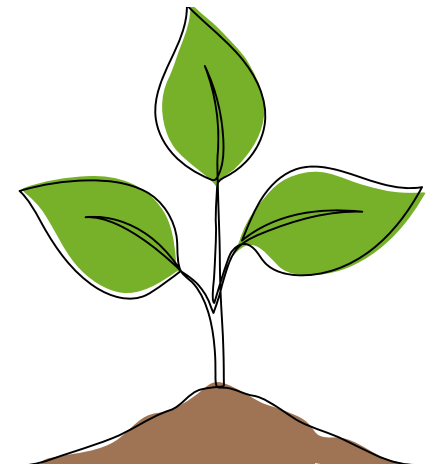




NORTH COUNTRY
COMMUNITY MENTAL HEALTH

ROOTED IN CARE

Strengthening from the Ground Up



2024 BOARD MEMBERS

ANTRIM COUNTY

Caroline Loper, Secretary
Jarris Rubingh

CHARLEVOIX COUNTY

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TO OUR COMMUNITY

We are pleased to present North County Community Mental Health's (NCCMH) Annual Report for fiscal year 2024.

The public health emergency unwind and associated redetermination process for Medicaid recipients did prove to destabilize the funding mechanisms for mental health services provided by NCCMH while at the same time reinforcing the importance of organizational resiliency.

A resilient plant requires a robust root system, strong flexible stem, and adaptable leaves. And like a plant, resilient organizations require the ability to adjust their growth and development in response to changes in their environment. This might involve storing resources, developing alternative growth patterns, or shedding leaves to conserve water.

This report highlights key components that demonstrate some of the work done to enhance organizational resiliency and demonstrate client outcomes in preparation for what is proving to be a rapidly changing environment.

We are grateful for the support of our community partners, funders, legislators and stakeholders, who have helped us to achieve our mission of promoting mental health and wellness in the Northern Michigan. We look forward to continuing to work together to improve the mental health of our community in the years to come.

Thank you for your ongoing support, and please do not hesitate to reach out to us if you have any questions or feedback on the FY24 Annual Report.



Leadership: Our Heartwood

Our Board of Directors Chair and Executive Team provide leadership focused on accomplishing the core mission of NCCMH.



Ed Ginop
Board Chair



Brian Babbitt
Chief Executive
Officer



Kim Rappleyea
Chief Operating
Officer



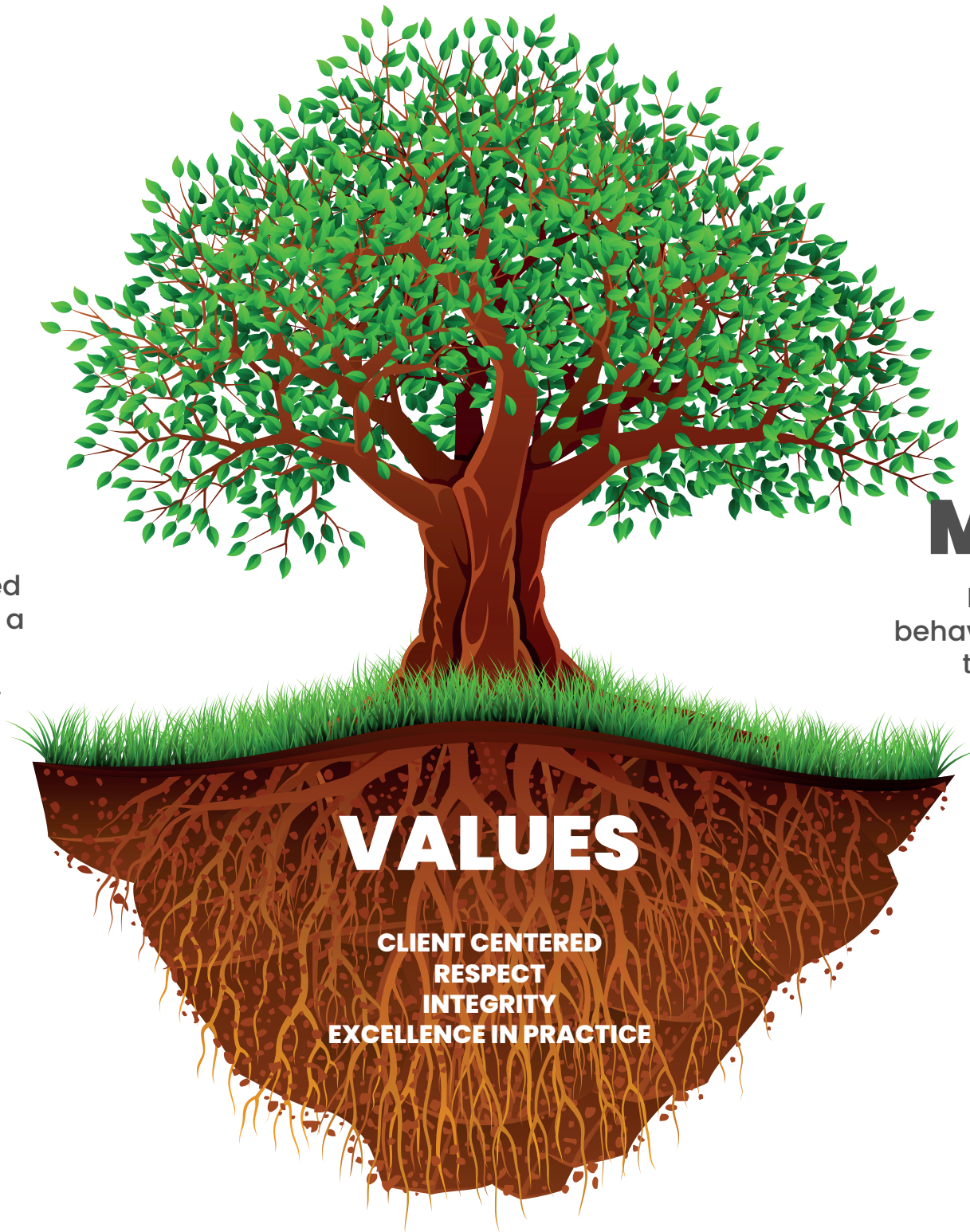
Amy Christie
Chief Clinical
Officer



Joseph Balberde
Chief Information
Officer



Ann Friend
Chief Financial
Officer



VISION

High-quality integrated health care leading to a fulfilled life for all community members.

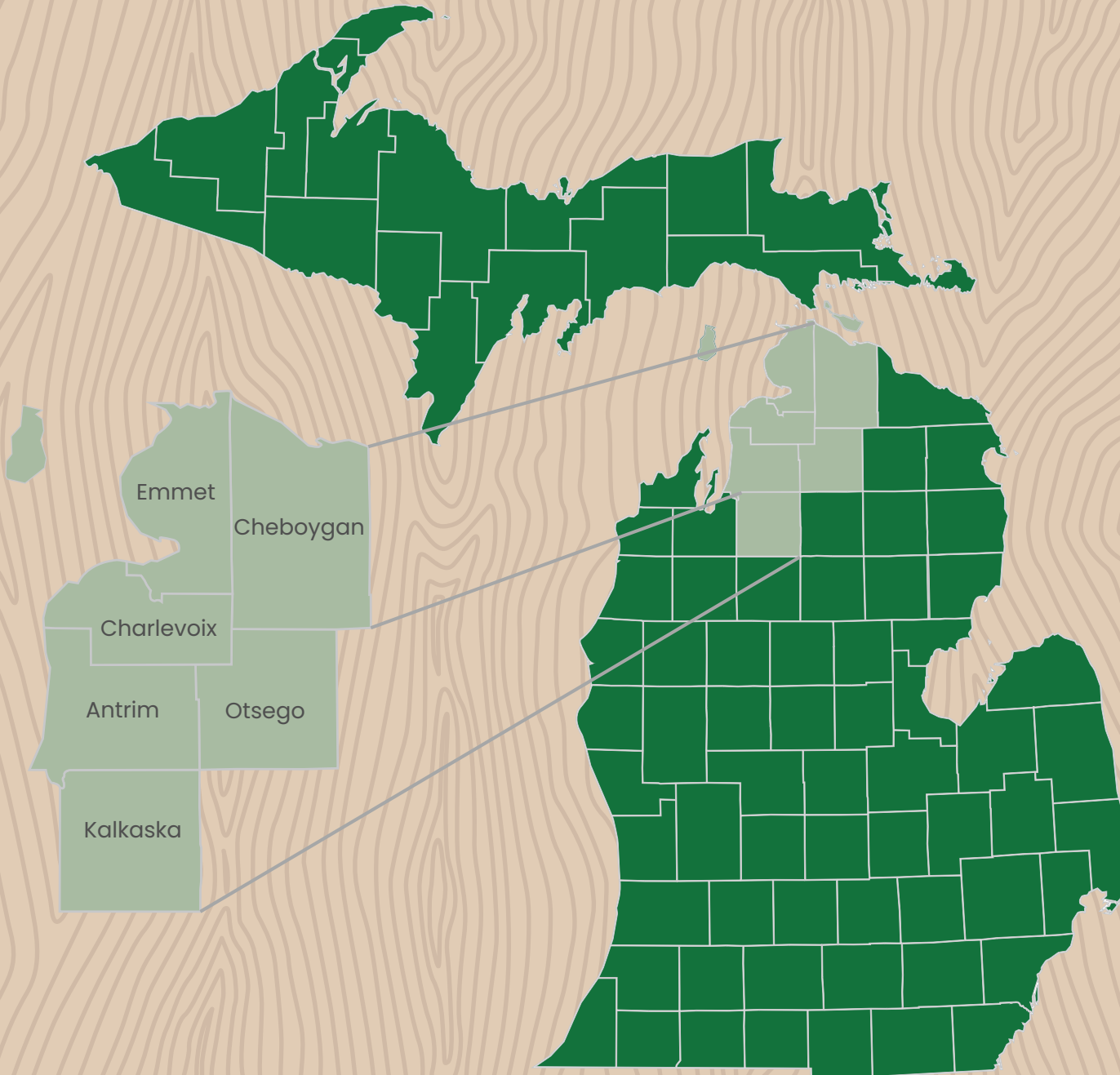
MISSION

Provide collaborative behavioral health services that inspire hope and promote recovery, resilience, and wellness to eligible residents.

VALUES

**CLIENT CENTERED
RESPECT
INTEGRITY
EXCELLENCE IN PRACTICE**

NORTH COUNTRY SERVICE AREA



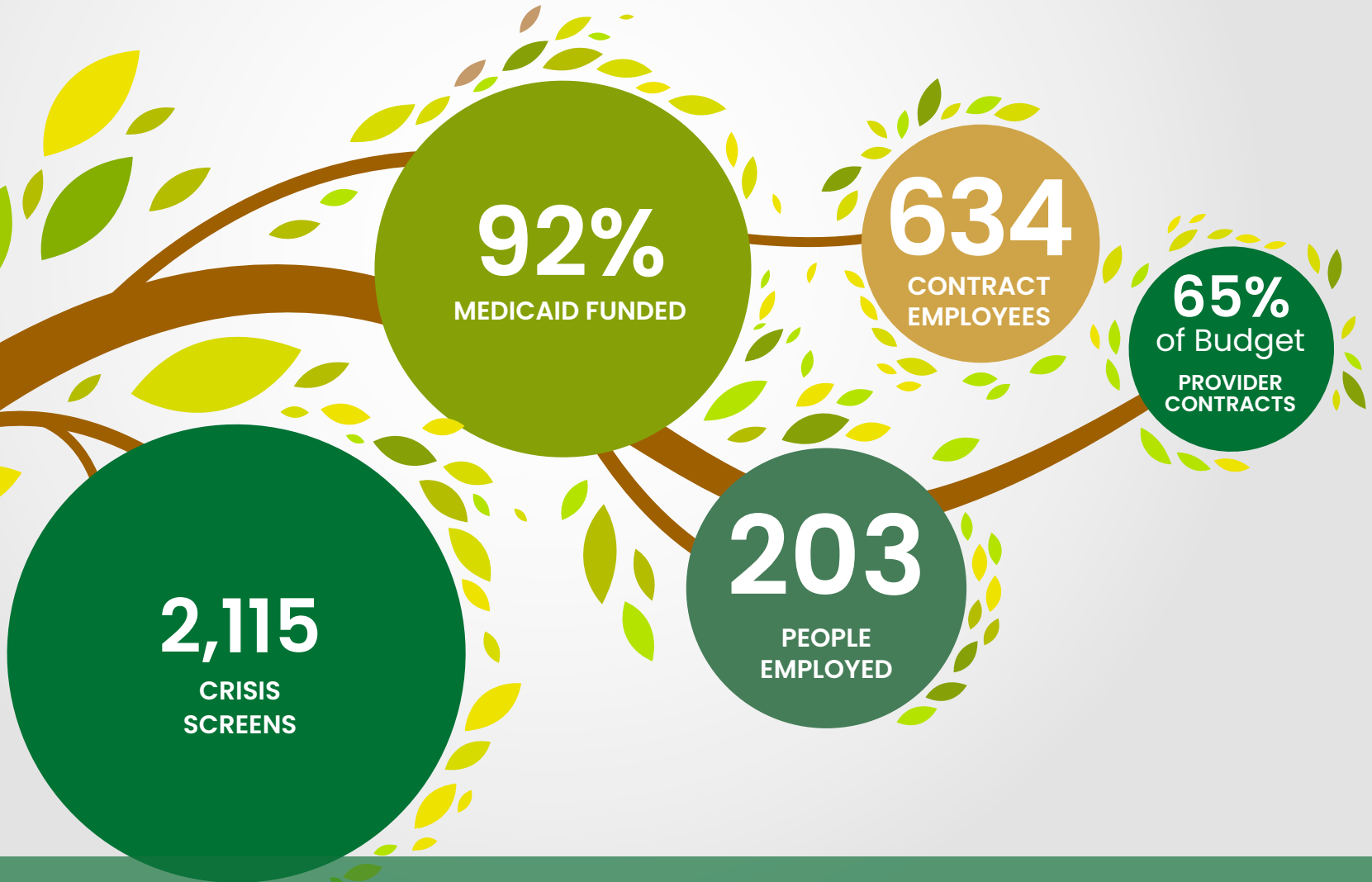
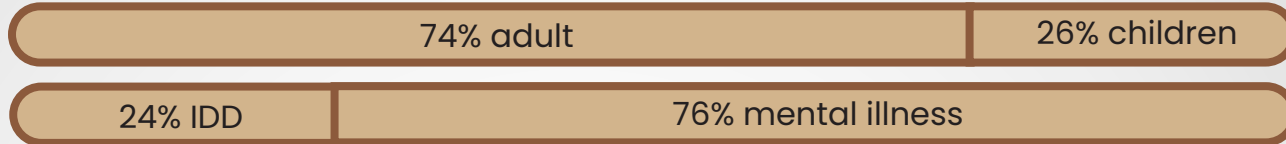
6
COUNTIES
RURAL NORTHERN
MICHIGAN

Pop 152,719
3,303 sq miles
(22 per sq mile)

748 lakes
& an island
(pop 600)

3,929

INDIVIDUALS SERVED IN FY24



BY THE NUMBERS

Building smart solutions that save time and money

The design and deployment of a WEB-BASED TRAINING APP

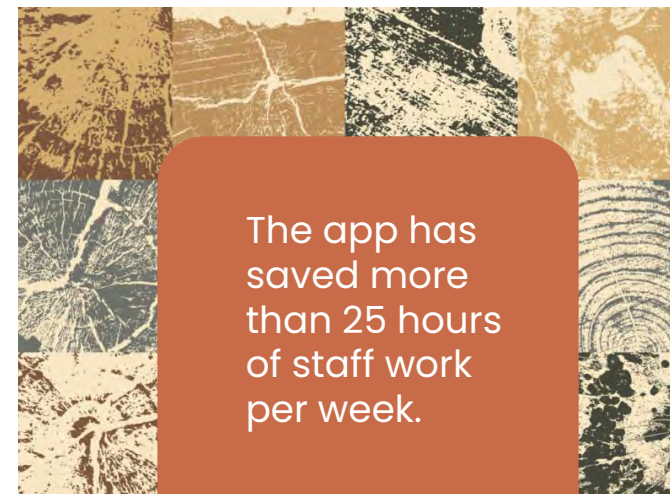
Our IT Data team and Provider Training team worked together to replace a dated, paper-based process with a streamlined digital app—built entirely using tools already available in our Microsoft 365 environment and minimal increased licensing. The result is a smarter, faster way to manage training coordination and a strong example of how North Country CMH continues to use innovation to improve operations without increasing costs.

The application was designed to replace a highly manual system that relied on handwritten notes, spreadsheets, and a heavy volume of email. Now, tasks like scheduling students, transcript requests, grade entry, session cancellations, and tracking expirations are handled through one centralized platform. Staff can complete in seconds what used to take hours, and our providers no longer have to manage training deadlines on their own.

This shift isn't just about technology—it's about solving real problems. The app has saved more than 25 hours of staff work per week. During audits, we can now generate consistent, professional training records instantly. Site visit staff can also identify out-of-compliance issues on the spot using built-in reporting tools. It's helping us respond faster, work smarter, and stay aligned with our compliance standards.

The system has already been shared with neighboring CMHs that have been able to quickly implement it to meet their own training needs. Others have expressed interest in adopting it as well. This kind of cross-agency reuse highlights the scalability and real-world value of building solutions with a practical, user-focused mindset.

Our goal has always been to make digital tools easier to use—for staff, for providers, and for the people we serve. This project is a great example of how we're doing just that: using what we have, listening to what people need, and delivering systems that actually make a difference.



The app has saved more than 25 hours of staff work per week.

DEVELOPING A ROBUST ROOT SYSTEM 2024

Advancing System Improvements to Support the Most Effective Pathways of care

NCCMH's Leadership in Implementing the MichiCANS Assessment Tool

In October 2024, the Michigan Department of Health and Human Services (MDHHS) launched a statewide standardized assessment process using the Michigan Child and Adolescent Needs and Strengths tool (MichiCANS). This collaborative, family-centered tool is designed to assess and communicate the unique needs and strengths of children, youth, and their families. MichiCANS promotes consistent, high-quality screening and assessment practices while ensuring that family voices are heard, valued, and central to care planning.

Recognizing the importance of shaping this new initiative, NCCMH requested to participate in the MichiCANS pilot program prior to its official adoption. We were honored to be one of only five Community Mental Health Service Programs (CMHSPs) across Michigan selected to participate. Implementation began in mid-2023 with development work focused on integrating the tool into our electronic health record system, as well as contributing to its format and demonstration processes.

From January through July 2024, NCCMH continued to utilize the MichiCANS beyond the pilot phase, ensuring a smooth and effective transition to full implementation. When the tool was officially launched statewide on October 1, 2024, NCCMH was fully prepared.

All clinical staff who serve children and adolescents are required to become certified in the use of MichiCANS. As of now, 35 NCCMH clinicians have successfully completed this training. NCCMH stands out as one of the most engaged CMHSPs in the state, with 578 screening assessments and 692 comprehensive assessments completed to date.

The MichiCANS has proven to be a valuable addition to our clinical practice, offering deeper and more specific insights that support the delivery of effective, individualized care. We are proud to have played a leading role in the pilot and implementation of this transformative tool.



We are proud to have played a leadership role in the pilot and implementation of this important new tool.

PROGRAMS & SERVICES

■ CRISIS SERVICES

EVERYONE is eligible for crisis services, including crisis intervention, crisis residential services, and screening for inpatient psychiatric hospitalization.

■ THERAPY SERVICES

Evidence-based interventions to educate people about their mental health and engage them to play an active role in their treatment. These services are provided via individual, family, or group therapy to adults, children and adolescents.

■ PSYCHIATRY SERVICES

Includes psychiatric evaluations and monitoring of medicines used to treat mental health conditions, its effects, and the need to continue or change medications.

■ HEALTH SERVICES

- **Nursing/Health Services** - medication, appointment, and resources management and assistance; education on symptoms and side effects; vitals.
- **Integrated Health Care** - care coordination with other providers, pharmacies and medical supply companies, assistive technologies and environmental modifications
- **HATCH* (Behavioral Health Home)** - a team who works closely with persons with qualified conditions (such as diabetes, asthma, hypertension) to identify, coordinate, and manage their health and social needs.



107 people received HATCH (*Holistic Approach To Coordinated Healthcare*) services at NCCMH in FY24.

■ CHILD & FAMILY SERVICES

- **Applied Behavioral Analysis** - intensive treatment for children/youth with Autism
- **Children's Behavioral Services** - support for child/youth and their family
- **Infant Mental Health** - home-based services to a pregnant mother or parent with a child 0-47 months struggling with mental health concerns.
- **Parent Support Partners** - people with lived experience serve as mentors and help parents access resources and navigate systems of care.
- **Wrap Around Services** - coordinated support & behavioral interventions.
- **Family Support Services** - Linking, coordinating, assessing and monitoring services, may include respite, skill development, professional consultation and more.

■ ADULT CLINICAL SERVICES

- **Assertive Community Treatment (ACT)** - a team that helps people with serious mental illness to maintain independence.
- **OBRA/Older Adult Services** - assesses needs of people's living settings; consultations with nursing home staff.
- **Targeted Case Management/Supports Coordination** - helps people develop goals, plans to reach their goals; ensuring services are received.
- **Peer Support Services** - people with lived experience help others with serious mental illness in their recovery journeys.

■ COMMUNITY INTEGRATION SERVICES

- **Supported Employment** - specialists assist people to build skills and maintain employment.
- **Day Programs** - community-based settings where people with IDD build skills and practice self-help and socializing.
- **Gentle Harbor Transitional Home** - for people who have experienced challenges in other placements and want to be more independent.
- **Clubhouse/Psychosocial Rehabilitation** - a nonclinical place where people with mental illness receive support toward recovery and inclusion via a workday approach.



TRANSFORMATIVE JOURNEYS to recovery, resilience & hope

We are proud to present a collection of success stories that highlight the profound impact of our organization's comprehensive support on the lives of individuals we are privileged to serve. These stories demonstrate the transformative journeys towards improved mental well-being, physical health, independence, resilience, and stability. Through the collaborative efforts of our dedicated teams and the determination of people we serve, we have witnessed remarkable achievements and empowered individuals to overcome challenges and embrace brighter futures.

TRANSFORMATIVE JOURNEYS to recovery, resilience & hope

CLAYTON: Journey to Entrepreneurship and Independence

Clayton lives in the Bellaire area and has been working with North Country CMH staff and services to help support him in his community and with the success he hopes to achieve. He continues to receive Community Living Support and Supported Employment services through North Country in order to have additional access to his community, learn and practice independent living skills, and expand his experience in the world of work.

During COVID, while getting to know his community and learning all kinds of skills, Clayton started his own candle business, using recycled products. His family was very supportive and offered guidance in many areas.

Since then, with the support of his family, job coach, friends, and the community, he has been able to open and maintain his very own specialty candle shop near downtown Bellaire, which his parents helped purchase and renovate. Clayton has co-workers at his business and offers space in his store for other vendors as well.

The biggest news yet is that Clayton's family recently purchased a home for him a few blocks from his shop, where he will soon be able to live independently with a few of his friends!



Clayton's Recycled Candles & Artisan Market

*Hi! I am Clayton Silk, a special needs entrepreneur.
I have a store that offers up some unique and
must say, pretty cool art pieces.*

*The store, started and staffed with some of my friends,
is located at 619 E. Cayuga in Bellaire, Michigan.*

*Offering a blend of our recycled items as well as
creations from over 20 other local artists,
we invite you to stop in and see all the talent
the area has to offer.*

**We look forward to meeting
you in our store!**

CLAYTON

*This artwork is just a sample of our talent and work -
the best part is, it is created with all recycled items!*

KANDYCE: Finding Courage and Hope through Community after Mental Health Struggles



I have been a member of Petoskey Club since 2019. My social skills are not the best, but I am working on them, with the help of everyone at Clubhouse. My main goal at Clubhouse is to socialize with others and to help with the day-to-day activities and tasks. There are days that I can't do anything but walk through those doors and sit in a corner, but I have learned that that is okay.

I have learned that recovery is not linear, and even though I don't feel like I am doing as well as yesterday, I am probably farther ahead than I think I am.

This is an important thing to remember especially since the last six months to a year have been particularly hard. I have felt like I've been regressing and feel like I've been getting triggered by things that haven't bothered me that much in the past. I have also felt like a group of people I used to love socializing with seems to be too many people now.

Clubhouse has made me realize that even though I am not where I was yesterday, I'm better than I was just three years ago. Because of Clubhouse, I've had the opportunity to present in front of large gatherings three or four times now, and I am going to the world seminar, representing the Petoskey Club and its members.

So far, most of these presentations have been about mental health and my story with it, but without Clubhouse, I would not have enough self-confidence to do this.

I recently started Dialectical Behavior Therapy (DBT) group therapy, and that has helped me look at what I do in different ways. It is a difficult thing to experience. It is giving me tools I didn't know I needed. I don't know if I would have been brave enough to do group therapy without the guidance of all of the people at Petoskey Club.

ELLEN: Finding Strength and Stability Through Support

A long-time resident of Kalkaska County, Ellen turned to North Country CMH during one of the most difficult times in her life. Facing financial hardship, isolation, and recurring thoughts of suicide, she reached a breaking point – but also a turning point. With limited personal support and no steady income, Ellen made a brave and life-changing decision to ask for help.

“Since going here, my life has changed because of the positive reinforcement you give me and the acceptance for who I am,” Ellen shared. “I’ve evolved, and things have gotten better. If I hadn’t reached out, I probably wouldn’t be around.”

Ellen’s journey began with a focus on rebuilding the basics – stabilizing her finances, accessing vital benefits through DHHS and Social Security, and working with her care team to find the right medication and treatment for her mental health. With time, consistency, and support, she began to regain her footing.

As she grew stronger, Ellen’s goals evolved. She began working on managing anxiety and depression, building independence, and improving her overall well-being. Today, she continues to take steps forward, finding purpose through meaningful activities and reconnecting with her community.

Ellen’s resilience and determination, supported by compassionate and person-centered care, have helped her rediscover hope and stability. Her story is a powerful reminder of what’s possible when people receive the support they need – when they need it most.

“I share this photo of a sunflower, because it gives me happiness.”



CARL: Achieving Stability through Volunteering and Community

Over the past two years, Carl has made remarkable progress through his involvement with the Petoskey Club and support from his North Country CMH case manager. He's become more active in the community, particularly through his volunteer work with the Salvation Army, where he was recently honored as Volunteer of the Year.

Carl is also proud of purchasing his own car, a milestone that represents both independence and forward momentum. Alongside volunteering, he's been growing his DJ business and has two exciting events lined up: a murder mystery party hosted by the Salvation Army and a wedding later this month. He also frequently DJs for Clubhouse holiday events.

Club continues to be an important part of Carl's daily routine. He contributes to the monthly Clubhouse newsletter and was recently featured in the Member Spotlight. Carl takes pride in learning new ways to express himself and celebrates an important personal achievement: he hasn't had what he calls a "blow up" in over two years – a reflection of his emotional growth and self-regulation.

Carl has also made significant strides in his physical health, losing weight and cutting sugar from his diet. He recently attended a men's Bible retreat with the Salvation Army and is eager to continue building meaningful connections in his community.

His relationships with family and friends have grown stronger, and he takes great pride in the support system he has built. Looking ahead, Carl plans to participate in the Salvation Army's "Christmas in July" bell-ringing campaign and continue seeking out volunteer opportunities.

"I feel like I have reached stability with my mood, and I am always thankful for the services and supports I receive from my family, friends, Clubhouse, North Country, and outside agencies," Carl shares.



KATRINA: Celebrating Life's Big Moments with Joy and Connection

Katrina is a social butterfly with a heart full of wonder. She sees the magic in everyday life, believes in Santa, loves dressing up for Halloween, and enjoys cooking from scratch with her family. Her joyful spirit is contagious, and she never fails to brighten the room with her big smile.

For nearly 15 years, Katrina has been supported through our agency's services, including Community Living Supports and Case Management. These services have helped her build meaningful connections and engage fully with her community.

Over the years, Katrina has shared many "special big moments" through NCCMH programs she chooses to participate in. One unforgettable milestone was her first overnight trip away from her parents – camping under the stars, gaining confidence and independence. She's also enjoyed exploring the beauty of northern Michigan, including a memorable visit to Mackinac Island, and attending festive events like *Night to Shine*.

The relationships Katrina has built with our staff have grown into genuine friendships that extend beyond her school and day program. Through Self-Determination services, her family has been able to offer her even more opportunities to thrive.

Katrina's story is one of joy, growth, and connection. She continues to inspire those around her with her radiant personality and love for life's magical moments.

TRANSFORMATIVE JOURNEYS to recovery, resilience & hope

FINN: A Journey of Resilience, Growth, and Self-Discovery

Finn was just 15 years old when she began therapy services at North Country CMH, working with Mary Brown, a counselor at our Cheboygan office. At the time, Finn was navigating significant personal challenges; and her choice of the name Finn marked the beginning of her journey toward self-identification and healing.

Growing up, Finn lived with her mother, who has mental health challenges, and her father. Her childhood was shaped by instability, emotional neglect, and the impact of her mother's mental illness. Her father's volatile behavior – including yelling, threats, and even discarding her mother's medications – added to the emotional burden she carried.

One of the most traumatic moments came when Finn had to call 911 after her mother attempted suicide. With her mother's repeated hospitalizations, limited support, and little encouragement, Finn began to feel invisible and hopeless. "I didn't think I would make it to 18," she reflected.

She struggled with self-harm, suicidal thoughts, and disengagement from school. Eventually placed on probation for truancy, Finn began to receive structured support. With guidance from Mary and changes at home – most significantly, her father moving out – she started to regain stability. Her school attendance improved, and so did her outlook on life.

Despite a difficult home environment, Finn pushed forward. She graduated from high school in May and made the tough decision to move out on her own so she could focus on her well-being.

Today, Finn is thriving. She works full-time, has purchased a car with a loan she manages responsibly, and budgets carefully to cover her expenses. She uses the tools and skills she learned in therapy to regulate her emotions and proudly reports she no longer engages in self-harm. She's developed and maintained healthy friendships and has a significant other.

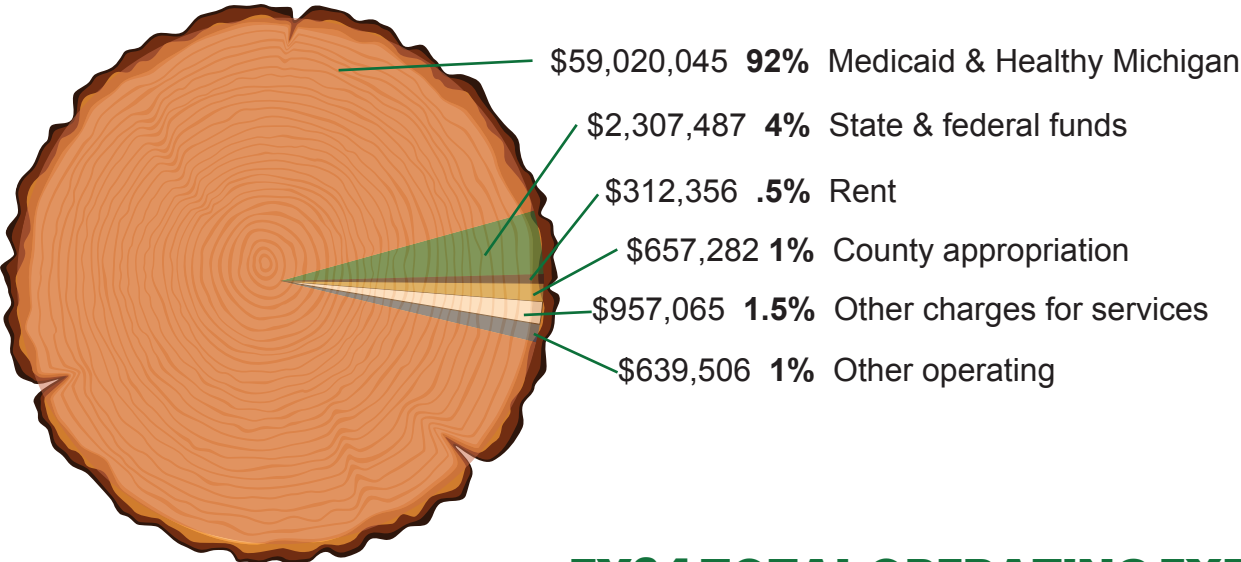
Finn recently shared her story and was surprised to see how far she's come. Her journey is one of incredible courage, resilience, and personal growth.

We're proud of you, Finn—your strength is inspiring.

TRANSFORMATIVE JOURNEYS to recovery, resilience & hope

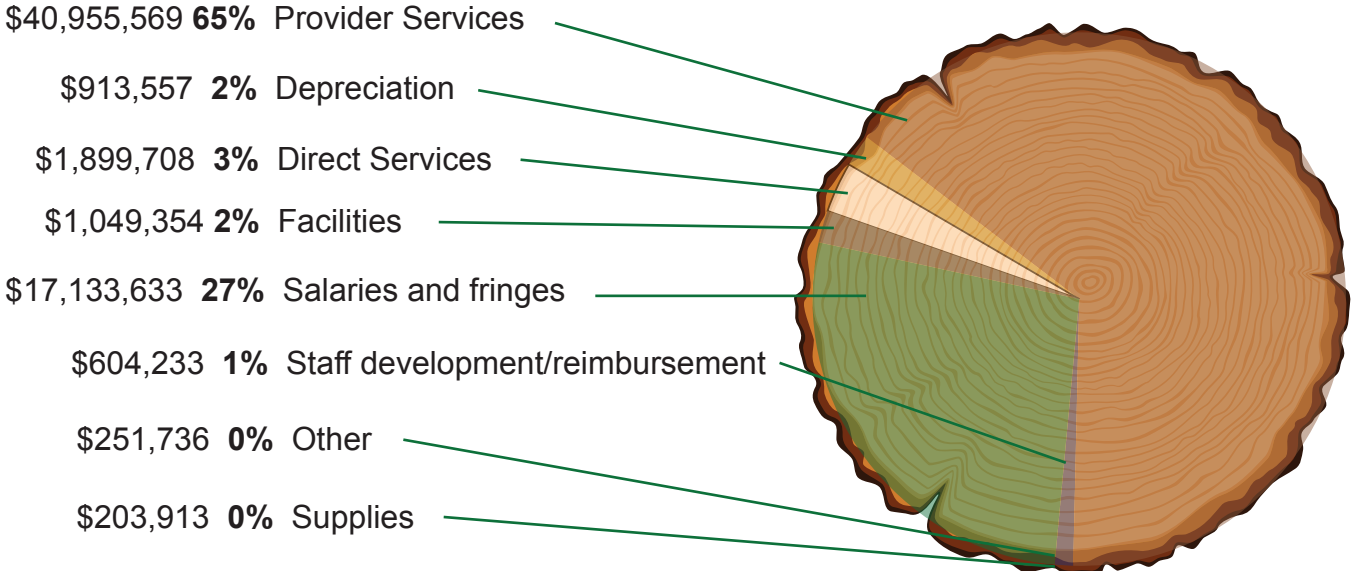
OUR FINANCIALS

FY24 TOTAL OPERATING REVENUES \$63,893,736



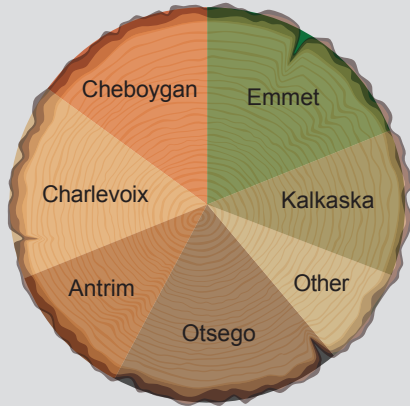
514
PERSONS SERVED
with private
insurance or State
General Funds

FY24 TOTAL OPERATING EXPENSES \$63,011,703



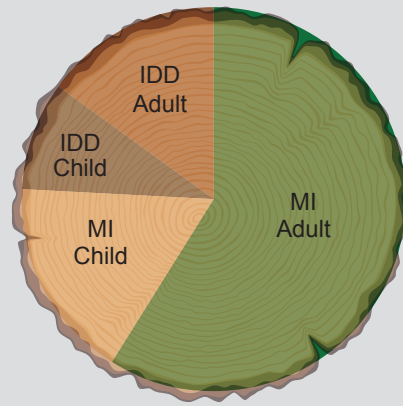
PERSONS SERVED

BY COUNTY OF RESIDENCE



	# SERVED	%
Antrim	455	12
Charlevoix	552	14
Cheboygan	629	16
Emmet	693	18
Kalkaska	476	12
Otsego	733	19
Other	391	9
Total	3,929	100

BY POPULATION



	# SERVED	%
MI Adult	2,309	59
MI Child	686	17
IDD Child	352	9
IDD Adult	582	15
Total	3,929	100

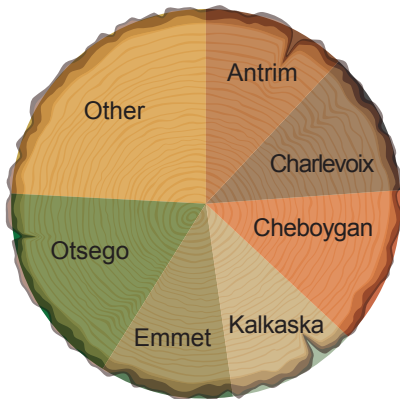
Both the number of people served and expenditures are relatively evenly distributed among the six counties in our service area.

Adults and children/youth with mental illness comprise the largest number of people we serve (as shown in the chart at left).

Conversely, individuals with intellectual/developmental disabilities (IDD) account for the largest percentage of **expenditures** (as shown in the middle chart below). This is due to the intensity of services and supports needed (as indicated in the Expenditures By Program chart below).

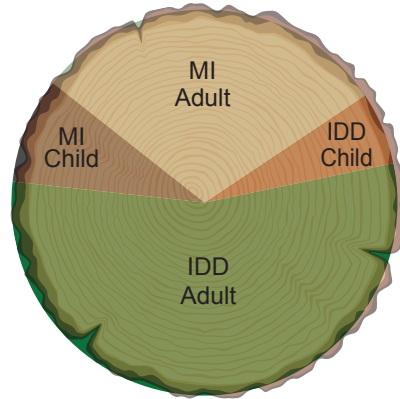
SERVICE EXPENDITURES

BY COUNTY OF RESIDENCE



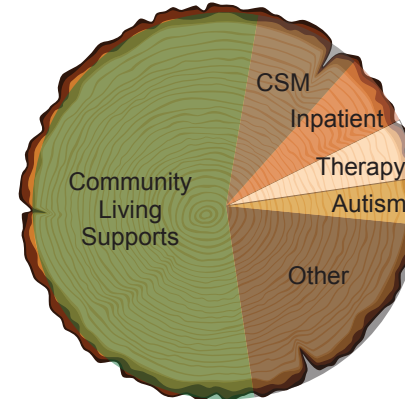
	COST	%
Antrim	\$ 6,526,076	12
Charlevoix	6,331,963	12
Cheboygan	6,812,315	13
Emmet	5,840,787	11
Kalkaska	5,572,534	11
Otsego	8,930,820	17
Other	12,385,842	24
Total	\$52,400,336	100

BY POPULATION



	COST	%
IDD Adult	\$ 28,966,882	55
IDD Child	4,714,067	9
MI Adult	15,666,082	30
MI Child	3,053,306	6
Total	\$52,400,336	100

BY PROGRAM



PROGRAM	%
Community Living Supports	54
Case Management	10
Inpatient	7
Psychotherapy	5
Autism Services	5
All other (3% and under)	19
Total	100





Main Locations | Contact Information

ADMINISTRATIVE OFFICE

1420 Plaza Drive
Petoskey, MI 49770
231-347-7890

Emmet County

1420 Plaza Drive
Petoskey, MI 49770
231-347-6701

Charlevoix County

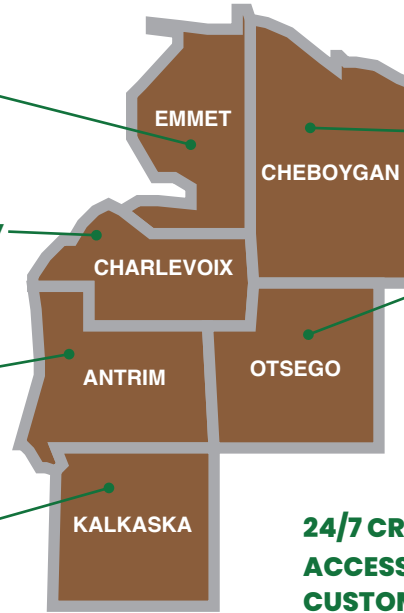
6250 M-66 North
Charlevoix, MI 49720
231-547-5885

Antrim County

203 E. Cayuga
Bellaire, MI 49615
231-533-8619

Kalkaska County

515 Birch St, POB 267
Kalkaska, MI 49646
231-258-5133



Cheboygan County

825 S. Huron, Suite 4
Cheboygan, MI 49721
231-627-5627

Otsego County

800 Livingston Blvd.
Gaylord, MI 49735
989-732-7558
989-732-6292

24/7 CRISIS LINE

877-470-4668

ACCESS TO SERVICES

877-470-7130

CUSTOMER SERVICES

877-470-3195

North Country Community Mental Health (NCCMH) operates under provisions of the Michigan Mental Health Code for the purpose of providing services to residents of Antrim, Charlevoix, Cheboygan, Emmet, Kalkaska and Otsego Counties. As the community mental health service provider for these counties, NCCMH serves community members by assuring local access, organizing and integrating the provision of services, coordinating care, implementing public policy, ensuring interagency collaboration, and preserving public interest.

