



President and CEO Report to the Board

**Eric Doeh
March 2022**

DWIHN continues to focus on a number of important issues including the legislation that is before both the House and the Senate. Senate Bills 597 and 598 were both on the Senate floor last week and received a third reading, meaning that the next stage is a voice vote. It appears that Sen. Shirkey does not have the votes. DWIHN's leadership has continued to meet with legislators, stakeholders, provider network and the people we serve in our advocacy efforts regarding these bills. A recent EPIC-MRA poll found that 67% of Michigan voters prefer the public mental health system to be managed by the public entities as opposed to the health plans.

Financially, DWIHN is in a good position. The 5% rate increase and over \$25 million that we have provided in retention payments were a result of our financial position. Our Medicaid savings is positioned well, as well as our Medicaid Internal Service Fund (ISF). We continue to make significant progress with our infrastructure transformation, our Care Center and our new administrative building. We are awaiting final approval from the City of Detroit so that we could move forward with construction in early April.

We have seen tremendous improvements in our performance bonus incentive. This is joint metrics with the health plans. For fiscal year 2021, DWIHN earned a total performance incentive of 91.39%, which is approximately \$4.38 million.

MENTAL HEALTH CARE – PUTTING CHILDREN FIRST

In light of recent events and DWIHN's continued effort to provide readily accessible supports and services to children and families, DWIHN has launched its "Putting Children First" initiative. This initiative works to ensure all children have the supports and services they need, but also focuses on several specialty populations, including Children Age 0-6, Transition Age Young Adults, Foster Care, Juvenile Justice, Pediatric Integrated Health Care, Schools, and Diversity, Inclusion, Equity. This is a multi-faceted approach emphasizing Access to Care, Prevention, Crisis Intervention and Treatment. DWIHN is currently meeting with schools, juvenile justice partners, Tri-County representatives, and providers on a collaborative approach to providing resources, training and support to children and their families. A comprehensive workplan was shared with the Program Compliance Committee during the March meeting.

FINANCE

Detroit Wayne Integrated Health Network (DWIHN) Finance Department has completed the fiscal year ended September 30, 2021 Financial Status Report (FSR) and the following is a summary of the results:

- Medicaid savings of \$39.8 million or 5% of total Medicaid revenue. This is the maximum allowed prior to the 50/50 risk corridor (i.e. lapsed funds);

- Medicaid Internal Service Fund (ISF) of \$59.7 million or 7.5%. This is the maximum amount allowed per the Pre-paid Inpatient Health Plan (PIHP) contract with the Michigan Department of Health and Human Services (MDHHS). DWIHN is in full contractual compliance with the requirements set forth;
- General Fund carryover of \$1.5 million or 5% of total General Fund revenue. This is the maximum amount allowed per the Community Mental Health Services Provider (CMHSP) contract with the MDHHS;
- Public Act 2 (PA2) balance of \$6.5 million; an increase of \$1.8 million as compared to the prior year;
- Direct Care Worker (DCW) cost settlement of \$12.2 million; MDHHS requires funds received in excess of expenses to be returned; local revenue received and expenses incurred were \$50.4 million and \$38.1 million, respectively;
- DWIHN spent Substance Use Disorder (SUD) funds allocated that are not allowed to be carried over.

MDHHS provided a \$4.4 million supplemental General Fund allocation to increase the amount to \$25.4 million; General Fund is \$4.4 million less than FY20. Due to the Public Health Emergency (PHE), General Fund reductions were not a major concern, however the PHE is expected to end on April 16, 2022. Continued reductions will result in DWIHN likely unable to meet the requirements of the Mental Health Code (MHC).

ADVOCACY

DWIHN has been working with our lobbyist firm, Public Affairs Associates (PAA), to meet with various legislators and other leadership in Lansing and MDHHS to discuss the state of behavioral healthcare services in Michigan. Information and updates have been shared with our Provider Network, stakeholders and persons served on a regular basis about COVID-19, essential clinical services and supports and funding updates from MDHHS.

DWIHN has collaborated with CMHAM and other CMHs around the state to creating a joint advocacy effort that would address the redesign efforts. These efforts include targeted social media posts, a refined video featured persons served, EPIC-MRA polls to gauge the public sentiment and electronic and print media messaging.

Advocacy efforts with legislators over the last several weeks has been focused on meeting with key Senators, urging them to oppose SB 597 and 598. At this point, a number of Republican Senators remain opposed to these bills, with others leaning toward opposition.

A January 2022 EPIC-MRA poll found 67% of Michigan voters prefer the public mental health system to be managed by public entities who specialize in mental health care vs. turning the system over to private, for-profit companies.

FACILITIES



Milwaukee Tasks	Completion Date
Community Engagement Meeting	3/3/2022
Milwaukee Care Center Building Permit Plan Review	3/10/2022
Department Packing/Closeout	3/16/2022
Community Engagement Meeting	3/17/2022
Furniture Sale	3/24/2022
Milwaukee Building – Limited Access for Staff Begins	3/25/2022
Building Equipment/Material Removal	3/31/2022
Milwaukee Care Center Construction RFP	4/1/2022
Milwaukee Care Center Construction Vendor Presented for Board Approval	4/20/2022
Milwaukee Care Center Construction Commence	5/2/2022
Office and Boardroom Tasks/Community Meeting Space	Completion Date
Considine Center Space Acquisition	3/1/2022
Mobile Onsite Office Board Action and Board Meeting Location Update – Executive Committee	3/14/2022
Installation of Mobile Onsite Office	3/21/2022
Building Equipment/Material Removal	3/31/2022
Woodward Tasks	Completion Date
Community Engagement Meeting	2/10/2022
Woodward Admin Building Permit Plan Review	2/24/2022
Zoning Board Hearing	3/2/2022
Woodward Admin Building Zoning Approval	3/10/2022
Woodward Admin Building Construction Contract Award	3/25/2022
Woodward Admin Building Construction Commence	4/1/2022

Additional Items of Note:

St Regis Hotel will host all DWIHN Full Board, Committee and SUD Oversight Policy Board Meetings from April 2022–2023.

DWIIHN will continue to work with Considine Little Rock Life Center and host our Community Outreach meetings throughout our construction period at the facility. Considine will also serve as a resource for other community engagement events for DWIHN programs and services.

INFORMATION TECHNOLOGY

Therefore Document Management System:

This is a collective effort project among all IT units. This project will take us to a digital solution to accommodate retention requirements, and reduce the need for physical storage. Continued working with different DWIHN business entities to coordinate scanning of paper into the document management system, as well as restructuring business processes utilizing this system.

Applications and Data Management:

- IT staff attended PowerBI training
- Worked on PowerBI dashboards for the Call Center management team
- Developed several comprehensive new Power BI dashboards for use across many departments within DWIHN

Infrastructure:

- Monitor configurations and issuance
- IT Equipment checks for entire organization
- Boardroom continuous improvement for Audio Video configuration

Construction projects:

- Infrastructure requirements gathering for site locations
- Compliance /Security
- Network Fiber connectivity between Milwaukee and Woodward
- Infrastructure/ Nutanix upgrade
- Offsite storage

HUMAN RESOURCES

Development training for DWIHN Senior Management staff began in June 2021 in the following areas: Optimize Performance Through Effective Supervision; Communicate for Success; Ready, Set, Goals; Praise and Recognition to Motivate; Redirect and Coach to Inspire; Handle Difficult Behavior and Discipline; Delegate with Results; Continuous Process Improvement; Lead Effective Meetings; Manage Time and Priorities; Build Teams; and Be a Change Agent. Training for mid-level managers and supervisors began in March 2022 and will offer the same topics. Diversity, Equity and Inclusion training is planned for March as well.

DWIHN continues to hire staff to augment our already exceptional workforce. During the month of February, we hired eight full or part-time employees, including our new Director of Strategic Operation, who began on February 28, 2022, and Compliance Officer, who began on March 7, 2022. As part of our preparation for additional integrated services, we are also adding a strategic administrator to assist in implementing and expanding behavioral health homes, certified community behavioral health clinics, and opioid health homes.

The Department of Human Resources is also working to complete the scanning project that will scan all necessary DWIHN files. As of the date of this letter, we have scanned over 400 boxes.

CHIEF CLINICAL OFFICER

Health Home Initiatives:

Behavioral Health Home (BHH): This model focuses on care coordination and health education for Medicaid recipients that have an eligible diagnosis, to ensure persons have both their physical and behavioral healthcare needs met. MDHHS held a BHH kick-off on March 1-2, 2022 for PIHPs and Health Home Partners (HHPs). This reviewed the BHH model, funding, and enrollment. DWIHN has been meeting with our five (5) identified HHPs on a regular basis to provide training and technical support. The National Council is currently providing Case to Care Management training for both our identified health home partners and DWIHN internal staff. The official implementation date for BHH is April 1, 2022.

Certified Community Behavioral Health Clinic - State Demonstration (CCBHC): 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 State demonstration model launched on 10/1/2021. The Guidance Center currently has 2,713 members that have been enrolled in the CCBHC services (a 9% increase in enrollment since January 2022). CCBHC Medicaid recipients are funded using a prospective payment model. DWIHN has requested ARPA funds and additional general funds for CCBHC non-Medicaid recipients.

Opioid Health Home (OHH): This model focuses on comprehensive care coordination and health education for Medicaid recipients that have an eligible Opioid Use diagnosis, to ensure persons have both their physical and behavioral healthcare needs met. DWIHN currently has 258 enrolled members receiving this comprehensive array of integrated healthcare services. This has been a 25% increase in OHH enrollment since January 2022.

INTEGRATED HEALTHCARE

The State has established Performance Bonus Incentive Pool (PBIP) where they withhold 0.75% of payments for the purpose of establishing a PBIP that has joint metrics with Mental Health Plans (MHP), Pay for Performance Narrative that is completed by PIHP IHC Department and PIHP only metrics. They released their results for FY 21 almost a month ago:

- Total Performance Incentive Earned: 91.39% of available amount (FY 20 = 74.46%)
- PIHP/MHP Joint Metrics: Score 71/100 or 71% (FY 20 = 49%)
 - PIHP Only Metrics: Score 200/200 or 100% (FY 20 = 100%)

Care Coordination data sharing involves developing and updating Joint Care Plans between DWIHN and the Medicaid Health Plans. IHC staff continued to collaborate with the Medicaid Health Plans regarding increasing the number of members reviewed during the meetings. The monthly average of cases reviewed during the first quarter of FY 22 was 48.

IHC continues to offer and provide Complex Case Management services to DWIHN members as part of DWIHN's NCQA accreditation. For the month of February, there are currently none active cases, three new case opened, seven case closures, and no pending cases. Four cases were closed due to meeting their treatment goals, and 3 was unable to reach. Care Coordination services were provided to 15 additional members in February who either declined or did not meet eligibility for

CCM services. Follow up after hospitalization was completed with 43 consumers to help identify needs.

QUALITY

DWIHN has continued to show upward trend for majority of our Michigan Mission Based Performance Indicators. Performance incentives have been attached to them and are starting to go live now so we are expecting to see further improvements. For 4th Quarter 2021 reporting, DWIHN met the overall MDHHS thresholds for PI#1 (pre-admission screening within 3 hours- 95.59%), #4a (Hospital Discharges Follow-Up- 95.45%), #4b (Detox Discharges Follow-Up- 98.33%) and #10 (Inpatient Recidivism- 14.51%).

MDHHS will be conducting a review of our waiver and substance use disorder services starting mid-March and Quality team is working to meet the pre-review requirements. BHDDA completed part of their review of Critical incidents report and time frames. They recognized and appreciated Region 7 (DWIHN's) improved performance in FY 21 where 6 incidents were out of the compliance time frame versus 28 in FY 20.

HSAG and MDHHS has completed the review of DWIHN's remediation plan to address the deficiencies identified during the SFY 2021 Compliance Review activity. Each action plan was assigned a designation of Accepted, Accepted with Recommendations or Not Accepted. The Quality Team continues to conduct internal meetings no less than twice per month with each assigned unit to ensure the plans of action are successfully implemented and the noted deficits have been remediated. HSAG has requested DWIHN submit status update reports on March 30 and September 30, 2022.

UTILIZATION MANAGEMENT

The UM team partnered with Procedure Code Work Group (PCWG) to ensure that DWIHN's fee schedule is consistent with updates from MDHHS. DWIHN updated the fee schedules and service utilization guidelines with the updated information. DWIHN's UM Department provided training and guidance to the ASD Network on the changes.

Out of the 1,122 authorization approvals in February, 97.59% were approved within 14 days of the request and 2.41% were approved 15 days or more after the submission. The UM Department continues to review and update the Service Utilization Guidelines to allow for auto approval of medically necessary services and decrease the number of authorizations requiring manual review. The Department also provided authorization guidance for providers who service children to support the network with the authorization process, help reduce the number of errors and decrease any delays in service provision. There were 26 MI Health Link authorizations received in February compared to 35 authorizations during the month of January. One hundred percent (100%) of these requests were processed within the appropriate timeframes.

February 2022 UM Outcomes:

- Autism: There are 2,239 members currently receiving this benefit. There were 369 authorization requests, and of those requests, 251 were manually approved. The remainder of authorization requests were approved using the Standard Utilization Guidelines.

- Habilitation Supports Waiver: There are 1,084 slots assigned to the DWIHN and 1,022 were filled which is a utilization rate of 94.3%. This is just short of the 95% utilization goal.
- State Hospital: There were 2 State Hospital admissions in February. State hospital admissions continue to be restricted to forensic referrals, but community referrals may be prioritized if hospital or residential placement options have been exhausted.
- Inpatient Admissions: There were 579 admissions for psychiatric inpatient treatment which reflects a 14.34% decrease from January 2022. There were 13 members (2.25%) in February who readmitted within 30 days of a prior hospitalization compared to 57 members in January. The Average Length of Inpatient admissions for February was 8.19, a decrease from 12-day average in January 2022.
- The UM Department received results for an audit conducted by Median Healthcare (formally Michigan Complete) and scored a 98.39%. The audit did not result in any corrective action plans.

CLINICAL PRACTICE IMPROVEMENT

Evidence-Based Supported Employment (EBSE): To date there have been 197 referrals and 174 admissions into Supported Employment services. As a result, there has been 101 competitively employed in the community in a variety positions including, but not limited to, wait staff, janitor, Amazon Driver, office manager, caregiver, stock worker, and assembly/ production worker with an average hourly wage of \$14.00. Twenty-two members successfully transitioned from EBSE services as their employment goals were met.

Med Drop: Med Drop is a program that assists individuals with medication management by providing and assisting to administer their medications in their own home. DWIHN currently has 37 individuals in the Med Drop program and expanding these services to a variety of high-risk populations. Since Med Drops inception, DWIHN has observed the following outcomes: 79% reduction in the number of psychiatric hospital admissions compared to the number of psychiatric hospital admissions in the 12 months prior to entering the Med Drop Program.

RESIDENTIAL SERVICES

The Residential Department received 254 residential referrals in the month of February. There were also eight homes that were closed in the month of February. All home closures followed a multi-department close out process that included the Residential Team working with members on identifying new residences. The Residential Team continues to track and monitor requests for assistance from providers and resultant timeliness. During the month of February 2022, the Residential Team received 439 requests for assistance through email and phone calls. Seventy-nine percent (79%) were responded to within 24-48 hours, five percent (5%) where connected with other DWIHN departments for resolution, eight percent (8%) required further investigation, and eight percent (8%) where referred to a supervisor for further review and resolution.

There were 1,087 authorization requests in the month of February, and of those, 336 (31%) were returned to CRSPs for additional information/documentation. The Residential Team continues to provide monthly authorization refresher trainings for CRSP providers, in addition, DWIHN meets with CRSPs monthly to review system /process updates, identify potential barriers and discuss resolutions.

DWIHN has started to see a decrease in COVID-19 cases in congregate settings in the month of February. There have been four (4) reported positive cases of Covid-19 and one (1) related death. This is a significant decrease compared to the month of January (60). Currently over ninety percent (90.4%) of persons living in licensed residential settings have been fully vaccinated. Over sixty-seven percent (67.5%) of person living in unlicensed settings have been vaccinated (for a total of 82.3% members vaccinated in congregate settings). Currently 1,272 residential members have received a booster vaccination (up from 739 in January- 72% increase).

CHILDREN'S INITIATIVES

School Success Initiative (SSI): SSI Therapists are in a total of 72 schools (25 schools are in Detroit and 47 schools are in Out-Wayne County). DWIHN met with School Based Health Centers to coordinate status, progress, and discuss school needs. DWIHN created a calendar to schedule intake appointments and providers are coordinating with the Access Department for referral status. The enrollment section has now also included the option to show if a member declines service.

Clinical Services: During Q1 2022 DWIHN served a total of 10,966 children, youth, and families in Wayne County ages 0 up to 20; including both Serious Emotional Disturbance (SED) and Intellectual/Developmental Disability (I/DD) disability designations. Children Providers provided 6,891 members with SED services and 4,075 members with I/DD services.

Home-Based Services: A total of 526 families received Home Based services among 13 Children Providers. There was a 12.5% decrease from the previous quarter of members receiving HB services; primarily due to staff shortages. The average length of stay for members to receive HB services was about 15 months long. Fifteen members with I/DD designations received HB services as well; which was a 66% increase from the previous quarter. Lastly, 19.8% of the members in HB services presented with meaningful and reliable improvement according to CAFAS scores.

Wrap-Around Services: A total of 313 families received Wrap Around services among 9 Children Providers. There were 42 new families who started Wrap Around services. There was a 5.2% decrease of families receiving Wrap Around services compared to the last quarter and a 36.4% decrease of new referrals compared to last quarter. 14 months was the average length of stay for families receiving this service. About 51% of the families who transitioned successfully completed all 4 phases of the Wrap Around model.

SUBSTANCE USE SERVICES

Opioid Initiative: 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. Since 10/1/2021, DWIHN has provided twenty-five (25) Narcan trainings. DWIHN has two mobile units that provide: SUD screenings for services, referrals to treatment, peer services, drug screenings, therapy, and relapse recovery services, Naloxone distribution and training. The Barbershop Men's Health Initiative is another initiative that connects barbers and the clients to Narcan training and information on men's health. DWIHN's Naloxone Initiative programs have saved 1,034 lives since its inception.

Women's Pregnant and Post-Partum Pilot Program: DWIHN recently received additional funding to provide integrated services that support family-based services for pregnant and postpartum women (and their minor children) with a primary diagnosis of SUD, including Opioid Use

disorders. This includes outreach, screening & assessment, Peer Recovery supports, case management, and evidence-based practices. DWIHN is currently working with two identified providers on implementation of this program.

Authorizations: There was a reported total of 1,903 SUD authorizations approved during the month of January. Over ninety-nine percent (99) of Urgent Authorizations were authorized within 72 hours and 99% of non-urgent authorizations were approved within 14 days.

CRISIS SERVICES

DWIHN is working closely with Wayne Health on mobile outreach services to establish locations that can focus on behavioral health needs in the community. This included development a work plan that outlines goals with target dates and weekly meetings to compare community opportunities using a data-drive approach.

DWIHN continues to work with the provider network on inputting and utilizing “crisis alerts” that will serve as a beginning of communication for members in crisis, and the newly hired liaisons are working to monitor and troubleshoot with our CRSPs. Automatic notifications in PCE will be in place to notify the CRSP of members in a crisis setting. DWIHN is monitoring crisis plans and AOT orders of members in crisis, and providing support and troubleshooting for the CRSP with regard to having current and updated crisis plans within the system.

DWIHN has developed a plan and procedure for discharge planning and transitions in care to meet the need for support in these areas. Newly hired liaisons are finishing their training, and have been prepared to assume a hybrid role to include discharge planning and coordination for members in transition, as well as continued efforts in the emergency departments.

The Juvenile Detention Facility (JDF), MDHHS and DWIHN, as well as other law enforcement agencies, have met to collaborate in order to make communication efficient and to develop processes and procedures for information sharing. DWIHN is represented on the Outcomes Improvement Committee and on the Tri-County Initiative to address threat assessments in schools and other facilities.

COMMUNICATIONS

Television:

WMYD TV20 Detroit - 2/13/22

I was featured on TV 20's MI Healthy Mind. The episode highlighted the support, services and resources DWIHN provides to the community. Ambassador and Constituents' Voice member, Michael Squirewell, also shared his mental health journey and how he found help, hope, and a new life through DWIHN and its Providers after being a member of a notorious gang for many years. Below is a link to the show: <https://youtu.be/VmKp6s-mSH8>



Scripps Media: WXYZ TV 7, TV 20 and Bounce



In February, DWIHN had two Children’s Mental Health Care messages airing on 3 stations.

<https://www.youtube.com/watch?v=M8b-bYPdKYo>

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

WDIV/ LOCAL 4



Children’s Mental Health Care messaging continues on Channel 4.

<https://www.youtube.com/watch?v=KRDPsAK7Iqs>

Digital:

Sports Marketing Agency - 2/24/22



Andrea Smith, DWIHN Director of Workforce Training & Program Development, was a featured guest on the Sports Marketing Agency's new podcast, This Is The "F" Word. The episode explained the importance of destigmatizing mental health care.

<https://drive.google.com/file/d/1TnvPegfMq7-BgfZgY4qY2P5yDVDzS0mC/view>

Print:

DWIHN had educational messaging in the Hamtramck Review, La Prensa the Latino Press and MI Chronicle.





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OFICINAS DISPONIBLES AHORA!

INMIGRACIÓN

<p>El Centro para Contrarrestar la Trata de Personas</p>	<p>Los senadores, en inmigración, tienen ahora la palabra.</p>	<p>Victimas de la Trata de Personas y de Otros Crímenes.</p>
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Is Working At Home Not Working for You?
Co-Working Space is Your Solution

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 313-361-3001
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Amenities:
 Flexible Spaces • Complimentary Parking • Central Lockers • Business Internet • Printing • Learning Station • 24/7 Access for Members

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Mental Health Care - No Child Left Behind
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 24/7 Helpline: 800-241-8941
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DETROIT TODAY

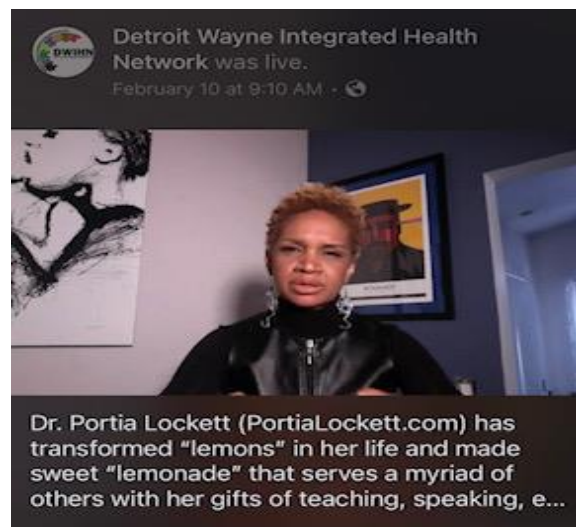
Community Outreach:

February 3, 2022 - Youth United hosted a Youth Move Detroit meeting for youth ages 14-25.

February 10, 2022 - DWIHN hosted a Community Town Hall Meeting for Woodward community stakeholders, updating them on building construction plans.

February 10, 2022 - DWIHN hosted the 7th Annual Trauma Conference that was lived streamed on DWIHN's Facebook account.

<https://www.facebook.com/DetroitWayneIHN/videos/531315644994281>



February 19, 2022 - I was the keynote speaker for the Men's 3rd Annual Substance Abuse Prevention, Mental Health and Wellness Summit.



Ask the Doc:

DWVHN's Chief Medical Officer, Dr. Shama Faheem, continues to educate the public with her bi-monthly newsletter and digital content which contains information about COVID-19, vaccinations and answers questions that are sent in by staff, people we serve, etc.

<https://www.youtube.com/watch?v=oB2f9LfCIME&t=6s>

Social Media:

Top Performing Posts: National Caregivers Day, Black History Month facts:

DWIHN Detroit Wayne Integrated ...
Fri 2/18/2022 8:00 am EST

The Detroit Wayne Integrated Health Network celebrates and salutes all the Providers, direct care staff, and caregive...



Reach 686

DWIHN Detroit Wayne Integrated ...
Mon 2/7/2022 7:06 pm EST


As we continue to celebrate Black History Month, please check out our calendar of #BHM events happening this week. The...



Reach 463

DWIHN Detroit Wayne Integrated ...
Thu 2/3/2022 2:17 pm EST

Fellow Michigander, District Judge Stephanie Dawkins Davis, has been nominated for the U.S. Court of Appeals...



Reach 426

DWIHN social media accounts are consistently growing this past month, LinkedIn had a major increase in impressions.

Impressions

Review how your content was seen by the LinkedIn community during the reporting period.

Impressions, by Day



Impression Metrics	Totals	% Change
Impressions	16,830	↗ 62.3%
Average Daily Impressions per Page	601.07	↗ 79.7%
Average Daily Reach per Page	308.43	↗ 87.7%