



Northern Lakes

COMMUNITY MENTAL HEALTH

Our Vision

Communities of informed, caring people living and working together.

Our Mission

To promote the behavioral health of our individuals, families and communities through programs that promote recovery, build resilience, create opportunity, and improve quality of life.

Our Values

We shall carry out our responsibilities consistent with our Values:

- In treating all people with compassion, dignity, and respect.
- In respecting diversity and individuality.
- In visionary public leadership, local decision-making, and accountability for our actions and decisions.



Read about Justin's new yellow belt in Taekwondo at the right. Justin never stops smiling and never gives up!

Annual Report to the Community 2010

Issued May 2011



It is our privilege to share with you this 2010 Annual Report to the Community. Through our Annual Report we share the results of our efforts to support persons we serve to have meaningful lives and to produce the Organizational Ends (listed on the back page of this report) established by the Northern Lakes Community Mental Health (NLCMH) Board of Directors. We want this to be more than numbers or words on a page, but also a product that shows the abilities, determination, and talents of persons served and those who serve them. We encourage you to read this from “front to back” as we believe this will provide an enhanced understanding of what we do and what we are working to accomplish. For more information, please also visit our website at www.northernlakescmh.org.



Greg Paffhouse
Chief Executive
Officer

This Annual Report is shared at a time of continued change, many challenges, and potential opportunities. At NLCMH we must value our past, but not live in the past. We are continuing our recovery and system of care change initiatives, have implemented change efforts to better serve persons with developmental disabilities, and are seeking further integration with health care. These efforts are consistent with our beliefs and the June 2010 Substance Abuse and Mental Health Services Administration (SAMHSA) draft position paper, describing a modern addiction and mental health system: “The vision for a good and modern mental health and addiction system is grounded in a public health model that addresses the determinants of health, system and service coordination, health promotion, prevention, screening and early intervention, treatment, and recovery support to promote social integration and optimal health and productivity.”

We deeply appreciate the support provided by our six county boards of commissioners, our many community partners and stakeholders, and all members of our provider network. Our work would not be possible without their resources and support. We also very much appreciate the knowledge and talents we gain from our affiliation partner, West Michigan Community Mental Health Services, from other Michigan Community Mental Health Services Programs, and the Michigan Department of Community Health. Most importantly we appreciate and learn everyday from the people we serve, their friends, and their families.

Respectfully,
Greg Paffhouse, Chief Executive Officer

Justin's New Yellow Belt!

Justin Rankin lets no grass grow under his feet. At just 25 years old, he has already made his mark as a trailblazer and passionate advocate for people with disabilities. In high school, Justin was captain of an allied soccer team and also played softball. After graduation, he started his own small business, called “Just In Time Enterprises,” in which he is both a disc jockey and an advocate. He has shared his stories of struggles and successes at conferences both in Michigan and out of state. He is an active proponent of self-determination, a process in which a person manages his or her own budget, decides where and with whom they want to live, decides what services and supports they most want and need, and hires the support staff needed to meet his or her own goals. It is important to Justin to have the authority and freedom to make his own choices and follow his dreams. He has support from community resources when he needs them, but he is in the driver's seat and in control of his destiny.

One of his most important goals is to learn new things and have a fun life. In addition to learning how to be a disc jockey, he has driven race cars and taken salsa dance classes. His most recent endeavor has been in Taekwondo. He and his assistant travel from their home in the Houghton Lake area to Traverse City at least twice a week for Justin's classes at the ATA Martial Arts Academy. So far, he has won two medals and a trophy in tournaments in the division for people with disabilities. Recently, he completed his forms and graduated to the yellow belt level and, even more recently, earned his “camo” belt and started as an assistant trainer.

“I'm taking martial arts and learning to be a great leader. It's amazing that I have the opportunity to do this. If it weren't for self-determination, I wouldn't be able to. It's a great opportunity.”

What's next for Justin? The black belt, of course. How does he feel about it all? “AWESOME!”



CARF Accredited Programs/Services

(Accredited through 2012)

- Assertive Community Treatment: Integrated: Alcohol and Other Drugs/Mental Health (Adults)
- Assessment and Referral: Mental Health (Adults)
- Assessment and Referral: Mental Health (Children and Adolescents)
- Case Management/Services Coordination: Mental Health (Adults)
- Case Management/Services Coordination: Mental Health (Children and Adolescents)
- Crisis Intervention: Mental Health (Adults)
- Crisis Intervention: Mental Health (Children and Adolescents)
- Intensive Family-Based Services: Mental Health (Children and Adolescents)
- Outpatient Treatment: Mental Health (Adults)
- Outpatient Treatment: Mental Health (Children and Adolescents)
- Prevention/Diversion: Integrated: Alcohol and Other Drugs (Adults)
- Prevention/Diversion: Integrated: Alcohol and Other Drugs (Children and Adolescents)
- Community Services (Child and Youth Services)
- Governance Standards Applied (Northern Lakes CMH is among the first 100 organizations in the nation to apply these governance standards.)



How We Are Doing

The State of Michigan's contracted external quality review organization, Health Services Advisory Group, performed a review of the Northwest CMH Affiliation to determine compliance with federal regulations and contract requirements in 14 areas (standards). The scores are as follows:

Quality Assessment and Performance Improvement Program (QAPI) Plan and Structure.....	100.0%
Performance Measurement.....	100.0%
Practice Guidelines.....	100.0%
Staff Qualifications.....	100.0%
Utilization Management.....	99.0%
Customer Services.....	100.0%
Enrollee Grievance Process.....	96.0%
Enrollee Rights and Protections.....	100.0%
Subcontracts and Delegation.....	100.0%
Provider Network.....	100.0%
Credentialing.....	100.0%
Access and Availability.....	100.0%
Coordination of Care.....	100.0%
Appeals.....	100.0%
Total.....	100.0%

Accessing Services

When you contact us you can expect prompt answers to your questions about our services and eligibility requirements. A qualified Mental Health Professional will complete a telephone screening when you call to request services and, if you qualify, will arrange for a face-to-face interview at a time and location convenient for you. (Emergencies will be promptly addressed by professional staff in one of our local office locations.) After your confidential interview we will review your concerns and findings with you and help you decide on an appropriate course of care.

If you qualify and are interested in ongoing behavioral health services, we will link you to the programs/services best suited to your needs. In most cases we will arrange your first appointment within 14 days. We will also answer questions about your benefits and costs for services. We coordinate care with your doctor and your health plan to make sure the services you receive are efficient and effective. If you do not meet eligibility requirements as outlined in our contracts with the Michigan Department of Community Health, we will assist you with referrals to other service providers.

Range of Services

Northern Lakes CMH provides and manages a wide range of services for individuals with developmental disabilities, adults with mental illness, and children with serious emotional disturbance. A complete list of services may be found at www.northernlakescmh.org and includes:

- Assertive Community Treatment (ACT)
- Assessment
- Assistive Technology
- Behavior Treatment Review
- Clubhouse Programs
- Community Inpatient Services
- Community Living Supports
- Crisis Intervention/Emergency Services
- Crisis Residential Services
- Enhanced Pharmacy
- Environmental Modifications
- Extended Observation Beds
- Family Skills Training
- Fiscal Intermediary Services
- Health Services
- Home Based Services
- Housing Assistance
- Intensive Crisis Stabilization
- Intermediate Care Facility for Persons with Mental Retardation (ICF/MR)
- Medication Administration/Review
- Mental Health Therapy and Counseling
- Nursing Home Mental Health Assessment/Monitoring
- Occupational and Physical Therapy
- Partial Hospitalization Services
- Peer-Delivered or Peer-Operated Services
- Personal Care in Specialized Residential Settings
- Prevention Service Models
- Respite Care Services
- Skill-Building Assistance
- Speech and Language Therapy
- Supported/Integrated Employment
- Supports Coordination/Case Management
- Transportation
- Treatment Planning
- Wrap-around Services for Children and Adolescents

Northern Lakes CMH also manages an array of substance abuse services through a nine-county contract with Northern Michigan Substance Abuse Services (NMSAS). To access substance abuse services, call (800) 686-0749 (TTY 711) or visit <https://www.nmsas.net>.

Treatments Proven to Work

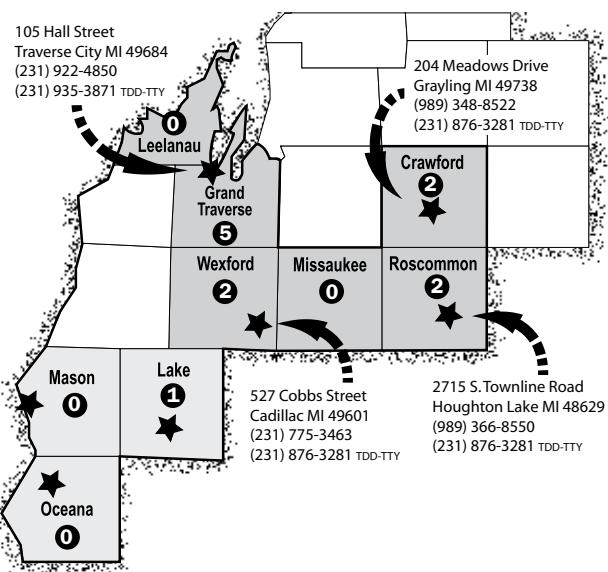
Northern Lakes CMH is part of a statewide effort to ensure that emerging, promising and evidence-based practices can quickly become available choices for people during their person-centered planning process.



Included in these practices, we offer:

- Assertive Community Treatment
- Integrated Dual Diagnosis Treatment
- Family Psychoeducation
- Dialectical Behavior Therapy
- Cognitive Behavior Therapy
- Parent Management Training – Oregon Model

- Northern Lakes CMH Authority
- West Michigan CMH System



- ★ CMH Office
- Number of Substance Abuse Treatment Offices

Our Area of Responsibility

Michigan's public mental health system has a long history of serving those in need. Here is how it is structured:

The Michigan Department of Community Health (MDCH) contracts with Community Mental Health (CMH) organizations to be the local community providers and/or managers of services and supports for persons with serious and persistent mental illness, developmental disabilities, and substance use disorders. In Michigan there are 46 CMHs.

The CMHs are grouped into eighteen regional Prepaid Inpatient Health Plans (PIHPs). Each PIHP is responsible for coordinating the mental health, developmental disability and substance use disorder services for people with Medicaid in their region. Some CMHs are under the authority of their local county government, while others exist as a separate entity referred to as a Mental Health Authority.

Northern Lakes CMH is a Mental Health Authority and also holds the contract with MDCH to be the PIHP for nine counties in Northwest Michigan. This regional PIHP entity is called the Northwest CMH Affiliation (www.nwcmha.org). It includes West Michigan CMH System.

Need assistance? For free interpretive services and other general inquiries, call Customer Services at 800.337.8598 Monday through Friday, 8:00 a.m. to 5:00 p.m. TTY 231.935.3871 or 231.876.3281.



Northwest
COMMUNITY
MENTAL HEALTH
Affiliation

Special Initiatives

Gentle Teaching – The philosophy of “Gentle Teaching” is one example of transformation in the public mental health system, and Northern Lakes CMH is taking a leadership role in our state. Recognizing that many of the people who reach out to CMH for help have experienced trauma, the Michigan Department of Community Health (MDCH) has initiated training in Gentle Teaching in order to create a “culture of gentleness” for individuals served. It asks caregivers to look at themselves and their spirit of gentleness in order to find ways to express warmth and unconditional valuing toward those who are the most disenfranchised from family and community life. It views the caregiver role as critical and requires a deep commitment to personal, organizational, and social change. The approach focuses on building relationships and helping people feel safe, cared for and valued for the person they are. The emphasis is on proactive options and positive interactions to create an environment where learning and meaningful relationships will naturally occur. Working with MDCH and the Center for Positive Living Supports, Northern Lakes CMH has become a regional training center, and Bill Woodward, our Certified Trainer, has trained over 100 staff locally since July 2010. Gentle Teaching has changed our work, especially with residential care. Culture of gentle teaching represents the next generation in residential care that moves us completely away from an institutional model of service. Services are created which reflect the interests and abilities of the individual versus trying to fit people into predefined programs. This practice is about appreciating the uniqueness of each person. Working with the Culture of Gentleness philosophy challenges us all to think differently and approach our professional as well as personal relationships with greater dignity and respect.

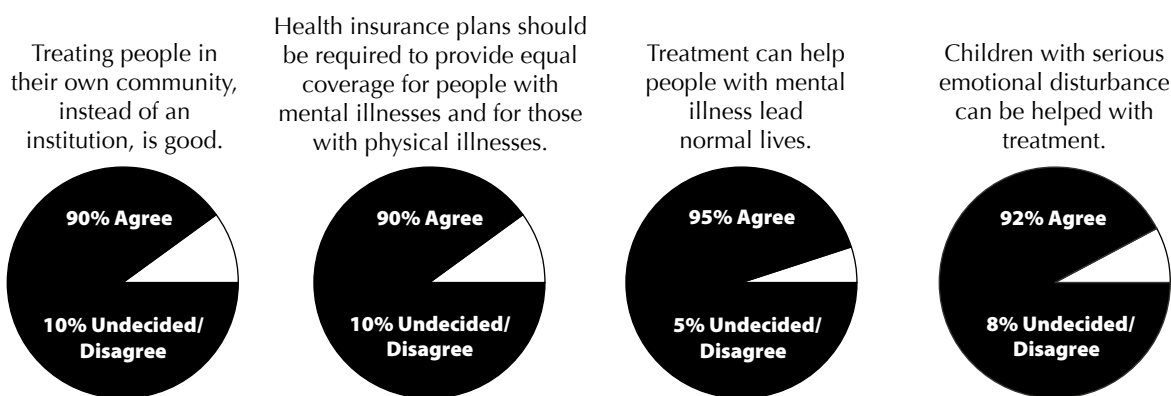


Homeless Prevention – Our Homeless Prevention Coordinator and two specialists use Projects for Assistance in Transition from Homelessness (PATH) grant funds to connect people with appropriate housing and other resources. Some very limited dollars also help with security deposits and first month’s rent. We have Supported Housing Programs in four of our six counties with Peer Specialists providing support. In Traverse City, the Foundation for Mental Health (FMH) works closely with Northern Lakes CMH to provide housing options for homeless individuals and their families that we serve. Last year, we hosted a gathering for landlords and were awarded a grant that allows for three apartments that are two-bedroom apartments, which have not been available in the past. Over the past three years we have accessed grant funding to increase housing opportunities from 16 to 36 apartments.

Suicide Prevention – Northern Lakes CMH is active in the statewide Suicide Prevention initiative and in the local coalitions in all of our counties. We sponsor a fall suicide awareness walk in Cadillac and Roscommon and facilitate a support group for suicide survivors. We have participated in “gatekeeper” and “train the trainer” trainings for those most likely to be in a position to help people of all ages who are thinking of suicide. They are taught how to assess and manage suicide risk. We educate our communities about warning signs, identifying ways to improve access to services for those with depression, and exploring models for follow-up intervention with family and significant others after a suicide.

Survey Says: Supportive Community

Every other year, Northwestern Michigan College Research Services conducts a telephone survey of the community to measure attitudes about mental health and disability issues. The survey indicates the community continues to be very supportive. Compared to two years ago, opinion strength overall is a bit weaker, with movement from the “strongly” disagree or “strongly” agree categories to the “somewhat” agree/disagree categories. This may be good, in that verbatim comments suggest that people are less and less willing to generalize about people with disabilities; saying that their answers would depend on illness severity and if the person was receiving treatment.



Board of Directors

The Board represents and speaks for the community as a whole and is responsible for leading and ensuring appropriate organizational performance. To promote excellence in governance, the Board establishes an annual activities work plan, which includes educational events, study sessions, stakeholder meetings, presentations by experts in relevant fields, and other enriching activities that are designed to provide Board members with the greatest possible insight into community needs and values. Topics have included Integration of Health Care, Recovery, Anti-Stigma, Post Traumatic Stress Disorder, Michigan Prisoner ReEntry Initiative, Children’s Mental Health, Mental Health Parity, Poverty, NLCMH Services, Federal/State Legislation, and Policy Governance. Board members heard presentations from many individuals running for state representative or state senate and in 2011 we will be prioritizing meetings with local legislators to identify important issues for community mental health. The Board will continue its focus on “The Year of the Child” for 2011 and has scheduled bimonthly reports providing information about transition services for children with developmental disabilities and Serious Emotional Disturbance into the adult system of care; national, state and local priorities for children’s mental health; owner/stakeholder panel; and foster care transitions. To remain accountable to the public/community linkage, the Board met with school districts during 2010 and is in the process of scheduling additional meetings for 2011 to identify what we are doing well and not doing well and what we can make better. The Board is annually updated or receives training in Finance and Compliance, Compliance and Monitoring, Person Centered Planning, Self-Determination, and Recipient Rights.

CURRENT BOARD MEMBERS – Crawford County: Jack Mahank, Dave Stephenson. Grand Traverse County: Melissa Fournier, Robert Hentschel, John P. McLaughlin, Mary Lee Pakieser, Frank Tosiello, Armandina “Nina” Zamora. Leelanau County: David Marshall, Helen Stimson. Missaukee County: Don Halvorsen, Susan Rogers. Roscommon County: Ken Melvin, Al Cambridge. Wexford County: Les Barnes, Jane Whitney.

RECENT BOARD MEMBERS – Grand Traverse County: Beth Friend. Missaukee County: Juanita Farr. Roscommon County: Bill Ansel, Sr.

Reinvesting in the Community

Number of Persons Served

Persons with Developmental Disabilities (DD)	952
Adults with Mental Illness.....	3,857
Children with Serious Emotional Disturbance....	1,013
Crisis Interventions (Face-To-Face)	3,908
MI-Choice Waiver	182
People in the community	10,000+
with education/prevention programs	

Percent of Spending by Population

	07/08	08/09	09/10
DD	52.7	51.9	51.9
Adults	38.5	39.1	39.4
Children	8.8	9.0	8.7

Number of Registered Consumers Served by County of Residence

Crawford	429
Grand Traverse.....	2,481
Leelanau.....	274
Missaukee	289
Roscommon	819
Wexford	1,142
Other.....	388

County Funding

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

Spending By Program

Service Type	%	Cost
Comm Living Support/Training	32.7	\$12,334,908
Personal Care-Spec Residential	16.7	6,310,467
Inpatient Svcs & Partial Hospital	9.0	3,410,212
Supports Coord/Case Mgmt	7.4	2,803,488
Therapy & Counseling	5.2	1,952,009
Skill Bldg Assistance/Family Train	5.1	1,920,772
Medication Admin/Review	3.9	1,460,524
Assertive Community Treatment	3.8	1,438,101
Assessments/Evaluation/Reviews	3.7	1,403,997
Home-Based Svcs & Respite	2.7	1,003,275
Clubhouse Programs	2.3	862,260
Person Centered Treatmt Planning	2.1	779,932
Crisis Intervention/Emergencies	1.9	725,790
Health Services/Nursing	1.1	425,516
Peer Directed/Operated Svcs	0.8	297,898
Crisis Residential Services	0.8	291,467
Support/Integ Employment/Train	0.6	219,301
Nursing Home Monitoring	0.3	94,883
All Other Services	0.0	11,005

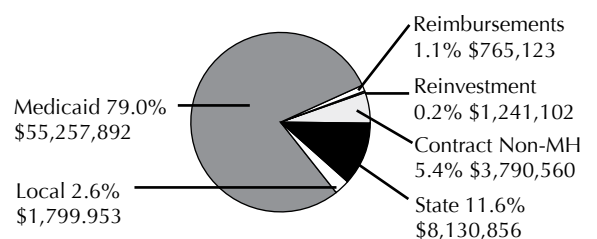
Provider Contracts: \$27,760,049 (52.55% of budget)

Number of Persons Employed: 292

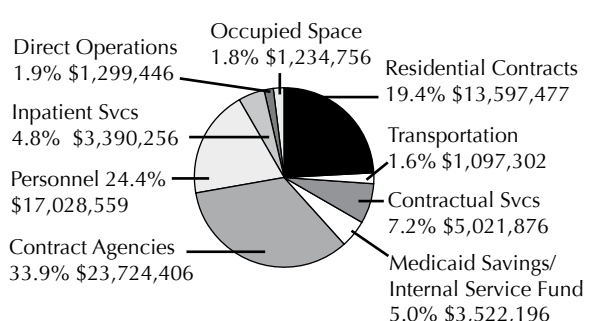
9-County Funds

Fiscal Year 2010 (10/1/09-9/30/10)

Revenues \$69,916,273



Expenditures \$69,916,273



Results: One Person At A Time



Trauma, abuse and divorce left Kim Greene needing more skills and tools to deal with her negative feelings and sadness. In her therapy she learned to immediately lasso those thoughts like you would a horse at a rodeo. She's now ready with a visual image to think about instead: Lake Michigan, one of her most favorite things!

"My mind gets to have a 'special delight' to think about, and there are hundreds to choose from at the lake. One of my favorites is sitting on the beach watching one of nature's most beautiful (and free!) sights of all – a huge sun turning a gorgeous color of red as it sets in the distance. I close my eyes, take some deep breaths, visualize this place for about ten minutes, and I'm instantly happier and can go on, knowing my sad/bad thoughts ten minutes earlier are just a distant memory!"

HOPE

Over a year ago, I started going to Community Mental Health in Traverse City. I went there because I was suffering from depression, post traumatic stress disorder and a dissociative disorder. I was assigned to Ms. Ursula Johnson.

I have had therapy throughout my life and I believe I have made more progress in the past year than all other years combined. Ursula has kept me focused on the issues and not let me become distracted. Ursula is always available, even on weekends and nights if I need to talk to her.

I was also assigned to Dr. Columbo as my psychiatrist. She has done wonders in helping me, from tweaking my medicines to also keeping me focused on what I need to do to help resolve my issues. Without the two of them over the past year, I probably would not be here today to write this.

I thank God that CMH is here to help people like me and I highly recommend that anyone with any mental health issues use these wonderful services.

–Suzie Nelson



While each person's needs vary, everyone we serve has the same goal as people the world over: to have a happy life.

These are our "Organizational Ends," or results, which we hope are achieved for each person we serve:

- Enhanced overall quality of life
- Children and families have rewarding family relationships
- Meaningful relationships (strong circle of support)
- A reduction in psychiatric symptoms (as applicable)
- A safe living environment of their choice and with whom they want
- Meaningful and satisfying work and/or volunteering or success in the educational setting
- Community membership, inclusion and participation
- Sobriety (as applicable)



QUALITY OF LIFE

Andy Babcock, Jack Foucart, Jordan 'Buddy' Schaafsma, and their mothers have formed a group to send supplies to deployed troops who have ties to Cadillac. Through their Boot Prints in the Sand project, they have collected and shipped over 1,000 items. It has been a "win-win" project on many levels. The project allows the young men to give back to the community and also gives community members, businesses, churches and organizations a chance to support our troops. Several troops have written to express appreciation; saying that knowing people back home are taking the time to remember those deployed is uplifting. The group could use some donated space to store, sort, and pack shipments. If you can help, contact bootprints@gmail.com.



Andy Babcock picks up donations.



Jack Foucart tracks donations and shipments using Microsoft Excel.



Jordan 'Buddy' Schaafsma with his brother Jon.

• MEANINGFUL WORK •



Erica

Erica Dibert hadn't worked in nine years due to her illness but felt ready to "get her feet wet" with a Transitional Employment (TE) job through Club Cadillac. She has been working nine months now at the Goodwill Store. "Being on disability is not the life I wanted," Erica says. "I'm proud of myself and really enjoy my coworkers."



Natasha

Natasha also works at the Goodwill Store, in a Traverse House TE position. "The TE jobs help me to get a job on my own so I can be independent and do my own bank accounts and write my own checks for rent." Natasha's first responsibilities at Goodwill were in sorting clothes and merchandizing. She has moved up to working with the brand new goods donated from stores. She also has experience working at the Omelette Shoppe in Traverse City.



Ben

Ben works for Wexford Habitat for Humanity ReStore, first cleaning and sweeping and then growing in knowledge and confidence to expand to landscaping, merchandizing, and customer service. His store manager Lisa Kennedy calls him "a shining star, dream employee, someone with hidden talents." Ben hopes to enroll in Baker College's automotive program this fall.

Both Club Cadillac and Traverse House Clubhouse programs help people re-enter the workforce by teaching job skills and providing support through transitional employment positions which clubhouse members share.

• REWARDING RELATIONSHIPS •

COMMUNITY LIFE

Katie has had difficulties for many years. Her father was unable to take care of her and her mother struggled with emotional difficulties and substance use. Many times, since she was 6, Katie was left with her Aunt Kim because of her mother's chaotic lifestyle. Her mother's illness demonstrated itself by many medications from different doctors and overdosing. Kim said, "There seemed to be nothing we could do. I tried to be there as a sister, but she was too sick, she couldn't overcome it."

Last year, at age 15, Katie lost her mother to overdose. "Katie and her mom had a fight and the last words Katie said to her mom were ugly. Later that night, Katie found her mom. We called 911 but it was too late; this time she couldn't be brought back. Since then, Katie has had such a hard time. She feels such guilt. She knows in her heart that her mother loved her, but she started harming herself from the stress and had problems at school."

Katie was able to get into a class for "at-risk" students. She also started receiving services from Northern Lakes CMH. Now Katie sees a care coordinator and therapist. Her care coordinator goes to the home every two weeks and coordinates with the schools and other agencies that provide assistance to Katie and Kim. Her therapist provides family therapy. She is teaching Katie coping skills, how to handle her emotions, and how her aunt can be supportive. Kim said, "We all work together on whatever is



Playing with the cat, listening to music, and walking are good ways to cope with stress.

bothering Katie. She is learning how to respond to fights with friends, for example. Her care coordinator helped Katie come up with a plan to avoid harming herself. Now when she is stressed, she plays with her cat, listens to music, goes for walks. We are able to talk about the good times she had with her mom. Not a minute goes by you don't miss them, but you learn how to go on with your day. We still have ups and downs, but Katie is doing better."

SUPPORT • SAFE LIVING ENVIRONMENT



www.northernlakescmh.org