



# President and CEO Report to the Board

## Eric Doeh

### January 2024

#### LEGAL

As you are aware, DWIHN is a litigating party in the ongoing Opioid Litigation. As previously reported, DWIHN did not receive an allocation from the initial settlement. However, after months of negotiation, the Michigan Department of Attorney General determined that DWIHN was eligible to apply to the Special Circumstances Fund. Accordingly, DWIHN applied to the Special Circumstances fund and presented our case in a mediation hearing before Judge Daniel Ryan (retired) and was awarded approximately \$5,081,162.85 for the period of 2023 through 2030. DWIHN's received the highest allocation, roughly 22.5% of the total funds available.

#### FINANCE

On December 5, 2023, DWIHN issued \$20.7 million in retention payments to approximately 15,854 employees in the Wayne County provider network and DWIHN. Full-time and part-time staff received \$1,400 and \$700, respectively. Approximately 94% (300/319) of the DWIHN provider network completed the survey. DWIHN excludes universities, hospitals, governments, school districts, and non-Wayne County based providers.

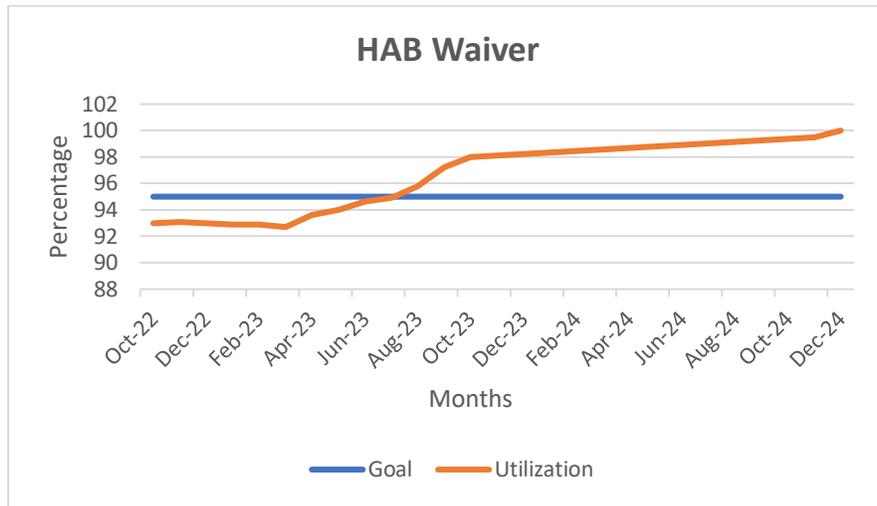
#### CLINICAL OPERATIONS

**DWIHN's Direct Provision of Clinical Services:** DWIHN has continued to move our direct clinical care efforts forward by planning to establish Clinical Outpatient Services. This consists of multi-phased approach to providing integrated care in our Region. The first phase will be establishing Outpatient Services in co-located primary health care clinics throughout the County. DWIHN used heat mapping, member demographic data, and Medicaid Health Plan information to determine potential clinic partnerships. Based on this information, DWIHN provided outreach to twenty (20) primary health care clinics to gauge interest. To date, five clinics have expressed an initial interest in a co-location partnership. These clinics are in the following areas: Detroit, Dearborn, Highland Park, and Southgate. Clinic services will include psychiatry, therapy, case management, and peer/recovery support services. This will align with the CCBHC model of service and assist in meeting demonstrated gaps in care. The next phase in the project plan will include establishment of a stand-alone DWIHN Outpatient Clinic.

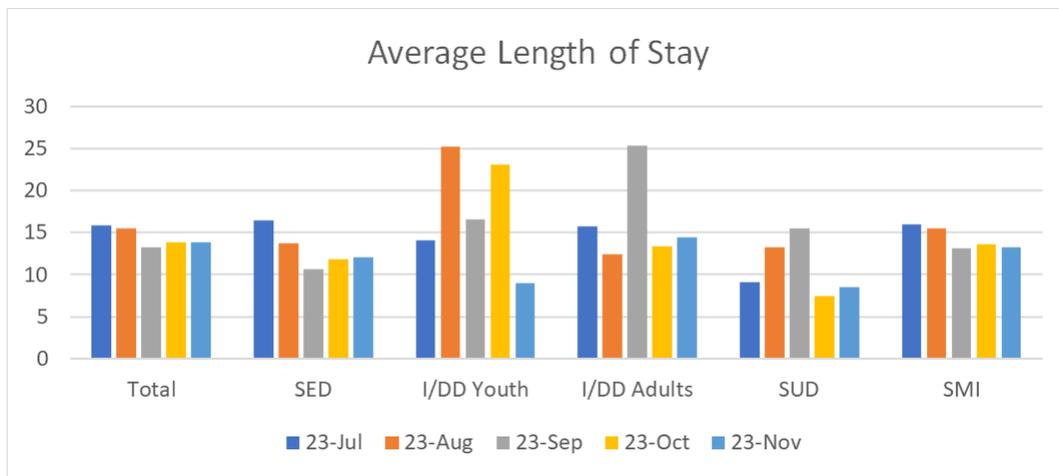
**Opioid and Behavioral Health Homes:** Health Homes are a supplementary comprehensive care coordination model for Medicaid beneficiaries with select diagnoses. The Opioid Health Home launched October 2021 and the Behavioral Health Home launched in May 2022. These services provide behavioral and physical health care coordination to treat the person holistically, and help people navigate the healthcare system. DWIHN continues to work at expanding our Health Home enrollment. To date, DWIHN's Opioid Health Home has 604 (Nov- 593) beneficiaries, and DWIHN's Behavioral Health Home has 674 (Nov- 628) beneficiaries. Recent Medicaid redeterminations have slowed our expansion efforts due to members' loss of Medicaid and re-initiation of spend downs.

**Habilitation Supports Waiver (HAB):** Is available under Section 1915© of the Social Security Act to provide home and community-based services to those diagnosed with an intellectual/developmental disability, and without these services, would require placement into an Intermediate Care Facility. The goal of these services is for individuals to acquire skills needed to gain as much independence as possible and prevent loss of functional living skills so they can remain living in a community-based setting. MDHHS provides each region with the expectation that 95% of available slots will be filled continuously.

In March of 2023, DWIHN implemented an internal Plan of Correction using multiple strategies in collaboration with the Utilization Management Department, Residential Department, and the Clinically Responsible Service Providers. As a result, DWIHN met the 95% utilization rate by July 2023 and continues to exceed that performance expectation.



**Monitoring Length of Stay in Acute Inpatient Hospitals:** The Utilization Management Department monitors average length of stay to ensure medical necessity is met and to ensure that the appropriate level of care is being authorized. As of November 30, 2023, the current average length of stay (LOS) for all inpatient admissions is 13.8 days. Please note that members in the state hospital and awaiting state hospital placement have been removed from this data.



Collaborative Meetings with Clinical and Residential Teams have been established to discuss discharge planning and case management for members who have longer lengths of stay. UM has also been conducting weekly review of cases where the length of stay is above 14 days. An overall decrease in length of stay has been recently noted.

**Med Drop:** Adult Initiatives team is working to increase the participation with members accessing Med Drop services. This is a community-based intervention that focuses on improving medication adherence for adults. There were 61 members who participated in the program first quarter.

Med Drop successfully completed 4050 services for the 1<sup>st</sup> quarter.

October 2023 – 1,329 drops

November 2023 – 1,336 drops

December 2023 – 1,385 drops

There were ten new members added to the program this quarter:

All Well-Being Services - 1

Development Center Inc- 1

Lincoln Behavioral Services- 2

Team Wellness- 3

The Guidance Center- 3

Adult Initiatives presented information regarding the benefits of Med Drop at Arab Community Center for Economic and Social Services (ACCESS) Club House, Hegira Club House, Central City Integrated Health (CCIH) and DWIHN Residential Unit. Through the above-mentioned presentations and outreach efforts, ACCESS and CCIH will be implementing the Med Drop Program. Adult Initiatives is working with DWIHN Residential Unit to develop a 60-day pilot program which will consist of working with three (3) Semi-Independent Living Providers (SIL).

Adult Initiatives also continues to work towards increasing the number of AOT members who participate in the Med Drop program.

**Assisted Outpatient Treatment (AOT):** Assisted Outpatient Treatment (AOT) is the practice of placing individuals with severe mental illness and a history of struggling with voluntary treatment adherence under court order to follow a prescribed treatment plan while living in the community. Wayne County Probate Court (WCPC) has created a Behavioral Health Unit (BHU) to provide oversight and ensure AOT compliance. DWIHN has received 312 combined AOT orders that have been uploaded in MHWIN Orders have been uploaded within the members EMR chart. Providers have been identified and communications have been sent with the request to acknowledge receipt of the order by submitting form WCPC 355 identifying the member's Individualized Plan of Service (IPOS). Of the orders received, 165 deferrals were granted, and 63 transport orders were issued.

DWIHN, in collaboration with the WCPC BHU, trained Hegira staff on DWIHN & BHU AOT process in November 2023. The DWIHN AOT Team attended Sequential Intercept Mapping training with WSU, WCPC, BHU and other collaborative partners. The DWIHN AOT Team members continue to attend all Deferral Conferences for those members who do not have a CRSP assigned and/or have private insurance.

**Residential Services:** As a part of evaluating residential capacity, it was determined that there was a significant gap in DWIHN completing annual residential assessments in a timely manner. As a result, an internal corrective plan was implemented November 2023 with an expected completion date (100% completion) by February 2024. The Residential Department is working collaboratively with the Contracts and Quality Department to onboard new providers to meet the growing need for housing options for complex cases. This includes a weekly huddle to review applications and update their status. Onboarding is now taking longer than expected due to the impact of the new Home and Community Based Service (HCBS) rules by MDHHS.

**School Based Health Quality Initiative:** The School Success Initiative (SSI) is an evidence and prevention-based mental health program provided to students K-12 in Wayne County. The program aims to ensure that students and families have access to services in school, are provided psychoeducation training and are being helped with reducing the stigma related to receiving behavioral health supports and services. The SSI program is needed to address the behavioral health needs of students by providing Tier 1, Tier 2, and Tier 3 services to students in school.

Effective August 2023, Children Providers started to complete SSI screenings. Below is monthly data of SSI referrals and intakes completed for members requesting Community Mental Health Tier 3 services.

Month	Referrals	Intake Appointments (Tier 3 Services)
October	16	15
November	17	14
December	18	10
<b>Total</b>	<b>51</b>	<b>39</b>

During this month partnered with the SUD Department to collaborate on mental health initiatives and referrals within Wayne County to increase a cohesive delivery of services within the schools. A plan was developed with GOAL Line to receive and provide referrals for students within the schools they have partnerships with to increase service delivery and integrated health services.

**Children Services Request for Proposal (RFP) 2023-008:** The goal of this RFP is to expand children’s behavioral health services to meet the capacity needs for community mental health services in Wayne County. The Request for Proposal (RFP) was completed and there were five providers who received an award letter to be considered for a contract.

## **INTEGRATED HEALTH**

The Detroit Wayne Integrated Health Network (DWIHN) continues to make progress with integrating with Medicaid Health Plans. Below is a list of updates of the collaborations with Medicaid Health Plan Partners One, Two, and Three.

### **Health Plan Partner One**

DWVHN and IHC meet monthly for care coordination. Eight members were discussed, seven members required coordination with their assigned CRSP. Two members will be carried over to January.

### **Health Plan Partner Two**

Care Coordination with Health Plan 2 was initiated in September 2020, these meetings occur monthly. Health Plan 2 had 20 members identified as having gaps in care. Seventeen members were discussed for coordination of care. Five cases will be carried over to January.

Both Health Plans and DWIHN focus on members who have diagnosis of diabetes in December and used the shared platform to stratify who needs care management.

### **Health Plan Partner Three**

DWVHN staff are working with Health Plan 3 on a new project of monitoring individuals who utilized the emergency room department or inpatient psychiatric unit and how to perform data sharing.

There are 4 CRSP’s in the pilot: Neighborhood Services Organization, Lincoln Behavioral, Hegira and Guidance Center. This started on June 16, 2022.

During the month of December, DWIHN and Health Partner 3 met with the four CRSP agencies involved in the project to discuss any barriers.

Due to changes at CRSP agencies all contact information was reviewed and updated.

### **Shared Platform and HEDIS Scorecard**

Healthcare Effectiveness Data and Information Set (HEDIS) is a tool used by health plans to measure performance on important areas of care. DWIHN has developed a HEDIS scorecard based on claims from our CRSP, and claims pulled from the MDHHS claims warehouse CC360. DWIHN is following the guidelines set from NCQA as to the behavioral health HEDIS measures to monitor and report on. These measures are a combination of medical interventions and behavioral health interventions that affect one's recovery and independence in the community.

Vitals Data has updated the HEDIS platform and has added OHH, BHH and CCBHC providers to the drop-down list. It was discovered that the CRSP providers aligned with this cannot see the drop-down list.

Vital Data is working on corrections to how the Scorecard displays race and the permissions of CRSP agencies to the OHH/BHH and CCBHC data.

### **CCBHC DEMONSTRATION EXPANSION**

As of October 1, 2023, five additional sites joined The Guidance Center in the CCBHC State Demonstration: Arab Community Center for Economic and Social Services (ACCESS), CNS Healthcare, Development Centers, Elmhurst Home, and Southwest Counseling Solutions. These five new sites were certified through a state certification process. With the addition of these providers, Region 7 now has 6,564 members enrolled and actively receiving CCBHC services. This is an additional 1,735 members which is rapidly growing. It is estimated that up to 15,803 people may be served in the CCBHC demonstration in our Region in FY2024.

### **ZERO SUICIDE GRANT UPDATE**

DWVHN responded to SAMHSA's notice of funding announcement for Zero Suicide. We received notice of award on 9/8/23 for five years beginning 9/30/2023. DWVHN's Zero Suicide Initiative aims to eliminate suicides in Wayne County through system-wide culture change, workforce training, comprehensive screening, evidence-based treatment, and care management.

In our application, we stated that DWVHN's implementation of the Zero Suicide SAMHSA grant would occur within four months (Jan 2024) of the award.

To date, we have:

- Received Notice of Award
- Presented Board Action to the DWVHN Board
- Invited individuals representing various sectors to participate as members of the Zero Suicide Council
- Held two Zero Suicide Council Meetings (11/2023 & 12/2023)
- Met with SAMHSA to review initiative goals (12/15/2023)

Next Steps:

- January 2024 - Train internal staff on Zero Suicide Model
- January 2024 – Begin the organizational self-assessment
- February 2024 - Submit application for continuation to SAMHSA for Year 2 funding

### **LEGISLATIVE EFFORTS**

On December 12, Lt. Governor Garlin Gilchrist Juvenile Justice bill signing at Team Wellness, the bill is the first of its kind following bipartisan legislation transforming Michigan's juvenile justice system allowing us to invest in diversion and re-entry programs to better serve the youth in Wayne County.

## ADVOCACY AND ENGAGEMENT

- December 1: Youth Game Night & Michigan Science Center – VR Gaming, Art Therapy and Mental Health, Tetris Gaming, 1-on-1 conversations, social media challenges, coping strategies and more.
- December 6: DWIHN and Randi Rosario host “Let’s Talk Mental Health” event
- December 7 and January 12: DWIHN and Conference of Western Wayne presentation on Mobile Crisis launch, collaboration and services available throughout the county.
- December 14, Fox2 Detroit aired a half-hour special highlighting Mental Health and coping round the holidays, how to access services throughout the region. The program featured in-depth discussions with experts from DWIHN, OCHN, MCCMH, and NAMI, including our President and CEO, Eric Doeh, who spoke about our crisis services.  
<https://www.fox2detroit.com/video/1381411>
- December 18: DWIHNs mobile crisis units rolled out onto the streets, staffed by a master’s level Clinician and Peer Support Specialist who will assist a person experiencing a mental health crisis. Anyone in Wayne County, regardless of insurance status can call the DWIHN Access to Care 24/7 Helpline at 800-241-4949 and get a unit deployed to their location.  
<https://www.youtube.com/watch?v=0rPTPu463ZE> (WXYZ – CH7)
- January 3: DWIHN/DPD Co-Response partnership highlighted during 2023 crime stats press. Officers had approx. 2,900 encounters during FY 22-23, 382 mental health-non-violent, 328 mental health-violent not-armed, 195 mental health-violent armed, 356 suicide in-progress related and suicide threats.
- DWIHNs nominee Loren Glover from ARC Detroit was chosen to win the Partners in Excellence Award. It will be presented at the CMHA Winter Conference in Grand Rapids.

## HUMAN RESOURCES

During the month of November 2023, the Department of Human Resources hired the following employees:

Behavioral Health Technician Supervisor (3) - Crisis Care Operations  
Call Center Clinical Specialist - Call Center  
Charge Nurse (2) - Crisis Care Operations  
Clinical Specialist - Adult Initiatives  
Crisis Care Supervisor (2) - Crisis Care Operations  
Facilities Maintenance Manager - Facilities Management  
Mobile Crisis Clinician (2) - Mobile Crisis Deployment  
Mobile Crisis Clinician-Part-Time (2) - Mobile Crisis Deployment  
OBRA Nurse – Contingent (2) - OBRA/Oleskey  
Peer Agent (2) - Customer Services  
Peer Support (2) - Mobile Crisis Mobile Crisis Deployment  
Peer Support Supervisor - Crisis Care Operations  
Public Affairs Manager - Communications  
Residential Care Specialist - Residential Services

During the month of December 2023, the Department of Human Resources hired the following employees:

Crisis Services Supervisor - Crisis Service Operations

Clinical Specialist - Utilization Management Utilization Management  
Clinical Specialist - Adult Initiatives  
Dispatch Coordinator - Crisis Service Operations  
OBRA Nurse - Contingent OBRA/Olesky  
Director of Contract Management - Managed Care Operations

DWIHN HR has continued its Supervisory Institute for management staff. As part of our ongoing trainings, we have a Directors' Retreat scheduled for January 18-19, 2024. DWIHN HR has continued contract negotiations with the GAA and AFSCME unions. As part of those negotiations, AFSCME Local 1659 agreed to an extension of their collective bargaining agreement. (Note: GAA had previously agreed to an extension of their collective bargaining agreement). Finally, DWIHN HR has completed Open Enrollment for DWIHN employees.

## **IT SERVICES**

### Business Processes

- Crisis Care Center
  - Training took place with PCE on the Care Center module
  - Staff setup taking place in MHWIN between December and January
- MichiCANS
  - MichiCANS implementation training took place in December, and the soft launch went live on 1/8/24
- Electronic Visit Verification (EVV)
  - The State has set a target implementation date of 3/1/2024 for EVV
  - Continued to attend any MDHHS meetings related to EVV and the process set up

### Infrastructure/Security/ IT Compliance

#### Building Construction

- Woodward/Milwaukee wiring for MDF provided and indicated completed.
- Tertiary internet provider completed at Woodward. Primary Provider is targeting for middle-January for completion of 1 of 2 circuits to Woodward.
- Additional network components received and installed in parallel for Milwaukee
- Woodward pass one is completed (Site to Site VPN). Vendor will be on site 1/29 to complete pass 2 configuration (SDWAN/full mesh configuration).
- Woodward (IDF/MDF) Completed: Woodward network components installed and operational; Fiber circuit installation to be scheduled for middle of January (Once completed, can continue with SDWAN setup)
- Milwaukee: IDF 1 and 2 stacked/completed; IDF 4 pending electrical and fiber from vendor (Bluestone); MDF new equipment racked and partial configuration; ISP outstanding update for alternative routes to 707.
- Continuing to work to configure the building security and video camera systems to meet the needs of the new Crisis Center as well as support a multi-Campus system Going forward. (Facilities/Compliance)
- Purchasing process underway for badging system camera, printer, and backdrop and other needed items to support the building access system and other security systems. (Compliance)

### Security

- Configuration of Graylog SIEM/SEM (Security Incident and Event Monitoring/Security Event Management) is continuing. (Currently in addition of Alert and Log sources phase.) (Compliance)
- Preparing for configuration changes needed to MFA, VPN, FMC, etc. for Meraki installation. (Compliance)
- Continuing ICO auditing response on security questioners and CAPs (Compliance)

- vCISO project currently analyzing the Threat domain. (Compliance)
- Moving DWIHN mobile devices to Managed Apple IDs and evaluating settings needed to prevent PHI/PII risk. (Compliance)
- Continuing work with business units on the DWIHN BCP/DR plan. (Compliance)
- Analyzing risks and working with communications on website visitor tracking. (Compliance)
- Continue working with SAs and ITSD on role-based security implementation. (Compliance)

Onboarding/Offboarding

- Ongoing and continuous development process with HR to finalize a new automated onboarding/offboarding process in Therefore to meet Access Control standards in compliance frameworks. (Compliance)

Genesys Phone System

- The Genesys phone system went live on 12/18/2023 with no substantive issues. Beginning in January, TTEC and the DWIHN team will start the implementation of Speech and Text analytics within the system to allow for better management and prioritization of calls.

**COMMUNICATIONS**

Influencer Marketing Update

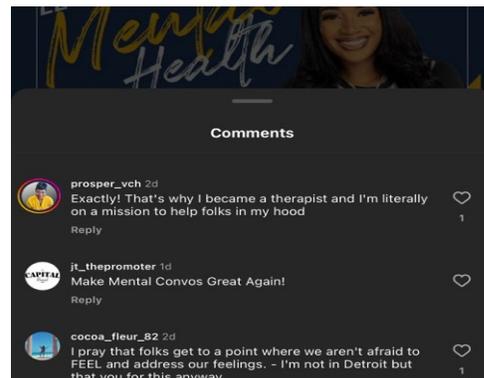
Social Media Influencer	# of Posts	Engagement/Impressions
The Capital Brand/Randi Rosario	6 Story Posts, 4 Posts	Over 250.6K total views
Detroit Youth Choir	3 Story Posts, 1 Post	2,756 total Views/41 likes

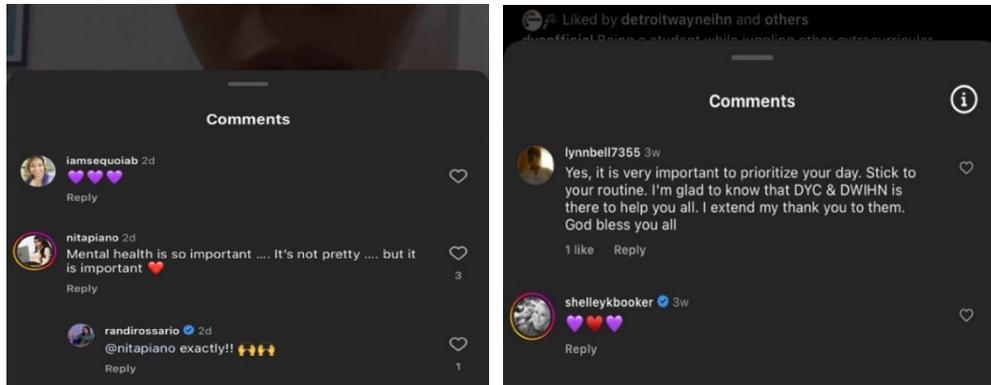
The Detroit Youth Choir and Youth United collaborated on a lot of posts highlighting the importance of mental health in youth, resources, and Youth United events during the month of November. During the month of November, we discussed “What Healthy Ways Can I Release my Stress?”

Emphasized the crucial connection between mental health and gaming, highlighting the positive impacts of gaming on mental well-being, stress relief, cognitive development, and social connectivity. This content was in preparation for the DWIHN and Youth United “Game Night” held at the Michigan Science Center December 1.

Social Media Outreach

DWIHN is actively elevating mental health awareness on social media by sharing informative content, engaging narratives, and fostering a supportive online community. Through strategic and compassionate messaging, DWIHN is creating a digital space that encourages dialogue, educates the public, and helps reduce the stigma associated with mental health challenges.





### Social Media Performance Report Summary

- Impressions: 231,571 up 19.8%
- Engagements: 11,017 down 2.4%
- Post Click Links: 1,621 up 4%
- Engagement Rate: 5.5% down 29.5%
- Total Audience Growth over the last month was 16,559, up 0.8%.

### Google Analytics

- 3,145 Business Profile interactions
- 5,899 People viewed the DWIHN Business Profile
  - 4,891 (83% Google search - desktop)
  - 790 (13% Google search - mobile)
  - 160 (3% Google Maps - mobile)
  - 58 (1% Google Maps - desktop)
- 3,492 Searches DWIHN was shown in users search results:
  - DWIHN – 1,602
  - Detroit Wayne Integrated Health Network - 849
  - dwctraining – 160
  - Dwihn – 136
  - Dwihn training – 136

### Media Report

Let's Talk Mental Health Town Hall: Promotion for the upcoming event at DABO's Dr. LaVonne M. Sheffield Bridge Center Library hosted by influencer, Randi Rosario. The event was comprised of a panel with DWIHN CEO Eric Doeh, Chief Medical Officer, Shama Faheem, and Youth United Coordinator, Bianca Miles.

Michigan Chronicle (12/4/23) - <https://michiganchronicle.com/2023/12/04/detroit-influencer-randi-rossario-spearheads-mental-health-awareness-town-hall-with-detroit-wayne-integrated-health-network/>

### Community Outreach/DWIHN/Youth United/Youth Move Detroit

In November and December, DWIHN actively engaged in various outreach initiatives. Notably, DWIHN organized a Game Night at the Michigan Science Center, dedicated to exploring the impact of gaming on mental health. Additionally, DWIHN hosted "Let's Talk Mental Health" with Randi Rosario, fostering open discussions on mental health issues.

DWIHN was a participant in several important events, such as "Stronger Together: A Community Chat About Preventing Domestic Violence" and a conversation addressing the disruption of the narrative surrounding youth suicide and mental health.

Youth United organized its annual Santa Day on December 4, and facilitated a Courageous Conversation titled "Parents Just Don't Understand" on November 27.

### Crisis Support During the Holidays



DWIHN CEO, Eric Doeh along with NAMI Michigan Executive Director, Kevin Fischer were on Fox 2 to raise awareness of critical mental health issues during the holidays, how to navigate those heavy issues and find crisis care services when needed.

WJBK (12/14/23) –

<https://www.fox2detroit.com/video/1381411>

### DWIHN Virtual Career Fair

DWIHN Vice President of Human Resources, Jody Connally, was on-air with Mike Campbell on December 16, 2023, to discuss the need for clinical staff and support as DWIHN expands services for the Crisis Mobile Units and the Crisis Care Center. He invited listeners to consider joining the Virtual Career Fair that was held on Monday, December 18.

### Crisis Mobile Unit Launch



DWIHN Vice President of Crisis Care Services, Grace Wolf was on hand to field a series of interviews to share the launch of the Crisis Mobile Units on the morning of Monday, December 12. DWIHN Communications Director, Tiffany Devon also fielded an interview to share the expanded services (WXYZ). Lastly, we hosted ride-along stories for Detroit News and Bridge Michigan, both highlighting the work of our Mobile Crisis Team members Virginia Harrell and William Carroll doing outreach.

Bridge Magazine (1/6/24) - <https://www.bridgemi.com/michigan-health-watch/detroit-agency-launches-mobile-mental-health-unit-can-it-slow-revolving-door>

Detroit News (12/29/23) – Article behind paywall, see attached PDF.

<https://www.detroitnews.com/restricted/?return=https%3A%2F%2Fwww.detroitnews.com%2Fstory%2Fnews%2Flocal%2Fwayne-county%2F2023%2F12%2F28%2Fnew-mobile-crisis-units-in-wayne-county-meet-people-where-they-are%2F71983894007%2F>

WDIV (12/18/23) – <https://www.clickondetroit.com/video/local-news/2023/12/18/mobile-crisis-service-bringing-care-to-adults-children-in-wayne-county/>

WXYZ (12/18/23) – <https://www.wxyz.com/news/detroit-wayne-integrated-health-network-rolling-out-mobile-units-to-help-people-in-crisis>; <https://www.youtube.com/watch?v=0rPTPu463ZE>

WJBK (12/18/23) – <https://www.fox2detroit.com/video/1384277>

WWJ (12/18/23) – <https://www.audacy.com/wwjnewsradio/news/local/wayne-co-mobile-crisis-units-will-offer-mental-health-help>

Michigan Chronicle (12/20/23) – <https://michiganchronicle.com/2023/12/20/mobile-crisis-services-coming-to-a-community-near-you/>

Free Press Lists DWIHN Admin Building Development Among the “Big Successes” in 2023

Detroit Free Press (12/23/23) - [https://www.freep.com/story/money/business/2023/12/23/rehab-demolition-reopening-detroit-building-projects/71908532007/?fbclid=IwAR1e1AIF70F3G7c6kd8aHG2IczpT\\_wcBh0i64fsJ2jxKIGmnIc3lmUFinvg](https://www.freep.com/story/money/business/2023/12/23/rehab-demolition-reopening-detroit-building-projects/71908532007/?fbclid=IwAR1e1AIF70F3G7c6kd8aHG2IczpT_wcBh0i64fsJ2jxKIGmnIc3lmUFinvg)

#### Upcoming Events

January 17th: Let's Talk Human Trafficking - **6pm – 8pm**

February 8th 3: Clergy Conversations II - **10am-11:30am**