



STRATEGIC PLAN 2024 - 2027

EXECUTIVE SUMMARY



Community

MENTAL HEALTH

CLINTON • EATON • INGHAM

History and Background

Established in 1964, Community Mental Health Authority of Clinton, Eaton, and Ingham Counties (CMHA-CEI) was founded to aid individuals transitioning from large state psychiatric facilities back into their communities.

With a rich legacy, the organization has consistently delivered evidence-based programs and pioneered innovative systems alignment to enhance the health and well-being of the Clinton, Eaton, and Ingham County communities. Over the years, CMHA-CEI has forged enduring and trusted relationships with local governments, health departments, schools, and partner agencies. Its strong affiliations extend to law enforcement agencies, county jails, and judicial systems, particularly through dedicated mental health and sobriety courts.

In 2002, CMHA-CEI attained the designation of the Community Mental Health Authority. Empowered as an authority, CMHA-CEI possesses the capacity to employ staff, undertake debt, and function akin to an autonomous governmental body, except for tax imposition and governance selection, which remain within the counties' purview.

In April 2013, CMHA-CEI collaborated with 12 Community Mental Health Service Providers (CMHSPs) to establish the Mid-State Health Network (MSHN). Serving as the Prepaid Inpatient Health Plan (PIHP) for a 21-county region, MSHN oversees the management of Medicaid resources for behavioral health and intellectual/developmental disabilities services, serving Medicaid and Healthy Michigan enrollees. MSHN subcontracts to CMHSPs and substance abuse providers within these counties.

Amidst uncertainties and challenges emerging in the public behavioral health system in 2017, CMHA-CEI crafted a Strategic Plan spanning 2018-2023. The plan's focus centered on meeting the community's behavioral health needs, emphasizing service accessibility, quality health outcomes, and enhanced cost-effectiveness. This forward-looking strategy aimed to ensure CMHA-CEI's resilience and viability in an evolving healthcare landscape. Anchored in CMHA-CEI's vision and mission, the plan underscored the organization's pivotal role as a leader in providing behavioral health services within the community. Key pillars encompassed talent acquisition and retention, fortified partnerships, community engagement, diverse funding sources, and data-driven decision-making to showcase outcomes. Despite the unforeseen disruption caused by the COVID-19 Pandemic from March 2020 through June 2023, significant strides were made in various areas outlined in the plan.

It is also important to note that through the dedication, creativity, and innovation of our staff, CMHA-CEI maintained operations and service delivery throughout the disruption of the unprecedented COVID-19 Pandemic.

Notable achievements from 2018-2023

Expansion of Our Services

- **Inclusion under the Michigan Certified Community Behavioral Health Clinic (CCBHC) Demonstration Project, allowing service provision for mild to moderate conditions and an enhanced Medicaid perspective payment model.**
- **Selected in 2022 as a state pilot site to establish a Crisis Stabilization Center in the Capital Area.**
- **Increased involvement in community-based prevention efforts.**
- **Augmented visibility in the community through branding, tagline development, and an active social media presence.**
- **Diversification of funding sources to more fully serve both Medicaid and non-Medicaid individuals, including securing various state and federal grants, leveraging Ingham County Public Safety and Health Millages, and maintaining contractual relationships with key entities like McLaren-Greater Lansing, Ingham County Health Department (ICHHD), City of Lansing, and the counties.**

Enhancements to Our Clinical Practices

- **Attaining CCBHC status, driving internal care coordination, whole-person care improvements, and expanding services to non-Medicaid populations.**
- **Adoption of additional evidence-based practices such as Navigate, Zero Suicide, Assertive Community Treatment - Integrated Dual Disorder Treatment (ACT-IDDT), and Screening, Brief Intervention and Referral to Treatment (SBIRT).**
- **Improved management of Medicaid Waivers complexities and navigated changes in service delivery related to Home and Community Based Services (HCBS) requirements.**

Enhancements to Our Workforce

- **Critical Human Resources initiatives focused on recruitment and retention, including intensified New Hire Orientation, expanded recruitment tools and networks, salary studies, strategic retention payments, student debt relief, vacation buyouts during the pandemic, establishment of the CMHA-CEI Scholars Cohort with Michigan State University School of Social Work, a Recruitment Media Campaign, and the creation of an HR Campus Liaison Position, facilitating internship expansion and increased post-internship hiring.**

These accomplishments reflect CMHA-CEI's commitment to providing comprehensive, accessible, and quality behavioral health services while navigating evolving challenges and fostering community engagement and support.

Strategic Planning Process

In early 2023, CEO Sara Lurie and the Board of Directors at CMHA-CEI initiated a strategic planning process for the years 2024 to 2027. Their goal was to set a practical vision and strategies to further CMHA-CEI's dual role in providing behavioral healthcare and serving as a community advocate, catalyst, thought leader, convener especially for persons with mental health needs.

The structured planning process involved meetings and workshops with various groups at CMHA-CEI, including the Board of Directors, Directors Group, Management Group, Consumer Advisory Council, and Diversity Advisory Council, held between March and December 2023.

CMHA-CEI Community Vision

“A community in which any person with a mental health need has access to a wide range of resources to allow them to seek their desired quality of life and to participate, with dignity, in the life of the community, with its freedoms and responsibilities. A community defined by justice for persons with mental health needs”.

Establishing a Practical Vision for 2027

For this plan, the focus is on developing a practical vision for the organization's immediate future. Two questions guided the creation of this vision: “How will CMHA-CEI adapt in order to deepen and improve its quality of care to meet the evolving mental health needs of our community?” and “What key outcomes must CMHA accomplish to realize its practical vision for 2027?” Five Key Focus Areas in achieving the vision were identified, and each focus area includes Goals, Objectives, and Strategies.

2024 - 2027 Vision and Focus

- 1** Optimize and Adapt our Services and How We Deliver them.
- 2** Rethink Our Systems, Processes, and Communications to Achieve Organizational Excellence.
- 3** Build Our Workforce Capacity
- 4** Build Stronger Community Support and Partnerships
- 5** Address Social Justice, Diversity, and Disparities along with Social Determinants of Health

The following five key focus areas and their associated goals establish outcomes and strategies to be accomplished in support of achieving the practical vision.

Focus Area 1. Optimize and Adapt our Services and How We Deliver them

- ◆ **1.01: Successfully launch the state of the art Capital Region Crisis Stabilization Center.**
- ◆ **1.02: Establish streamlined consumer service access and navigation, communication, and care transitions across agency services.**
- ◆ **1.03: Expand our approach to whole person care through integrating health and wellness outcomes, and improved care coordination with other healthcare providers.**
- ◆ **1.04: Implement redesigned use of our facilities and spaces to better provide safe and supportive environments in which to work and receive care.**

Focus Area 2. Rethink Our Systems, Processes, and Communications to Achieve Organizational Excellence

- ◆ **2.01: Adopt improved processes and procedures to maximize the delivery of direct services and streamline the existing work flows between clinical and administrative departments.**
- ◆ **2.02: Refine a formal comprehensive internal communication process.**
- ◆ **2.03: Continually improve our capability to leverage and effectively manage diverse funding sources to fully address the identified behavioral health needs of our community.**

Focus Area 3. Build Our Workforce Capacity

- ◆ **3.01: Stay on the cutting edge of innovative recruitment and retention practices.**
- ◆ **3.02: Create a safe and supportive learning environment for employees and interns.**
- ◆ **3.03: Build greater capacity to offer market competitive wages and contractor compensation.**
- ◆ **3.04: Strengthen and sustain our internal leadership capacity and continuity.**

Focus Area 4. Build Stronger Community Support and Partnerships

- ◆ **4.01: Develop increased awareness of the Public Behavioral Health System and those we serve with our local, state, and national legislators**
- ◆ **4.02: Be a leader in supporting a vital network of behavioral health care services in our community.**
- ◆ **4.03: Demonstrate increased local public awareness and support for CMHA-CEI services**

Focus Area 5. Address Social Justice, Diversity, and Disparities along with Social Determinants of Health

- ◆ **5.01: Complete and adopt a multi-year Diversity, Equity, Inclusion (DEI) Strategic Plan that reflects, supports and reinforces our organizational commitment to addressing Diversity, Equity, Inclusion and Social Justice for both employees and those we serve.**
- ◆ **5.02: Establish and adopt agency wide best practices that identify and address DEI-related service provision disparities.**

The comprehensive version of the strategic plan can be found here:
[CMHA-CEI Strategic Plan 2024-2027](#)