



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

### **March 2025**

### **James E. White**

#### **LEGISLATIVE EFFORTS**

DWIHN is receiving ongoing support from PAA as we look at the changes taking place in Lansing with newly elected lawmakers and the landscape shift in the legislature. We are working to educate key governmental stakeholders on DWIHN's policy priorities, CCBHC, direct care services and access to care initiatives. We continue to hold monthly meetings with PAA.

Over the past month, we met with MDHHS Dir. Elizabeth Hertel, Rep. Tyrone Carter, Rep. Phil Green and Rep. Ron Robinson.

#### **ADVOCACY AND ENGAGEMENT**

The 11<sup>th</sup> Annual Trauma Conference was held over two days with nearly 400 attendees with the objective of addressing trauma through a public health lens, enhancing our collaborations with community stakeholders like the Wayne County Suicide Prevention Coalition.

DWIHN's Co-Response teams assisted with the recent flood outreach that occurred in Southwest Detroit. Teams transported a dozen families to emergency housing and offered ongoing behavioral health supports in the community for several weeks post flood.

The MedDrop Video posted on our social platforms just last week, touting our community-based program to help adults who struggle to take their prescribed medications stay on track. In just a matter of days we got nearly 2,000 views.

Young people from the Detroit Wayne Tobacco Free Coalition, providers and stakeholders stood together to speak out about the sale of tobacco products and its use at the airport as a new Cigar Bar was being proposed. The post garnered over 1,000 social media views.

#### Upcoming Events

- March 20: Annual Report Presentation before the Wayne County Commission
- March 27: Tri-County Metro Region Meeting, Oakland hosts. In person w/virtual option
- Full Board Member Appointments terms set to expire March 31:
  - Wayne County – Brown and Ruth (Scheduled before WC Commission March 20)
  - Detroit – Carter and Glenn (Scheduled before WC Commission on April 3)
- April 17: SUD Impact Conference for Employers and Providers. Hosted annually DWIHN and MPHI
- May 4–7: NatCon 2025 Conference, Philadelphia, PA

- SUD Oversight Policy Board - DWIHN Board Appointment terms that were set to expire March 31 for Dr. Asabigi, A. Jackson and K. McNamara were approved at the Full Board Meeting on February 17. On February 11, Wayne County Commission reappointed board members Fielder and Taylor. These three-year terms will commence April 1, 2025.

## **INTEGRATED HEALTH PILOT UPDATE**

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.

Care Coordination is completed monthly with Health Plan One and Two. Historically Data Sharing was completed with all Health Plans, which included member address and phone numbers. In 2020, DWIHN met with two health plans to discuss a care coordination pilot. This is a service where DWIHN and the Health Plans actively search out and consult on members who have physical and behavioral health gaps in care. The goal of care coordination is to close the identified gaps in care within 90 days. Examples of gaps in care include not engaging with a primary care provider, untreated diabetes and on antipsychotics, high hospitalization rates (medical and psychiatric), not taking medications as prescribed, or not engaged with CRSP agency. For FY 2025, 170 members were served in this care coordination.

### **Health Plan Partner One**

DWIHN and IHC meet monthly for care coordination. During the month of February, twenty (20) members were reviewed. Eight (8) members had gaps in care resolved within 30 days and two (2) cases who did not have gaps in care resolved will carry over to March 2025. The two (2) members that did not have gaps in care resolved in January were resolved in February.

### **Health Plan Partner Two**

Health Plan Two had twenty-five (25) members discussed in the meeting. Nine (9) members care gaps were resolved within 30 days and two (2) members who did not have the gap resolved will carry to over to March 2025 for continued coordination. The two (2) members that did not have gaps in care resolved in 30 days in January were resolved in February.

### **Health Plan Partner Three**

For the original project that was with Health Partner Three DWIHN is actively looking and discussing with other providers to do this.

There has been a change in direction with Health Plan Partner Three. They are no longer able to commit staffing resources to continue with this project. DWIHN and Health Partner Three want to continue to work on a project together and discuss a possible joint project for diabetes. Health Plan Three reported at the February 24<sup>th</sup> meeting that they had not heard back from the diabetes clinic. DWIHN should have an answer by next week but IHC is discussing how to work with two FQHC in the community to address diabetes with our members.

## **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 an HEDIS scorecard based on claims from our CRSPs, and claims pulled from the MDHHS claims warehouse CC360. DWIHN is following the guidelines set by the National Committee for Quality Assurance (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.

MDHHS has rolled out a 3-year plan beginning 2025 where all quality metrics a PIHP will be monitored on are HEDIS. This will encompass 11 HEDIS measures. DWIHN has 10 of these measures built and in use currently.

The HEIDS Scorecard is also used to track HEDIS Measure needed for Certified Behavioral Health Clinics (CCBHC) and Behavior Health Homes (BHH). DWIHN and Vital Data are working on adding substance abuse data to the Scorecard in the next few months for Substance Use Disorder Health Home (SUDHH).

DWIHN Community Care Clinic is included in the CRSP's that have access to the scorecard. This data will be used to report to MDHHS for CCBHC certification.

During the month of February, the HEDIS scorecard was reviewed at eleven CRSP monthly meetings.

## **LONG TERM RESIDENTIAL CARE**

DWIHN has executed the contract for public private partnership between DWIHN and Pioneer Health System to establish a 31-bed long term Psychiatric bed facility and 21-bed Geriatric bed facility after obtaining board approval. The DWIHN Team is now working closely with Pioneer Health to track progress of the project and will be sharing a more detailed status of progress of the project in the next 60 days.

## **CHIEF MEDICAL OFFICER**

### **Crisis Updates**

#### Adult Unit:

- Adult unit admitted more than 110 individuals during month of February, serving primary African American followed by Caucasian persons.
- Adult Crisis Center continues to admit both Voluntary and Involuntary individuals though voluntary continues to be the primary source of admission (more than 85%), which means that they sign themselves in without a need for petition or certificate.
- Community (self and family) referrals continue to be our primary source (more than a third), indicating growing awareness of the Crisis Center as a resource. This is followed by Mobile Crisis and then law enforcement.
- Referral to inpatient was 17% as a disposition, which was much below the typical disposition of inpatient when individuals end up in Emergency departments and a Request for screening and authorization is completed by one of our contracted screening agencies (COPE) in which case the disposition is inpatient approximately 70 % of the times.

### Child Unit:

- After discussing barriers to treating minors, the State granted us approval to implement new protocols, including not requiring a guardian to stay with the minor if there is a documented barrier to remaining on the unit throughout the duration of admission.
- The State has also provided us with permission to provide emergency involuntary medication if clinically indicated, and physical management if clinically indicated. Updates went into effect on February 7, 2025.
- Since then, as of March 2, 2025, out of 31 admissions, 16 guardians did not stay due to a documented barrier and since then we have seen the highest census on the unit at any given time.

### **Community Care Clinic/Outpatient Clinic**

- On the News: Staff were featured on Fox news on Friday 02/14/2025.
- Six Mile Road Clinic: The second location officially opened on 02/17/2025, at 15400 W McNichols Rd in Detroit (Six Mile and Greenfield Road) in collaboration with the Advantage Health Center.
- Individual Served:
  - For the month of February: 225 outpatient billable encounters for 103 unique individuals (34 new individuals enrolled).
  - Since the clinic inception: 803 billable encounters for 211 unique individuals.
- Joint Commission (JC): The preparatory work for the JC visit is ongoing. The date of the visit is scheduled for mid-April.

### **Behavioral Health Education and Other Scholarly Activities**

Detroit Medical Center, Wayne State and DWIHN have been in contract since 2012 based on GME Innovations Pool funding from MDHHS where DMC and Wayne State receive around 8 million in funding to support innovative GME programs that emphasize the importance of coordinated care, health promotions and psychiatric care in integrated systems. The purpose of this training is to develop the skills and experience necessary to provide psychiatric services utilized by Michigan Medicaid patient groups.

CMO met with Psychiatry Chair two (2) years ago to discuss rotations of Psychiatry Residents and Fellows, as well as Community Mental health Education. We believe this should be much more extensive in order for future psychiatrists to be aware of Medicaid population, their barriers and challenges, social determinants of health, as well as all the services and resources that are available in the Community mental health system. This is also important to develop interest for psychiatrist to work in community mental health from early years of their residency.

Dr. Faheem and Dr. Mammo met with Dr. Rosenenberg, Wayne State, on March 11, 2025 to discuss potential revisions in the annual contract that is typically due in September.

Established teaching contract for Child and Adolescent Psychiatry fellows. They will start rotations at the Crisis Center in summer.

## CLINICAL OPERATIONS

### Health Home Integrated Services:

DWIHN continues to promote the expansion of health home programs to reach our 1,000-member enrollment goal for each health home program this year. We currently have 839 members in the Behavioral Health Home and 680 members in the SUD Health Home. The SUD Health Home has rolled out a Wellness Challenge initiative which encourages SUDHH participants to set specific physical health goals and offers the opportunity to earn gift cards for achieving those integrated health goals within the quarter. The initiative launched March 1st and currently has five (5) providers and 95 people participating in the challenge. The Health Home Department is currently completing a quality review of health home treatment plans to ensure quality standards continue to be met.

There are currently 19,534 members enrolled in the CCBHC State Demonstration, which is a 24.92% increase since December of 2024. On March 3, 2024, Utilization Management launched Service Utilization Guidelines for this specific population. These SUGs will streamline service delivery operations and reduce administrative burden on the CCBHC sites and DWIHN's UM team significantly.

### Michigan Department of Health and Human Services (MDHHS) Updates

*Conflict Free Access and Planning (CFAP):* Centers for Medicare and Medicaid Services (CMS) require States to implement CFAP policies that will directly impact the provision of behavioral health services across the State and in our region. CFAP states that CMHSPs, in their role as a provider, may not offer both service planning and direct services to the same member. DWIHN does know that this will impact those members receiving Home and Community Based Waiver Services and are meeting internally to develop a plan around this structure. DWIHN is awaiting receipt of MDHHS's implementation plan and timeline to provide more guidance on specific requirements and technical details.

### Mi Kids Now Dashboard

Children Initiative's Director, Cassandra Phipps, participated in the initial Mi Kids Now Dashboard Workgroup hosted by Michigan Department of Health and Human Services (MDHHS) to review the launch of the new dashboard system. Reviewed data pertaining to children completing intake assessments and connecting to mental health treatment. Also, crisis services and referral source for crisis events.

### CCBHC State Demonstration

MDHHS has updated and distributed the CCBHC Handbook to PIHPs and CCBHCs. DWIHN is currently reviewing the Handbook changes to determine the impact on providers and ensure providers are in alignment with these changes.

DWIHN leadership team is continuing to pursue the status of a certified CCBHC and working closely with MDHHS, CCBHC leadership and CMS Team to attend to any open questions pertaining to the application certification. We expect to have a decision in the next 30-45 days. Because of this delay in approval, the projected effective date of certification of April 1 is no longer possible according to MDHHS, and we will be establishing a new date working closely with MDHHS and CMS leadership teams.

### Crisis Services

DWIHN has seen hospital recidivism increase throughout the 2024 fiscal year. It specifically has continued to exceed the target of 15% or less for adults. As a result, DWIHN identified the CRSPs with the highest recidivism rates in the network and are currently meeting with provider executive leadership to review their specific data and discuss interventions that can be taken to support this population differently going forward.

### **CHILDREN'S SERVICES**

The GOAL Line program is a children's program that provides behavioral health and social emotional supports through enrichment programming for students in grades k-8 at 11 schools surrounding the Northwest Activities Center. During FY25/Q1, there were 604 students enrolled in the program. This is an increase from FY24 enrollment of 497 students enrolled. The GOAL Line program added the Detroit Academy of Arts and Sciences location to provide enrichment services to about 200 students.

DWIHN continues to see an increase in admissions and associated costs within the autism program. DWIHN is evaluating the current Autism Service Utilization Guidelines to ensure alignment with MDHHS and best practice standards. In addition, DWIHN will conduct case reviews to ensure that the level of care is being appropriately determined. Historically, timeliness from authorization of autism services to provision of treatment has been poor due to provider capacity issues. The baseline for this measure indicated only 47.25% of members started services within 14-days of being authorized for services during FY 2023 (Goal - 70%). In FY 2024, an average of 88% of members began services with 14-days of authorization, which meets the goal and is a significant improvement from the previous year.

### **CRISIS CARE SERVICES**

Adult Crisis Stabilization re-certification documents will be uploaded by March 18, 2025, with a site review to follow. The Joint Commission accreditation review will be April 14-15, 2025. Accreditation is a requirement under the MDHHS Crisis Stabilization rules. The Joint Commission is the world-wide gold standard for healthcare facilities.

### **DIRECT CLINICAL SERVICES**

On Monday, February 17, 2025, the DWIHN Community Care Clinic expanded its direct services to a second site location at 15400 W. McNichols Rd within the Federally Qualified Health Center (FQHC), Advantage Health. Services are delivered in-person, via telehealth and by walk-in and include comprehensive intake assessment, treatment planning, outpatient therapy, case management, psychiatric evaluation and management for children and adults.

### **Clinical Updates**

The DWIHN Community Care Clinic is actively working on expanding access to services for both children and adults. To accommodate enrollment requests and meet timeliness standards, the direct services team is staffed with both child and adult intake behavioral health clinicians, that offer multiple intake appointments Monday-Friday. Intakes are offered at both clinics.

The direct services clinic is currently working in partnership with the crisis care services team, to apply for Joint Commission accreditation. This accreditation will expand DWIHN's ability to provide services to individuals with co-occurring disorders, improve member safety, quality of care and quality outcomes. The review is scheduled for April 14-15, 2025.

The direct services team has been invited to participate in the state lead cohort for Trauma Focused-Cognitive Behavioral Therapy. This evidence-based practice (EBP) is for youth and adolescents is a required EBP for the CCBHC certification. Adding this EBP to the DWIHN outpatient service array will help improve outcomes for children and families by addressing the anchor trauma and will also contribute to the 51% requirement of direct service delivery for CCBHC.

### Community Care Clinic Data

The DWIHN Community Care Clinic enrollment continues to increase. The current enrollment is 202 members. Enrollment consists of all members assigned to the clinic from the point of access screening through discharge or transition to another program or completion of services.

## FINANCE

Detroit Wayne Integrated Health Network (DWIHN) Finance Department has finalized its Financial Status Report (FSR) for the fiscal year ended September 30, 2024. The report was submitted to the Michigan Department of Health and Human Services (MDHHS) on February 28, 2025. The following is a summary of the results:

- \$13 million of Medicaid savings carried over to fiscal year 2025; prior year amount was \$32 million therefore DWIHN spent \$20 million over the amount of revenue received (i.e. structural operating deficit).
- \$69 million in Medicaid Internal Service Fund (ISF) - maximum allowed under contract.
- \$13 million incurred in excess General Fund; budget contemplated \$5 million. Current year local revenue was able to absorb the shortfall. DWIHN did not have to use local reserves.
- Approximately \$530,000 in Public Act 2 (PA2) covered block grant treatment expenses. All grant funds were expended for the fiscal year.
- \$9.9 million PA2 balance at 9/30/24; beginning balance was \$9.3 million.

DWIHN offers several value-based incentives to the provider network. The following are additional payments distributed above and beyond the normal fee-for-service (FFS) payments:

	Q1	Q2	Q3	Q4	Totals
AMI	\$507,778.00	\$354,511.24	\$582,746.00	\$636,784.74	\$2,081,819.98
SED	\$247,107.00	\$240,047.00	\$294,049.00	\$173,678.13	\$954,881.13
IDD	\$204,000.00	\$124,760.00	\$280,321.00	\$251,720.00	\$860,801.00
HSW	\$49,000.00	\$20,000.00	\$22,000.00	\$23,000.00	\$114,000.00
<b>Totals</b>					\$4,011,502.11
HSW incentive paid directly to supports coordinators					

DWIHN's Finance department has prepared and submitted a budget adjustment for approximately \$30 million in additional Medicaid revenue based on actual cash receipts through January 31, 2025. The fiscal year 2025 budget included approximately \$20 million use of Medicaid reserves, therefore the additional anticipated revenue will absorb a significant portion.



## **HUMAN RESOURCES**

During the past month, DWIHN has hired the following staff:

Behavioral Health Clinician – Children, Outpatient Clinics  
Call Center Representative – Contingent  
Clinical Specialist - PAR Services (2)  
Dispatch Coordinator - Part-Time  
Human Resource Assistant II (2)  
Human Resource Generalist I  
Mobile Crisis Clinician – Contingent  
Outpatient Direct Service Administrator  
Peer Support Specialist, Crisis Services  
Peer Support Specialist, Crisis Services - Contingent (3)  
Recipient Rights Investigator 3  
State Opioid Response Coordinator Student Intern (3)  
Transportation Specialist

DWIHN HR continues negotiations with GAA. The Supervisory Institute Group D is still holding their training sessions. Plans are underway for Group E.

DWIHN HR has started planning for the next Cohort of the Harvard Business School Online. Ten DWIHN staff will be selected to participate in this round, bringing the total number to 30 participants.

Final planning is underway for the upcoming Directors' Retreat, scheduled for March 20-21, 2025 at Marriott at Eagle Crest.

## **SUBSTANCE USE DISORDERS**

The initiative to reduce youth access to tobacco is crucial for our community's health. DWIHN participates in the Synar initiative. The Synar Amendment mandates that states enforce strict laws banning the sale and distribution of tobacco products to anyone under 21. The benchmarks for the Youth Access to Tobacco (YATT) Synar Efforts are essential for our community's tobacco control initiatives. Nine (9) DWIHN SUD Prevention Tobacco Contract Providers updated the Master Retailer List for upcoming Vendor Education, ensuring it includes all regional retailers.

The Detroit Wayne Oakland Tobacco Free Coalition (DWOTFC) is concerned about the Wayne County Airport Authority's plan to issue an RFP in February 2025 for a cigar bar/restaurant at the DTW/McNamara terminal. On Wednesday, February 19, 2025, DWOTFC spearheaded an education and outreach initiative to show that our communities oppose a cigar bar in the airport, targeting the Wayne County Airport Authority.

The Detroit Wayne Oakland Tobacco Free Coalition (DWOTFC) is also introducing a Vaping Toolkit featuring the best practices and policy changes for K-12 schools. Additionally, toolkits for probation officers and school resource officers will assist in supporting youth with nicotine addiction.



## COMMUNICATIONS

### Media Outreach

During this month the Communications department garnered multiple earned media stories including the below examples (Hyperlinks connect to stories and interviews):

#### *Direct Care Services:*

In preparation for the opening of the Community Care Clinic on Detroit's Westside Monday, February 17, the comms team invited media for a sneak peek on Friday, February 14. [Fox 2](#) and [WWJ](#) interviewed Ebony Reynolds, Vice President of Direct Care Services, on the clinic's services, the new location, and moving forward.

#### *Substance Use Disorder Services:*

The SUD team supported the community effort in preventing the potential of a cigar bar opening at the Detroit-Wayne County Airport. They joined the Detroit Wayne Tobacco Free Coalition at the latest Airport Authority Board Meeting on February 19. [CBS Detroit](#) covered the story.

### First Quarter Media Metrics

*(Includes earned and paid media)*

Category	Mentions	Audience	Publicity Value
Radio	89	13M	\$18,742
Television	95	2.4M	\$496,938
Print/Online	22	3M	\$67,035
<b>Total</b>	<b>206</b>	<b>18.4M</b>	<b>\$582,715</b>

Analytics provided by Critical Mention. [Full quarterly report is found here.](#)

### Quarterly Comparison

*(Includes earned and paid media)*

Category	4 <sup>th</sup> Qtr.	1st Qtr.
Total Mentions	141	206
Total Audience	6.5M	18.4M
<b>Total Publicity Value</b>	<b>\$443,530</b>	<b>\$582,715</b>

Analytics provided by Critical Mention. [Full comparison report is attached here.](#)

### Access Call Center Calls Related to Outreach

Each quarter the Access Call Center asked callers "How Did you Hear About Us?" During the 1<sup>st</sup> quarter of FY '24-'25, the total number of calls managed by the Call Center. The numbers show a significant increase in awareness due to advertising.

Category	4 <sup>th</sup> Qtr.	1st Qtr.
Total Number of Calls	46,306	45,327
Callers who Answered the Question	44,601	44,125
Billboard / Bus Advertisement	233	277
Website/Online/Flyer/Hotline/TV/Radio/internet/ Google/ social media /MyDWIHNapp	607	579

### Marketing Update

Social Media Influencer	# of Posts	Engagement/Impressions
The Capital Brand/Randi Rosario	5 Post, 12 Story Posts	Over 320K total views
Kathleen Springer	12 Posts	Over 40k total views

### Social Media Performance Report Summary

Social Media Performance (Facebook, Instagram, LinkedIn, X and YouTube)	Current Period (Dec 2024-Feb 2025)	Previous Period (Sept 2024-Nov 2024)
Total Audience Growth	21,729	20,615
Engagements	14,059	20,039
Post Click Links	5,014	7,533
Engagement Rate	5.6%	7.2%
Impressions	249,420	274,667

### Google Analytics

Google Analytics/Business Profile	Current Period (Dec 2024-Feb 2025)	Previous Period (Sept 2024-Nov 2024)
Profile Interactions	6,116	9,148
People Viewed Business Profile	15,113	13,856
Searches	4,245	9,045
Website Clicks	4,288	5,761

### DWIHN CLUBHOUSE PUBLICATION

DWIHN has been looking at Clubhouse data closely and particularly studying its impact on psychiatric admissions and Recidivism. Our members with SMI have complex needs and the period following discharge from a psychiatric hospital is high risk period that can contribute to repeated psychiatric admissions and recidivism.

Therefore, we did a study for clubhouse participants in last 10 years and narrowed them to include a subgroup that had at least one psychiatric admission in 90 days before starting clubhouse. Eighty-nine members were selected using the selection criteria and process, and their hospitalizations were calculated 90 days before and after clubhouse enrollment. A significant reduction in psychiatric readmission rates was observed, with an eightfold decrease in hospitalizations post-clubhouse enrollment.

The observed difference between the pre- and post-enrollment measurements was statistically significant based on two-tailed t-test, indicating a notable effect of clubhouses. The 90-day psychiatric hospital readmission rate for clubhouse members was 13.15% as compared to the 5-year average 90-day readmission rate of 27.68% for general DWIHN population which was approximately a 50% decline in recidivism.

We submitted this study for publication at Cureus Medical Journal in February, which is a peer-reviewed journal, and it got published on March 14, 2025. It will be added to PubMed data soon. It is an Open Access Journal, and the article can be accessed via the link:

[https://www.cureus.com/articles/342344-impact-of-clubhouses-in-reducing-psychiatric-readmission-risk?email\\_share=true&expedited\\_modal=true#!/](https://www.cureus.com/articles/342344-impact-of-clubhouses-in-reducing-psychiatric-readmission-risk?email_share=true&expedited_modal=true#!/)

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