



## **President and CEO Report to the Board**

### **Eric Doeh**

### **January 2022**

As we move towards a new year, DWIHN will continue to pursue its clinical integration plans beginning with our pursuit of Certified Community Behavioral Health Clinics (CCBHC) status. In addition to this designation, our partnerships with health plans and Federal Qualified Health Centers (FQHCs) will be imperative as we become a service delivery organization. Moreover, the construction of our Care Center on Milwaukee Street and our headquarters on Woodward will be a focus in the new year. Financially, the organization is in a very good position to be innovative in our payment structure with providers and also be cognizant of our savings.

We will hire a Chief Strategic Officer in the coming weeks, along with a Compliance Officer. Filling these positions is necessary from both a strategic and a contractual obligation requirement. We have hired outside counsel for a limited period to avoid any conflict of interest as we seek a Compliance Officer.

As we embark on this new year, it is imperative that we focus on children services. Thus, in 2022, we will begin a campaign/initiative called “Mental Health Care—No Child Left Behind”. We are going to extend our scope and resources to reach the over 285,000 school-aged kids we have in Wayne County. Please expect more details on this campaign in the coming weeks.

The two proposed redesigns for behavioral health by the legislature continue to be a point of discussion and concern. MDHHS has not taken a position either on the Shirkey legislation or the Whiteford legislation. The stance continues to be that of “aggressively neutral”. We continue to work with our lobbyist firm, legislators, the provider network, our members and the Association to offer alternatives to these plans.

## **LEGAL**

### **Opioid Litigation Update:**

The Michigan Attorney General has agreed that DWIHN may apply to the Special Circumstance Fund (the “Fund”) pursuant to the pending settlement with three distributors and one manufacturer of opioids. Previously, DWIHN faced an uphill battle to recovery as DWIHN was not considered to be a governmental entity and was therefore excluded from the allocations that were distributed to the State and local governments. The Fund consists of 5% of the funds allocated to local governments and now the Detroit Wayne Integrated Health Network (“DWIHN”). It is estimated the Fund will pay out over 18 years the sum of \$19,400,000. Local governments who believe that their allocation was not fair (for example, they pay for opioid related services for other counties or cities) as well as DWIHN may apply to this Fund and an arbitrator will decide on the allocation for each applicant. This is a significant step towards DWIHN being positioned to recover in the opioid litigation. We will be working with our attorneys to submit an application to the Fund evidencing how DWIHN has been affected by the Opioid Crisis.

## **FINANCE**

In response to the correspondence issued on October 1, 2021, 26 providers from four lines of business were eligible for a stability payment. Thirteen of the providers responded and were eligible for a total payment amount of \$4.3 million. The claims were adjusted and a payment was disbursed in December, 2021. In addition, DWIHN identified Clubhouse services as being eligible for the financial stability payment and requested similar information from those providers. As a result of the review, an additional \$1.6 million was paid to five Clubhouse providers. DWIHN issued a total of \$6.9 million in financial stability payments for the fiscal year ended September 30, 2021.

In addition to the aforementioned stability payments, DWIHN offered two 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. Approximately 90% of the providers responded after DWIHN made three separate attempts to reach out to non-responsive providers. On Monday, December 6, 2021, DWIHN issued \$24.7 million in retention payments to 292 providers for 13,000 full and part-time employees. In addition, 332 full-time and ten part-time/student intern DWIHN employees were also eligible for the retention payment, for a total of approximately \$755,000. DWIHN applied the same guidelines as the provider network. It should be noted that the amount disbursed to DWIHN employees were within the board approved budget for administrative costs for the fiscal year ended September 30, 2021.
- 2) Payments of overtime premiums (i.e. half time only) for certain residential providers, 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. On December 7, 2021, DWIHN disbursed \$4.7 million to the provider network related to the overtime initiative.

Effective October 1, 2021, DWIHN will be implementing an across the board 5% rate increase for all fee for service programs, with the exception of Hospitals, COFR's, special provider negotiated rate contracts (i.e. Hope Network), Wayne County programs, Children's Crisis contracts, COPE, MHL, Fiscal Intermediaries, Med Drop, PMPM providers, and federally funded grant programs (i.e. PASARR). DWIHN will be working with PCE to update the MH-WIN contract records to reflect the revised rates as of January 1, 2022, however October through December claims will be retroactively adjusted and paid by early April, 2022.

On November 15, 2021, Michigan Department of Health and Human Services (MDHHS) approved the SED value-based incentive model. The SED Children's providers can earn up to \$2.5 million a year in value-based payments. In addition, on December 10, 2021, DWIHN met and introduced a similar value-based payment model to the AMI provider network. That same day, DWIHN submitted the request for approval to MDHHS; they have 25 days to respond however we anticipate implementation to be effective as of January 1, 2022. The AMI providers can earn up to \$5.5 million per year in value-based payments.

DWIHN will be completing the final phase of System's Transformation whereby we will be phasing in the self-directed members from Community Living Services (CLS). DWIHN will begin the transition on February 1, 2022 as members IPOS's expire. In an effort to ensure CLS can continue to fulfill the contract terms during the transitional period, DWIHN will continue paying CLS the administrative rate for the remainder of the fiscal year. Effective immediately, DWIHN will hire three FTE's to administer the program for a total cost of approximately \$400,000, which will result in a savings of \$1.4 million. A budget adjustment will be forthcoming for the aforementioned positions however it should be noted that the savings will occur in the next fiscal year.

## **ADVOCACY**

On November 28, 2021, I was a featured guest on Spotlight with Chuck Stokes explaining the importance of Community Mental Health and the current Shirkey and Whiteford behavioral health redesign bills in Lansing.

<https://www.wxyz.com/news/political/spotlight-on-the-news/spotlight-on-the-news-tonya-myers-phillips-on-housing-dwihns-eric-doe-h-on-mental-health-help>

On December 1, 2021, DWIHN and PAA met with Senator Shirkey to discuss regional and statewide updates for the behavioral healthcare redesign.

## 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 to accommodate physical storage:

- File Scanning – As part of moving towards a paperless and data driven organizational goal, we are continuing to leverage Therefore solution to provide solutions to several departments to scan and index documents for ease of access, availability and move away from dependence on paper and storage.
- E-Forms/Integrations – IT is working to evaluate and enable Therefore integration to allow outside entities to submit paperwork and documents to DWIHN via a web page. This will benefit departments even during the Milwaukee construction period.

### Infrastructure:

- ManagedEngine/OpsManager: Internal systems monitoring and alerting for infrastructure, applications and services. This will allow DWIHN to monitor health and performance and integrate into incident management any issues as a result.
- Internal/External Firewall/BGP project. Working with vendor to complete fiber/hardware setup to allow additional IP address and close this security upgrade project with built in redundancy.
- Call Center high availability (HA) configuration underway. Working to enable a HA environment for Access Center to ensure we have redundancy built in to support those operations.

### Security/HIPAA

- IT Security – IT has narrowed down vendor proposals for a security audit, policy review, and system/infrastructure testing to assist with bringing DWIHN into compliance with current security practice standards and ICO requirements.

## ACCESS CENTER

DWIHN has been working on addressing the potential delays in getting members in service. This has been in the midst of several of our providers notifying us about putting holds on new intakes. We are working closely with those providers on identifying their plan for resuming intakes and working with all other providers to highlight the importance of timely access. Staffing shortages with providers has put hold to new intakes at some locations as well as to certain types of services Member no-show to the scheduled appointment has been another significant barrier.

Various DWIHN's departments are collaborating to improve Access to Services. Managed Care Operations, Clinical Departments, Quality Department and Access Department have been meeting with our providers to discuss their plans and actions steps to address the delays. We have created an Access Committee to evaluate our network Capacity and Access to service and will work on proposing plans for continued improvement.

## FACILITIES



On November 15, 2021, DWIHN submitted the request for Special Land Use to the City of Detroit. On December 8, DWIHN met with Natasha Long from the W. Grand Blvd. Association to discuss our plans for the DWIHN Care Center.

## **CUSTOMER SERVICE**

Customer Service convened oral health peers to discuss outcomes and lessons learned. We exceeded the goal to teach 100 unique individuals about oral health. Providing training and technical support to members interested in becoming Peer Mentors.

## **HUMAN RESOURCES**

The Department of Human Resources continues to hire staff to augment our already exceptional workforce. HR completed open enrollment (insurance) for all employees. HR processed the retention payment made to DWIHN employees. HR also completed the Early Retirement offering made to DWIHN employees.

## **CHIEF CLINICAL OFFICER**

### Behavioral Health Outreach:

DWIHN organized efforts to provide outreach and assistance to schools, teachers and students after the tragic event of Oxford shooting as well as several other school threats and lockdowns. We developed resource page on our website to address the Oxford school mass shooting as well as other threats and lockdowns. (December) <https://dwhn.org/news-oxford-hs-grief-counseling-resources-list>. We also created Tri-county Workgroup to address Youth Mental Health especially in schools (a planning meeting was held on December 15, 2021).

On December 16, 2021, DWIHN hosted a Virtual Town Hall Meeting, “LET'S TALK ABOUT IT”, addressing School Safety/Violence, Mental Health, Grief/Loss and Suicide Prevention. Medical Director Newsletter addressing children and parent’s fear about return to school after the shooting was also issued in December.

With the continued rise of COVID-19 cases and the new variant, we have continued our advocacy and outreach efforts towards the pandemic.

- Biweekly Newsletter highlighting recent data and addressing safety protocols and vaccine hesitancy as well as Ask the Doc email responses to people’s vaccination/COVID questions.
- Interview for City of Detroit's Office of Disability Affairs for children, parents and vaccine hesitancy in the disability community (November 2021)
  - Video 1 <https://fb.watch/9evcm7av7H/> Shama Faheem, Part #1 (encouraging people to get the vaccine)
  - Video 2 <https://fb.watch/9ev7wG2ymn/> Shama Faheem, Part 2 (how to gradually resume in-person activities)
  - Video 3 <https://fb.watch/9ev8RvO-gi/> Cassandra Phipps (vaccines for children and parents)

### Quality Improvement:

HSAG reviewed DWIHN in Summer 2021 for its new 3-year review cycle. We had some findings that needed Corrective Action Plans (CAPs), which have been submitted to HSAG. DWIHN is working internally with each Department to assure implementation of the CAPs. HSAG will do the second half of the review in Summer of 2022 and DWIHN’s Quality Department is working with each Department to assure they are reviewing and implementing requirements in term. Final Review of this 3-year cycle will happen in 2023.

## **INTEGRATED HEALTHCARE**

Behavioral Health Home (BHH): Behavioral Health Home services will start in Region 7 on April 1, 2022. DWIHN is the Lead Entity and DWIHN has five Health Home partners. A MDHHS Behavioral Health Home kick-off meeting is scheduled for March 1-2, 2022. All of our Health Home partners have met BHH credentialing requirements and have been receiving training from the National Council for Behavioral Health. This will expand integrated physical and behavioral health services for both adults and/or children diagnosed with a serious mental illness or serious emotional impairment.

Opioid Health Home (OHH): On October 1, 2021 DWIHN began its Lead Entity role as an Opioid Health Home for persons with Medicaid and an Opioid use disorder. As of January 6 2022, there are 216 persons enrolled on OHH. Health Home Partners provide a full array of integrated health services including care management, specialty referrals, assessments, authorizations, treatment planning.

Certified Community Behavioral Health Clinic- State Demonstration (CCBHC): The Guidance Center is Region 7's State designated CCBHC provider. A CCBHC site provides 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 currently The Guidance Center has enrolled over 2,100 members.

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 when available to provide additional CCBHC services to individuals we support.

## **CLINICAL PRACTICE IMPROVEMENT**

Wayne County Jail /Probate Court: There were a reported 69 releases from the Wayne County jail. Of those, 23 were linked to the assigned provider; 15 were placed in other correctional facilities or hospitalization; 5 were not Medicaid eligible members; and 26 were unassigned and linked to a DWIHN Jail provider. The Sheriff's Department is working with Team Wellness on familiar faces that come into the jail to provide wrap-around services. DWIHN has outreached to the Clinical Jail Mental Health Director to ensure data regarding individuals released from jail is provided to DWIHN to establish a proactive discharge plan.

There were fifty 50 Assisted Outpatient Treatment Orders reported from December 1-17, 2021. Of those, 5 were on a continuing hospitalization order; 4 were not Medicaid eligible; 5 were linked to the Access Center for a provider assignment; and 36 had the provider notified of the order.

Workforce Development: 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, Integrated healthcare trainings have been added to the DWIHN training grid.

## **RESIDENTIAL SERVICES**

The DWIHN Residential Team continues to track and monitor requests for assistance from providers and resultant timeliness. During the month of December 2021, the Residential Team received 278 requests for assistance through e-mail and phone calls. This is a significant increase when compared to prior months. 70% were responded to within 24-48 hours, 2% were connected with other DWIHN departments for resolution, 19% required further investigation, and 9% were referred to a supervisor for further review and resolution. The Residential Team provides 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. The Residential Department received 533 residential service authorization requests in the month of October. 99.8% of those requests were provided a disposition within 14 days.

COVID-19 has continued to rise in recent months and we are seeing this impact in residential homes. There were 23 reported positive cases of COVID-19 in the month of December. This increase has put a strain on our provider network. DWIHN's Residential Director is actively adding additional Covid-19 Transition Homes to manage the increase in cases. It has also been noted that many DCW staff have not been vaccinated which puts our members at higher risk. DWIHN has sent a communication to Residential Providers strongly encouraging that their staff be vaccinated. Currently over 90.4% of persons living in licensed residential settings have been fully vaccinated. Over 67.5% of person living in unlicensed settings have been vaccinated (for a total of 82.3% members vaccinated in congregate settings). Currently, 515 members have received a booster vaccination.

## **CHILDREN'S INITIATIVES**

School Success Initiative (SSI): In December 2021, the Children's Initiative Department provided resources to SSI Providers to support schools in Wayne County on School Safety in response to school shootings and threats. The SSI Redesign Project has met three goals: 1) Coordination with Teen Health Centers; 2) Increased Accessibility of Services; and 3) Implemented Standardization of Services. Coordinated with Wayne RESA to gain information for purchasing the Pre-K curriculum and for SSI Providers to attend the training in February 2022. DWIHN will continue to coordinate with the Access and IT Departments to create the calendar to schedule intake appointments, allow Providers to see the status of the SSI Tier 3 Referrals, and update the enrollment section to include the option for a member to decline services.

Some SSI Providers also offered resources and support to schools in Oakland County as well after the Oxford High School shooting incident. A list of resources has been developed and available on DWIHN website and also given to various school districts in Wayne County. DWIHN hosted a virtual Townhall ("Let's Talk About It") on December 16, 2021 to continue to provide education and support children and families in response to the recent school shooting. The townhall included Dr. James Henry, Professor at Western Michigan University, Co-Founder /Director of Children's Trauma Assessment Center, and a panel of nine participants to discuss mental health, school safety/violence, grief/loss and trauma.

Children's Services: On December 2, 2021, the 12<sup>th</sup> Annual Report to the Community event took place via Zoom Platform. There were 103 stakeholders who attended. At this event Cassandra Phipps, Director of Children's Initiatives, presented an overview of Connections' System of Care accomplishments for Fiscal Year 2020-2021. Stakeholders also received a copy of the Report to the Community which provides more detailed data from assessment tools and services provided by all System of Care providers.

Children's Initiatives continues to coordinate with DWIHN Access and IT Department to develop a screening process for individuals ages 0 to 6 for the Infant Mental Health Program. DWIHN is planning on moving this eligibility process from the providers back to DWIHN. A meeting was held with IMH Providers to discuss and received additional feedback to incorporate in the new changes.

Autism: ASD services were provided to 2,195 members in December which is an increase of 3 members from November. There were 111 referrals in the month of December. This was a slight decline from November, but it is based on partial month data. ABA providers have been provided direction on coordination of care considerations with CRSP agencies. Continued support is being provided to the members approved for ASD Benefit, but did not accept an ABA placement at time of appointment.

The ASD Benefit referral process was updated per Medicaid Provider Manual guidelines. A member interested in entry into the ASD Benefit must provide proof of a full medical and physical examination/

screening, within the past year, indicating further evaluation is recommended by the member's primary care physician in order to be scheduled for a comprehensive diagnostic evaluation.

## **SUBSTANCE USE SERVICES**

### Opioid Crisis:

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. On December 10, 2021 the SUD Team distributed free Naloxone kits, Fentanyl Testing Strips and Sleeping Coats to ensure providers had necessary tools over the holiday to address this rising issue. DWIHN's Naloxone Initiative program has saved 807 lives since its inception. For the month of December there was twenty-four (24) saves. Again, the saved lives are under-reported, especially during this time of the COVID pandemic. The logs are coming in slowly from law enforcement and the community. DWIHN to date has distributed over 15,792 Naloxone kits and for the month of December DWIHN distributed 3,202. The Holiday Save a Life Drive distributed 389 Sleeping Coats, 2900 Naloxone Kits and 7100 Fentanyl Strips to providers.

### Pandemic/COVID-19 Related Issues:

In the month of December, the SUD Department reported a total of 38 positive COVID cases and no deaths. In addition, of the number of positive COVID cases, 19 of the individuals reported they were full vaccinated. DWIHN serviced nine individuals at one of our three COVID sites.

A rise in the prevalence of gambling disorder during the pandemic has fueled DWIHN's SUD Department to build clinical capacity to support individuals with a gambling disorder that often co-occurs with SUD. SUD Department have increased the Gambling Residential Treatment (GRT) programs from one to three providers that offer GRT services. For the month of December, we service nine members for Gambling Residential Services.

### Authorizations:

There was a reported total of 1,325 SUD authorizations approved during the month of December. This is a significant decrease from November, but it is only partial month reporting. 90% of the 33 Urgent Authorizations were authorized within 24 hours. There were 765 non-urgent authorizations and 478 (99%) were approved within 14 days.

## **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. There were several resultant authorization issues related to the implementation of the updated modifiers. These issues have been resolved as received by the Procedure Code workgroup. These modifier changes also resulted in a disruption to the current Standard Authorization Guidelines (SUGs). DWIHN has been averaging of over 700 authorizations waiting for review in the Que. DWIHN cross trained additional staff in the UM Department to assist with these reviews.

DWIHN implemented an intake period where a set number of services can be provided without a pre-authorization for up to 60 days. DWIHN also reviewed the requirement of having a pre-authorization for Assessment services. This was a reported barrier to providing timely services to members. Upon further review DWIHN has determined that the pre-authorization requirement for Assessments will be discontinued.

### December 2021 Authorization Outcomes:

- There were 1174 authorization reviews for non-urgent, services during the month of December. Out of the 1174 approvals, 96.7% were provided a disposition within 14 days of request.

- There were 40 MI Health Link authorizations received in December 20, 2021. This is a decrease from the previous month, but only reflects partial data.
- There were 318 hospital admissions in the month of December (as of 12/20/21) with an average length of stay (LOS) of 13 days. This is a 43% decrease in admissions compared to November, but an increase in LOS (from 11 to a 13-day average).
  - The UM Department conducts bi-weekly case conferences with DWIHN’s physician to review inpatient admissions with lengths of stay equal to or beyond 14 days, while promoting interdepartmental collaboration with Crisis Services, Residential, Quality and Integrated Care. Additional weekly supervision is being provided to support staff and ensure members are receiving care that meets their needs, and when clinically appropriate, discharge back into the community.
- For those considered recidivistic (hospital readmission within 30 days of discharge) during any given month, we have seen a decrease from 15.1% in Quarter 4 to 13% (partial data) for Quarter 1. The State expectation is to be at 15% or less per quarter. There were a reported 18 recidivistic members in December (as of 12/20/21).

Self Determination: Community Living Services (CLS) currently is the administrator (ASO) for 856 members receiving Self-Directed Services. It was determined as a part of System Transformation, that this administration will transition to DWIHN by July 2022. Notifications have been provided to CLS, providers, fiscal intermediaries, and members. This change will coincide with member’s IPOSs to ensure a smooth transition.

## COMMUNICATIONS

On December 2, 2021, I was recognized with a Regional and State Leadership award by DWIHN provider, Black Family Development Inc. A short vico was also shown during the “Hope and Healing Celebration: [Eric Doeh | Awardee Spotlight Interview](#).



On December 6, 2021, I was interviewed by Channel 4's Paula Tutman about the shortage of mental health professionals in the state of Michigan and how DWIHN is doing its part to help find solutions.

[https://www.clickondetroit.com/video/news/2021/12/06/how-the-mental-health-help-shortage-is-impacting-those-trying-to-cope-with-oxford-high-school-shooting/?utm\\_source=facebook&utm\\_medium=social&utm\\_campaign=snd&utm\\_content=tutman&fbclid=IwAR2dQDfPwKNFuHvfZmzpFpmD69HqJJvzX2cjcVSFp82n3PIIgyKv8OT3ezk](https://www.clickondetroit.com/video/news/2021/12/06/how-the-mental-health-help-shortage-is-impacting-those-trying-to-cope-with-oxford-high-school-shooting/?utm_source=facebook&utm_medium=social&utm_campaign=snd&utm_content=tutman&fbclid=IwAR2dQDfPwKNFuHvfZmzpFpmD69HqJJvzX2cjcVSFp82n3PIIgyKv8OT3ezk)

On December 10, 2021, DWIHN deployed resources and supports following the Oxford High School shooting to ensure families, teachers and first responders were equipped with the necessary mental health tools needed to help cope with loss the trauma and meet their mental health needs of the community.



On December 11, 2021, I provided opening remarks during the 49th Annual Association of Chinese Americans Anniversary Celebration.



On December 16, 2021, following incidents at Oxford High School and the Plymouth Canton High School, DWIHN held a virtual town hall offering trauma related resources for students, parents, teachers, & first responders and discussed signs parents should look for if their children are struggling. panel of students, educators, parents, and mental health professionals in a dialogue on experiences of trauma in an effort to promote continued conversations within our communities. All are welcome to attend, learn coping strategies and signs/ways you can be there for a friend or child in need.

Our Ask the Dr segments continue in a bimonthly newsletter sent throughout our provider network and community stakeholders to help address and educate people about COVID-19. The newsletters send information about COVID-19, vaccinations and answers questions that are sent in by staff, people we serve, etc. Please visit [AskTheDoc@dwihn.org](mailto:AskTheDoc@dwihn.org)

Television:

WDIV 12/7/21: WIHN was highlighted on WDIV as Mental Health resource:

<https://www.clickondetroit.com/health/2021/12/06/get-the-help-you-need-where-to-find-mental-health-services-in-southeast-michigan/>

Digital:

DWIHN was listed as a resource to help with holiday stress management, seasonal depression and isolation by the following news outlets:

WXYZ 12/13/21:Resources to help you manage stress during the holidays:

<https://www.wxyz.com/news/resources-to-help-you-manage-stress-during-the-holidays>

The News Herald 12/16/21: Column: Tips and resources to cope with seasonal depression and holiday blues:

<https://www.thenewsherald.com/2021/12/16/column-tips-and-resources-to-cope-with-seasonal-depression-and-holiday-blues/>

Pride Source 12/22/21: Feeling Alone? As COVID Numbers Surge, Here's How to Avoid Wintertime Isolation 5 tips for navigating the holidays and a COVID-impacted social network:

<https://pridesource.com/article/feeling-alone-as-covid-numbers-surge-heres-how-to-avoid-wintertime-isolation/>

**Print:**

As part of our media partnerships with local community newspapers, DWIHN messaging appeared in the Hamtramck Review as well as the Arab American News.

**Second Front Page Covid: Former mayor makes one more appeal for vaxing**

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**Many believe they will not catch the virus, until they do. We give them what we call the religious conscience, saying 'do not throw yourself in situations and do not put others in danger.' Some respond, but others don't.**

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**Community Outreach:**

December 12, 2021 - SUD staff attended the Barbershop Health and Wellness Tour held at Shears and Shaves Salon in Detroit.

December 9, 2021 - Youth United held a professional development workshop on Accountability in the Workplace via Zoom. The workshop addressed what the definition of accountability is, how holding yourself accountable affects the workplace and several discussions expressing examples of how should hold ourselves accountable.

December 16, 2021 - Youth Move hosted a Winter Wonder bash meet and greet/holiday party at The Children's Center as a way to reach out to the community and engage more youth.

**Social Media:**

Top Performing Posts - Social media continues to see consistent growth and impressions over all four channels. Top performing posts across our social media channels were posts promoting DWIHN'S Virtual Townhall Meeting and the International Day of Person with Disabilities.

