

PROGRESS REPORT
2021 / 2022



Our Path Forward

Adapting, Transforming and
Creating a Healthier Community



SAGINAW COUNTY
COMMUNITY MENTAL
HEALTH AUTHORITY

FY 2021 Board of Directors



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Chairperson



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Mike Cierzniewski



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Mission Statement

As the public manager of supports and services for citizens with mental illness, developmental disabilities and chemical dependency and their families, Saginaw County Community Mental Health Authority actively strives to develop a system of care and a community that values and embraces the potential and contributions of all individuals with disabilities.

Our Vision

- A belief in potential
- A right to dream
- An opportunity to achieve

Our Values

In support of our Mission and Vision, we pledge to develop and offer services that:

- Promote individual and community health, as well as treatment of illness and/or disability.
- Are responsive to consumer and community needs.
- Promote consumer choice and maximize self-determination.
- Focus on outcomes.
- Are integrated with the community, including collaboration with other service providers and family caregivers.
- Respect and value consumer rights and cultural diversity.
- Promote innovation and creativity to better serve our consumers.
- Assure accessibility to services.
- Promote an organizational culture committed to a learning organization that is responsive to change.
- Provide services that are cost-effective and efficient.

A New Way Forward

Exploring New Ways to Navigate and Improve in a Post Pandemic Landscape

Dear Friend,

As a valued member of the community we serve, we are delighted to share our 2021/2022 Progress Report with you. It highlights our achievements and resolve as we navigated another challenging year of COVID-19, regulatory changes, compliance requirements, supply chain issues and staffing shortages.

Despite these challenges, the people and partners that make up Saginaw County Community Mental Health Authority (SCCHMA) rose to the occasion and looked for new ways to improve upon our delivery of world-class services to the residents of Saginaw County (and some communities beyond). Everyone at SCCMHA remains committed to our mission of managing supports and services for our citizens with intellectual/developmental disabilities, mental illness and substance use disorders across life spans. The title of this year's report encapsulates the challenges we face, but emphasizes the adaptive and transformational approach our team is crafting as we move forward into a new landscape of possibilities.

In the interest of transparency, included in this report is a detailed visual dashboard of metrics highlighting our performance for the year.

In closing, I simply can't say enough about our amazing team and community collaborators. From our dedicated board of directors, our amazing staff and colleagues, valued contracted agencies and individual providers and stellar community partners — everything we are is because of the passionate people that make up Saginaw County Community Mental Health Authority. Thank you for your above and beyond support and service.

Please join us on our journey towards a new way forward, together.



Sandra M. Lindsey

A handwritten signature in black ink that reads "Sandra M. Lindsey". The signature is written in a cursive, flowing style.

Sandra M. Lindsey
Chief Executive Officer



THE YEAR IN REVIEW

Looking Back as We Chart a New Way Forward

Our achievements of the past year are driven by the people that power our organization. Heartfelt thanks and gratitude go out to our board of directors, leadership team, staff at every level and all our contract agencies and individual contractors as they tirelessly work to keep our mission alive. It took a village of people, organizations, and systems to deliver on our promise, for which we are eternally grateful. Highlights for the year include:

Fiscal Year 2021 Achievements

■ **Dedicated People and Team Work** People are what make the Saginaw County Community Mental Health Authority. We applaud their efforts to stabilize our provider network and ongoing provision of quality service during over two years of the COVID-19 pandemic. We are so grateful for countless team members who helped colleagues inside and outside the network, and within host settings, to cope with the stress and secondary trauma of providing treatment service and supports to persons with some of the most complex behavioral health and comorbid health conditions our organization has encountered.

■ **COVID-19 Communications** Consistent messaging and a team approach was key to navigating the pandemic. Through extensive communication on the best ways to protect consumers and families from the effects of COVID-19, we made a difference in our client's and community's lives. We want to acknowledge the significant demand for behavioral health services as the third wave of the COVID-19 public health emergency was amplified by related economic crisis and the current polarized political landscape.

■ **Above and Beyond Staff Support** We can't say enough about our staff. Our security staff was there to keep us safe; everyone pitched in to keep our workplaces clean; administration kept capital improvements projects moving forward and made sure we had enough PPE and other supplies; staff ensured the protection of consumer rights; they helped consumers obtain and retain insurance and

other entitlements; and helped us recruit and hire and manage COVID illness leaves; and authorized service plans and related payment.

■ **Data, Technology, Training and Compliance** Technical innovations in reporting, quality control and financial data informed our decision making. Our leadership team kept us moving forward by keeping our workforce credentialed, trained, compliant with contracts, public policies and regulations.

■ **Community Partners** We couldn't do what we do without our critical community partners. We thank them for their continued support, and leadership in multi system problem solving in all ways, large and small.

■ **Policy Makers** Our governor and legislature came through with their appropriation of additional resources for increased wages to direct support professionals, working with our most vulnerable consumers.

■ **Diversity, Equity and Inclusion** Staff, network and community partners continue to support and lead efforts to address both the health disparities of persons of color revealed by COVID-19 and the efforts to support our commitment to Diversity, Equity and Inclusion for our staff and network.

■ **Leadership Team** The SCCMHA Leadership Team members rose to the occasion to support service delivery while charged with communicating and navigating an ever-changing policy and regulatory environment.



Fiscal Year 2022/2023 Goals and Objectives

As we look ahead to the coming fiscal year, we have identified a bold set of goals for our organization. We are committed to staying ahead of the curve of upcoming regulatory, reimbursement and staffing challenges that include:

- Preparing for the end of the Federal Public Health Emergency and the unwinding from COVID policies and accommodations, as well as, safety protocols.
- Continuing the development in support of our Certified Community Behavioral Health Clinic Status and increasing enrollment.
- Completing and implementing a transformational 3-year Diversion, Equity and Inclusion Plan.
- Assisting consumers in maintaining their health insurance and entitlement benefits.
- Planning for the implementation of many approaching new public policies, contractual requirements, and reporting changes for FY 2023.
- Developing new training and development strategies that address both professional and non-professional workforce shortages at SCCMHA, our contracted network and at community partner organizations, agencies, and hospitals.
- Continuing to provide financial incentives for staff and contractors alike, to acknowledge their work as existing employees and in the attraction of new hires.
- Keeping our exiting workforce trained while at the same time ensuring the provision of orientation and training to large numbers of new staff, network-wide while preserving institutional memory.
- Providing continued Mental Health First Aid Training, and other trainings, to community audiences about behavioral health and disability conditions and emphasize the need for early screening, interventions and support.

Ongoing COVID-19 Mitigation



134,000

Square feet of managed space



8

Independent facilities



84

Hours of custodial services daily



434

Touch points cleaned daily



12.5

Gallons of antibacterial hand soap available for daily use



48

Quarts of concentrate viricidal cleanser available for daily use



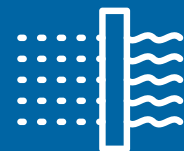
53

Hygiene stations equipped with disinfecting wipes, facial tissues, and hand sanitizer



20%

Reduction in seating capacity



6,432,000

Cubic feet of inside air filtered and exchanged per hour

Staff & Contracted Provider Investment Supports Service Stability

At Saginaw County Community Mental Health Authority, we value consumer and community needs, and strive to develop systems of care, which includes caring for and providing services to support our staff. During the COVID-19 Pandemic, financial burdens and burnout was experienced by many, especially our essential workers.

Fortunately, with additional appropriated funding from the Michigan Legislature we were able to increase premium pay for our Direct Support Professional Staff, along with other staff retention support efforts. Our Direct Support Professional Staff include those that perform: Community Living Supports, Overnight Health and Safety, Personal Care, Prevocational Services, Respite, Skill Building, ABA Adaptive Behavior Treatment, ABA Group Adaptive Behavior Treatment, ABA Exposure Adaptive Treatment, Crisis Residential Services, and Supported Employment.

FY 2021 Premium Pay Increases for Direct Support Professional Staff (DSP) that were rolled into provider per diems based on contractual staffing hours as funded by SCCMHA and as Legislatively Appropriated:

April 2020-February 2021: Following Governor Whitmer's temporary order, followed up by Legislative Appropriation, a \$2 hourly + 12% employer related cost increase was issued.

March 2021-September 2021: A \$2.25 hourly + 12% employer cost related increase was issued by Michigan Legislative Appropriation.

October 2021-December 2021: A \$2.35 hourly + 12% employer related cost increase was issued by Michigan Legislative Appropriation.

January 2022-September 2022: A \$2.35 hourly + 12% employer related increase was issued by the Michigan Legislative Appropriation. Along with additional hourly provider stabilization and 12% employer cost related increase issued by SCCMHA.



In addition to providing wage increases for DSP employees, reflected as, and paid in modified per diem rates, SCCMHA also offered the following funding support for residential providers in 2022:

December 19, 2021-September 30, 2022: DSP employees of contracted providers working in residential settings with consumers that were COVID positive, would receive an additional \$4 per hour which was an increase from the additional \$2 being offered through the Unusual Reporting Form process.

January 2022-September 2022: The rate for Case Management and Outpatient Clinic Service Codes for contracted providers were increased by 8%.



CREATING PROVIDER NETWORK AND STAFF STABILITY

Along with wage increases to DSP, additional SCCMHA funding was provided to continue staff retention, recruitment and agency support efforts.

- **\$1,537,480** was provided to **Contracted Providers for Stabilization Retention Pay** of \$1,000 for approximately 1,400 contracted agency employees (plus 12% employer related costs).
- **\$256,800** was spent for **SCCMHA Employee Retention Payments of \$1,000** through a special payroll.
- **\$658,798** supported SCCMHA Unusual Reporting Expenses for **Contracted Residential Providers**. Funding supported additional staff on first shift due to daytime program closures, direct care staff overtime 41-60 hours weekly, PPE, Food/Supplies delivery charges to mitigate exposure.
- **\$90,166** supported **Contracted Provider Stabilization Payments** based on MSHN regional provider stabilization parameters to address reduced utilization where providers submitted financial statements showing revenue losses due to lack of service billing units.

- **\$84,926** supported **Contracted Provider IT related equipment and 50/50 Cash Matching** up to \$5K per IT category for telehealth expansion.
- **\$106,160** supported Specialized Residential (In-County Group Homes) and **50/50 Cash Matching** up to \$5K per **Infrastructure Category Upgrades**.
- **\$75,510** supported **ABA & Daytime Activity Programs** and 50/50 cash matching up to \$5K per **Infrastructure Category Upgrades** in settings and/or furniture and equipment.

Our people are what makes Saginaw County Community Mental Health Authority the organization that it is. Without our incredible staff and providers, we would have been unable to complete the achievements we made in 2021 and continue to grow and move forward. We are so grateful to the Michigan Legislature for the additional appropriated funding to support the DSP wage increases that helped to stabilize the workforce during the COVID-19 Pandemic.



Improving Our Facilities for the Future

Our Bayside Lodge Clubhouse and Group Home Sites are essential in continuing our mission of supporting and providing services to adult residents with mental illness and intellectual/developmental disabilities. We were grateful to have the ability in 2021, to complete physical plant improvements to both our Clubhouse site and Group Home properties and sites. These deferred maintenance projects had a total expense of \$661,750.

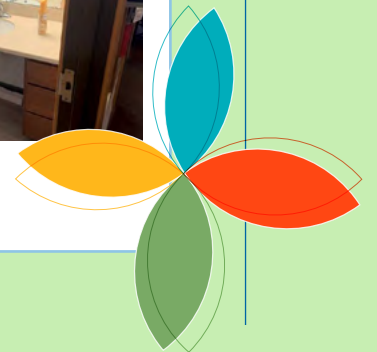
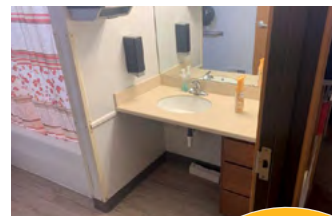


Bayside Clubhouse Renovations

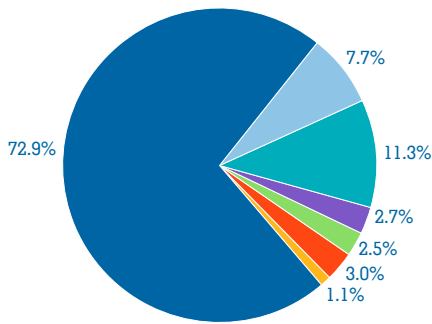
Our Bayside Clubhouse site received many renovations including the bathrooms, the dining area, painting, and new flooring.

Group Home Sites Renovations

- 31 fireproof smoker urns for in-county Adult Foster Care homes added
- 5 bathrooms remodeled
- 4 driveways repaired and/or replaced along with landscaping updates
- 4 kitchens remodeled
- 7 new garage storage wall shelving installed
- 7 washtubs converted to mop sinks
- 3 homes received new flooring
- 3 new homes received new outdoor covered porches
- 4 homes received exterior painting

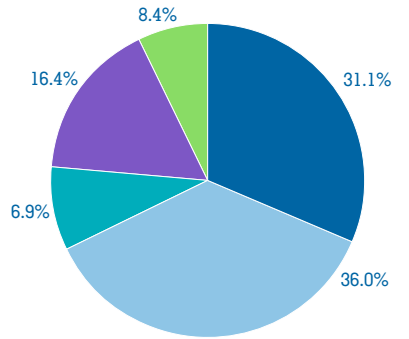


Financial & Service Information



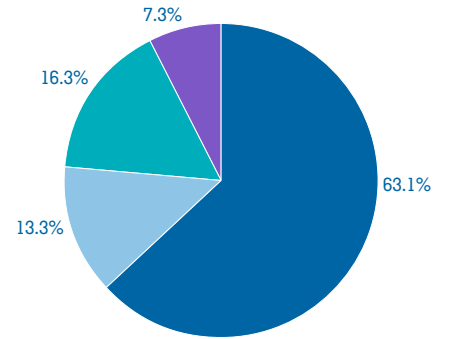
Revenue \$93,643,625

Medicaid: \$68,233,721	General Fund: \$2,561,299
Healthy Michigan: \$7,200,359	Grants: \$2,341,462
Autism: \$10,542,418	Local: \$1,704,546
	Other: \$1,059,821



Expenditures \$92,995,520

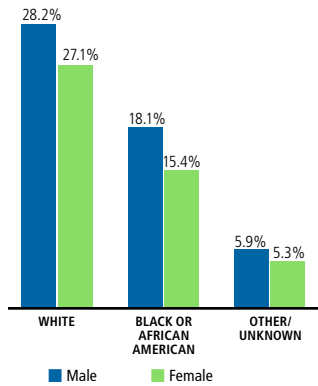
Adults w/ Mental Illness: \$28,926,220	Children w/ Serious Emotional Disturbances: \$8,860,679
Adults w/ Intellectual and Developmental Disabilities: \$33,484,859	Children w/ Intellectual and Developmental Disabilities: \$15,275,959
	Other Programs: \$6,447,803



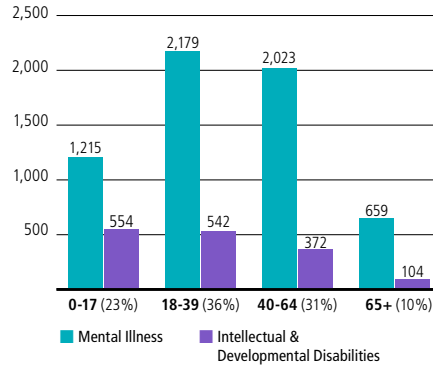
Total Consumers Served 7,648

4,829 Adults w/ Mental Illness	1,247 Children w/ Serious Emotional Disturbances
1,016 Adults w/ Intellectual and Developmental Disabilities	556 Children w/ Intellectual and Developmental Disabilities

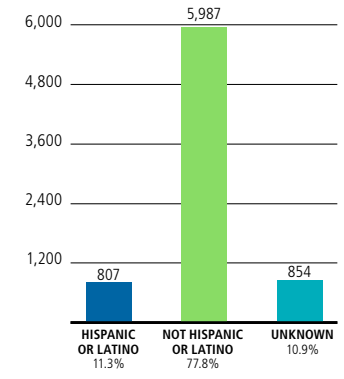
Sex Assigned at Birth & Race



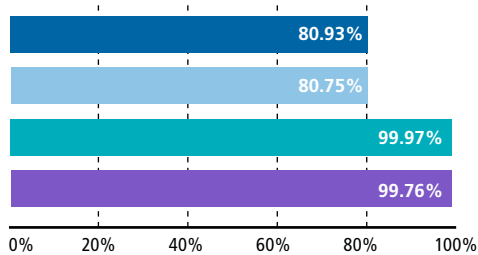
Age Range & Primary Disability



Ethnicity



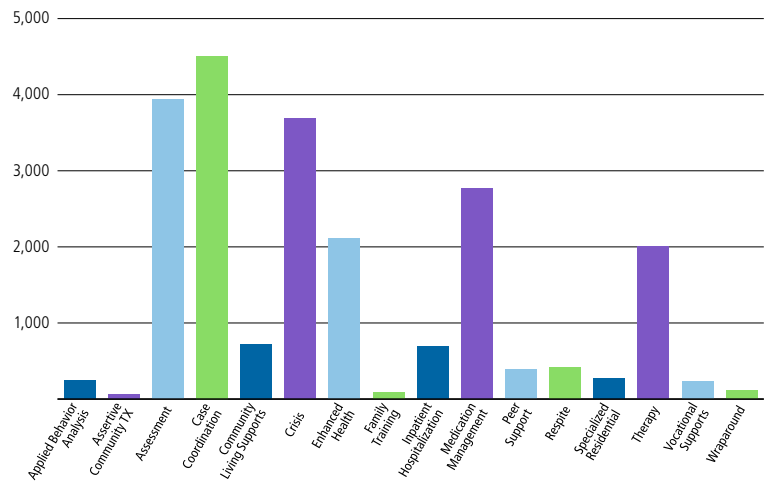
Access Timeliness Performance



- Percent of new persons receiving a face-to-face assessment with a professional within 14 calendar days of a non-emergency request for service* (n=1,762)
- Percent of new persons starting any needed ongoing service within 14 days of a non-emergent face-to-face assessment with a professional* (n=1,475)
- Percent of persons receiving a pre-admission screening for psychiatric inpatient care for whom the disposition was completed within 3 hours (n=2,849)
- Percent of persons discharged from a psychiatric inpatient unit that were seen for follow-up care within 7 days (n=411)

*Effective FY2003, MDHHS has removed all exception reasons. Standard = No Standard for first year of implementation.

Number of Consumers Served by Service Type



Network Service & Support Providers FY 2021

Specialized Residential Services Providers

Able Light, Inc.
 Alternative Community Living, Inc. (Hope Network New Passages)
 Angel's Place Corporation
 Bay Human Services, Inc.
 Beacon Harbor Homes, Inc.
 Beacon Specialized Living Services, Inc.
 Central State Community Services Inc.
 Flatrock Manor, Inc.
 Hope Network Behavioral Health Services
 Hope Network Southeast
 Hope Network West Michigan
 Independent Living Solutions, LLC
 Kneaded Angels, Inc.
 Krasinski AFC
 Pal's Place, LLC
 Pine Rest Christian Mental Health Service
 ResCare Premier
 Regency Assisted Living, LLC
 Resident Advancement Inc.
 Select Residential Solutions
 St. Louis Center
 Sunnyside Home
 Taylor Life Center
 The Prosperity House AFC
 Valley Residential Services, Inc.
 Whispering Pines

Community Living Support Per Diem Providers

AbleLight, Inc.
 Beacon Harbor Homes, Inc.
 Bright Vision Services, LLC
 Flatrock Manor, Inc.
 Jubaju Co., Inc.

Community Living Support Providers

AbleLight, Inc.
 APS Employment Services
 Ascension St. Mary's Guardian Angel Respite & Adult Day Services
 Faith & Family Home Help
 Miller, Matthew
 Samaritas Lutheran Social Services of Michigan
 Visiting Nurse Association of Saginaw

Respite Services

APS Employment Services
 Ascension St. Mary's Guardian Angel Respite & Adult Day Services
 First Day Home Care, LLC
 Samaritas Lutheran Social Services of Michigan

Health Services Providers

Ascension St. Mary's Guardian Angel Respite & Adult Day Services
 Game Changer Pediatric Services, LLC
 Mercy Plus Healthcare Services
 Paramount Rehabilitation Services
 SCCMHA Enhanced Health Services
 SCCMHA Family Support Subsidy

Autism Service Providers

ABA Pathways
 Acorn Health, LLC Autism Centers of Michigan
 Attendant Care Autism Services
 Autism of America, LLC
 Autism Systems, LLC
 Bay Human Services, Inc.
 Centria Healthcare
 Children's Therapy Corner
 Game Changer Pediatric Services, LLC
 Mercy Plus Healthcare Services
 Paramount Children's Therapy Services
 SCCMHA Autism Program
 Spectrum Autism Center
 Westlund Guidance Clinic

Inpatient Psychiatric Providers

Cedar Creek Hospital
 Havenwyck Hospital
 HealthSource Saginaw
 McLaren Bay Regional
 Memorial Healthcare Hospital
 MidMichigan Medical Center—Midland
 Pine Rest Christian Mental Health Services
 StoneCrest Center
 Trinity Health-Michigan (St. Mary's Health Care)

Children's Outpatient Clinic Service Providers/Children's Case Management

Saginaw Psychological Services, Inc.
 SCCMHA Family Services Unit
 SCCMHA Transitional Aged Youth
 SCCMHA Wraparound Units
 Westlund Guidance Clinic

Crisis Service Providers

Alternative Community Living, Inc. (Hope Network New Passages)
 APS Employment Services
 Beacon Specialized Living Services, Inc.
 North Shores CRU
 SCCMHA Centralized Access Intake
 SCCMHA Crisis Intervention Services
 SCCMHA Mobile Response & Stabilization Services

Adult Outpatient Clinic/Case Management/Assertive Community Treatment/Support Coordination Services/Independent Facilitation Service Providers

Case Management of Michigan
 Disability Network
 Hope Network New Passages
 Saginaw Psychological Services, Inc.
 SCCMHA Community Supports Services
 SCCMHA Health Home

SCCMHA OBRA/ PASARR Unit
 SCCMHA Self Determination
 SCCMHA CSM-I/DD Services
 Training & Treatment Innovations
 Westlund Guidance Clinic

Enhanced Adult Outpatient

Hope Network New Passages
 Saginaw Psychological Services, Inc.
 Training & Treatment Innovations
 Westlund Guidance Clinic

Fiscal Intermediaries

GT Independence
 Wilson, Stuart CPA, P.C.

Clubhouse/Employment/Skill Building Services/ Drop-In Center

SCCMHA Community Ties North
 SCCMHA Community Ties South
 SCCMHA Housing Resource Center
 SCCMHA Supported Employment
 SVRC Industries, Inc.
 TTI Bayside Clubhouse
 TTI Friends for Recovery Center

Pharmacy

Genoa Healthcare, LLC

Limited English Proficiency

Communications Access Center for the Deaf and Hard of Hearing
 Interpretalk
 V.O.I.C.E. – Voice for the Hearing Impaired
 Voices for Health



MAIN LOCATION

500 Hancock Street • Saginaw, MI 48602

ph: 989.797.3400 fx: 989.797.3595

24-Hour Crisis Hotline

989.792.9732 or 800.233.0022

sccmha.org



OTHER LOCATIONS

Albert & Woods Professional Development & Business Center

1 Germania Platz

Saginaw, MI 48602

ph: 989.797.3400 fx: 989.498.4219

Child, Family & Youth Services

3875 Bay Road, Suite 7N

Saginaw, MI 48603

ph: 989.797.3400 fx: 989.797.3523

Community Ties North

3830 Lamson Street

Saginaw, MI 48601

ph: 989.272.7208 fx: 989.754.2854

Community Ties South

17940 Lincoln Road

New Lothrop, MI 48460

ph: 989.272.7204 fx: 989.845.4650

Salter Place Housing Resource Center

2723 State Street, Suite 3

Saginaw, MI 48602

ph: 989.498.2263 fx: 989.790.2370

Supported Employment

1901 Maple Street

Saginaw, MI 48602

ph: 989.797.3400 fx: 989.791.1464

Towerline Supports Coordination

1040 Towerline Road

Saginaw, MI 48601

ph: 989.797.3400 fx: 989.754.7829



It is the policy of Saginaw County Community Mental Health Authority that no person on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, disability, sexual orientation, gender identity or veteran status, shall be discriminated against in employment, educational programs, and activities or admissions.



SAGINAW COUNTY
COMMUNITY MENTAL
HEALTH AUTHORITY

