FORWARD

2018

ANNUAL REPORT

HealthWest
It was a year of changes, forward momentum, and complex challenges. We continue to strive for excellence and prepare for the future of healthcare. Even though this journey is riddled with uncertainties, HealthWest is dedicated to providing the best possible service and values the incredible potential for partnerships, prevention and recovery within the Muskegon community.

Our focus on being a leader in integrated health care continues to be at the heart of our work. Our dream to open a dental clinic for persons served was finally realized in partnership with Hackley Community Care Center, and we’ve expanded wellness classes available to staff and persons served.

We are proud of our commitment to developing a more diverse, inclusive, and equitable agency and community. We have dedicated resources to support the Community Gathering Initiative, which hosts dialogues about race and racism. We also have an internal team working to create strong interpretation, translation, and support services for Spanish speaking individuals.

Being a leader in health care reform emerged as a high priority. We are one of four Community Mental Health Services Programs in the State’s 298 pilot, which aims to create partnerships with the health plans to improve services to those in our community.

In September, HealthWest was awarded a federal grant to become one of Michigan’s first Certified Community Behavioral Health Clinics. This sets a national standard for the delivery of behavioral healthcare, expands our services, and increases our ability to serve people regardless of ability to pay or insurance type.

The development of MYalliance System of Care continues, as community partners work with youth and families to build a stronger, more coordinated network of services. We’ve expanded HealthWest school-based services to five districts and are developing a county-wide mobile crisis response and stabilization service for youth in crisis. We invested in partnerships, because we know we are stronger together. We continue to build a trauma-informed community, offering resources such as mental health trainings, suicide prevention, and psychological first aid.

This year was not without challenges. As an agency we experienced personal tragedies and worked hard to meet the needs of the community at a time when mental health services are significantly underfunded. The demand and cost for services continues to drastically increase at a much higher rate and pace than revenue. HealthWest is doing more with less. Despite the challenges, our staff came together, cared for each other, and showed tremendous resilience all while working hard to provide the best quality care to everyone who comes through our doors.

Thank you to everyone who continues to support and partner with HealthWest.

Julie B. Rupp
HealthWest Executive Director

Our vision is to build a healthier, more informed, and inclusive community through innovation and collaboration.

- **Be a leader** in integrated health care
  Pursue innovative and collaborative models for health care reform to position our agency and community for a successful future.

- **Inspire** hope and wellness in partnership with individuals, families, and the community
  Collaborate with staff, consumers, families, and community partners to create a more recovery-oriented and trauma-informed community.

- **Utilize agency values** as a compass for decision making and organizational excellence
  Focus on diversity, development, excellence, and integrity to ensure our services best meet the needs of our community.

*Throughout this report, we have highlighted our activities for fiscal year 2018. These icons will appear to signify how our efforts helped us deliver on one or more of the goals of our mission.*
Launched in January, MYalliance System of Care is a collaboration of youth, parents, schools, and agencies working to improve services by focusing on increasing access and engaging youth and families to help design the programs that serve them.

In March, HealthWest was selected to be one of three Section 298 pilot sites. This pilot's goal is to improve the coordination of physical and behavioral health services and changes how these systems are funded.

In April, HealthWest earned a 3-year CARF accreditation. Accreditation demonstrates a provider's commitment to continuously improve service quality and focus on the satisfaction of the persons served. CARF accredited agencies have demonstrated conformance to proven standards for business practices and are committed to continuous quality improvement.

In September, HealthWest was awarded a $4 million federal grant to become one of the state's first Certified Community Behavioral Health Clinics. These clinics are required to provide comprehensive services, including 24/7/365 crisis services; outpatient mental health and substance abuse treatment services; immediate screenings, risk assessments, and diagnoses; and care coordination.

Throughout 2018, HealthWest made strides to improve its evidence-based practices. We launched CANS/ANSA, a strengths-based assessment tool; Eye Movement Desensitization and Reprocessing therapy, aimed at combating distress associated with trauma; and building mobile crisis response.

July marked the grand re-opening of the HealthWest Integrated Health Clinic and its newly-added dental facility. The facility includes three dental operatory rooms and is operated in partnership with Hackley Community Care. The addition continues our approach to care for the whole person. Mental health and physical health are interconnected, and for that reason, we strive to be the "health home" for individuals we serve.

It was a year of change at HealthWest as we worked to position ourself as leaders in care by expanding the services available to the Muskegon community.
The demand for HealthWest services continues to grow. HealthWest has experienced a **41% increase** in people receiving its services since 2015, including an 11% increase between 2017 and 2018. While demands have increased for nearly all HealthWest services, substance use services have experienced a particularly large increase in demand with a **26.5% increase** since 2015. To meet demand, HealthWest has worked carefully to ensure quality services continue to be provided in a cost-effective manner.

**People Served by Age**

- **196** - 70 & Older
- **1,282** - 50-69 years old
- **2,745** - 30-49 years old
- **1,719** - 18-29 years old
- **1,842** - 17 & Younger

**Average cost per person in service**

<table>
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<tr>
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<th>FY2015</th>
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<th>FY2018</th>
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Individuals from every corner of Muskegon County rely on HealthWest for behavioral wellness services. Roughly 4 out of every 100 county residents received services at HealthWest in 2018. This map, broken down by ZIP code, shows where our services are located and how many people rely on us to help them reach their treatment goals.

* Does not include 1,233 people served solely by our substance use provider network.
We believe in finding innovative, cost-effective ways to deliver first-class behavioral wellness services to residents across Muskegon County. To do this, our staff works diligently to find diverse funding opportunities to ensure we can sustain our programs and services. In 2018, we were able to increase revenues by roughly 4%, funded in large part by an increase in grants and miscellaneous reimbursements.

### Revenues

- **Substance Use Block Grant & P.A. 2**
  - $1,839,755
- **Third Party**
  - $223,755
- **State General Fund**
  - $1,991,122
- **Medicaid**
  - $57,687,378
  - a- Includes $3,885,373 in deferred revenue payments
  - b- Includes $888,980 from fund balance
- **Misc. Reimbursements**
  - $4,584,002
- **Grants**
  - $1,937,332
- **County Local Match**
  - $736,935
- **Community Living Supports**
  - $3,958,728
- **Care Management**
  - $7,284,122

### Expenditures

- **Contracted Psychiatric Hospitalizations**
  - $4,695,834
- **Professional & Clinical Staff**
  - $13,769,761
- **Employment/ Skill Building**
  - $2,782,094
- **Substance Use**
  - $7,102,649
- **Administrative Costs**
  - $2,385,960
- **Residential 24-Hour Supportive Living**
  - $25,923,065
- **Misc.**
  - $1,098,066
- **Community Living Supports**
  - $3,958,728
- **Care Management**
  - $7,284,122

We know the obstacles and barriers individuals face when receiving mental health, developmental disability, and substance use services that prevent them from making it into one of our facilities. That's why we've expanded our campus and provider footprint to nearly every corner of Muskegon County, meeting our service recipients in their neighborhoods and homes.
"HealthWest has totally changed our life. I have my child back from a very dark place. Thank you."

16% Annual increase in people under 18 being served

459 Youth enrolled in Intellectual/Developmental Disability services

1,397 Youth enrolled in Mental Health services

1) Quote submitted on HealthWest’s Experience of Care Survey by an anonymous parent of a child in our Youth Intellectual and Developmental Disabilities services.
New Youth-Friendly Space

Our Transition Age Services and Juvenile Justice teams moved to their new home on the County’s South Campus and have worked with youth served to transform their new space into a place where kids and teens feel welcomed and can be comfortable while receiving services.

The new area provides a safe space for youth where they can drop-in to relax, use a computer, exercise, or even do a quick load of laundry.

YOUTH PROGRAM HIGHLIGHTS

- **Developed a Mobile Response and Stabilization team to respond to youth mental health crises.**
- **Hired 6 parents of children with complex needs and 4 youth/young adults with lived mental health experience to professional peer support and outreach roles.**
- **Through a federal Systems of Care grant, we expanded our capacity to deliver Intensive Care Coordination from 30 youth to 80 youth.**

HealthWest's Autism Program

- **137** Program Referrals
- **101** Program Assessments
- **76%** of program participants met or made progress toward objectives
"This place is amazing and has made a big difference in me."\(^1\)

3,271 adults enrolled in mental health services

819 adults enrolled in intellectual/developmental disability services

1,900 adults enrolled in substance use services

\(^1\) Quote submitted anonymously on the Experience of Care Survey for Adults receiving HealthWest Services.
HealthWest faces ongoing opioid epidemic head-on

We understand that mental health issues can exist alongside substance use concerns. Our staff and network of providers work with those they serve to address substance use to help them reach their goals. Our efforts include a full assessment, individual therapy to promote the recovery process, and group treatment. HealthWest hosts weekly SMART Recovery meetings, which are open to the general public.

Our partnership with the Red Project extends this assistance to the community by providing training and Narcan kits to combat opioid overdoses.

Club Interactions continues to grow

Club Interactions was accredited by Clubhouse International in November and the program continues to grow.

A clubhouse is a community of people working together toward a common goal, supporting people living with the effects of mental illness. Clubhouses have been found to reduce incarceration rates, reduce hospitalizations, and increase employment possibilities for those in the mental health system.
A Leader In Integrated Health Care

Our approach is to care for the whole person. Mental health and physical health are interconnected. On average, individuals with a serious mental illness live 25 years less than their peers and have more chronic illnesses than matched populations of Medicaid recipients. That's why we continue to work toward being the “health home” for the individuals we serve by meeting ALL of their health needs under one roof with our Integrated Health Clinic (IHC).

The clinic, which is a partnership between our agency and Hackley Community Care Center, has doctors, physician assistants, psychiatrists, and registered nurses. A new dental clinic was also opened inside the facility in July and began seeing patients in August.

The Need

53% of IHC patients assessed were considered active smokers.
79% of IHC patients assessed were obese or overweight based on their Body Mass Index.

Medical Care

609 patients were seen at the clinic for medical care.
95% of IHC patients assessed as active smokers received cessation intervention.

Dental Care

89 patients visited the clinic for dental care following its opening.
10 patients were seen on average per day by dental clinic staff.
HealthWest coordinated the first-ever ReCon Resilience Conference in May. The conference’s goal was to pioneer a veteran resilience movement. It brought together the best speakers, resources, and practices to equip attendees with the tools they need to continue encouraging and strengthening others. Veterans, their families, community members, veteran service providers, and anyone interested in supporting veterans were invited to participate in the event, which included a full-day conference, community lunch, and breakfast for physicians.

Speakers included Dr. Vincent Felitti, one of the world's foremost experts on how adverse childhood experiences affect adults, and Specialist Five James C. McCloughan, a Medal of Honor recipient credited with saving the lives of 10 members of his company while serving during the Vietnam War.

**Raising Awareness and Supporting Area Veterans**

On Saturday, June 9, HealthWest had a team of six people get out and walk part of 22 miles in the **Ruck 22**. This event raised awareness of veteran suicide and PTSD.

We work to serve veterans with privacy, honor, and security. Staff provide treatment, connect veterans with resources, host Healthy Habits health skills outings, and provide trainings to the community about veteran cultural competency.
The community is truly at the heart of everything we do. By raising awareness of mental health, developmental disabilities, substance use, physical health, and early intervention and prevention, we help those in our community access the supports they need and break down stigma keeping many from seeking help. Our work in 2018 extended to every corner of Muskegon County.