



STRATEGIC PLAN

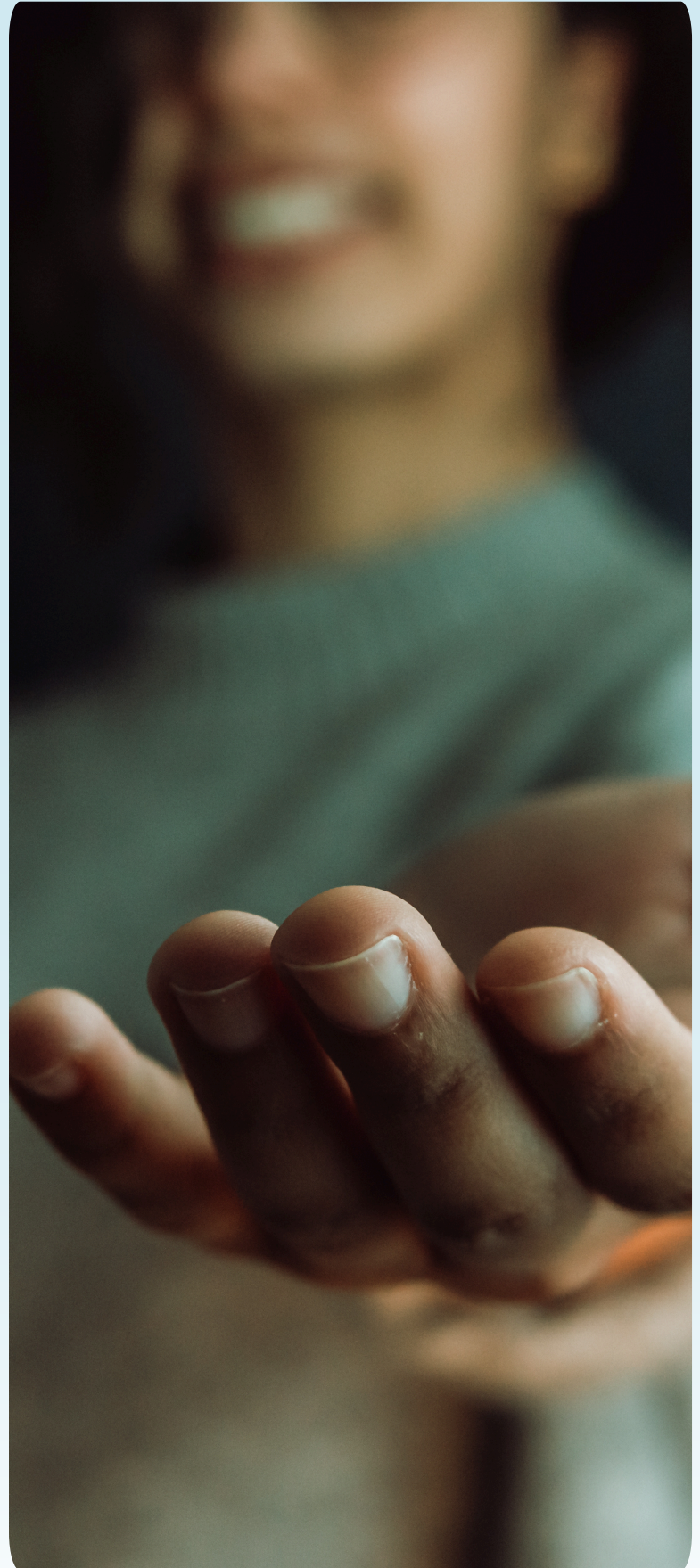
A practical vision of goals and strategies

FY 2025 - FY 2027

INTRODUCTION

Lapeer County Community Mental Health is a CMHSP of Region 10. LCCMH provides services and supports to adults with mental illnesses, children with serious emotional disturbances, individuals with developmental disabilities and persons with co-occurring and substance use disorders. We also provide direct services to persons of any age without regard to race, religion, national origin or handicap. LCCMH aims to enhance the overall mental health and well-being of the community by providing comprehensive and compassionate care.

In September 2022, LCCMH was awarded a four-year Certified Community Behavioral Health Clinic (CCBHC) planning, development and implementation grant through the Substance Abuse and Mental Health Services Administration (SAMHSA). In October 2023, LCCMH was certified as a CCBHC state demonstration site. As a CCBHC, we provide a comprehensive range of mental health and substance use disorder services to vulnerable individuals. This full array of CCBHC services must be available to everyone eligible and represent a service range necessary to facilitate access, stabilize crises, address complex mental illness and addiction, and an emphasize on care coordination of behavioral health, physical health care, social services and other community resources.

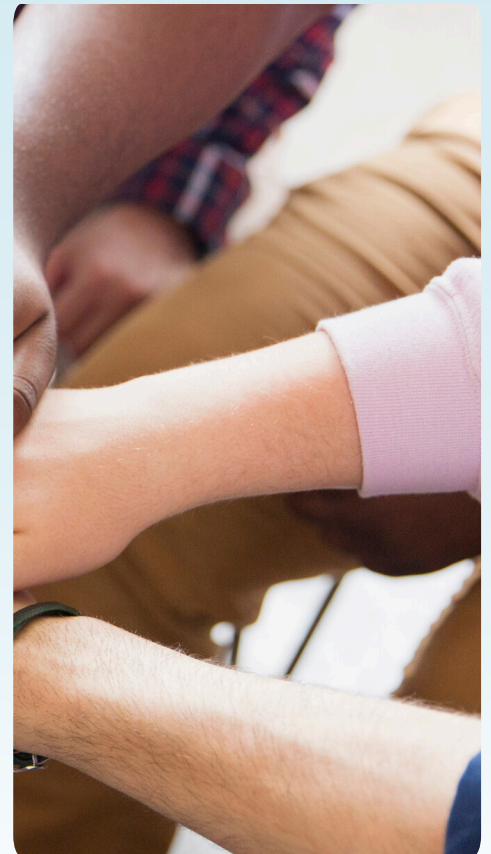


INTRODUCTION CONT.

These nine core services include the following:

- Crisis mental health services, including 24-hour mobile crisis teams, emergency crisis intervention services, and crisis stabilization
- Screening, assessment, and diagnosis, including risk assessment
- Patient-centered treatment planning or similar processes, including risk assessment and crisis planning
- Outpatient mental health and substance use services
- Outpatient clinic primary care screening and monitoring of key health indicators and health risk
- Targeted case management
- Psychiatric rehabilitation services
- Peer support and counselor services and family supports
- Intensive, community-based mental health care for members of the armed forces and veterans, particularly those members and veterans located in rural areas

CCBHCs state demonstration sites receive an enhanced Medicaid reimbursement rate based on their anticipated costs of expanding services to meet the needs of the noted populations.



STRATEGIC FRAMEWORK

Mission

Lapeer County Community Mental Health provides mental health care through a variety of services to promote complete wellness.

Tagline

Support & Care for Complete Wellness

Vision

Lapeer County Community Mental Health will support and serve the community through a variety of services promoting complete wellness including mental wellness always aiming to remove the stigma around mental health care.



Who We Are

Lapeer County Community Mental Health is a community resource providing a variety of services to ensure our friends and neighbors enjoy a life of complete wellness.

What We Do

Lapeer County Community Mental Health provides stigma-free mental health care to ensure the overall health and wellness of people we serve.

STRATEGIC FRAMEWORK CONT.

Purpose

The FY25-FY27 LCCMH Strategic Plan serves as a foundation tool for guiding the agency towards achieving its mission and maximizing its impact on the community and persons served. The plan will guide the LCCMH's direction, decision-making, and resource allocation. The plan helps improve service delivery by identifying priorities and areas for improvement, ensuring services are effective and aligned with best practices. The strategic plan is a living document updated as the community and agency needs and priorities change.

Plan Development

The process of developing the strategic plan involved engagement from stakeholders, collaboration with persons served, input from staff, management team and the LCCMH Board of Directors. LCCMH used its FY23 Accessibility Survey results, FY23 Customer Service Survey results, FY23 Needs Assessment Priority Areas, FY24 Community Benefit and Customer Empowerment Report, FY24 LCCMH Climate Survey results, FY22 Strategic Plan, FY23/24 Staff turnover rate, Board and Management Survey results. For each identified priority, objectives were developed to outline specific strategies, tasks, timelines, responsibilities and resources to achieve the priorities. The strategic plan will be reviewed twice a year.



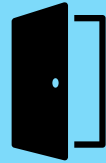
FY25-FY27 LCCMH STRATEGIC PLAN: EXECUTIVE SUMMARY

INFRASTRUCTURE



- Obtain a new LCCMH building for adult services
- Transition Children's and Autism programs out of the Maple Grove building
- Explore additional space for Harmony Hall
- Restructure agency to increase efficiencies, workflow, service needs, and meet contract requirements
- Review network security

ACCESS TO SERVICES



- Meet the transportation needs of persons served and program requirements
- Implement a centralized intake process for Mental Health and Substance Use Disorders (SUD) for Children and Adults
- Maintain CCBHC Certification

SERVICE DELIVERY



- Increase services by offering a variety of Evidence Based Practices including groups to persons served
- Expand Medication Assisted Treatments (MAT) for opiate use
- Expand Individual Placement Services (IPS) for IDD population
- Enhance Autism department by adding a speech pathologist
- Ensure LCCMH is a trauma-informed care environment
- Enhance core services

EDUCATION



- LCCMH Board Members will fulfill their responsibilities per the LCCMH By Laws, Mental Health Code, etc. and be kept apprised of agency operations
- LCCMH will continue to provide staff training and education to enhance work performance
- Increase outreach and education to the community
- Increase educational opportunities for Commissioners
- Collaboration with other community partners and professionals (police, schools, MDHHS)

Priority #1: Address Facility Needs and Agency Infrastructure

Objective	Tasks	Responsible Person(s)	Target Completion Date
<p>1. Obtain a new LCCMH building for adult services.</p>	<ul style="list-style-type: none"> a. Continue to work with County on building process, including funding and construction. b. Continue to inform LCCMH Board and staff on progress. c. Develop budget for additional costs to furnish building. d. Move Stepping Stone and Adult Case Management to new building. 	<p>County Properties Committee, County Building Authority, Building and Grounds Department, and Executive Team</p>	<p>9/30/2027</p>
<p>2. Transition Children's and Autism programs out of the Maple Grove building.</p>	<ul style="list-style-type: none"> a. Research options for additional space outside of Maple Grove to meet program needs. b. Develop budget for additional costs to furnish new space. c. Work with LCCMH Board and/or County Administration to secure available space. d. Remodel 1505 Suncrest Dr. building to meet program needs. e. Move Children's and Autism Departments to 1505 Suncrest Dr. 	<p>Executive Team, LCCMH Board, and County Administration</p>	<p>2/1/2026</p>

3. Explore additional space for Harmony Hall.

- a. Continue to monitor daily attendance and referrals.
- b. Explore community for available space.
- c. Work with LCCMH Board and/or County to secure available space.

Harmony Hall, Executive Team, and LCCMH Board

9/30/2027

4. Restructure agency to increase efficiencies, workflow, service needs, and meet contract requirements.

- a. Integrate Doctor Schedulers and Medical Assistants job positions.
- b. Fulfill Region 10 contract requirements by transitioning current "IT Manager and Data Management Supervisor" position to a Chief Information Officer (CIO).
- c. Revise and re-evaluate Data and IT staff job descriptions and pay grades.
- d. Create Outpatient Services Department by transitioning current "Outpatient Coordinator" position to Outpatient Supervisor.
- e. Explore staffing needs for Outpatient Services Department.
- f. Hire General Clerk to support adult case management at new building.

Executive Team and LCCMH Board

9/30/2027

Objective	Tasks	Responsible Person(s)	Target Completion Date
<p>5. Review network security.</p>	<ul style="list-style-type: none"> a. Strengthen network back-up by exploring options for a “hot site” which would allow for immediate connection with network and Electronic Health Record (EHR) services. b. Continue to maintain the internal vulnerability survey by making adjustments to the critical and high priority findings. Develop a workflow to address the medium and low priorities. c. Enhance the two-factor authentication function to all remote users/ staff who would work outside of the network’s physical location by exploring purchasing options of in the form of licenses or devices. d. Increase the frequency of End-User Trainings to staff by purchasing a specific training software subscription. e. Explore Security Information and Event Management (SIEM) tools. f. Explore other providers for a comprehensive Security Risk Assessment (SRA) to ensure agency is in compliance. g. Research the options in purchasing a generator for the main building. 	<p>IT/Data Management Supervisor, Network Administrator, IT Systems Coordinator, Executive Team, and LCCMH Board</p>	<p>Tasks a., e., and g. 9/30/2027</p> <p>Task b. and f. 9/30/2026</p> <p>Tasks c. and d. 9/30/2025</p>

Priority #2: Access to Services

Objective	Tasks	Responsible Person(s)	Target Completion Date
<p>1. Meet the transportation needs of persons served and program requirements.</p>	<ul style="list-style-type: none"> a. Identify barriers related to transportation needs. b. Coordinate with current community partners to address transportation needs. c. Community partners demonstrate their ability to meet the needs of persons served. d. If community partners are unable to meet the needs, LCCMH will explore the option of providing transportation directly (purchase of vehicles, hire of driver etc.) 	<p>Contracts department, Residential Committee, and CCO</p>	<p>9/30/2025</p>
<p>2. Implement a centralized intake process for Mental Health and Substance Use Disorders (SUD) for Children and Adults.</p>	<ul style="list-style-type: none"> a. Coordinate with Children’s supervisor to provide same day intakes. b. Develop a process change for SUD individuals to come through Centralized Intake. c. Present proposed change to Pre-Paid Inpatient Health Plan (PIHP) to explore implementation. d. Implementation of the agreed upon process with Region 10 which may include changes to the Electronic Health Record (EHR). 	<p>Children’s supervisors, PIHP, and SUD supervisor</p>	<p>Task a. 9/30/2025</p> <p>Tasks b. - c. 9/30/2026</p>

Objective	Tasks	Responsible Person(s)	Target Completion Date
3. Maintain Certified Clinical Behavioral Health Clinic (CCBHC) Certification.	<ul style="list-style-type: none"> a. Reapply for the CCBHC Expansion Grant, if the opportunity becomes available from Substance Abuse and Mental Health Services Administration (SAMSHA). b. Continue to make changes to agency contracts and policies to align with the CCBHC Demonstration Handbook. 	Executive Team and LCCMH Board	9/30/2027

Priority #3: Service Delivery

Objective	Tasks	Responsible Person(s)	Target Completion Date
1. Increase services by offering a variety of Evidence Based Practices including groups to persons served.	<ul style="list-style-type: none"> a. Education to staff in new Evidence Based Practices (EBP) and group modalities b. Monitor progress for CCBHC requirements for EBPs c. Implement parent support group for Applied Behavior Analysis (ABA) d. Implement socialization group for ABA e. Monitor and support Dialectical Behavior Therapy (DBT) and Dialectical Behavior Therapy for Adolescents (DBT-A) services 	Executive and Management Teams, Autism Department, Children's and Adult Departments	<ul style="list-style-type: none"> Tasks a. - b. 9/30/2027 Tasks c. - d. 9/30/2025 Task e. 9/30/2027

2. Expand Medication Assisted Treatments (MAT) for opiate use.

- a. Review opiate MAT requirements
- b. Identify which opiate MAT services the agency wants to use
- c. Develop / update policies and procedures

Medical Director, Medical Department, and SUD / Co-Occurring Departments

9/30/2026

3. Expand Individual Placement Services (IPS) for the Intellectual and Developmental Disabilities population.

- a. Monitoring updates about IPS from MDHHS
- b. Reviewing / updating policies and procedures
- c. Explore the option to restructure IPS with current staff to meet requirements.
- d. Explore the potential to hire additional staff.

Employment Supervisor and Executive Team

9/30/2027

4. Enhance Autism department by adding a speech pathologist.

- a. Analyze data to determine the level of need for a speech pathologist.
- b. Develop job description and hire a contractual speech pathologist.

Autism Supervisor and Executive Team

9/30/2026

Objective	Tasks	Responsible Person(s)	Target Completion Date
<p>5. Ensure LCCMH is a trauma-informed care environment.</p>	<ul style="list-style-type: none"> a. Schedule Trauma Informed Michigan Fidelity Assistance Support Team (MiFAST) Review. b. Trauma Informed Care Workgroup continue to explore recommended trauma informed models. c. Trauma Informed Care Workgroup develop work plan based off results from findings. d. Ongoing training for staff, board members, and community about trauma informed care. 	<p>CCO and Trauma Informed Care Workgroup</p>	<p>9/30/2027</p>
<p>6. Enhance core services.</p>	<ul style="list-style-type: none"> a. Continue to evaluate opportunities for training that relate to the 9 core services required under CCBHC. b. Include CCBHC as an accredited program in the next Commission on Accreditation of Rehabilitation Facilities (CARF) survey process. 	<p>Executive Team and Management Team</p>	<p>9/30/2027</p>

Priority #4: Education

Objective	Tasks	Responsible Person(s)	Target Completion Date
<p>1. LCCMH Board Members will fulfill their responsibilities per the LCCMH By Laws, Mental Health Code, etc. and be kept apprised of agency operations.</p>	<ul style="list-style-type: none"> a. Provide financial update including CCBHC funds and will provide resources of additional CCBHC trainings provided by the PIHP. b. Encouraging participation in New Board Orientation. c. LCCMH will offer options to complete Board Works. d. LCCMH staff will provide program updates e. The Board Chair will assign committee assignments. 	<p>LCCMH Board Chair, LCCMH Board Members, Executive Team, and Management Team</p>	<p>9/30/2027</p>
<p>2. LCCMH will continue to provide staff training and education to enhance work performance.</p>	<ul style="list-style-type: none"> 1. LCCMH will research and provide Leadership development training 2. Increase SUD trainings to improve staff's understanding and confidence with the Co-occurring population. 3. Increase the number of staff with Michigan Certification Board for Addiction Professionals (MCBAP) credentials in Triage Department. 	<p>Management Team, HR, and Executive Team</p>	<p>9/30/2027</p>

Objective	Tasks	Responsible Person(s)	Target Completion Date
<p>3. Increase outreach and education to the community.</p>	<ul style="list-style-type: none"> a. Increase social media followings. b. Continue to support work plans developed by Zero Suicide Committee, Suicide Prevention Network, and Local Outreach for Suicide Survivors (L.O.S.S.) c. Continue to promote SUD services provided at LCCMH. d. Promote under-utilized CCBHC services. 	<p>Management Team and Marketing Coordinator</p>	<p>9/30/2027</p>
<p>4. Increase educational opportunities Commissioners.</p>	<ul style="list-style-type: none"> a. Increase department head updates at Board of Commissioner Meetings. b. Continue to provide training opportunities for Commissioners on the LCCMH Board, including retreats, conferences, and internal trainings. 	<p>Commissioners on LCCMH Board and CEO</p>	<p>9/30/2027</p>

5. Collaboration with other community partners and professionals (police, schools, Michigan Department of Health and Human Services).

a. LCCMH will reach out to engage with the following groups:

- Law Enforcement
- Schools (public, private, homeschooling groups, etc.)
- Michigan Department of Health and Human Services (MDHHS)
- Churches
- Shelter

b. LCCMH will continue the liaison contract with MDHHS to support the needs of staff and persons served.

c. Explore opportunities to establish Memorandum of Understanding (MOU) with community partners.

Management Team and
Marketing Coordinator

9/30/2027



ACKNOWLEDGEMENTS

Our thanks to the following Board and staff members who were instrumental in the 2024-2027 plan development:



Catherine Bostick,
Chairman



Brad Haggadone,
Vice Chairman



Kay Morris,
Secretary



Lori Curtiss,
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