

# NORTH COUNTRY



## **Mission**

To ensure the provision of behavioral health services that improve the quality of life in our communities.

## **Vision**

Setting the standard for excellence in behavioral health care.

# 2017 ANNUAL REPORT

*Serving  
Antrim, Charlevoix, Cheboygan,  
Emmet, Kalkaska and Otsego Counties*

## 2017 HIGHLIGHTS

- 'Risky Business: How risky behaviors can impact your mental health' was the theme of NCCMH's 20th Annual Run/Walk for Mental Health. The 5K run was a Fun Run, featuring color throws along the route, which led runners along Little Grand Traverse Bay. Over 300 people participated in the run/walk. Activities for May is Mental Health Month included six free movies throughout the counties, a Day of Recovery Education sponsored by the Northern Michigan Regional Entity (NMRE), and 30 clients participated in the Walk A Mile In My Shoes Rally in Lansing.
- Supported Housing services were provided to individuals experiencing homelessness in Cheboygan, Otsego, Charlevoix, and Emmet Counties. Assistance was provided to 21 clients in independent housing and the Bridge Street transitional housing units. The Michigan Department of Health and Human Services (MDHHS) awarded NCCMH over \$110,000 in grants for housing for clients who are experiencing homelessness.
- The Supported Employment program provided employment services to 79 clients. The program received 40 new referrals for services and had 64 clients actively participating in readiness and job search activities. 34 individuals were employed competitively in the community.
- New Horizons Clubhouse successfully created a community-based advisory board, including business representation from Kalkaska and Antrim Counties, as well as drawing upon a past clubhouse staff and benefits counselor from the Disability Network.
- Petoskey Club attended the International Clubhouse Conference and continues to offer assistance and mentoring to new clubhouses in Michigan, and actively participates in the Michigan Association of Clubhouses. Petoskey Club was awarded a *Building Healthy Communities* grant for a new greenhouse and continues to grow fresh produce for the program.
- The 'Fun Walk for Autism' was again a success with 170 participants, 40 more than last year! There was the traditional giveaway afterwards due to the support of our participants and partners.
- Autism services were provided to 152 children in 2017. Of this, 48 are currently receiving applied behavioral analysis services; 25 are under the age of 6 and 23 are over the age of 6.
- NCCMH conducted a survey of our clients where satisfaction is measured on a 4-point scale, with 4 being highest. The average survey score was 3.59 and the percent satisfied was 94.1%. This survey data is used to enhance service delivery and drive quality improvement.

# 2017 Collaboration is Key

With our dedicated staff, supportive board, and collaboration from community partners, North Country Community Mental Health (NCCMH) continued to fulfill its mission *to ensure the provision of behavioral health services that improve the quality of life in our communities.*

We were proud to celebrate our sixth year of partnering with Alcona Health Center by integrating behavioral health specialists into Alcona's primary care practices in Harbor Springs, Indian River, and Cheboygan. We also expanded our partnership with Otsego Memorial Hospital by providing behavioral health specialists for their family and pediatric practices in Gaylord.

We were, again, fortunate to receive Mental Health Block Grant funding to staff a Jail Consultation position that supports our county sheriff departments by providing consultation and jail diversion services. We took steps to improve cross-training of personnel by having our staff certified as a trainer in *Mental Health First Aid for Law Enforcement*. Over 60 officers received training in October (Fiscal Year 2018).

Serving residents in six counties of northern Michigan covering 3150 square miles poses some unique challenges. To better serve clients and staff, we expanded our use of telemedicine for improved access to psychiatry services and began implementation of a cloud-based electronic health record, which will improve timely access and sharing of health information with other healthcare providers. We also made a significant investment in our information technology to ensure the security, reliability, and accessibility of our data systems.

We continued to provide assistance to our network of providers for community living supports and day activity services to achieve compliance with the federal Home and Community Based Services (HCBS) Rule, which takes effect March 2019. Providers that are not in compliance with the HCBS rule cannot be supported with Medicaid funding, which would disrupt services to the most vulnerable people we serve.

Along with the Community Mental Health Association of Michigan, we strongly advocated against the legislature's attempt to move funding from the public provider-sponsored Prepaid Inpatient Health Plans to the private Medicaid Health Plans. Although it was temporarily stopped, Section 298 of the FY18 Michigan Department of Health and Human Services (MDHHS) Budget allows for several two-year pilots of behavioral and physical health integration, managed by the Medicaid Health Plans, to be implemented and evaluated. The threat to the public mental health system remains alive and so will our advocacy on behalf of the people we serve.



*Ed Ginop*  
Chairperson,  
Board of Directors

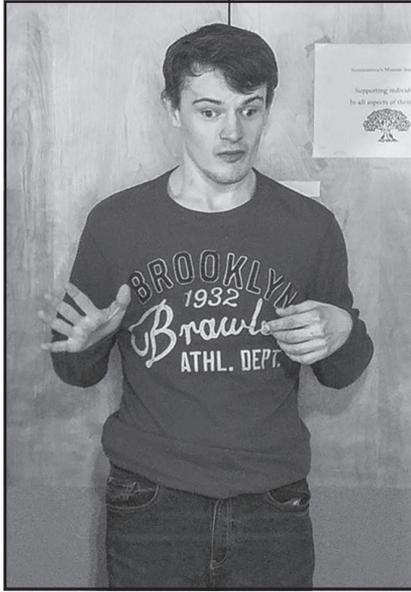
We are grateful for our community partners. It is because of our collaborative partnerships that we are able to fulfill our mission *to ensure the provision of behavioral health services that improve the quality of life in our communities.*



*Christine Gebhard*  
Chief Executive Officer

# Adult Foster Care Living

## A Light Turns On



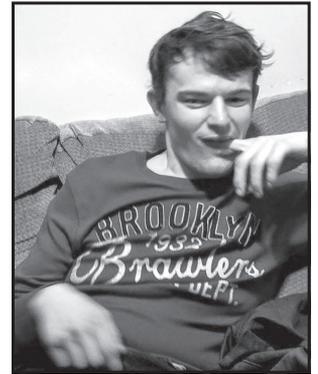
Since he was a toddler, Nicholas Doherty has had difficulties with communication, sensory issues, and interacting with others. He was diagnosed at an early age with Autism and severe intellectual disorder and he is nonverbal. As such, when he was upset or hurting, he did not have the ability to let others know, with words, what is wrong. Instead he might bang his head, hit himself or others, or scream. These behaviors can be significant and cause injury. He did not always like to be touched, deliver eye contact, or be in the same room with other people.

Nick lived with his mother and father until August of 2008 when, at age 18, he moved into Arborlight, an Adult Foster Care (AFC) home, with Carol Pratt and her staff, who provide community living supports and personal care to Nick and his four roommates.

For nine years at Arborlight, Nick continued to have the same challenges and did not show much interest in interacting with staff or his roommates. However, that started to change last summer. Staff began noticing positive changes in his ability to communicate and his desire to interact with others.

He started to use signs and is making new verbalizations that approximate different words. He works hard to engage with staff and verbalize with them to the best of his ability. He often looks staff directly in the eyes, smiles and laughs, and attempts to joke with them. He has become more social with staff and those that visit him. He now calls staff by name and asks when his favorite staff will be coming to the home. He shows great interest in his roommates and wants to include them in activities.

One day last fall staff was taking him for a walk and he said two of his roommates' names and "walk." Staff asked him if he wanted his roommates to join and he smiled, shook his head affirmatively and said, "Yes!" Staff got the other two roommates and they all enjoyed a walk together. In another recent example, Christine Lennon, NCCMH Supervisor for Autism Services, walked into the home for services and, without any prompting, Nick approached her, smiled, waved his hand and said, "Hi." These are things that Nick has not ever done before.



Arborlight staff say that Nick is an "absolute joy," "funny," "a pleasure to work with," and "amazing."

Everyone is excited to see how Nick will continue to amaze us in the future.

*Arborlight staff Becca Garant, Patricia Mertz, Becky Phillips, Katherine Graydon, Debra Browering. Front: Nicholas Doherty, Carol Pratt*



# Giving Voice

## PhotoVoice Project



*The picture of this drain reminded me of how others treated me. I have all kinds of thoughts and emotions that I shared with others in order to get help. Instead of helping me, those people just flushed my thoughts and emotions down the drain as if I wasn't important. –Tracy*

positive qualities that are really true about themselves. They look at pictures and tell stories about them. They take their own photographs and share with the group, which helps hone the message each person wishes to make and enables participants to “see” themselves, their lives, and their communities from new perspectives. The group process of reflection and discussion of the photographs is one of the most powerful aspects of the technique. 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 disability.

In addition to participating in PhotoVoice, Tracy likes to make art. Her 12 x 18 acrylic painting entitled, “Happy,” was recently selected to represent NCCMH’s six counties in the statewide traveling art show, *Creative Minds Changing Minds*, sponsored by the Community Mental Health Association of Michigan. Her artwork will travel the state for two years beginning this May, after which it will be auctioned to support anti-stigma and public education efforts in Michigan.

“I enjoy capturing the beauty of ideas and colors to create something you can see. It helps my recovery by seeing a finished project that I have done. It’s very calming and sidetracks my mind from negative thoughts. I’ve learned that certain colors can affect my moods in a positive way,” Tracy said.

PhotoVoice is a project developed by Professor Caroline Wang at the UM School of Public Health and Mary Ann Burris from the Ford Foundation to empower people who have been marginalized in society – whose voices frequently go unheard and whose perspectives often are overlooked – by giving them cameras and asking them to capture in pictures and words important aspects of their lives.

We have begun to use the PhotoVoice curriculum with clients at NCCMH to communicate their experiences of mental illness or disability, recovery journey, and prejudice and discrimination they face, as well as highlighting the positive aspects of our northern Michigan communities and the goodness that comes with true community inclusion.

Tracy, one of the pilot program participants, enjoyed the process and hopes to help with shows of the PhotoVoice messages in the community.

“For me,” Tracy says, “PhotoVoice is inspiring and empowering. It made me look at my problems and solve them in a different way. The project also will give people in the community a fresh perspective on how people with mental illness see things. If you look at me you can’t tell what is going on in my head, but if I can explain it to you, it makes it more tangible for you.”

Over the course of several weeks, participants define their goals for a project, think about potential show venues and talk about the people they would like to reach in their audience. They discuss negative labels that other people have put on them, often since childhood, and contrast those with all the



*When I look at these branches frozen in time, I think about how I felt when I got diagnosed with a mental illness. I felt stuck, unable to move or grow, and contribute. But many people are able to see that I am NOT frozen in time. I am NOT stuck with the stigma of mental illness encasing me. Since that first diagnosis I have developed blossoms, I continue to grow and I am a beautiful part of society. –Tracy*

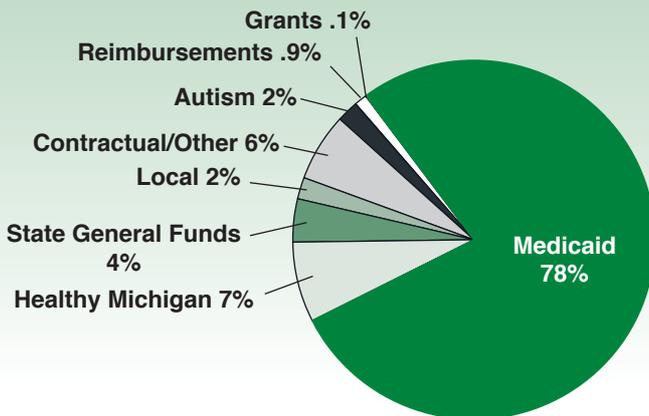
## 2017 HIGHLIGHTS

- Clients and family members participated in a Recovery Self-Assessment to measure their progress in recovery goals and how well the agency's programs and staff promote recovery. The consumer questionnaire consisted of 32 questions scored on a 5-point scale, with 5 being the highest. The average survey score was 4.03 for 209 surveys returned. The family questionnaire was made up of 40 questions scored on the same 5-point scale. The average survey score was 4.32. This was a positive reflection of NCCMH being a recovery-oriented system of care!
- NCCMH met or exceeded MDHHS performance standards for timely access to services on 82 of 112 quarterly indicators. Indicators include: an initial assessment within 14 days of request; first ongoing service within 14 days of assessment; screening for inpatient hospitalization within three hours of request; and follow-up care within seven days after inpatient hospital discharge. The expectation is 95% for each indicator except hospital readmissions which is <15%. NCCMH has implemented quality improvement plans for indicators that did not meet the expectations.
- NCCMH funded more than \$14.5 million in payroll for more than 271 employees in Antrim, Charlevoix, Cheboygan, Emmet, Kalkaska, and Otsego counties, and paid more than \$24.1 million in service contracts resulting in employment of more than 682 additional people. Several million more were spent on goods and services in the six-county area.
- NCCMH received block grant funding for another year to staff a position for Jail Consultation and Diversion Services. The staff received certification as a trainer for Mental Health First Aid for Law Enforcement, and provided training to 62 law enforcement professionals over the six-county region.
- NCCMH again received block grant funding which enabled two staff to serve as Regional Coordinators for the Parent Management Training (Oregon Model) effort. PMTO is the evidence-based program that teaches parents how to be better parents. Our staff arranged seminars and provided training for new practitioners at NCCMH, and within the northern region and Upper Peninsula.
- North Country Crisis Residential program received a grant from the Healthy Community Fund and from the Birchwood Outreach Fund of the Petoskey-Harbor Springs Area Community Foundation to upgrade the client lounge and purchase a food pantry.
- Three therapists completed training in Eye Movement Desensitization and Reprocessing Therapy (EMDR). The basic theory of EMDR is that when persons experience very distressing events, the memory of the events remains unprocessed. EMDR works to reprocess the memory, using bilateral stimulation such as rapid eye movement or tapping. This often leads to greatly decreased symptomology, if not complete remission of symptoms.

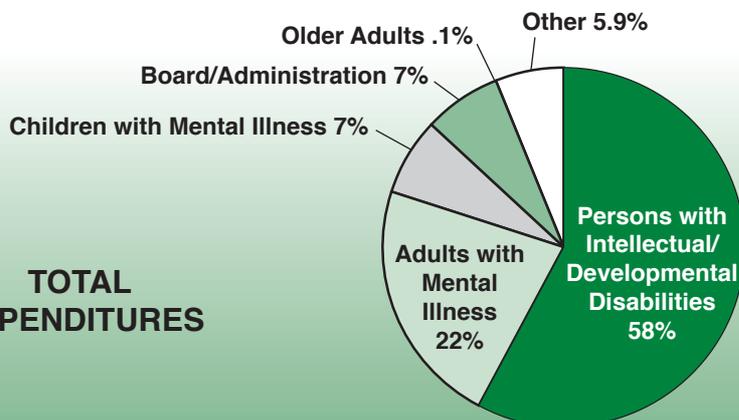
## SERVICE DATA

	FY 2015	% of Total	FY 2016	% of Total	FY 2017	% of Total
<b>Total People Served</b>	3799		3892		4035	
Adults with Mental Illness	2234	58.8	2304	59.2	2430	60.2
Children with Mental Illness	748	19.7	707	18.2	728	18.0
Individuals with Intellectual/Developmental Disabilities	817	21.5	881	22.6	877	21.7
<b>Psychiatric Inpatient Utilization</b>						
Admissions	331		363		477	
Inpatient Days	4026		4532		7642	
Average Length of Stay (in days)	12.36		12.23		12.30	

## TOTAL REVENUES



## TOTAL EXPENDITURES



### Revenues

Medicaid	\$ 36,636,733
Healthy Michigan	3,160,656
State General Funds	1,830,405
Local	883,912
Contractual/Other	2,732,085
Autism	1,132,484
Grants	271,584
Reimbursements	373,421

### Expenditures

Persons with Intellectual/Developmental Disabilities	\$ 26,985,279
Adults with Mental Illness	10,525,494
Children with Mental Illness	3,305,831
Board/Administration	3,284,550
Older Adults	225,638
Other	2,591,851

<b>Total Revenues</b>	<b>\$ 47,021,280</b>	<b>Total Expenditures</b>	<b>\$ 46,918,643</b>
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## NORTH COUNTRY



COMMUNITY  
MENTAL HEALTH

1420 Plaza Drive  
Petoskey, MI 49770



## 2017 Board Members

### Antrim County

Caroline Loper  
Christian Marcus  
Louis Scholl

### Charlevoix County

Joel Evans  
Dennis Priess

### Cheboygan County

Sue Allor  
Robert Boyd  
Edward Ginop (Board Chair)  
Michael Newman

### Emmet County

Dan Plasencia  
Karla Sherman  
Betsy White

### Kalkaska County

Patty Cox  
Craig Crambell  
Sr. Augusta Stratz

### Otsego County

Gary Averill  
Ron Iseler  
Paul L. Liss

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## Main Locations

The Administrative Offices are located at:

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Petoskey, MI 49770  
(231) 347-7890

### Emmet County

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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

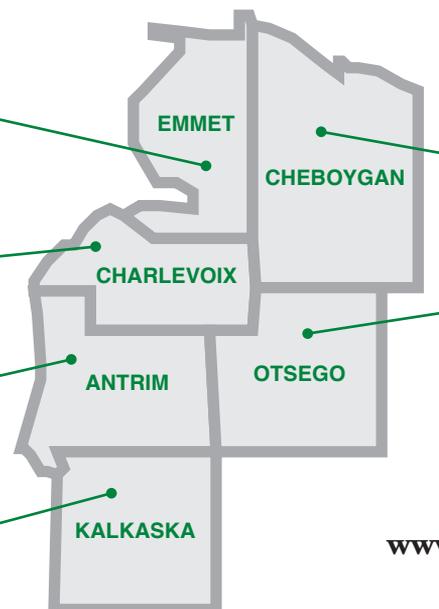
625 Courthouse Drive  
Kalkaska, MI 49646  
(231) 258-5133

### Cheboygan County

825 S. Huron, Suite 4  
Cheboygan, MI 49721  
(231) 627-5627

### Otsego County

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Visit us at  
[www.norccmh.org](http://www.norccmh.org)

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