



President and CEO Report to the Board

Eric Doeh

November 2021

We continue to engage with legislators, stakeholders, and advocacy groups regarding the two bills on behavioral health redesign. We have had recent meetings with Rep. Mary Whiteford and an upcoming scheduled meeting with Sen. Mike Shirkey. We attended the Community Mental Health Association of Michigan Fall Conference in Traverse City and had an opportunity to discuss with other PIHPs and advocacy groups the Association's position on the redesign plans. The Association is opposed to Sen. Shirkey's legislation and appears to be somewhat supportive to Rep. Whiteford's bill; although not in its entirety.

We have begun to interview for the Chief Network Officer position and will decide in the coming weeks. In addition, the HR Department will also post for the Chief Strategic Officer position to augment our clinical staff and to manage our clinical integrated programs and accreditation programs. Moreover, we are continuing our Diversity, Equity and Inclusion (DEI) Committee to strengthen diversity, equity and inclusion in our workplace.

FINANCE

Detroit Wayne Integrated Health Network (DWIHN) is working on the fiscal year ended September 30, 2021 financial statements in conjunction with its annual audit. Audited financial statements will be presented at the May 2022 Finance Committee meeting.

DWIHN presented revised Board Action #21-68R at the Finance Committee meeting on November 3, 2021. This included an updated Flagstar term sheet of the revised plans for the Woodward location. The terms are consistent with those approved by the board under the initial board action approved in June 2021. Upon final costing plans for the Milwaukee location, a board action will be presented to include the additional loan.

In response to the correspondence issued on October 1, 2021, twenty-six (26) providers from four (4) lines of business were eligible for a stability payment. Thirteen (13) of the providers responded and were eligible for a total payment amount of \$4.3 million. The claims will be adjusted and a payment will be disbursed over the next few weeks. In addition to the aforementioned \$4.3 million in stability payments, DWIHN will be offering two (2) additional network wide stability payments:

- 1) A lump sum retention payment to all provider staff that served DWIHN members, both clinical and administrative, employed on September 30, 2021. Exclusions to the retention eligibility are the following: COFR agreements, Out of Network providers, Wayne County, Hospitals, provider subcontractors, certain prevention program (i.e. Summer Employment) and MHL (Medicare) service providers.
- 2) Payments of overtime premiums (i.e. half time only) for certain residential providers, in whole or in part, for services performed during the fiscal year ended September 30, 2021. Although DWIHN's standardized rate of \$18.54/hr. factors in an overtime component, given the staff shortages, providers incurred an excess amount of overtime during the year.

The amount of the payment is unknown at this time pending the results of the survey due on November 12, 2021. DWIHN anticipates disbursing the funds to providers in time for the holiday. DWIHN will have a better estimate of the amount available for distribution pending receipt of key funding information from

MDHHS; we are hopeful this information will arrive by November 12, 2021. DWIHN will keep the board apprised.

DWIHN will be implementing an across the board provider rate increase in January/February 2022 (potentially retroactive to October 1, 2021). Finance is awaiting receipt of a few additional Medicaid payments from the Michigan Department of Health and Human Services (MDHHS) prior to determining the amount, however the increase will be between 5-10 percent.

DWIHN requested a waiver of PA 152 of 2011 as applicable under section 8(1) at the Finance Committee meeting on November 3, 2021. It states, "By a 2/3 vote of its governing body each year, prior to the beginning of the medical benefit plan coverage year, a local unit of government may exempt itself from the requirements of this act for the next succeeding medical benefit plan coverage year". DWIHN provided documentation of the current plan year 2021 which reflects DWIHN and Employees are funding healthcare at 85% and 15%, respectively. In addition, DWIHN depicts that on average over the past four (4) years, DWIHN has incurred \$3.6 million less in administrative costs compared to budget. Based on the unaudited financial data for fiscal year ended 2021, there is approximately \$3M in excess budget compared to actuals. The initially proposed waiver request of \$800,000 would have resulted in DWIHN and Employees funding 86% and 15%, respectively. DWIHN revised the request, which resulted in DWIHN and Employees funding 90% and 10%, respectively. A sincere thanks to the Board for approving this waiver.

ADVOCACY

On October 13, 2021, DWIHN I participated in the Crain's 2021 Health Care Leadership Summit to address public policy changes within the mental health system in Michigan.

In an article in Crain's Detroit Business - Hertel: Administration neutral so far on \$3 billion Medicaid mental health debate - I urged policymakers to make surgical changes to the system. Following is a quote from the article: *"Are there things that we can do better? Absolutely," Doeh said. "But you don't need to take a sledge hammer to something when a scalpel is basically needed."*

INFORMATION TECHNOLOGY

BHDDA CRM/MiCAL: IT staff continues to be actively involved with the State in developing the BBADA CRM system that will handle the CMHSP certification process as well as other State business processes with the CMHSPs and PIHPs.

Residential Project: Initial deployment for both Residential and Children's Health Providers have been completed. We continue to reevaluate available inventory for inclusion of providers who were not able to participate. This project included the delivery of laptops and tablets to our residential providers.

ACCESS CENTER

Access Call Center staff are returning to work in the building, on a temporary basis. This is being done to enhance staffing training while implementing new policy and procedures and working on Performance Indicators in conjunction with Clinical, Quality and IT Departments. We also provided training to Managers and Administrators on the telephony reporting tools to allow for layered analysis of agent performance and call flow activity. We are conducting preliminary SOGIE Training to Access Call Center staff on how to include specific language and add data to our demographic screen so that more empathetic conversations can be had from the beginning of contact.

We received the Annual Audit from AmeriHealth which required a few recordings from March through May 2021. We do not have the recordings due to vendor retention issues. Additionally, still no word received as of 9/23/2021 on PIP response submitted around the auditor using draft scripts to audit us rather than original scripts. We resubmitted a response identifying the issue. They also wanted to hear the clinical

or SUD greeting which was an additional request. We are unable to submit. They also wanted to hear the clinical or SUD greeting which was an additional request. We are unable to submit. Provided draft policies and procedures which have been completed to date, call flow charts and memo from our attorney regarding DWIHN position on release of clinical recordings. Awaiting response to submission. The goal is to close CAP.

FACILITIES

On October 21, DWIHN leadership and advocates held the first of many community engagement meetings with NorthEnd residents, community stakeholders and local church leaders to provide updates on the new vision for the Woodward property and our community investment in behavioral health services. As a community mental health organization, we are about investing in those programs and services that support and uplift young people, families and our seniors. Our discussions over the past several months with community leaders has been about investing in community programs and services, this will continue in our engagement meetings. On November 4, we met with the College for Creative Studies. On November 15, we have a submission to the City of Detroit for Special Land Use.

CUSTOMER SERVICE

To address the digital divide, Customer Service staff conducted two computer training classes with 18 AFC residents across five homes.

Staff continues to partner with the National Disability Institute advisory group to host forums on the financial competence of poor Detroiters with disabilities, targeted for January and February 2022.

Staff is working with our Constituent Voice Members, Ambassadors and Advocate groups we record and post a regular “*Mental Health Minute*” that focuses on the wellness journey of the people we serve. <https://www.youtube.com/watch?v=xNUgyvT4Eho>

HUMAN RESOURCES

HR staff continues to recruit and hire necessary personnel to augment our already exceptional staff. The leadership training for our executive and director level staff continues. We have also begun the open enrollment period (employee insurance options) for our staff.

RECIPIENT RIGHTS

The Office of Recipient Rights is dedicated to the DWIHN mission of protecting the rights of our recipients and continues to process approximately 60 to 70 complaints daily. We also requested the Recipient Rights Advisory Committee to develop three recommendations/goals to be submitted to the State of Michigan in our annual report, which is due to the State by December 31, 2021. We are also developing a policy to implement the \$50.00 fee for providers failing to train their staff within 30 days.

INTEGRATED HEALTHCARE

Behavioral Health Home: DWIHN is still on target to implement the Behavioral Health Home model starting in April 2022, dependent on execution of the State Plan Amendment. The State has approved the expansion budget for this model to be rolled out in Region 7 (DWIHN), and one other region. DWIHN’s identified HHPs are currently working on completion of State certification documents that are due on November 30, 2022. The National Council for Behavioral Health is currently providing a Case to Care Management training for the health home partners and DWIHN staff to assist with this transition.

Opioid Health Home: On October 1, 2021, the Opioid Health Home (OHH) became a Medicaid carve-out funded service. As of October 31, 2021, there are 160 persons enrolled in OHH. Health Home Partners have been trained on the integrated model, referrals, authorizations and the claims process. DWIHN has submitted outcome data measures to Vital Data for programming so DWIHN staff can monitor the effectiveness of the model. This is still currently in development.

Certified Community Behavioral Health Clinic- State Demonstration (CCBHC): The Guidance Center is our region's State designated CCBHC provider. A CCBHC site provides a coordinated, integrated, comprehensive services for all individuals diagnosed with a mental illness or substance use disorder. It focuses on increased access to care, 24/7/365 crisis response, and formal coordination with health care. This model launched on 10/1/2021 and DWIHN is currently working with The Guidance Center on providing WSA access to their identified staff and uploading and approving CCBHC enrollments. There are approximately 3,000 individuals at The Guidance Center who are eligible for CCBHC services.

Certified Community Behavioral Health Clinic- SAMHSA Expansion Grant: This SAMSHA grant provides funds directly to organizations that self-certify that they meet all of the CCBHC requirements. This funding is provided to expand current services and increase individuals access to care. DWIHN is currently working on this expansion grant opportunity to provide additional CCBHC services to individuals we support. It is anticipated that this grant initiative, if awarded, will be implemented Summer 2022.

Mobile Outreach Services: DWIHN continues its partnership with Wayne Health and Ford X to provide mobile physical and behavioral health outreach and engagement for members of our community. DWIHN is offering mental health screening and referral services in mobile site locations to increase outreach and access. DWIHN/Wayne Health will be providing these services at targeted geographic areas at least 2 days a week that show high rates of behavioral health utilization starting mid-November 2022.

CLINICAL PRACTICE IMPROVEMENT

Assertive Community Treatment (ACT): Three out of DWIHN's eleven ACT providers met fidelity of the model (at 95%) and will receive incentive funding. DWIHN completed training on the Pre-Admission Review (PAR) and the Assertive Community Treatment Readiness Tool in MH-WIN for select ACT providers. DWIHN met with all the pilot providers using the Med Drop program and discussed strategies to increase member participation.

Workforce Development: We are currently reviewing DWIHN's core training requirements for adults and children, including supplemental trainings. Recommendations for the development of credentialing procedures specific to clinical specialty as well as compliance standards for practitioner completion of core trainings were established. In addition, CCBHC training requirements will be added to the DWIHN training grid.

RESIDENTIAL SERVICES

In an effort to continue to improve communication between the DWIHN Residential staff and providers, the Director of Residential Services has started tracking and monitoring requests for assistance from providers and resultant timeliness. During the month of October, the Residential Team received 165 requests for assistance through e-mail and phone calls. Sixty-eight percent (68%) were responded to within 48 hours, seven percent (7%) were connected with other DWIHN departments for resolution, eleven percent (11%) required further investigation, and fourteen percent (14%) were referred to a supervisor for

further review and resolution. The Residential Team also continues to have frequent meetings with both residential providers and Clinical Responsible Service Providers to increase and improve communications and resolve any barriers identified.

The Residential Team continues to monitor Covid-19 related issues. There are no new vaccinations to report for the month of October. Currently, over ninety percent (90.4%) of persons living in licensed residential settings have been fully vaccinated. The Residential Department is currently reviewing member information to identify those who are eligible for a booster shot. This will be the next phase of vaccinations. There were four (4) reported cases of Covid-19 in the residential program in the month of October.

CHILDREN'S INITIATIVES

School Success Initiative: DWIHN is currently in the last phase, Phase Three, of the School Success Initiative. Phase One (Accessibility of Services) and Phase Two (Standardization of Services) have been completed. This includes implementation of a standardized electronic referral and utilization of the SDQ Screening tool. SSI providers implemented resource hubs and six back to school readiness presentations. DWIHN has increased outreach efforts and developed a SSI flyer that is available in three languages (English, Spanish and Arabic). Services are provided in 71 schools and 11,268 services were offered in the past year to 1,334 students. In Phase Three, the Children's Initiative Department coordinated with three School-Based Health Centers to build partnerships with the Teen Health Clinics: Ascension Teen Health Clinics (5 SSI Schools); Beaumont Teen Health Clinics (4 SSI Schools); and Henry Ford Teen Health Clinics (4 SSI Schools).

DWIHN developed a partnership agreement with the Teen Health Clinics to refer students to the Teen Health Clinics for health needs and refer students to DWIHN Access Department for community mental health needs.

Children's Services: DWIHN developed an incentive funding model which provides incentive funding for providers that meet specific outcome members including meeting home-based model fidelity and several key performance indicators. DWIHN has also been meeting with providers individual to discuss intake timeliness issues and strategies to overcome barriers. These meetings continue to occur on a monthly basis.

Autism: ASD services were provided to 2,136 members in October, which is an increase of 50 members from September. There were 182 referrals in the month of October. This was a slight decline from September, but consistent with previous months. In an effort to improve communication, outreach and networking within the ASD Provider network, each provider was provided a Smartsheet form to update contact information. DWIHN also trained the ASD Network on the new timeline expectations of uploading the diagnostic evaluation report from at least 10-days from evaluation. DWIHN has officially added Attendant Care and Behavior Frontiers to the ASD Provider Network in the month of October.

SUBSTANCE USE SERVICES

DWIHN continues to train providers, health care workers, jail staff, drug court staff, community organizations and members of our community on how to use Naloxone to reverse opioid overdose. The SUD Department has increased access to Naloxone through the use of vending machines that make available free naloxone kits. Each vending machine is stocked with nasal naloxone kits, each containing two doses of the medication and instructions for safe use. Quality Behavioral Health and Abundant Community Recovery Services are distributing Naloxone using these vending machines.

UTILIZATION MANAGEMENT

MDHHS implemented CPT modifier changes to numerous CPT codes on 10/1/2021. DWIHN held several provider trainings to prepare for these changes. Additional trainings have been scheduled to assist with this and they will also be recorded for ongoing access to this training resource.

COMMUNICATIONS

In the Media



In October, Crain's Detroit Business held a Health Care Summit and invited me to be part of a panel discussion on mental health and public policy. WMYD TV 20 re-aired the MI Healthy Mind episode this past month where I shared my perspective on mental health and the workforce and how the pandemic has been impacting black communities. I was also invited to participate in a panel discussion with DWIHN provider ACCESS discussing mental health disparities among women.



Also as part of the Detroit Public Television's COVID 313 program, I spoke about mental health and navigating the pandemic as a large community mental health agency and how to help its workforce stay healthy. WDIV-TV 4 aired a 30-minute special called "Mental Health Matters" where they interviewed Chief Medical Officer Dr. Shama Faheem on how to help children and families cope with the effects of the pandemic and thoughts of suicide.



Former NFL football player and Detroit Lion Wide Receiver Herman Moore and Eric Doeh sat down to discuss the pressures associated with being an athlete in sports and maintaining emotional wellness. You can watch the 15-minute interview on the DWIHN You Tube channel: https://www.youtube.com/watch?v=CIC8K_0yaEQ



WDIV-TV 4 news anchor and reporter Evrod Cassimy reported on a story about the DWIHN CIT program and how it is training police officers to recognize the signs of mental illness. Fox 2 News reporter/anchor Josh Landon aired a story on the DWIHN Self-Care conference lead by keynote speaker and actor Michael Ealy.

The Empowerment Zone Coalition produced a 30-minute gambling special which aired on CBS Channel 62. DWIHN staff Greg Lindsay and Dr. Carla Spight-Mackey were featured.

<https://www.youtube.com/watch?v=4UY8qdP1JnM>

Community Outreach

On October 1, DWIHN staff returned to final First Friday on King of the year, the mobile units were on site offering free mental health resources. Wayne Health clinicians offered COVID vaccinations and DWIHN clinicians provided mental health resources to attendees.

On October 9, staff from Workforce Training and Program Development attended the 11th Annual Men's Health Event at Ford Field. The free event provided men with a better understanding of how to stay healthy, provided free health screenings and shared information about advances in healthcare.

On October 21, DWIHN Administration facilitated a community conversation during the Woodward Community Town Hall Meeting. A panel discussed upcoming plans for the DWIHN property on Woodward Ave.

On October 23, DWIHN along with local law enforcement, sponsored the Drug Enforcement Administration's 20th Annual Prescription Take Back Day.

On October 28, DWIHN was a gold sponsor of the Hegira Health Focus on Zero: Pathways for Suicide and Domestic Violence Prevention 2021 Virtual Conference. Workshops focused on workshops that focus on grief, intimate partner violence and suicide prevention.

Staff Recognition



CRAINSDETROIT.COM
Notable Rising Stars in Health Care - Jacquelyn Davis
Jacquelyn Davis oversees an initiative that provides services and su...



DWIHN Clinical Officer Jacqueline Davis was recognized in Crain's Detroit Business as a Notable Rising Star in Healthcare and DWIHN Customer Service Director Michele Vasconcellos was honored with the Dave LaLumia award at the CMHAM Fall conference in Traverse City.

Outdoor Media Outreach:



The Reachusdetroit.org program is being promoted around Detroit and Wayne County with new outdoor media and focus groups reviewing outdoor media for the next quarter.

Social Media:

Top Performing Posts - Social Media continues to see an increase in followers and impressions over all four channels. The Engagement Rate (engagements per post) was high in October. Top performing posts across all four social media channels were posts on DWIHN'S Self Care Conference with Michael Ealy and Crain's article with DWIHN Clinical Officer Jackie Davis.

