

NORTH COUNTRY



2020 ANNUAL REPORT

SERVICES CLOSE TO HOME

ANTRIM • CHARLEVOIX • CHEBOYGAN • EMMET • KALKASKA • OTSEGO COUNTIES

Crisis (877) 470-4668

Access (877) 470-7130

Administration (231) 347-7890

norcocmh.org



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TO THE COMMUNITY:

2020 was a challenging year. Yet, as is often the case with adversity, people rise to the occasion and NCCMH staff exceeded expectations! What we learned about serving people during a pandemic will positively impact the way we provide services into the future.

NCCMH's three-year investment in Information Technology set the stage for the organization to immediately respond to the virtual work environment brought on by the COVID-19 pandemic and the Stay Home Stay Safe order. The ability to provide essential services through telehealth (videoconferencing) and telephone contacts allowed us to stay connected with our clients. Staff displayed incredible adaptability and creativity in the delivery of services, and the resilience of the people we serve was inspiring. We took every precaution to ensure the safety and wellbeing of clients and staff and we remain focused on ensuring clients and staff have access to the COVID-19 vaccines.

In spite of the disruption caused by the COVID-19 pandemic, exciting things happened at NCCMH this year. We received a Mental Health Juvenile Justice Block Grant to support diversion of youth from the justice system by providing assessments and identifying the appropriate pathway to mental health or other services. We also received a two-year Mental Health Block Grant to implement the **myStrength** application—*a health club for the mind*—which offers personalized e-learning tools to help improve mental health and overall wellbeing. MyStrength is being used within NCCMH's clinical practice and made available at no cost to the community.

In partnership with McLaren Northern Michigan, Munson Healthcare, and Northern Lakes Community Mental Health, we engaged TBD Solutions to conduct a **comprehensive assessment of behavioral health crisis services** in the twelve-county region. The first step of the project was gaining feedback through a wide-spread community survey followed by focus groups to identify gaps in services. A final report, identifying the most appropriate evidence-based treatment interventions for our rural region, is expected in June 2021. We're excited to be collaborating with our hospitals on how to improve services and supports for people in crisis.

NCCMH partnered with the Emmet County Sheriff's Department and Cheboygan County Sheriff's Department to implement **Stepping Up**, a national initiative to reduce the number of people with mental illnesses in jails. **Stepping Up** is a six-step process intended to assist counties with developing and implementing a system-led, data-driven plan that can lead to measurable reductions in the number of people with mental illnesses in local jails. Charlevoix County Sheriff's Department began the Stepping Up process in 2018. Technical assistance is being provided by Wayne State University's Center for Behavioral Health and Justice.

We want to recognize and thank all those who make achieving our mission possible—our staff, Board of Directors, network of providers, community partners, funders, clients, and advocates. We are proud to be public servants and responsible stewards of taxpayer resources.



Ed Ginop
Chairperson
Board of Directors



Christine Gebhard
Chief Executive Officer

ABOUT NCCMH

MISSION

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

VISION

All community members will have responsive high quality integrated health care leading to a fulfilled life.

2020 BOARD MEMBERS

ANTRIM COUNTY

Caroline Loper
Christian Marcus
Louis Scholl

CHARLEVOIX COUNTY

Robert Draves
Dennis Priess

CHEBOYGAN COUNTY

Robert Boyd
Edward Ginop, Board Chair
Michael Newman

EMMET COUNTY

Karla Sherman
David White

KALKASKA COUNTY

Patty Cox
Sr. Augusta Stratz

OTSEGO COUNTY

Ron Iseler
Paul L. Liss

NCCMH EXECUTIVE TEAM

Christine Gebhard, Chief Executive Officer
Brian Babbitt, Chief Operating Officer
Stacey Chipman, Chief Clinical Officer
Kevin Hartley, Chief Financial Officer
Amy Christie, Chief Quality Officer
Joseph Balberde, Chief Information Officer



CARF ACCREDITED
MENTAL HEALTH PROGRAMS:
ACCREDITED THROUGH NOVEMBER 30, 2022

Assertive Community Treatment: Adults
Case Management/Services Coordination: Adults
Case Management/Services Coordination: Children & Adolescents
Community Integration: Adults
Crisis Intervention: Adults
Crisis Intervention: Children & Adolescents
Outpatient Treatment: Adults
Outpatient Treatment: Children & Adolescents

PRIORITY POPULATIONS SERVED

NCCMH 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, NCCMH provides and manages services for adults with serious mental illness, children with severe emotional disturbance, individuals with intellectual and developmental disabilities, and individuals with a co-occurring substance use disorder in Antrim, Charlevoix, Cheboygan, Emmet, Kalkaska, and Otsego counties. There are 46 CMHSPs in Michigan.

NCCMH is a member of the 21-county Northern Michigan Regional Entity (NMRE). The NMRE is one of ten Prepaid Inpatient Health Plans (PIHPs) in the state of 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. See nmre.org for more information.

MAIN LOCATIONS | CONTACT INFORMATION

Administrative Office

1420 Plaza Drive
 Petoskey, MI 49770
 (231) 347-7890
 TTY: Dial 711

Emmet County

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

Charlevoix County

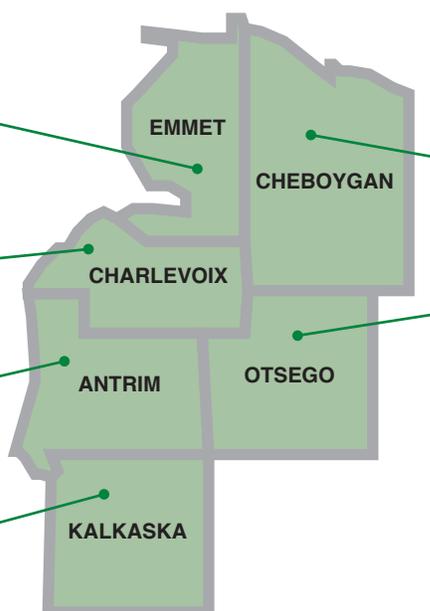
6250 M-66 North
 Charlevoix, MI 49720
 (231) 547-5885

Antrim County

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

Kalkaska County

625 Courthouse Drive
 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

NMRE Region



- AuSable Valley
- Centra Wellness
- North Country
- Northeast
- Northern Lakes



ACCESS **877-470-7130**
 WARM LINE **877-470-7130**
 CRISIS LINE **877-470-4668**



Petoskey Club preparing food deliveries. NCCMH Executive Team & COVID-19 Response Team.

COVID-19 SUPPORT AND ADVOCACY

In mid-March, the entire NCCMH workforce responded to the COVID-19 pandemic with a unified commitment to pivot as quickly and seamlessly as possible with protection of clients and staff being our highest priority. We championed our safety net role for people served and others in the community who were struggling.

A COVID-19 Response Team was quickly formed to develop a response plan, monitor state and national guidance for health care, congregate and residential care facilities, and communicate plans as they were updated. Thanks to a three-year investment in technology, NCCMH successfully deployed a remote work force plan to virtually connect staff and clients. The plan included issuing equipment, such as office phones, monitors, microphones, and cameras; and conducting staff training on remote tools, such as Teams and Zoom. Staff sewed hundreds of cloth masks for use by staff and clients when access to these materials was limited.



NCCMH nurse giving a medication injection in the parking lot.

Front line workers continued to deliver medically-necessary services in-person throughout the pandemic, including medication administration and injections, supports coordination, psychiatric services, supported employment, outpatient therapy, crisis services, and family supports services. Telephone and telehealth serves were provided with increased frequency to ensure clients' wellbeing and prevent a crisis situation. The Access to Services telephone line was redeployed to serve as a Warm Help Line during business hours for anyone in the community experiencing stress, anxiety, or depression due to the pandemic and continues today.

Four NCCMH nurses were trained to complete the COVID-19 Antigen Rapid Test supplied by the Health Department of Northwest Michigan. Nurses tested 57 direct care staff and clients in AFC group homes. Rapid tests determine isolation and quarantine needs to decrease the spread of virus in our group homes. Two nurses were trained in the Respiratory Fit Testing procedure to assure that N95 masks fit direct care staff properly so they could safely work.

COVID-19 restrictions forced our two Clubhouses to close their doors for 17 weeks. New Horizons Clubhouse in Rapid City and Petoskey Club in Petoskey found effective ways to operate as virtual communities, applying innovative new approaches to ensure that individuals had the critical help they needed. Staying connected with members during this challenging time remained a top priority. Staff contacted every member at least once a week through phone calls, virtual activities, email, newsletters, and social media. Petoskey Club attained an innovation grant from the Hestia Woman's Giving Circle, through the Charlevoix Community Foundation,



New Horizons Clubhouse

to provide smart devices and data plans enabling members to participate in virtual programming. Throughout the pandemic, the Clubhouses continued to support members getting to their employment sites.

In addition, Clubhouse and other NCCMH staff organized a meal and grocery delivery system to serve clubhouse members and other food-insecure clients to make sure people had access to home-cooked meals and healthy food. The comprehensive effort included meal planning and preparation, food-safe packaging, labeling and delivery. Food was donated by local food pantries, the Salvation Army, Manna Food Project, meals prepared by The Lord's Kitchen, and fresh baked goods by Petoskey Club staff. New Horizons Clubhouse distributed 2,984 meals and 733 bags of groceries serving an average of 62 households a week. Cheboygan staff tracked deliveries of groceries and meals to 32 families. Since re-opening, the Clubhouses have facilitated "hybrid" programming with limited capacity services on-site, continued outreach for those not yet attending, and daily zoom programming and outdoor social activities with COVID-19 protocols.

With support from Gov. Whitmer and the Michigan Legislature, NCCMH paid \$1,037,104 in premium payments (\$2/hour) to direct care workers providing care to 240 individuals receiving residential services. NCCMH also paid \$300,831 to support the sustainability of contractual providers who were hard hit during the Stay Home Stay Safe order.



Organizing food and supplies at New Horizons Clubhouse

Telehealth Works!

NCCMH conducted a survey on the use of telehealth technology in October 2020. A total of 234 respondents, including staff and clients from all six NCCMH counties, noted these observations:

- Telehealth technologies offered flexibility and choice to clients
- Telehealth may be a clinically appropriate alternative of providing services to clients with unique circumstances
- Telehealth provided the ability to regularly stay in touch with clients during the COVID-19 pandemic
- Telehealth allowed staff and clients to feel well supported and connected during the COVID-19 pandemic

Telehealth was authorized during COVID-19 by the federal Centers for Medicare & Medicaid Services. It is hoped that this will continue as a permanent system improvement.

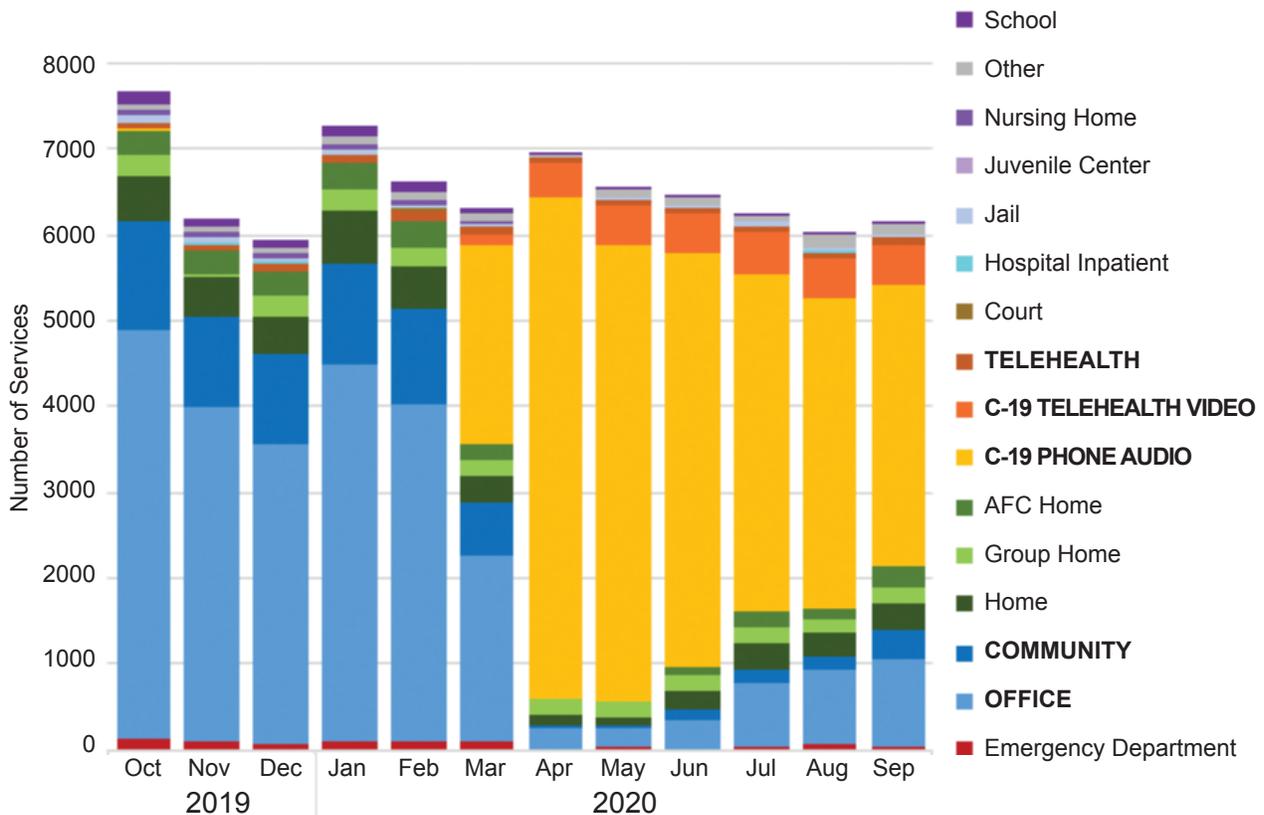
2020 HIGHLIGHTS

- NCCMH's Criminal Justice Liaison provided 467 visits to 241 incarcerated individuals across the jails in Antrim, Emmet, Charlevoix, Cheboygan, Kalkaska, and Otsego Counties. When in-person services had to be discontinued due to the COVID pandemic, a grant from Wayne State University's Center for Behavioral Health and Justice provided each jail with an iPad Pro tablet equipped with cellular service through Verizon and the Zoom Healthcare application for one year. NCCMH's IT Department deployed the hardware and provides ongoing support in each location. Jails use the iPads for Criminal Justice Liaison contacts, emergency mental health consults, and psychiatric appointments.
- Nine staff were trained in the Critical Incident Stress Management (CISM) model. A CISM Team responds to requests for assistance after community events involving significant trauma. The Team may respond to Emergency Medical Service personnel, police, fire department, schools, or other community organizations. Research has shown that engaging in the CISM process helps mitigate the long-term effects of trauma. In 2020, NCCMH responded to one request for CISM Team intervention and participants expressed their appreciation of the service.
- NCCMH is participating with five other Michigan agencies in the first-ever Dialectical Behavior Therapy for Adolescents (DBT-A) program. Dialectical Behavior Therapy is an evidence-based practice for youth and adults who experience significant difficulty in emotion, behavior, and thought management. Youth and their caregivers receive individual and group treatment and learn new skills to better support themselves and their family. The DBT-A certification cohort will continue for one year, serving clients in all six NCCMH counties.
- Eight monthly trainings on trauma-informed and trauma-responsive care were provided for NCCMH staff and community partners through a 31N grant with COP-ISM. The trainings were delivered by Dr. Mark Sloane, DO, who has been a board-certified practicing pediatrician for more than 36 years and is the founding member and current Medical Director of the Children's Trauma Assessment Center at Western Michigan University. He is a local, regional and statewide expert in the diagnosis and treatment of pediatric disorders of mood, behavior, learning and attention.
- The Michigan Department of Health and Human Services (MDHHS) expanded coverage of the Behavior Health Home (BHH) model to the 21-county region, including NCCMH. A Behavioral Health Home is not a place; it is a healthcare delivery approach that integrates and coordinates behavioral health care, physical and specialty health care, and social support services that gives a person a whole team of healthcare professionals. The BHH goal is to increase care coordination resulting in improved health outcomes of persons served. Ten clients were initially enrolled. Care coordination meetings are held with Alcona Health Center in Cheboygan and Harbor Springs, East Jordan Family Health Center in East Jordan and Bellaire, Otsego Medical Group in Gaylord, and Thunder Bay Health Center.

- Supported Housing services were provided to individuals experiencing homelessness in Cheboygan, Otsego, Charlevoix and Emmet Counties. Assistance was provided to 16 clients in both independent housing and in transitional housing units. MDHHS awarded NCCMH \$63,577.00 in grants for housing. These grants are specifically for clients who are experiencing homelessness or risk of homelessness and have been diagnosed with a serious mental illness.

- NCCMH met or exceeded MDHHS performance standards for timely access to services on 108 of 112 quarterly indicators. Indicators that were met consistently through the year included inpatient screening of children within 3 hours; inpatient readmissions of less than 15%; and all populations receiving follow-up care within seven days after inpatient hospital discharge.

SERVICE LOCATION PIVOT FROM IN-PERSON TO REMOTE



The chart above shows the pivot from outpatient office and community-based service (blues) to telehealth and telephone (yellows) in mid-March.

STORIES OF HOPE AND RECOVERY

Mental illness is common and treatable. While everyone's journey to recovery is different, the people we serve often say that sharing their experiences to help ease others' journeys is empowering and helps in their own recovery. Here are a few of their stories.

- It has always been Becky's goal to fight mental health stigma. She is very caring, gentle, peaceful and loving toward others. Before Becky was connected to psychiatry and outpatient services, she was severely depressed and felt hopeless and helpless. Now she's actively involved in her community and with Clubhouse. Becky thanks her NCCMH service providers and reports that, "They helped me rebuild my life and for that I am forever thankful."

- Lisa called recently to tell us how happy she was with the results of receiving services with NCCMH. "In 2019 I had been very suicidal and went to the ER a few times for help. From there I got connected with Christina. Right from the start it was different. I had been to other mental health providers, so I knew how it went, but it was different this time. Christina did not treat me like I was broken, but instead with respect and love. She helped guide me through some unhealthy thinking about relationships, medications, and hatred that I was feeling. She gave me the tools to structure myself and put safety measures in place so I could feel confident to say goodbye to CMH."

- Kathryn made leaps and bounds in her recovery. When she began her recovery journey with NCCMH, Kathryn was staying at her parents' home, not interacting much, and sleeping a lot. She began intensive services with the evidence-based Assertive Community Treatment team and now is receiving only medication management and outpatient therapy. She is reading a lot, which she couldn't do when she first started services, and helps to run a book club at New Horizons Clubhouse, where she has become an integral member. She is driving again, living in her own home, and taking care of her cat.



Kathryn's cat

- Mary experienced a significant amount of trauma in her childhood and at age 12, she began cutting her arms and legs. She attempted suicide several times and was hospitalized several times throughout her teens. At age 18, Mary was discharged from the hospital to NCCMH's Gentle Harbor Transition Home for six months on a court order. At first, Mary resisted opening up to others and was still self-harming. However, with support from her adoptive father, Gentle Harbor staff, and NCCMH, Mary made substantial improvements in her mental health and behavior. She moved into her grandparents' home and enrolled in online high school, with the hope of continuing her education after graduation. Mary's last self-harm incident was over six months ago. She is working on improving on her health with diet and exercise and contemplating career options after finishing high school.

● Rusty, age 18, was raised by his paternal grandmother since the age of four after being abandoned. Rusty began services three years ago following a psychiatric hospitalization. He has made immense strides, working through his history of trauma, anxiety, depression, and eliminating self-harm and verbal aggression from his life. He is working on his communication and emotional regulation skills and building his confidence and self-worth. He will be graduating this year and is eager about his future.

● Nick has received services since he was a teenager. He currently receives supports coordination and supported employment services through Crossroads Industries. In August 2019, he was struck by a pickup truck while riding his bike home from work, leaving him with a broken leg, punctured kidney, and three broken ribs. While he was physically recovering, he was also healing emotionally. Nick admits that he was not the nicest person when he came home: “I was not in good spirits.” His psychiatrist encouraged him to focus on going back to work. Before the accident he lived with his family. While in the hospital, his family and friends set up an apartment up for him, and after discharge from the hospital, Nick moved into his own place. Things really turned around when he was well enough to go back to work. A customer donated a bike to him and, one year after the accident, he is riding again. He works for Crossroads Industries doing janitorial work for two businesses and for another business on his own. He has made great progress. Nick says, “Follow your goals, dreams, and keep yourself on track. Work through it. Get to the other side. It was a hard road for me, but it got easier day by day. Continue with life the way it is.”



Nick and his mom

● Shelby is a single mother with two children. She experienced childhood trauma and many challenges in her adult life, including a fire which wiped out her apartment building, and issues of visitation, child support, and custody with her children’s fathers. She sought services to help with generalized anxiety disorder, panic disorder, and major depressive episodes. Throughout the pandemic, she has continued to receive outpatient therapy and psychiatric services with NCCMH and is maintaining great progress and a full-time job. She continues to focus on her wellness, navigate her anxiety, and build her self-esteem daily.

PHOTOVOICE

PhotoVoice is a process that has been used internationally to highlight people whose voices may go unheard and whose perspectives are frequently overlooked. Through the power of the visual image, PhotoVoice offers an innovative way to break the silence that often surrounds the experience of mental illness and other disabilities. NCCMH has offered the PhotoVoice program for two years with 36 participants.

To hear the real voices of the people involved in this project, scan the QR Code below:



The images depicted here were created by people who attended a PhotoVoice class offered through NCCMH about life during the coronavirus pandemic. Participants shared their experiences and unique perspective on coping with anxiety, stress, and depression in order to help others who may be dealing with these issues for the first time.



FREEDOM
Old or young, it is important to take the time to relax somehow. The swing represents releasing your negative feelings in a simple manner— to be free, just for a moment. Simple things can bring great joy. ~ Dawn



The COVID lockdown happened one month after my wedding. Throughout all of the stress, my husband has always been there to love and support me. Seeing my wedding ring calms me down and reminds me of how kind and caring he is, and how he always wants to help me when I'm anxious. We are both thankful that we had each other during lockdown. ~ DM



During the whole Covid experience, Cody was my stalwart companion. He was my strength, my reason for being, my everything. Even my companion was frustrated at that time but we got through it together. Never underestimate the power of a furry friend in times of need. ~ Andy

THANK YOU TO PHOTOVOICE SPONSORS





I've always thought of make-up as an art form, and this is a photo of my make-up drawer. During the Covid lockdown, I learned that self-care was essential. If I sat around in my pajamas all day, it would really get me down. Putting on make-up every day became a new coping skill. Getting dressed each morning and putting on my make-up—whether I was going anywhere or not—gave me at least a small sense of normalcy. ~ Tracy C.



Phoebe is playing hide and seek in my planter. We spent many hours playing together during lockdown. She is my consolation. ~ Linda



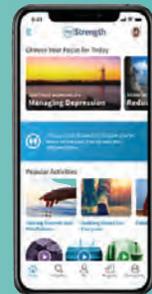
During the summer as the lockdown restrictions were lifting, I visited this beach often. This photo reminds me that there is always peace after a storm. ~ Peter

MYSTRENGTH HEALTH AND WELLNESS APP

NCCMH subscribes to the myStrength health and wellness application to benefit everyone in the community. MyStrength is an evidence-based, self-help resource available 24/7 in the privacy of your own home. The app is packed with engaging content, videos, and tips that people can immediately put to use about stress, anxiety, depression, and issues such as early parenting, chronic pain, insomnia, and much more. For your free account, download the app or access it through our website at norccmh.org.



The free access code is
NCCMHcomm

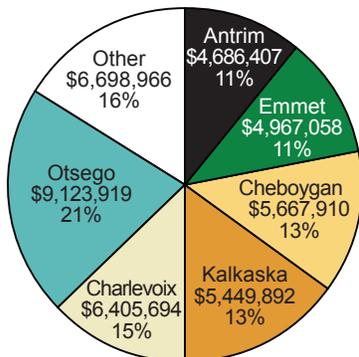


2020 BY THE NUMBERS

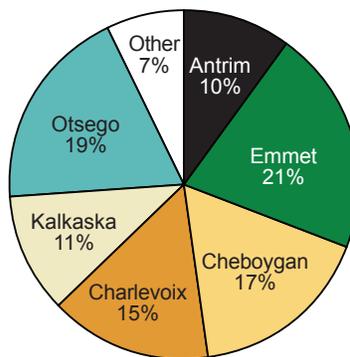
Fiscal Year October 1, 2019 - September 30, 2020

<u>MENTAL HEALTH SPENDING BY PROGRAM</u>	<u>COST</u>	<u>PERCENT</u>
Community Living Supports	\$27,964,253	58.09%
Case Management / Treatment Planning	4,616,269	9.59%
Inpatient	2,872,263	5.97%
Psychotherapy	2,865,953	5.95%
Autism Services	1,321,338	2.74%
Medication Evaluation and Management	1,238,739	2.57%
Assessments and Testing	1,063,992	2.21%
Other	962,695	2.00%
Additional Support Services	950,970	1.98%
Assertive Community Treatment (ACT)	925,662	1.92%
Skill Building	911,374	1.89%
Crisis Services	819,209	1.70%
Vocational Supports	524,189	1.09%
Residential Services	347,450	0.72%
Prevention and Early Intervention	251,163	0.52%
Medication Administration	228,529	0.47%
Psychiatric Diagnostic Evaluation	225,056	0.47%
Other Therapy	35,847	0.08%
Outpatient Services	13,015	0.04%
Total	\$48,137,966	100.00%

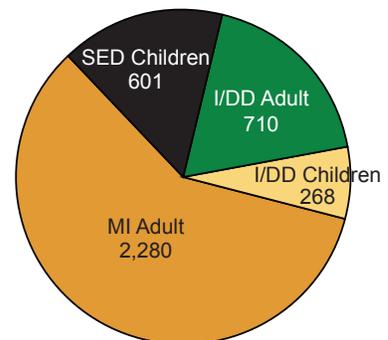
EXPENDITURES BY COUNTY



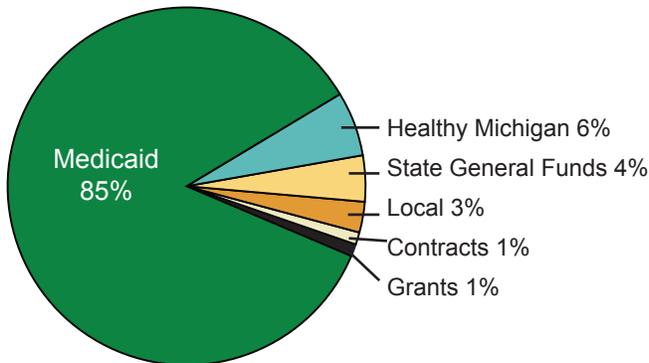
INDIVIDUALS SERVED BY COUNTY



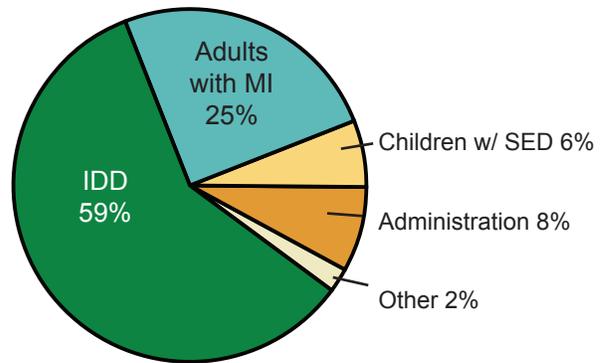
INDIVIDUALS SERVED BY POPULATION



Revenues



Expenditures



Revenues

Medicaid	\$44,458,317
Healthy Michigan	3,341,729
State General Funds	1,884,163
Local	1,746,681
Contractual/Other	251,644
Grants	254,467
Reimbursements	<u>114,546</u>
Total Revenue	\$52,051,547

Expenditures

Persons w/ Intellectual and Developmental Disabilities	\$29,703,133
Adults with Mental Illness	12,444,854
Children with Mental Illness	3,198,231
Board/Administration	3,972,665
Older Adults	105,208
Other	<u>1,121,907</u>
Total Expenditures	\$50,545,977

2020 PSYCHIATRIC INPATIENT SERVICES

Community Hospital

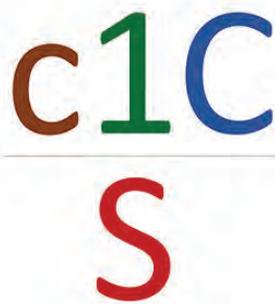
Admissions	489
Discharges	477
Days	5131
Average Length of Stay	10.7

State Hospital

Admissions	11
Discharges	17
Days	8092
Average Length of Stay	476

Number of
Persons
Employed 205

Provider Contracts
\$32,288,174
(64% of Budget)



- c client focus
- 1 one organization
- C community partners
- S staff foundation

OUR FORMULA FOR SUCCESS

The small 'c' represents the **client**. Every decision the executive team makes will consider the impact on our clients—how to affect a positive impact while minimizing any burden.

The '1' stands for **One Organization**. NCCMH is not a conglomerate of multiple enterprises; it is one organization dedicated to delivering consistent quality services in a welcoming and supportive environment. While each community has its unique attributes, NCCMH will operate and present itself as one organization.

The capital 'C' is for **Community**. We will continually strive to be responsible, respectful, and collaborative community partners.

The capital 'S' is for our **Staff**. Staff are the foundation by which the organization fulfills its mission. We will prioritize the well-being and development of our staff and create more opportunities for recognition and advancement.

Funding for this publication was provided by the Michigan Department of Health and Human Services