



Washtenaw County Community Mental Health Strategic Plan 2022- 2027

MISSION

To promote hope, recovery, resilience and advance health equity in Washtenaw County by providing, high quality, integrated behavioral health services to adults and youth with intellectual/developmental disabilities, mental health and/or substance use needs.

VISION

All residents can secure supports to improve their quality of life and reach their full potential.

VALUES

Excellence

We provide the highest level of service to promote recovery, quality of life and self-sufficiency through proven and innovative practices. We recognize that the foundation of excellent service is our relationships.

Growth

We believe in the capacity for change at every stage of development. We grow through shared learning, lived experiences and mentoring.

Well-being

We cultivate well-being through a commitment to physical and emotional safety, active listening, and a culture of appreciation.

Inclusion

Together we build a welcoming, respectful environment for all people. Through active engagement and shared decision-making, we build a stronger community.

Community

We develop strong, trusting partnerships with the people we serve, in our broader community, and within our own organization while advancing health equity.

Accountability

We are accountable to those we serve, to the larger community, and to each other for the equitable, effective, and efficient use of our resources.

Equity

Services will be delivered with a focus on eliminating health inequities by addressing and reducing the racial and economic disparities frequently impacting Black, Indigenous and People of Colors' health status, access, and outcomes.

Environmental Drivers

Access to Care

- There is a shortage of staff statewide with long waiting times, difficulty in accessing care or needs not getting met.
- CMH system reform efforts are being driven by concerns about access and inconsistent statewide availability of services - encouraged to find ways to increase/improve access
- There is a lack of access to youth behavioral health services
- A severe statewide psychiatric hospital bed shortage with long waits for care
- A lack of a single point of access for all behavioral health services including substance use disorders

Performance/Quality

- Uneven metrics/performance by PHIPs and pressure from MCOs to shift payment from PIHPs to MCOs with competing bills in the legislature from Shirkey and Whiteford bills
- Current CMH system collects a lot of data but lacks a clear dashboard of metrics for accountability and performance
- State rate setting efforts expected to put emphasis on cost efficiency and effectiveness etc.

Expansion of Services

- Federal expansion of mental health funding through the designation of Michigan as a CCBHC state.
- Passage of millage since the last strategic plan has shifted focus from exclusively mandated services for “eligible” individuals to comprehensive services for the general community
- Greater need for focus on prevention, early intervention, and community education

Other Drivers

- Inconsistency of support for Behavioral Health services by the State of Michigan
- Importance of telemedicine and the infrastructure to support it (i.e. broadband internet, county infrastructure and internet)
- Workforce recruitment and retention challenges
- The pandemic has forced isolation and created other stresses.
- Racial and economic disparities in health status and in access to health care have become more obvious as people of color and lower income people bore disproportionate risks from COVID.
- Excessive use of force and underutilization of behavioral science principles on the part of police officers and especially in interactions of white officers and citizens of color have led to a growing public chorus for reform of how society deals with people in crisis.

STRATEGIC GOALS

Ensure availability of behavioral health services through a single point of entry.

Tactic:

- Create a single point of entry for behavioral health services for individuals with substance use disorder, mental illness, or intellectual/developmental disabilities
Completed by: January 2023
Responsible Party: Melisa Tasker
Measurement: TBD work with PIHP on evaluation criteria
- Establish and strengthen care coordination agreements to develop a behavioral health network of safety net providers in Washtenaw County
Completed by: January 2025
Responsible Party: Trish Cortes, Heather Linky, Dr. Florence
Measurement: Care Coordination with key stakeholders. Examples may include Packard Health, Corner Health, Ozone, Catholic Social Services, Jewish Family Services, etc.

Promote wellness through the integration of physical and behavioral health.

Tactic:

- Achieve successful implementation of State of Michigan Behavioral Health Home
Completed by: October 2023
Responsible Party: Brandie Hagaman, Michael Harding
Measurement: 200 Washtenaw County individuals enrolled through the State of Michigan. Ongoing qualitative measure TBD in partnership with the State of Michigan.
- Complete and successfully implement State of Michigan Certified Community Behavioral Health Clinic (CCBHC)
Completed by: October 2023
Responsible Party: Michael Harding
Measurement:
 1. Successful State certification
 2. 95% of individuals receiving qualified CCBHC services are enrolled in in the State Demonstration.
 3. xx% of the number of individuals requesting services that are assessed for medical necessity are provided services either through community partnerships or directly

Provide an array of crisis services that promotes care in the least restrictive setting.

Tactic:

- Complete full implementation of crisis 23 Hour Observation site
Completed by: January 2023
Responsible Party: Melisa Tasker
Measurement: Maintain monthly capacity of 80%
- Partner in the development of a community plan to establish a youth assessment center
Completed by: January 2024
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: Presentation of the community plan to the WCCMH board
- Implementation of Law Enforcement Assisted Diversion/Deflection (LEADD) in partnership with community stakeholders
Completed by: January 2022
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: TBD CHRT Evaluation
- In partnership with Washtenaw County Sherriff's office, develop protocols for metro dispatch to deploy a mobile mental health crisis team as an alternative to law enforcement response.
Completed by: January 2024
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: TBD Chicago Health Labs evaluation

Break down the barriers for all to reduce mental health disparities in access to care and improve health equity within Washtenaw County.

Tactic:

- Utilize existing studies and reports to identify health inequities within Washtenaw County. These studies will be utilized to develop a workplan that is specific to how WCCMH can impact health inequities within Washtenaw County.
Completed by: January 2024
Responsible Party: Trish Cortes, Lisa Gentz, BLM Taskforce, Public Health
Measurement: Work plan finalized and presented to key stakeholders.
- Create interventions based on the work plan that target stigma, increase health education and trainings that aid in reducing health inequities.
Completed by: January 2025
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: Measurements will be developed based on the workplan and will identify the impact the interventions that WCCMH has implemented to reduce health inequities.

Braid diversified revenue streams to support prevention, treatment, outreach, and equitable access to behavioral health services.

Tactic:

- Expand youth services through outreach and partnerships by leveraging all funding streams
Completed by: January 2025
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: Either directly or through agreements increase youths served by 25%
- Expand the adult service array through primary care agreements
Completed by: January 2024
Responsible Party: Trish Cortes, Dr. Florence
Measurement: Agreements with primary care safety net clinics.
- Implement 31N WISD School Mental Health Project to expand services within Washtenaw School districts.
Completed by: January 2023
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: Number of schools receiving mental health resources
- Prioritize available resources to broaden outreach, education, and prevention efforts to address health inequities
Completed by: January 2025
Responsible Party: Trish Cortes, Lisa Gentz
Measurement: Number of community events and trainings in geographic areas of need. No show rates for African Americans

Improve recruitment and retention of the behavioral health workforce.

Tactic:

- Advocate with MDHHS leadership and legislators to address behavioral health workforce shortages
Completed by: January 2025
Responsible Party: Trish Cortes
Measurement: Additional funding allocated from the State for behavioral health staffing or decrease vacancies from 10% to 5%.
- Collaborate with Washtenaw County administration and labor partners to strategize local efforts
Completed by: January 2025
Responsible Party: Trish Cortes, Nicole Phelps, Sally Amos O'Neal
Measurement: County Implementation of competitive wage increases
- Partner with provider network to address direct care workforce challenges
Completed by: January 2022
Responsible Party: Heather Linky
Measurement: Implementation of direct care worker training reciprocity and/or increased funding for direct care workers.

Thank you to the following groups that contributed to the WCCMH Strategic Plan:

Consumer Advisory Group
WCCMH All Staff
WCCMH Board
WCCMH Millage Advisory Group
WCCMH Black Lives Matter Taskforce
WCCMH Recipient Rights Committee
WCCMH Provider Network

The Following reports informed the WCCMH Strategic Plan:

CHRT Behavioral Health Environmental Analysis
Unite Report
WCCMH Staff Survey
Millage Advisory Committee Survey Results