



President and CEO Report to the Board

Eric Doeh

September 2021

On August 18, 2021 DWIHN hosted a townhall and invited Rep. Mary Whiteford. As a result of this discourse, Rep. Whiteford has agreed to work with DWIHN's leadership as the legislature prepares for a system redesign.

Our current partnership with Wayne Health and Ford X continues to be a success in linking people to mobile health services which includes mental health services and physical health services.

DWIHN has taken a significant step in improving the technology infrastructure of our residential and children's providers. Our IT department has distributed over 230 iPads, 68 laptops and 16 prepaid internet connections in Phase I of this project. Additionally, there are another 337 laptops scheduled to be distributed next week to our residential providers.

DWIHN's integrated services continues to grow, beginning with our emphasis on opioid health homes. We have increased the number of enrollees to 137, which is a 10% increase from July. Moreover, DWIHN is on target to become a Lead Entity as a Behavioral Health Home (BHH) once the proposed State Plan Amendment is approved. MDHHS indicated that there has been a delay in this review so it is anticipated that the start date will most likely be moved until July 2022. DWIHN has hired an experienced Behavioral Health Home Administrator to oversee this initiative. DWIHN is also starting to have discussions with MDHHS (and other regions) on the requirements of become a Certified Community Behavioral Health Home (CCBHC). This will further our efforts in becoming an integrated care provider. For DWIHN, regardless of the proposed redesign plans, all roads lead to CCBHC has an integrated service model to better serve people.

The shortage of workers continues to be a significant focus of MDHHS and DWIHN. I was recently assigned to an MDHHS workgroup to make recommendations to the director on ways to improve the current condition. It is anticipated that the \$2.25 direct care worker (DCW) supplemental will continue until the end of the year and may even be part of the upcoming budget. It is anticipated that the SFY 2022 budget for the system will be \$3.9 billion. The increase in funding is partly due to \$28 million in Public Health Emergency Health dollars and another \$192 million designated for the DCW supplemental.

DWIHN is currently exploring mandatory COVID-19 vaccination. As a result of recent federal guidelines and rules particularly directives from the Department of Labor and recent guidance by the Department of Justice, DWIHN's executive leadership will recommend mandatory vaccination. DWIHN will be the first PIHP to mandate the vaccine for its staff.

Crisis Assessment Center

On August 30, 2021, the Detroit Zoning Board of Appeals re-heard the appeal filed by the two residents in our case and deemed that, based on resident and community testimony, our proposed

Crisis Center was “detrimental to the social, physical, economic, environmental and posed a risk to the overall enjoyment to the aggrieved residential properties”.

Next Steps

Our current architect/design firm, TetraTech, is looking into the zoning and building variances of our two (2) buildings DWIHN currently owns. In this current climate, we wish to maximize our real estate potential; while learning valuable lessons through this pandemic that we can operate more efficiently as an organization.

Our new direction will begin first with a preliminary meeting with the City and BZA Director to advise of our new direction after we thoroughly looking through the aforementioned zoning and building variances with our project manager.

8726 Woodward - Administrative Offices

- DWIHN acquired this property nearly three (3) years ago.
- It was desirable due to its location, proximity to hospitals, downtown, Wayne State and to our 707 W. Milwaukee location.
- Through our data collected and community engagement efforts this is a community that needs our services and our presence.
- We have invested in this building over the past year and can see a quick ROI that benefits the people and is line with DWIHN’s mission, vision and values.

707. W. Milwaukee Building - Hybrid Crisis Service /Administrative Support Center

TetraTech has preliminary drawings for a Crisis Center at 707 Milwaukee as follows:

- Floors 1 and 2 - a Crisis Residential Unit, Crisis Stabilization Unit, Children’s Crisis Unit, and Sober Living Unit.
- Floors 3 and 4 – administrative offices
- Floor 5 – administrative offices/DWIHN Boardroom

FINANCE

Detroit Wayne Integrated Health Network (DWIHN) investment accounts are comprised of funds held by three investment managers - First Independence CDARS, Comerica and Flagstar. On August 11, 2021, DWIHN replenished the First Independence Bank CDARS account to \$10.5 million. This amount is consistent amongst all three investment managers.

The DWIHN Chief Financial Officer (CFO) estimates that approximately \$20 million is due to the Michigan Department of Health and Human Services (MDHHS) for the FY21 Direct Care Worker (DCW) cost settlement (excess revenues over expenses).

DWIHN staff met with several Substance Use Disorder (SUD) providers regarding specific rates associated with a sub-set of services codes. Based on the concerns of the providers, the DWIHN CFO researched comparable rates amongst other PIHP’s. As a result of the analysis, a letter was distributed to the SUD providers on August 12, 2021 identifying the respective changes by service code. The rate changes are effective immediately and all claims will be retroactively adjusted as of October 1, 2020. The DWIHN CFO confirms that the additional (Medicaid) funds are available and total approximately \$955,000/annually. In addition to the rate changes there were several operational issues resolved.

ADVOCACY

On August 18, DWIHN hosted Rep. Mary Whiteford for a Town Hall Meeting on her integrated healthcare redesign bills (HB 4925 – 4929). The proposed legislation could disrupt and destroy the community mental health system without the appropriate knowledge, guidance and input. This meeting was critical as it allowed us to have open conversations with our provider network and people served to demonstrate the amazing work that CMH services provides. The town hall was attended by roughly 50 persons, livestreamed on our social media platform and we had panelists from our provider network, advocate groups as well as individuals we serve asking questions from audience members from around the region.

On August 26, DWIHN and ARC Detroit hosted a Behavioral health Town Hall to learn more about current legislation introduced by Sen. Mike Shirkey and State Rep. Mary Whiteford that would essentially eliminate community mental health agencies throughout the state. Panelists included Sen. Sylvia Santana, Detroit; Rep Abraham Aiyash, Hamtramck; Rep Kevin Coleman, Westland; Kevin Fischer, NAMI; Brent Mikulski, STEP; Loren Glover, ARC and myself.

We continue to work with our lobbyists, Public Affairs Associates (PAA), to meet with legislators on their ideas on reshaping our behavioral healthcare system. Ongoing conversations continue with various legislators to discuss our position and help to inform them on the harm that could come from the various proposed house bills and integrated healthcare proposals.

INFORMATION TECHNOLOGY

Ipads/Laptops/Internet to Residential & Children's Providers – IT Department worked closely with children's providers and residential providers using survey to evaluate IT infrastructure and technology equipment needs. As mentioned earlier in the report, IT has rolled out 237 iPads, 68 Laptops, 16 prepaid internet connections in the Phase I and has scheduled delivery of another 337 laptops to the residential provider this week. This rollout will be complete by the end of the month.

Risk Matrix Health Score – IT Department has been working with clinical leadership on developing rules-based matrix to determine the make-up of the health score for members within the risk matrix.

Infrastructure

PRTG Monitoring Setup and configuration: Internal systems monitoring and threshold alerting for infrastructure, applications and service. This will allow DWIHN to monitor health and performance, and integrate into incident management any issues as a result.

Therefore Project (paperless/digital transformation). This project is rolling through departments and will take us to a digital solution to accommodate retention requirements, and reduce the need to accommodate physical storage.

Security/HIPAA

HIPAA/HiTech/IT Security - IT is currently working on selecting vendors to get a security audit baseline done as well as evaluating possible security monitoring services. These services are needed to help DWIHN get certifications and remain in compliance with HIPAA/HiTECH and other regulations as well as to ensure that we meet audit requirements from ICOs, the State, and

others that perform audits on DWIHN each year. This will also assist DWIHN IT staff in identifying and correcting security issues before they become an issue or breach.

CUSTOMER SERVICE

Staff Development

DWIHN has created a Member Enhancement Internship Program with the hopes of building employable skills for persons served by the community mental health system. We are actively identifying new areas of learning, building employable skills for persons served by creating and taking advantage of learning opportunities within DWIHN. The program is not to exceed 6 months and offers hourly compensation for individuals as they gain knowledge and skills as we provide on the job training that will complement their existing skillset.

Member Engagement/ Experience

DWIHN received MDHHS award notification for drop-in center health and wellness (\$7,500) and clubhouse spend down (\$340,019).

HUMAN RESOURCES

DWIHN is in the midst of our yearlong Leadership/Supervision training and development series. The first session dealt with the performance appraisal process and its significance/importance and as a supervisor how to successfully perform performance appraisals for staff reporting to them. The next training is scheduled for September 17 and is entitled “Optimize Performance Through Effective Supervision”.

RECIPIENT RIGHTS

The Office of Recipient Rights is dedicated to our mission of protecting the rights of our recipients. Since our last reporting we seeking to hire two RR Investigators. We also anticipate developing an afterhours and weekend training course to better serve our Providers.

Our department managers and staff are also completing out Performance Evaluations. We are also training two staff on MICAL which is a new system that the State of Michigan requires we enter Site Review information. We were also notified that the State of Michigan may assume the role of conducting Site Reviews for all LPH's. Considering we have approximately 16 LPH's, this change will not have a significant impact within our department. DWIHN will maintain their current LPH contracts and beds and we will continue to provide Recipient Rights protection.

INTEGRATED HEALTHCARE

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. This partnership began on 7/7/2021. DWIHN is offering mental health screening and referral services in mobile site locations to increase outreach and access to the community. DWIHN is providing this service at provider network events so we can provide the community additional resources. DWIHN has participated in 21 events and has educated/provided resources for 100 individuals. DWIHN is working with Ford X to outfit mobile vans that will be more conducive to mobile mental health treatment (privacy, etc.). These vans will allow DWIHN to move more into mobile clinical treatment services in addition to current engagement and referral services.

CRISIS INTERVENTION TEAM (CIT)

DWIHN was awarded the CIT Program of the Year award by Crisis Intervention Team (CIT) International. The DWIHN CIT Program was also recognized with the CIT Best of Pin Award. Launched in September of 2019, the Detroit-Wayne CIT Program's focus is to promote and support collaborative efforts to create and sustain more effective interactions among law enforcement, behavioral health care providers, individuals with mental illness, their families and communities, and to reduce stigma related to mental illness.

The Detroit-Wayne CIT program has trained officers from 23 police agencies and has gone from offering 5 trainings to 10 annually. The Detroit-Wayne CIT Program was also recognized with the CIT Best Pin Award. <https://www.detroitwaynecit.org/>

UTILIZATION MANAGEMENT

MDHHS has mandated changes to numerous CPT codes and modifiers that will affect service reporting for the entire provider network. These code changes will be implemented 10/1/2021. Utilization management staff has participated in work groups to develop a code crosswalk and have held multiple provider trainings throughout the month of August to address these changes. DWIHN's IT department is working closely with PCE in an attempt to transition these codes on the back end so providers will not have to early terminate and submit all new authorizations by 10/1/2021.

DWIHN continues to have over 96% of HAB Waiver slots filled.

DWIHN was notified that there were 10 individuals in the State Hospital that have been awaiting discharge. The UM, Residential, and Crisis Service teams met to review these cases, provide a status update, and develop a plan for discharge.

DWIHN's UM leadership has been closely monitoring the timeliness of authorization reviews and responses as the UM department did not meet the standard in the month of June. This monitoring includes daily checks of the UM authorization Que and cross training UM staff. Since implementing this plan, timeliness has gone back to previous months' rates which meets the performance guidelines.

RESIDENTIAL SERVICES

In an effort to increase communication between the DWIHN Residential Department, residential providers, and Clinically Responsible Service Providers (CRSP), DWIHN has implemented multiple venues for collaboration. This includes monthly CRSP meetings, monthly CRSP training on authorizations, monthly joint residential provider and CRSP meetings, and a residential/CRSP advisory group. These meetings have been initiated in an attempt to increase and improve communications and resolve any barriers identified.

The Residential Team continues to monitor COVID-19 related issues. Vaccination numbers continue to improve each month, with ninety percent (90%) of persons living in licensed residential settings being fully vaccinated. DWIHN has collaborated with the City of Detroit Health Department to identify homes that have lower vaccination rates and scheduled educational meetings with them. Currently, twelve homes are scheduled for this service with five homes already receiving this service. Twenty-nine members received vaccination

education and resulted in seven members scheduling vaccination appointments (one member is undecided). The residential team also outreached to the Wayne County Health Department to see if a similar program can be implemented. The Wayne County Health Department indicated they could provide similar services and will be working with the residential team on scheduling. There were no reported cases of COVID-19 in the residential program in August.

CHILDREN'S INITIATIVES

Autism - DWIHN is in the process of credentialing and contracting both the new Autism Spectrum Disorder (ASD) Providers as well as the current providers for fiscal year 21/22. An additional ASD Independent Evaluator provider was added to address current capacity issues. There has been a noted decrease in ASD referrals over the last two months, but overall referrals are still on an upward trajectory. It is anticipated that referrals will increase once the school year begins. In order to meet the Medicaid member demand at least 200 evaluation appointment slots will need to be available per month.

Children's Outpatient Services - DWIHN continues to participate in children/family outreach efforts by attending community events, schools, and working with our children service providers to increase mental health awareness, information, and access to services. DWIHN is working with our children providers on staff capacity issues and are evaluating our current access to systems of care. DWIHN's Children Initiatives team and the DWIHN Clinical Officer have met with School Districts to educate them about the School Success Initiative as well as to address barriers that lead to drop in engagement last year.

SUBSTANCE USE SERVICES

The Opioid Health Home (OHH) pilot has increased its enrollees to 137 individuals in August (10% increase from July). DWIHN added an additional Health Home Partner to this pilot and DWIHN is anticipating resultant enrollment to increase. DWIHN has added contract and fee schedules into MHWIN and are adding outcome data measures to the Vital Data platform to monitor effectiveness of these services. The official start date for the OHH Medicaid carve out program is October 1, 2021 (currently funded with SOR funds). DWIHN passed out 1,500 Narcan kits on August 31, 2021 (International Overdose Awareness Day) in an effort to combat the opioid epidemic.

State-wide utilization of the ASAM assessment is scheduled to start on 10/1/2021. DWIHN has assisted with providing ASAM training to providers and we are on target to implement this by the target date.

COMMUNICATIONS

In the Media:

Multiple news outlets covered DWIHN'S CEO announcement, links to the coverage are posted below:

<https://www.arabamericanews.com/2021/08/19/eric-doe-h-selected-as-new-ceo-to-lead-states-largest-behavioral-health-organization/>

Community Mental Health Association of Michigan- page 3.

<https://cmham.org/wp-content/uploads/2021/08/Weekly-Update-8.20.21.pdf>

DWIHN CEO/ President Eric Doeh was invited to write an Op/Ed for The Pulse Institute. “Confronting Mental Health, Poverty and Covid-19 In Wayne County”:

<https://thepulseinstitute.org/2021/08/07/confronting-mental-health-poverty-and-covid-19-in-wayne-county/>

Also, in recognition of September being Recovery month, the Hamtramck Review ran a story about our efforts to fight substance use disorder and DWIHN’s Drive-Thru Narcan event: “Inside a Pandemic, We Continue to Fight an Epidemic” (page 6)

http://www.thehamtramckreview.com/wp-content/uploads/2021/08/HR-8_20-2.pdf

DWIHN was mentioned in the EIN Press Wire as a sponsor for the Hegira Health Focus on Zero conference which will take place virtually on October 28,2021.

https://www.einnews.com/pr_news/549271110/hegira-health-s-psp-program-presents-focus-on-zero-2021-pathways-for-suicide-and-domestic-violence-prevention

DWIHN was also cited as a resource in a Free Press story centered around suicide declines during the COVID-19 pandemic.

<https://www.freep.com/story/news/politics/2021/08/04/michigan-suicides-covid-19-pandemic/8027763002/>

SCRIPPS: Mental Health messaging continues to air on all Scripps outlets (Channel 7, TV 20 & Bounce) promoting the resources that are available to anyone with mental health concerns as well as sharing the 24/7 Access Helpline 24/7.

Radio broadcasts:

Beasley Radio Group did a series of promos about a DWIHN sponsored concert on August 22, 2021 and why a healthy lifestyle of taking care of your mental health is so important.

DWIHN also had 2 promos airing on iHeart radio, one of them was to promote the Self Care Conference on Monday, September 27th and the second was about the Suicidology Conference on September 14th.

Community Outreach:

The Faith-Based Initiatives conference was held August 18-19, 2021. Over 300 people participated both days.

DWIHN recently hosted another Narcan Drive Thru Pick Up. SUD Director Judy Davis was interviewed by WXYZ/7-MYTV20. DWIHN distributed 1500 kits.

DWIHN sponsored a table for the NAMI Walk recently held at Belle Isle. We also had a team of walkers, raising over \$600 as staff participated in the walk. President/CEO Eric Doeh was interviewed by WDIV/4, WXYZ/7-MYTV20 and WJBK/2.

The “Reaching for The Stars” event was held at Eastern Market. The highlight of the event was an

awards ceremony in which several people of the people we serve being celebrated for their accomplishments over the past year.

DWIHN staff returned to First Friday on King. The mobile units were on site offering free mental health resources. Wayne Health clinicians also delivered COVID vaccinations on site. DWIHN has been invited back through October when the event ends.

DWIHN hosted a Listening Tour for State Representative Mary Whiteford. Approximately 45 people attended in person and 80+ viewed the event online. This was a panel discussion about HB 4925-4929 which discusses behavioral health and implementing a health plan to take over the duties of the CMH/PIHPs.

DWIHN also held a Behavioral Health Town hall meeting which gave the people we serve an opportunity to discuss and share their thoughts on BH legislation that could affect them. Over 100 people registered to attend and/or watch the event virtually.

The community outreach calendar is full of events in which DWIHN staff participates, including Communications, Member Engagement, Children's Initiatives and Youth United. These events include partnerships with Gleaners as well as attending several children and youth events.

Social Media:

Top Performing Posts - Social media continues to see an increase in followers and impressions over all four channels. Top performing posts in August were the CEO Announcement and The Narcan Drive-Thru Post. Boosted posts also promoted the MyStrength app which is also gaining momentum with almost 6,000 people reached.

Ask the Doc - DWIHN's Chief Medical Officer Dr. Shama Faheem sends out a bi-monthly newsletter with information about COVID-19, vaccinations and answers questions that are sent in by staff, people we serve, etc.