



# ANNUAL REPORT

Fiscal Year 2022







# Message from the Director



**Cyndi Blair**

HealthWest Interim Executive Director

## Trends to Watch

### STAFF SHORTAGES

A lack of qualified workers has increased demands on staff and reliance on out-of-county service providers.

### INCREASED DEMAND

Our front door, warm line and mobile crisis services faced increased demand and served more people.

### PROGRAM EXPANSION

HealthWest is continuing to take the steps needed to ensure everyone in our community has access to care.

As we move into the next phase of the pandemic, the mental health system is experiencing the long-lasting effects of the trauma experienced as a result of COVID-19. Demand for services has increased, and despite the ongoing struggle to find qualified workers, HealthWest continues to rise to the challenge of serving those in need across Muskegon County.

As one of the state's initial Certified Community Behavioral Health Clinics, HealthWest partnered with its first Designated Collaborating Organization, Sevices of Hope, and increased access to our mental health warmline to meet the needs of Muskegon County residents 24 hours a day, seven days a week.

We have taken innovative and collaborative approaches to quality care through our work to recruit new behavioral health professionals, our Crisis Intervention Team partnership with local law enforcement and community organizations, and our System of Care for individuals with intellectual and developmental disabilities.

We have also worked to increase our access to quality data to drive data-informed decision-making. With the implementation of our new electronic health record and technology upgrades, we can more easily access real-time data to help us strive for continued excellence.

As we continue moving through the pandemic, we are rebuilding



in-person services, enhancing opportunities for consumer voice and advocacy, and supporting a strained workforce and provider network. We have additionally restructured our own multi-disciplinary teams by adding more peers and recovery coaches as well and finding creative ways to expand our pool of qualified workers.

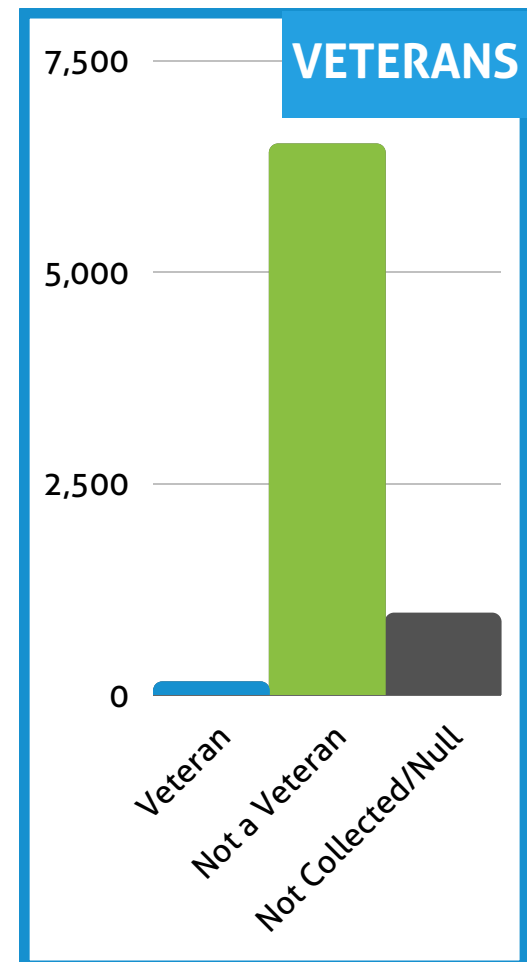
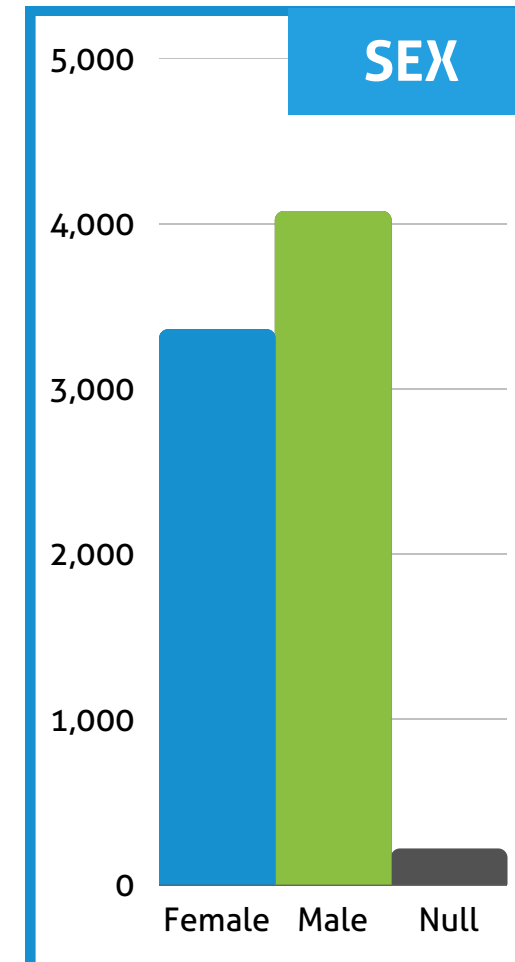
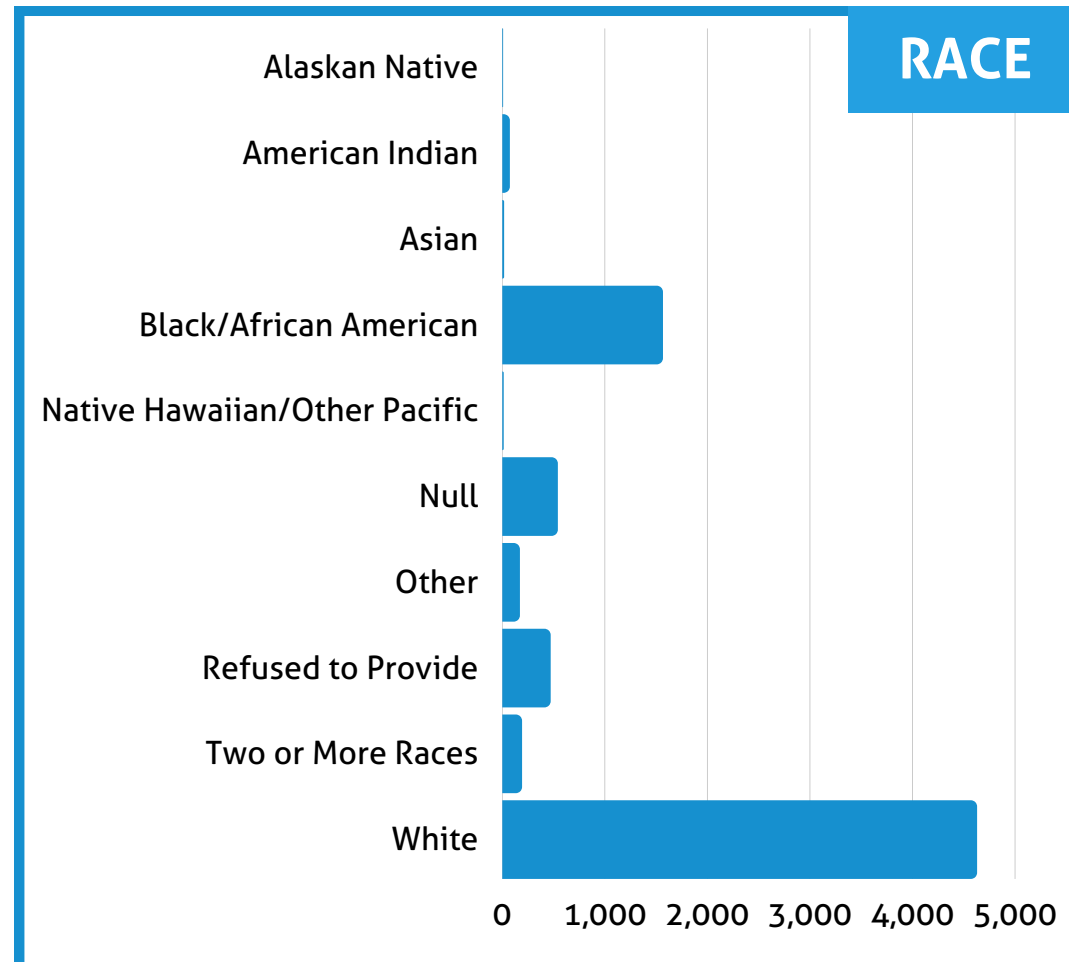
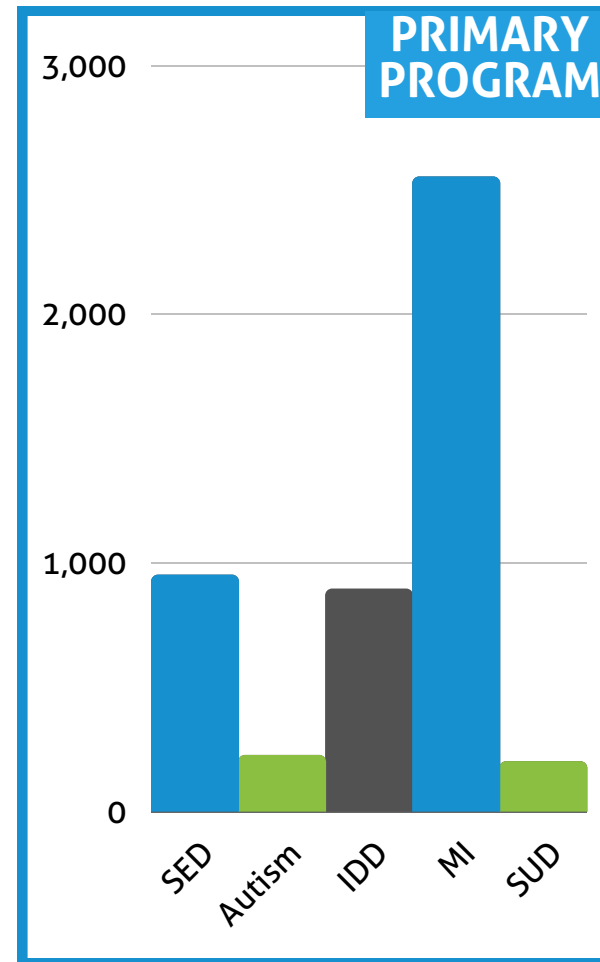
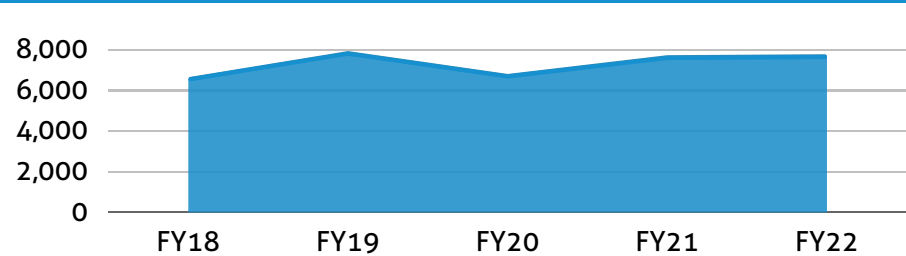
While workforce challenges and continued threats to the public mental health system remain, the CCBHC model for integrated quality care provides a pathway to a truly bright future for expanded access to behavioral health services. We are proud to be pioneering this effort and strengthening our role as behavioral healthcare leaders in Michigan.



# Who We Serve

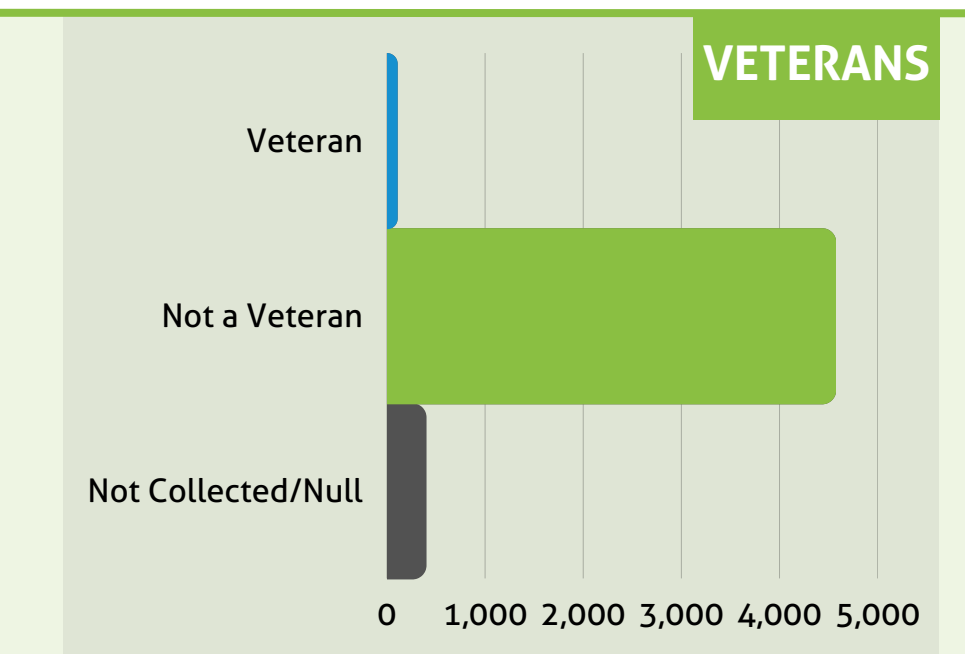
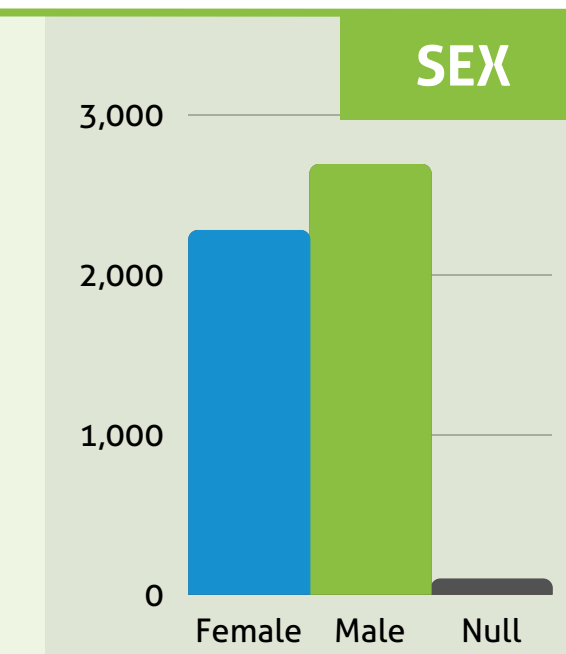
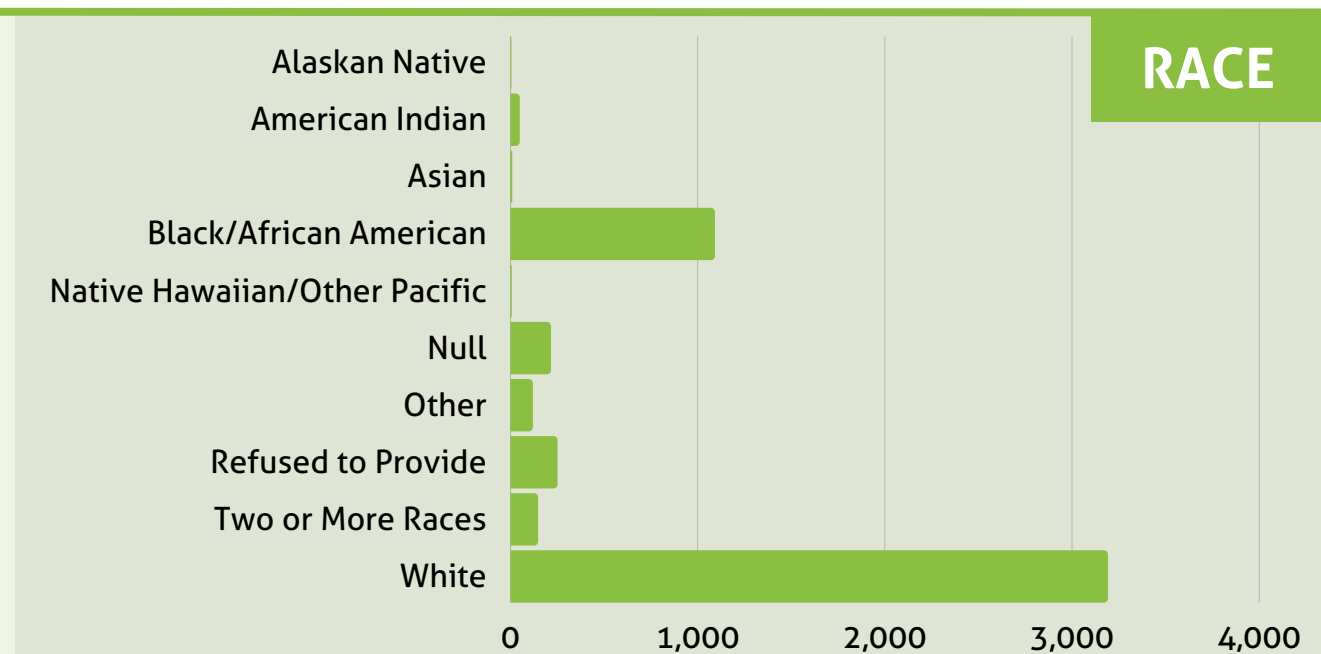


**7,643**  
PEOPLE SERVED



## CCBHC At A Glance

**5,064**  
PEOPLE SERVED







# The HealthWest Team

HealthWest continued to experience high staff turnover in FY22. Our 27.6% turnover rate was slightly higher than the 27.15% rate experienced in FY21 but was still nearly 4 percentage points lower than recently published national averages. HealthWest continued to experience an influx of new staff, with 97 HealthWest team members ending FY21 with less than 1 year of seniority.

# 408

HealthWest staff members at the end of FY22



The average staff seniority was slightly less than 5 years - a roughly 7 month decrease from FY21.



Nearly 24% of staff were with the agency for less than 1 year - a 6 percentage point drop from FY21.



Roughly 7% of staff have been with the agency for 20 or more years - a rate similar to FY21.



## Staff Turnover

TOTAL  
SEPARATIONS

# 116

NEW  
HIRES

# 117

HEALTHWEST  
TURNOVER RATE

# 27.6%

NATIONAL  
TURNOVER AVG.\*

# 31.3%

\*According to research by Hospital & Healthcare Compensation Service (HCS) reported by OPEN MINDs.





# Hiring & Recruitment

HealthWest continued to address turnover and difficulty finding qualified candidates, particularly masters-level clinicians and case managers, to fill open positions. HealthWest implemented several new initiatives to address staff retention and recruitment, including increasing partnerships with local universities, staff incentives, hosting a hiring fair and more.

## Finding & Recruiting New Talent

HealthWest hosted its first hiring fair on Sept. 28, 2022. The event focused on recruiting direct service professionals and case managers. In total, 106 applicants were interviewed and 44 people were hired.

HealthWest also strengthened its relationship with colleges and universities across the state, leading to increased university job fair attendance and a 250% increase in interns placed at HealthWest.



## Retaining & Developing Talent

HealthWest implemented a new staff retention and development program to prevent staff losses. HealthWest spent more than \$845,000 on this program, including:

- All-Staff 6-Month \$1,000 Retention Bonus (\$353,000)
- Home-Based/Access Teams \$1,000 Masters-Level Clinician Retention Stipend (\$53,000)
- Employee Referral \$400 Bonus (\$17,800)
- \$1,000 Credential Stipend (\$138,000)
- \$300 On-Call Quarterly Stipend (\$145,800)
- \$1,000 Committee Chair/Co-Chair Stipend (\$41,000)
- Up to \$300 Personal Development Stipend (\$26,880)
- Up to \$5,000 Education Assistance Reimbursement (\$44,174)
- Tri-Share Child Care Assistance (\$4,368)

## Difficult to Fill Positions

HealthWest has struggled to find and retain staff to fill critical positions such as master-level clinicians and case managers/supports coordinators.

**45**

MASTERS-LEVEL  
CLINICIANS  
EMPLOYED IN FY22

**20%**

FEWER MASTERS-  
LEVEL CLINICIANS IN  
FY22 THAN FY21

**66**

CASE MANAGERS &  
SUPPORTS CORDS.  
EMPLOYED IN FY22

**10%**

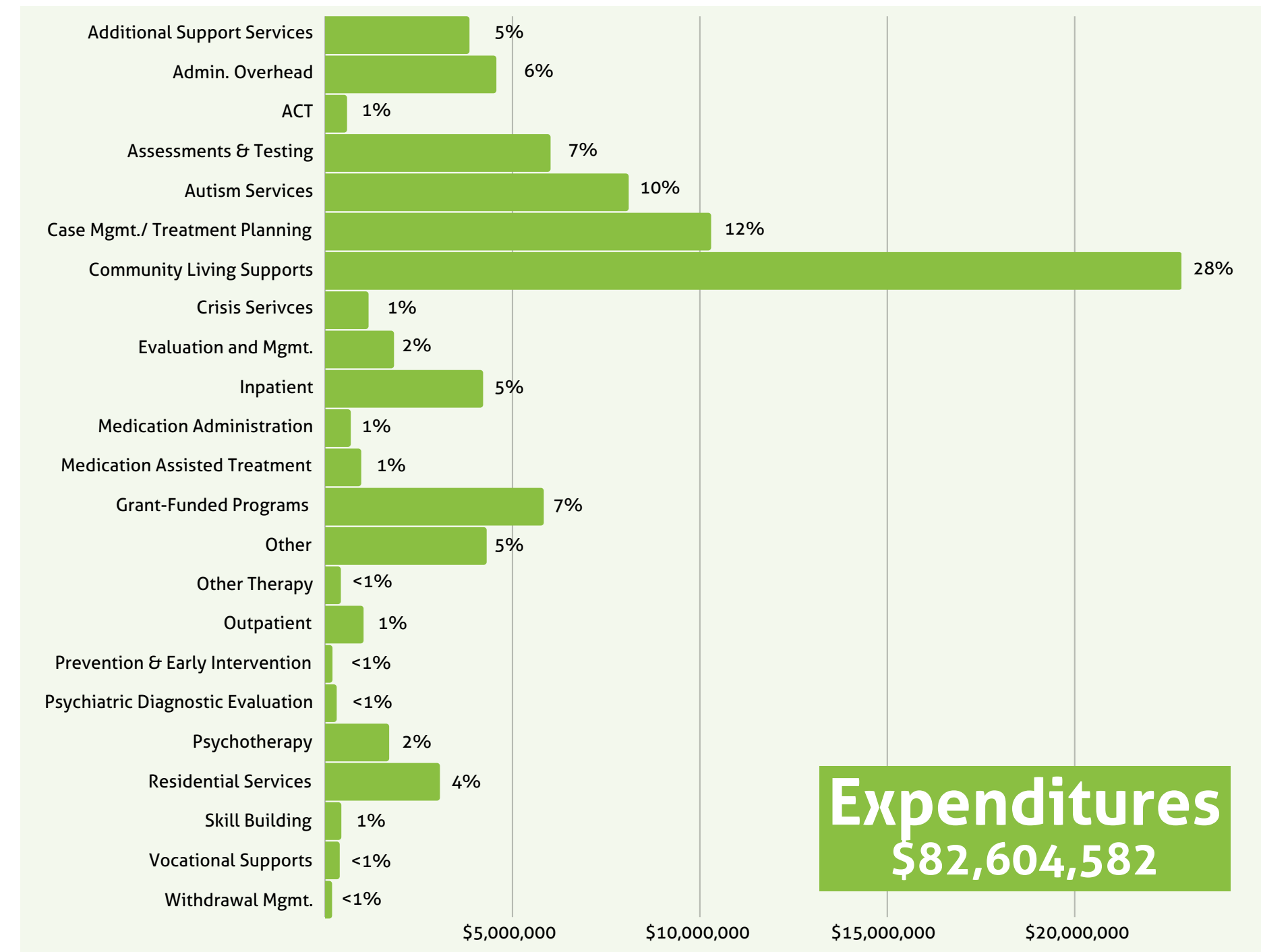
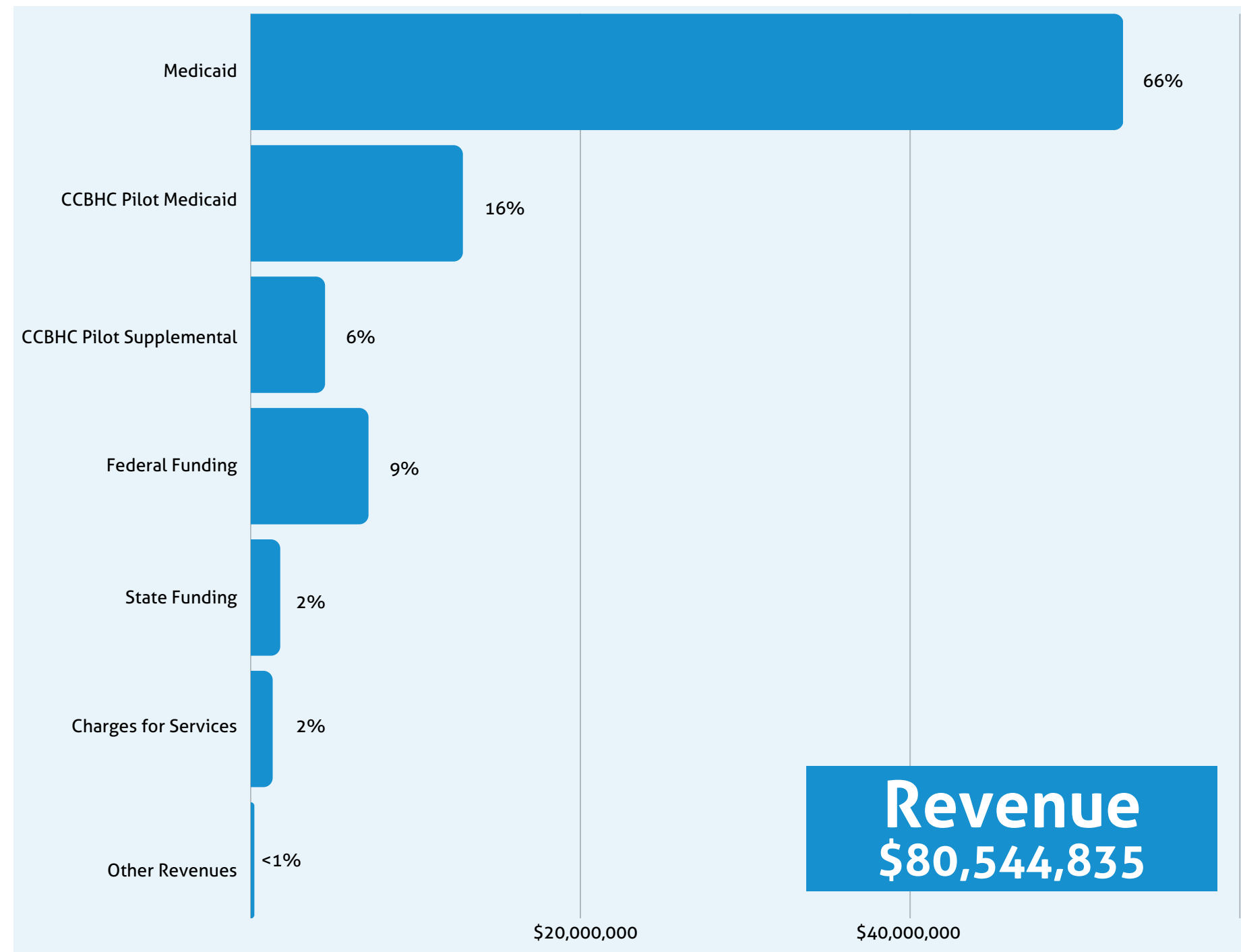
FEWER CASE MGRS. &  
SUPPORTS CORDS. IN  
FY22 THAN FY21





# Finance

HealthWest continued to strengthen its financial position and diversify its revenue stream. Revenues increased by more than 8% in FY22 to \$80,544,835. HealthWest received more than \$17.3 million in funding as part of the Certified Community Behavioral Health Clinic program and has deferred revenue from the Lakeshore Regional Entity totaling \$8,156,942 remaining due for FY22.







# Ensuring Access To Service

## Strengthening our provider network

HealthWest worked to support our network of service providers by providing more than \$500,000 to these organizations in FY22 in response to their struggles with staff shortages and the continued fallout from the COVID-19 pandemic. Payments covered costs related to ongoing COVID-19 restrictions, COVID-19-positive staff and funding for air purifiers to ensure providers could continue providing care to those in services.

### Who Received Assistance?

#### Specialized Residential Services:

Beacon Specialized Residential: \$20,406

HGA: \$36,860

MOKA: \$71,538

Samaritas: \$32,073

Pioneer Resources: \$54,310

Kelly's Kare AFC: \$5,239

Fa Ho Lo: \$16,983

Hope Network West Michigan: \$730

Hope Network Behavioral: \$1,117

#### Transportation Services:

Pioneer Resources Transportation: \$278,575

#### SUD Programs:

Wedgwood: \$629

#### Day Programs:

Kelly's Community Living Skills: \$154

Daybreak: \$11,250

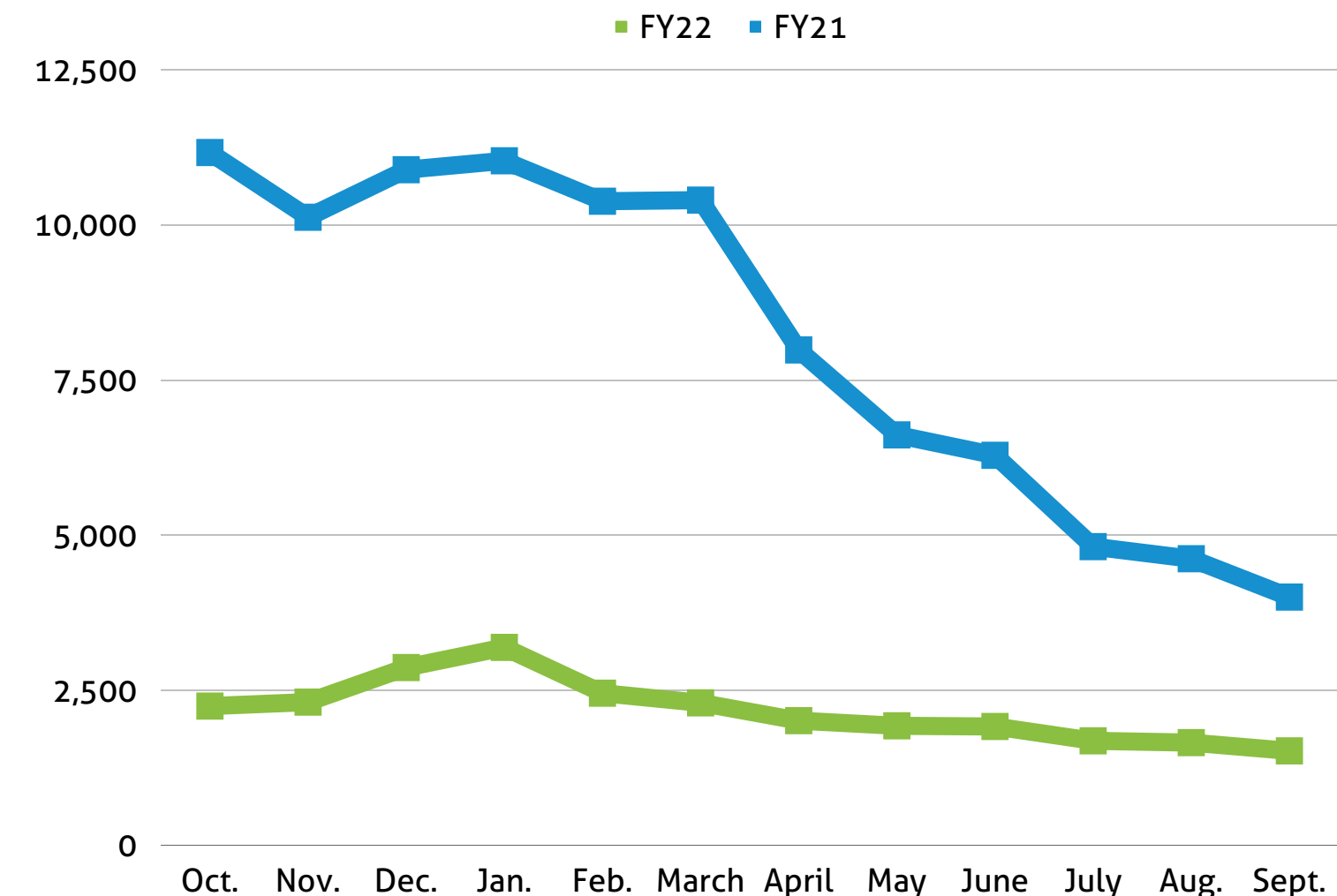
#### Residential Detox:

Salvation Army Turning Point: \$11,544

Three HealthWest providers were still forced to close in FY22 due to COVID-19-related issues, including Beacon Springs East, Beacon Oaks and Holy Cross Services. These closures affected 4 individuals in services who had to be placed in new facilities.

## Telehealth continues to serve as a major tool to accessing care

Telehealth usage dropped significantly in FY22. However, it continued to serve as a significant way our consumers could access HealthWest services. HealthWest recorded an average of 2,174 telehealth encounters per month in FY22, down roughly 73% from FY21's monthly average of 8,195 encounters.





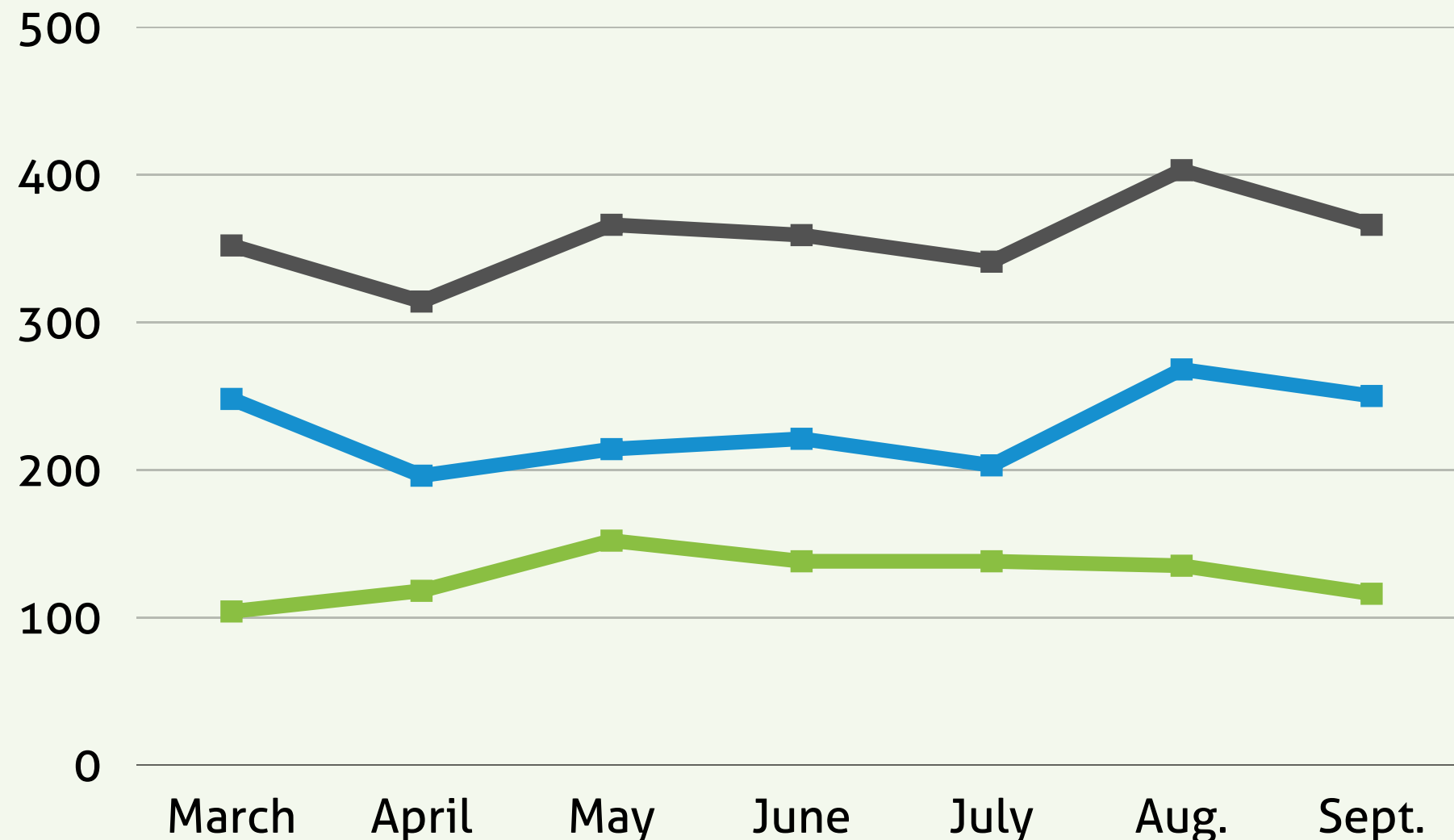


# Assessments and Pre-Admission Screenings

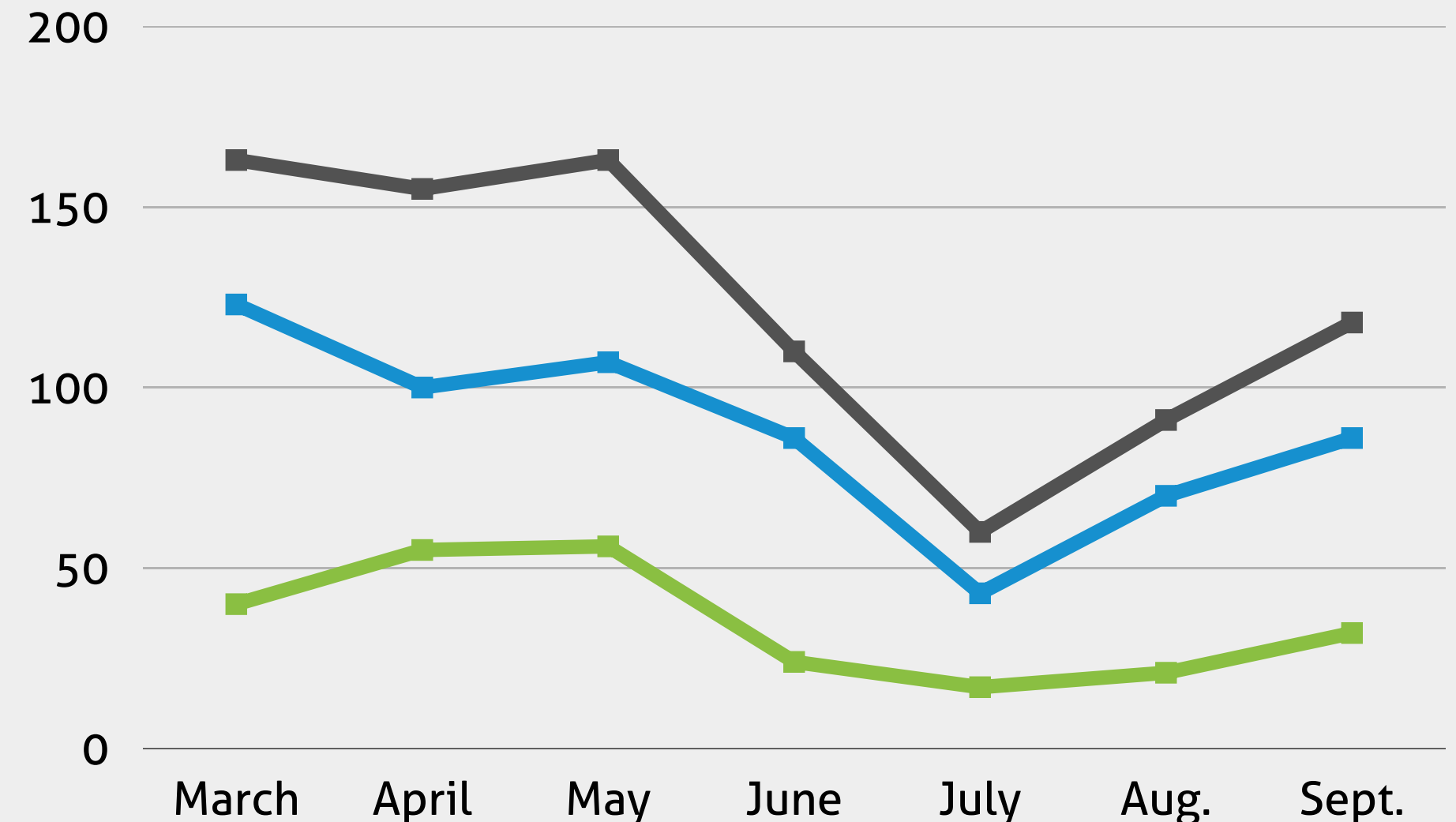
HealthWest continues to see large demands for assessments and pre-admission screenings (PAS). HealthWest averaged roughly 480 assessments and PAS from March-September 2022. Data for these services is limited as changes related to implementing our new electronic health record in February 2022 prevent us from making meaningful comparisons to prior months.

## Assessments & Pre-Admission Screenings

■ Adult Assessment ■ Adult PAS  
■ Total Adult Assessments & PAS



■ Youth Assessments ■ Youth PAS  
■ Total Youth Assessments & PAS



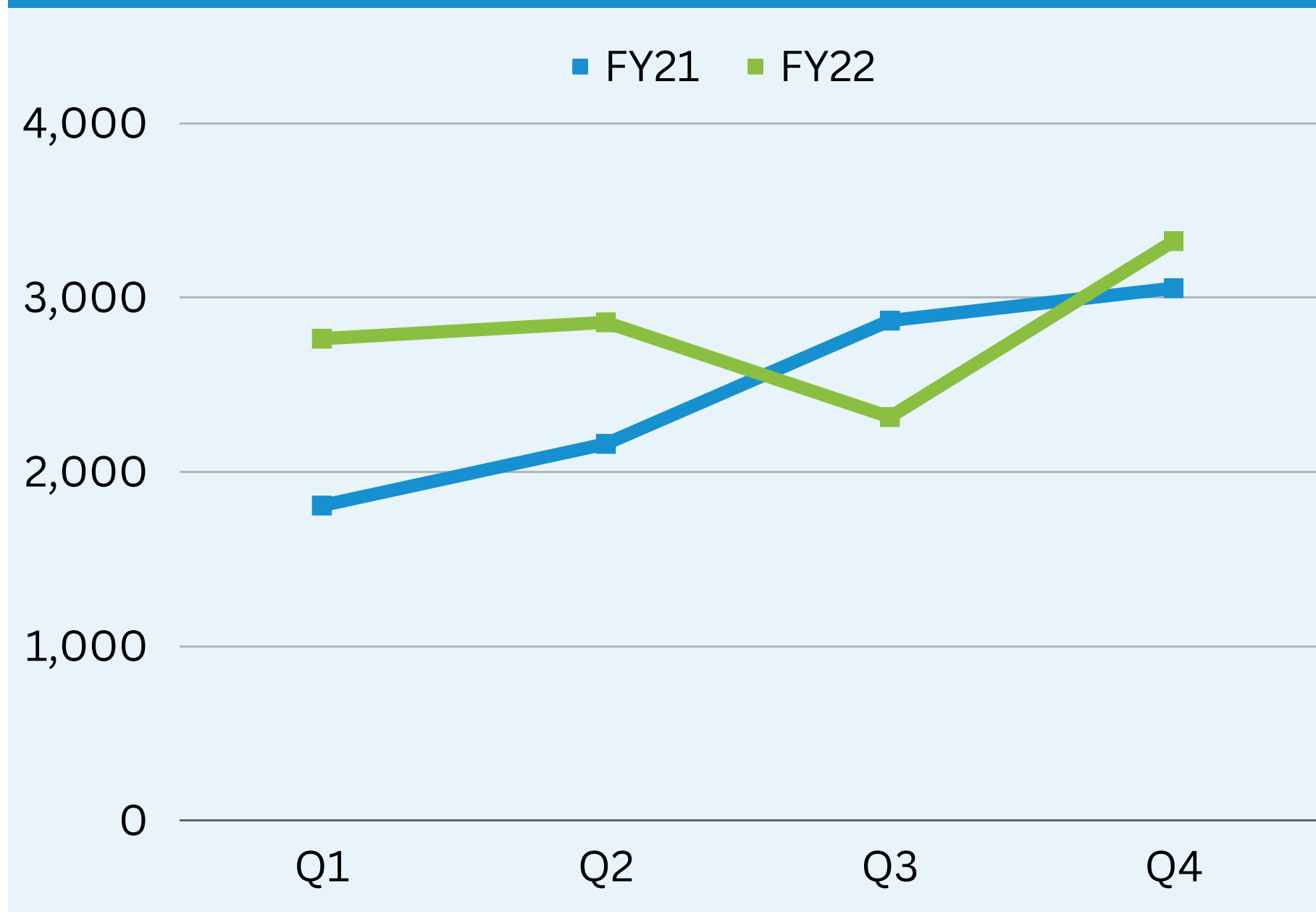




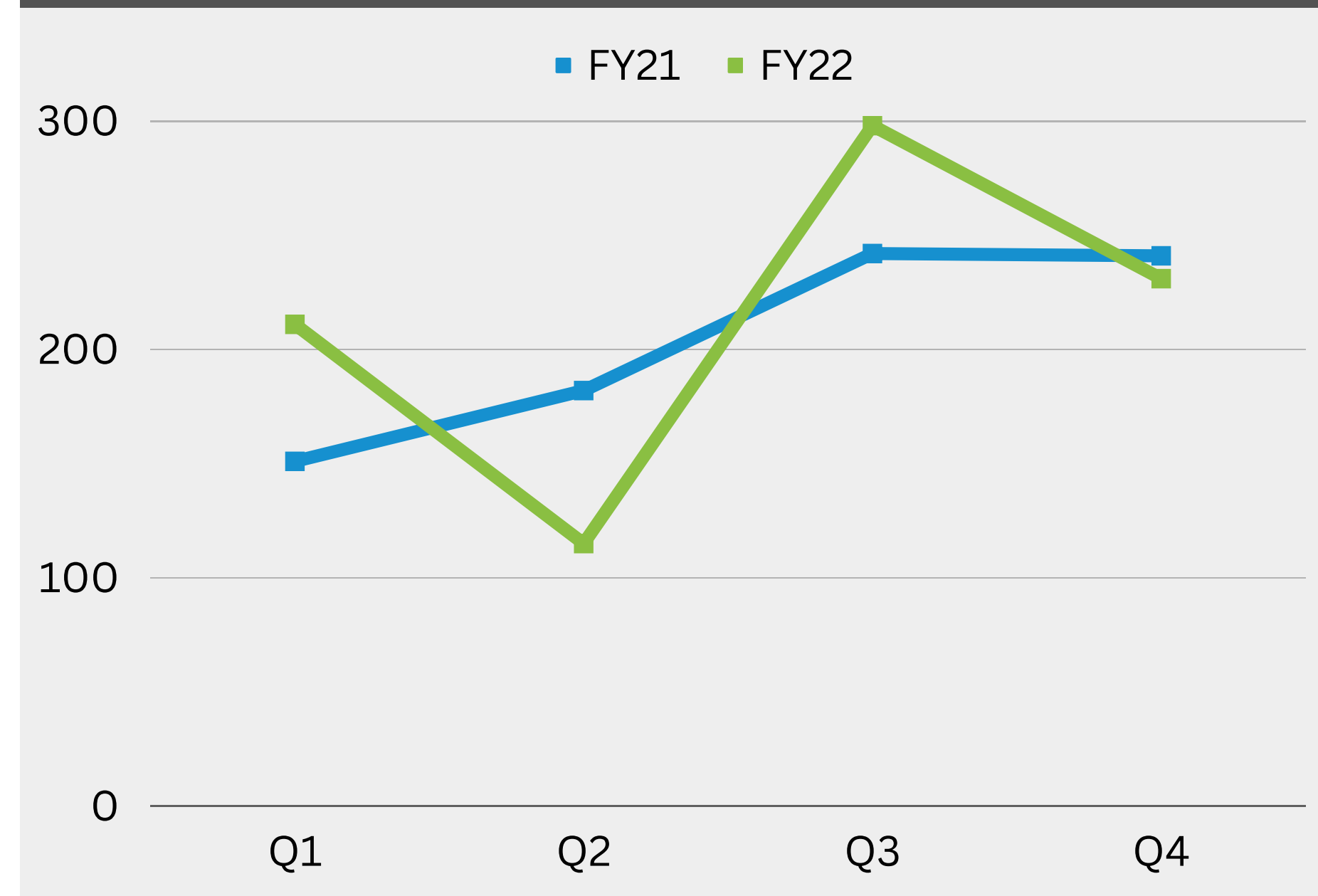
# Facing Increasing Demand

HealthWest's teams continued to respond to our community's increased behavioral health needs. In FY22, the average number of calls to our Mental Health Warm Line increased by 14% to 2,815 calls per quarter. This equates to a daily average of 31 calls to our Warm Line. Meanwhile, the demand for mobile mental health crisis responses increased by 5% to roughly 214 per quarter.

## Warm Line Calls



## Mobile Crisis Responses





# Mental Health

## Serving kids at the Juvenile Detention Center

HealthWest has worked to ensure children lodged at the Juvenile Detention Center have access to quality behavioral healthcare.

In FY 2022, HealthWest provided 1,956 services to 59 youth lodged at the JDC. Services for newly-lodged youth are prioritized. On average, 21 youths receive a combined total of 163 services per month at the JDC.

## Improving supports for kids and parents

HealthWest has continued to provide leadership and guidance for organizations supporting families in Muskegon County. HealthWest partnered with our local Department of Health and Human Services (DHHS) to begin developing a specialized training program for participants of the Transitional Placement Program (TPP). TPP is a DHHS program that helps place undomiciled youth with behaviors or histories that make them difficult to place.

HealthWest continued to offer multiple sessions of Parenting Through Change, a 10-week group for parents of children experiencing severe behavior problems, as well as ongoing training and education on Fetal Alcohol Spectrum Disorders to better equip staff with identifying and supporting affected youth and families.

## HealthWest adds first DCO: Services of Hope

HealthWest added Services of Hope as its first Designated Collaborating Organization (DCO). A DCO is a special type of formal collaborative relationship between a CCBHC and another entity to provide services the CCBHC itself does not directly provide. This partnership has allowed us to expand our offerings to the mild-to-moderate population.

## HealthWest partners with Pathfinders to support mental health needs of Muskegon County families

HealthWest entered into a collaborative partnership with Pathfinders of Muskegon, an organization that strives to connect youth who deal with trauma, educational hurdles, and sensory challenges with the tools to help them navigate stress so they can become resilient, thriving members of our community. Weekly meetings were held for eight months to support the Pathfinders respite program for underserved youth in Muskegon County. We successfully implemented a screening process to support mental health awareness in all the youth who are served in their program and were able to streamline the screening process to allow greater access to the HealthWest assessment team for Pathfinders participants. In FY22 we screened 83 youth, and 25% of those screened identified as interested in HealthWest services.

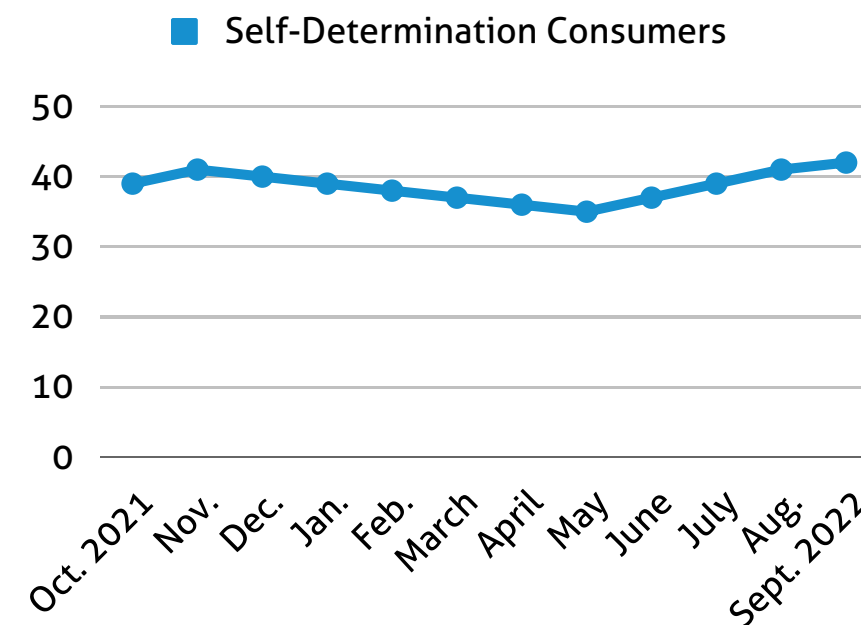




# Intellectual & Developmental Disability

## Increasing Self-Determination & Independence

Self-Determination allows individuals to have more control over their budget and those who provide their care. It allows individuals to choose who provides the services and supports identified in their person-centered plan. HealthWest worked to streamline its self-determination process, hosted regular meetings to educate teams and families, and created an easier-to-use application for case managers to help encourage individuals to explore self-determination possibilities.



## "Unless you lived it, you don't know it." Peer supports help make meaningful change

HealthWest added a new client support specialist and recovery coach to its IDD services. These staff members are peers who have lived experience and help connect with individuals in services. Jake Schaafsma has worked with consumers to develop self-advocacy skills, which provides consumers with vital tools to advocate for their own needs and live more independently. Jake also started the Healthy Relationships group, which teaches consumers about their own personal autonomy, how to develop safe relationships and reduce the likelihood of victimization.

Lori Shepard joined as a recovery coach, using her own personal lived experience to connect with consumers looking to overcome their own addictive behaviors, including substance use issues. This is the first time substance use services have been embedded directly into HealthWest IDD services.

## Finding Care Elsewhere



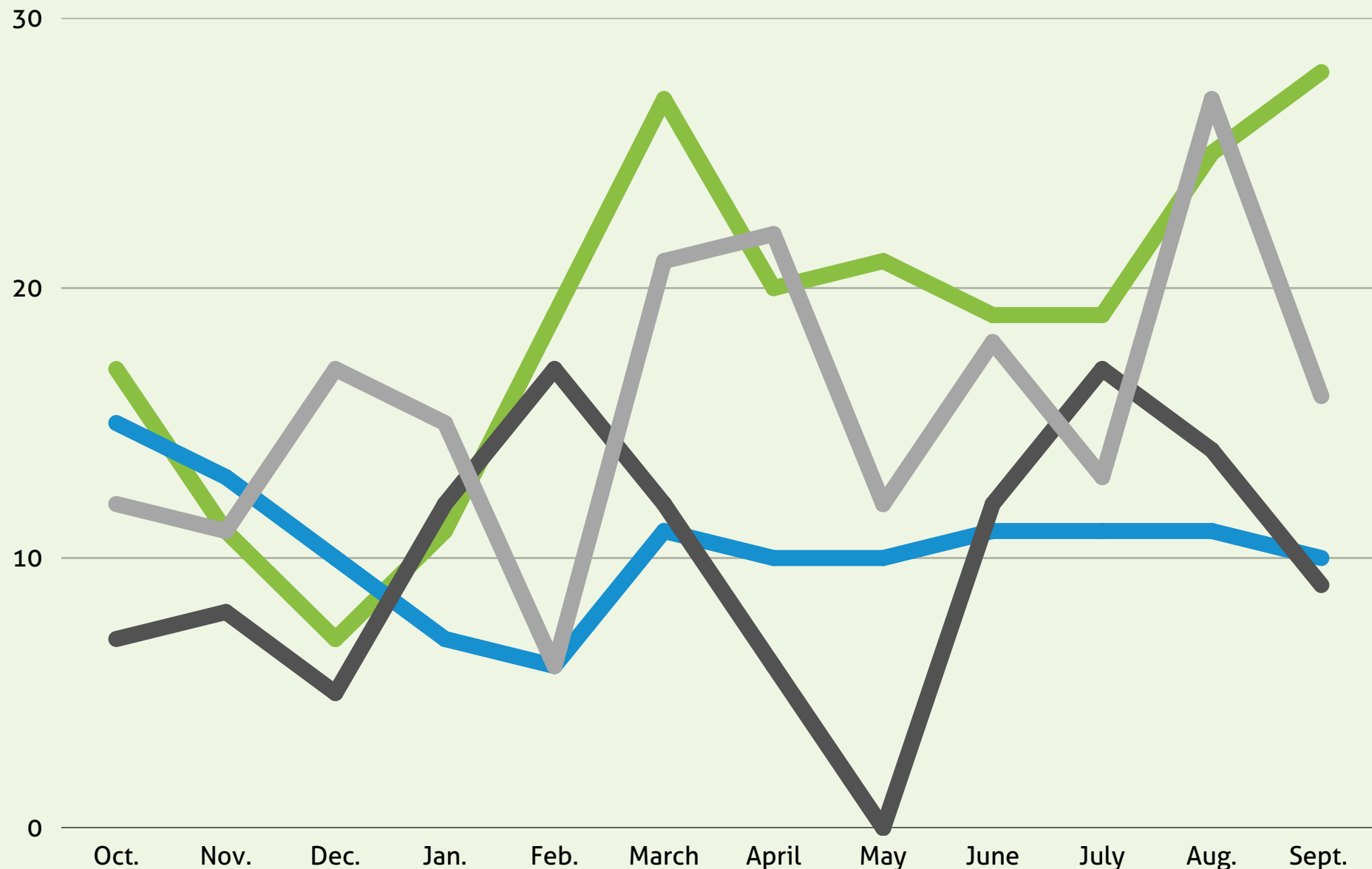


# Autism Services

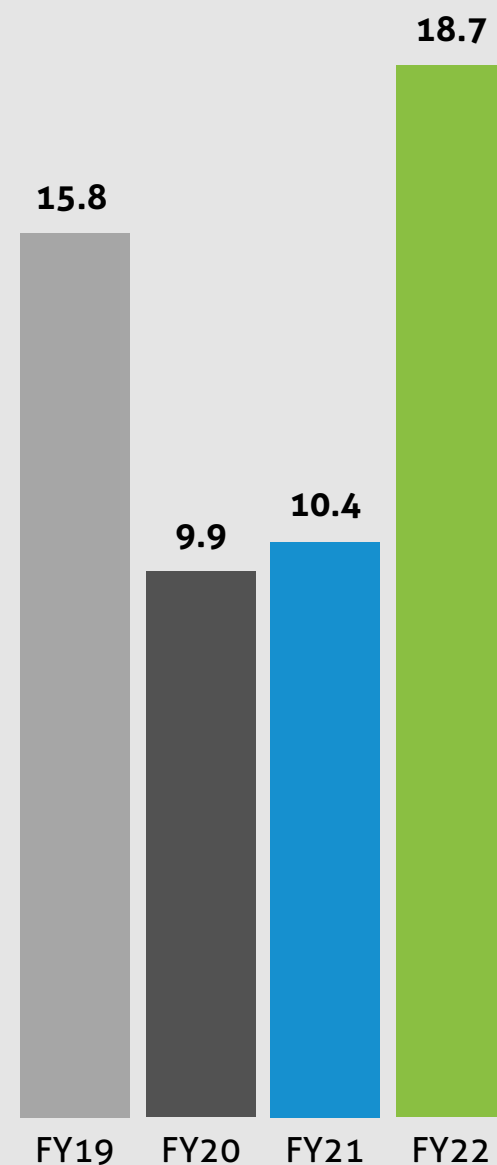
HealthWest's Autism team experienced a surge of referrals in FY22 with an average of 18.7 new referrals each month, surpassing pre-COVID levels from FY19. Despite the surge, the team was able to improve the time from referral to evaluation and evaluation to therapy thanks to the addition of more external providers and internal hiring.

## New Autism Program Referrals By Month

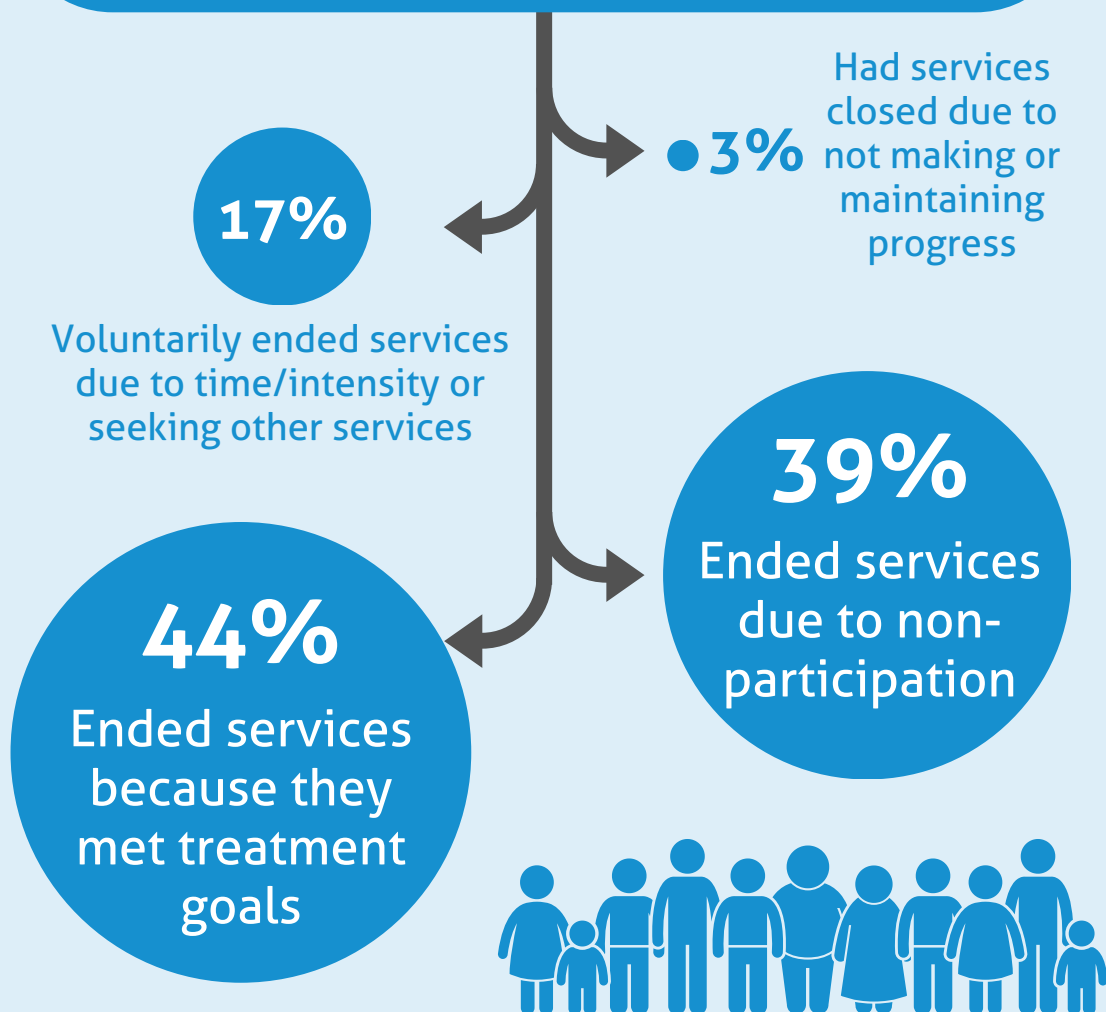
FY22 FY21 FY20 FY19



## Average New Autism Referrals Per Month



**74 people received and ended Autism services in FY22**

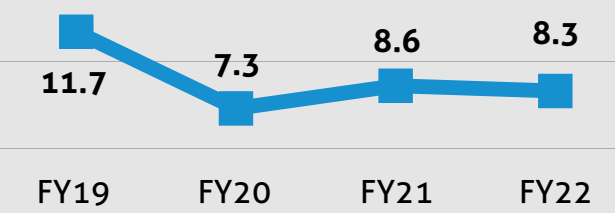




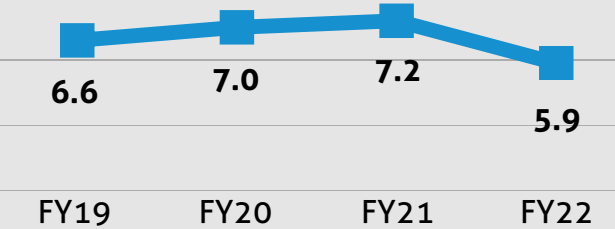


# Substance Use Services

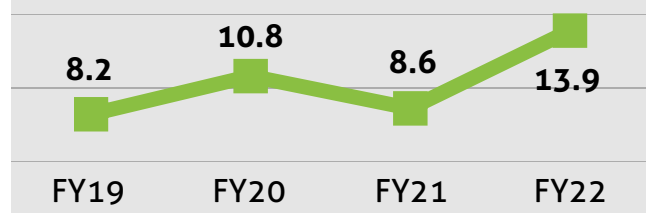
**Avg. Days Between Res. Discharge & Admission to Next Level of Care**



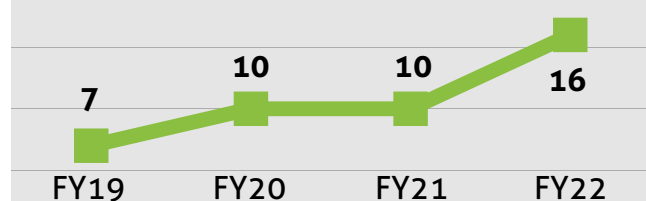
**Avg. Days for Outpatient Services**



**% of Clients With Co-Occurring Disorders Receiving Integrated Care**



**% of Discharges w/ Support Group Attendance in Past 30 Days**



## Connecting the community with Narcan

HealthWest partnered with the Center for Behavioral Health and Justice at Wayne State University to install a new Narcan vending machine in our Mental Health Center Lobby. This machine provides community members access to FREE Narcan, an opioid reversal agent that can stop overdoses and save lives.

This addition received extensive local (and even national) media coverage, reinforcing our role as a healthcare leader.



## FINDING CARE FURTHER AWAY

A lack of local providers means individuals receiving substance use services have to increasingly rely on providers outside of Muskegon County, some as far as 160 miles away.

Roughly 17% of individuals receiving SUD services rely on providers located outside of Muskegon County, a nearly 23% increase from FY21

16% of people receiving SUD services go to providers located more than 30 miles away from HealthWest's Mental Health Center, a 23% increase from FY21.

27 people received SUD services from providers located more than 75 miles away from HealthWest's Mental Health Center, a 69% increase from FY21.





# Integrated Health Clinic

HealthWest's Integrated Health Clinic, a partnership with Hackley Community Care, continued to experience growth in FY22. This clinic provides a variety of physical and behavioral health services with a specialized focus on individuals living with a mental illness, developmental disability or substance use concern.



Total Dental Visits

**2,589**

Change from FY21

**+55%**

Total Dental Patients

**776**

Change from FY21

**+53%**



Total Medical Visits

**4,370**

Change from FY21

**-5.2%**

Total Medical Patients

**1,058**

Change from FY21

**+5.6%**



Behavioral Health Visits

**630**

Change from FY21

**+51%**

Behavioral Health Patients

**132**

Change from FY21

**+36%**



Total MAT Visits

**1,057**

Change from FY21

**+13%**

Total MAT Patients

**127**

Change from FY21

**-1.6%**





# Employment Partners

Employment Partners utilizes the Individual Placement and Support (IPS) Model to help adults living with behavioral health conditions work at jobs of their choosing. Benefits of employment include increased income, improved self-esteem, better control of symptoms, reduced substance use, learning new skills, increased daily/weekly structure and improved quality of life.



In FY22, consumers receiving IPS services made more than

## \$405k

in wages. This was a more than 12% increase from the \$361k earned in FY2021.



IPS participants earned an average hourly wage of

## \$13.95

This was a nearly 14% increase from the \$12.24 hourly wage earned in FY21.

## Did you know?

Fewer than 14% of individuals who received services from HealthWest reported being employed at the end of FY2022.

Only 8.2% reported having full-time jobs, while 5.6% reported working part-time.



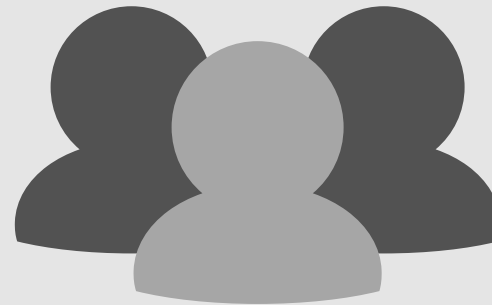
### 29,107 Hours

Were worked in FY2022 by individuals receiving IPS services.



### 101 New Jobs

Were started in FY2022 by individuals receiving IPS services.



### 153 People

Receiving IPS services worked at some point in FY2022.





# Crisis Intervention Team

HealthWest, in partnership with the Muskegon County Diversion Council, has continued to serve in a leadership role in the development of Muskegon County's new Crisis Intervention Team. The Crisis Intervention Team is a cross-system partnership tasked with changing the culture and improving the crisis response system in Muskegon County.



## Changing Culture, Saving Lives

### Building a new approach

Numerous training opportunities have been developed, including a 40-hour Crisis Intervention Team training, a 20-hour Behavioral Health Partnership training, a 16-hour Cop Culture training, and various in-service sessions. Roughly 90% of Muskegon County law enforcement officers have completed the 40-hour specialized CIT training or other specialized behavioral health training, while more than 70 behavioral health workers and community partners have participated in Cop Culture training.

### Expanding access to care

HealthWest launched new communication technology within the Muskegon County Jail to identify inmates with mental health and/or substance use concerns and refer them to trained behavioral health personnel. More than 100 people received screenings as part of this addition. HealthWest also obtained a \$750,726 grant to expand our partnerships with law enforcement. This funding will help provide three full-time mental health professionals within the Muskegon, Muskegon Heights and Norton Shores police departments.



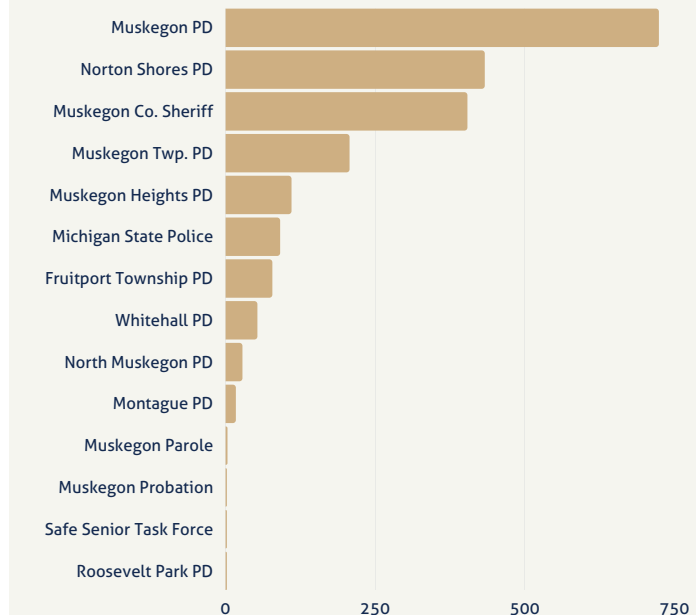
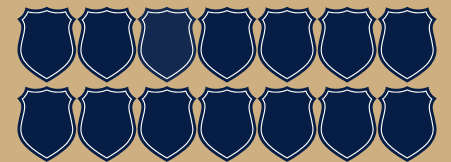
## CIT: By The Numbers

Behavioral health referrals made by law enforcement during FY22

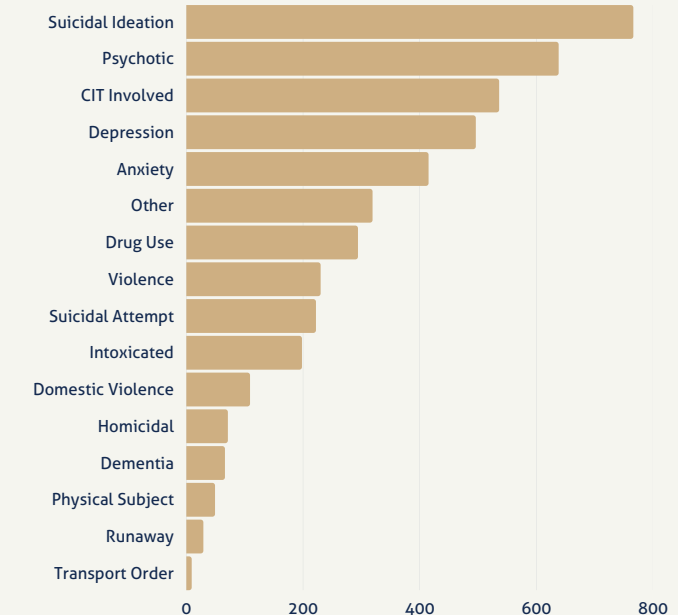
TOTAL  
REFERRALS

2,156

FROM 14  
AGENCIES



Most Referrals By Agency



Most Common Reason For Contact

VETERANS  
SERVED

67

PEOPLE  
ARRESTED/  
DETAINED

72





# Information Technology

## Expanding Services

## Expanding Technology

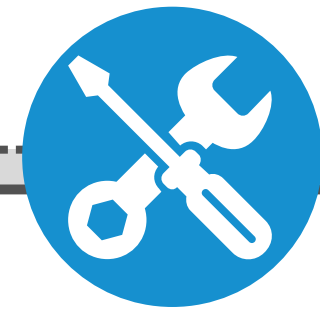
As our agency grows, so does the demand on our IT infrastructure. The HealthWest Information Technology team worked to address these demands while strengthening our agency's data and physical security, promoting staff & consumer connectedness and updating our current systems.



Several projects in FY22 sought to improve connectivity between HealthWest staff, those we serve and our community, including converting conference rooms into Zoom Rooms, creating an automated reporting calendar, and developing a new staff intranet.



Physical and data security was at the forefront of many IT projects in FY22, including replacing our security camera system, implementing a secondary cloud backup, conducting network penetration testing, and overhauling our agency's disaster recovery plan.



HealthWest continued to upgrade and maintain its IT infrastructure, including replacing 16 network switches, replacing all aging document scanners, upgrading our firewall and time reporting systems, and installing fiber optic internet service at Covenant Hall.





# Expanding Consumer Voice

HealthWest continued to empower individuals we serve to use their voices and advocate for their needs. These efforts include the creation of a Consumer Advisory Committee to provide input on our agency's operations, as well as supporting those in services who wished to participate in advocacy events.

## Consumer Advisory Committee uses lived experience to inform

HealthWest launched a new Consumer Advisory Committee to ensure primary and secondary consumers have a voice in the planning, implementation and evaluation of HealthWest services.

Members include Demario Phillips, Cherry Fouty, David Scholtens, Eric Johnson, Tamara Madison (chair), Emily Ratlidge (secretary), Angie Kartes (co-chair), Cindy Devries, and Thomas Hardy.



## HealthWest consumers encourage Mich. lawmakers to "Walk a Mile" in their shoes

In September, 40 HealthWest consumers and staff traveled to Lansing to participate in the annual "Walk a Mile in My Shoes" rally, which works to enhance awareness and educate lawmakers about why Mental Health Matters.





# Outreach and education

## Connecting the community through mental health

HealthWest connected Muskegon County residents with critical mental health information through 39 community presentations. Roughly 3,000 people participated in these presentations that covered various topics, including suicide prevention, Mental Health 101, LGBTQ issues and more. Typically, presentations were hosted by schools, local religious organizations and non-profit groups.



## Representing mental health during community events

HealthWest's outreach team made sure mental healthcare was presented at events throughout the community by participating in 45 outreach events during 2022. Events included the Muskegon Latino Festival, Sportsman for Youth, and school activities. In total, HealthWest reached nearly 5,400 people through our outreach activities.



## HealthWest provides vital education on mental health topics

HealthWest's training team plays an important role in ensuring staff and providers receive the training and education they need to provide safe, high-quality services to those in our care. New trainings in FY22 included Transformational Collaborative Outcomes Management, Cultural Competency and Grievance & Appeals.

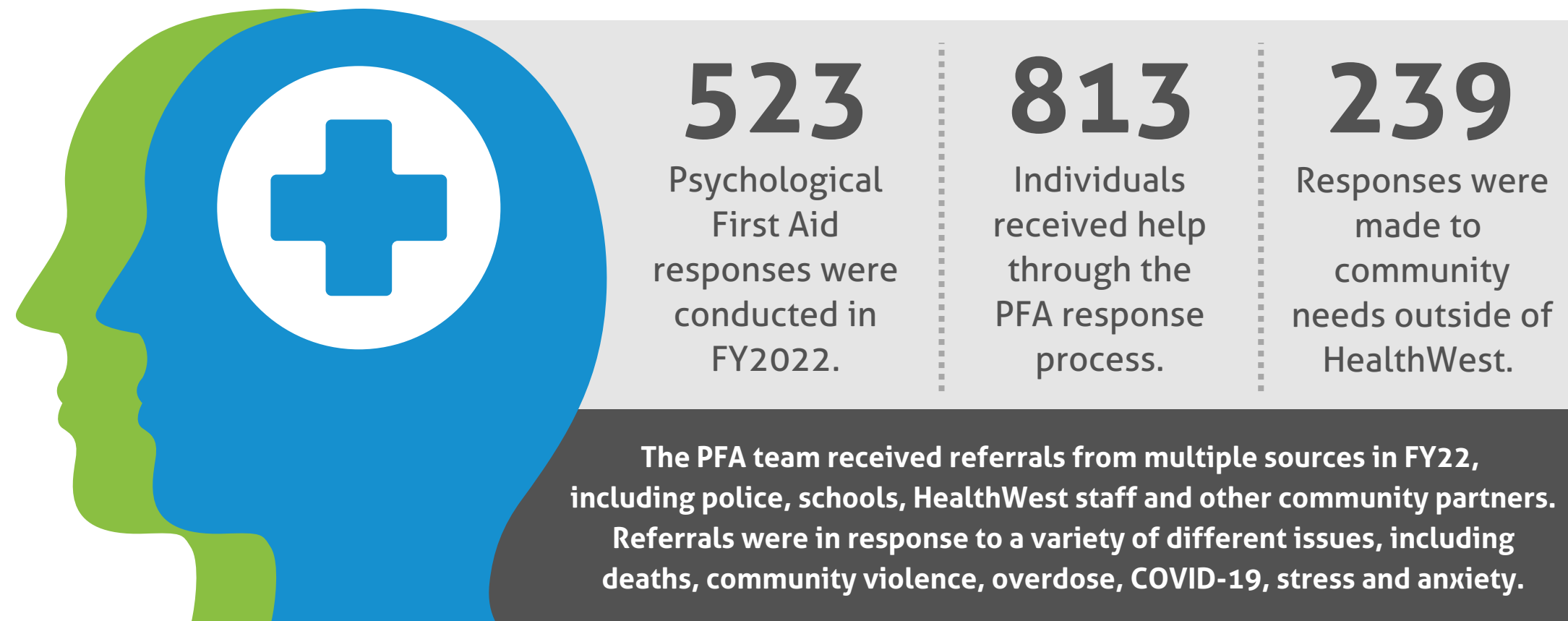
The team also works to provide training to local groups and businesses looking to learn more about mental health. More than 40 community trainings were conducted in FY22, reaching more than 600 people. Training topics included suicide prevention, writing a self-care plan, compassion fatigue, social media and mental health, adverse childhood experiences and more.



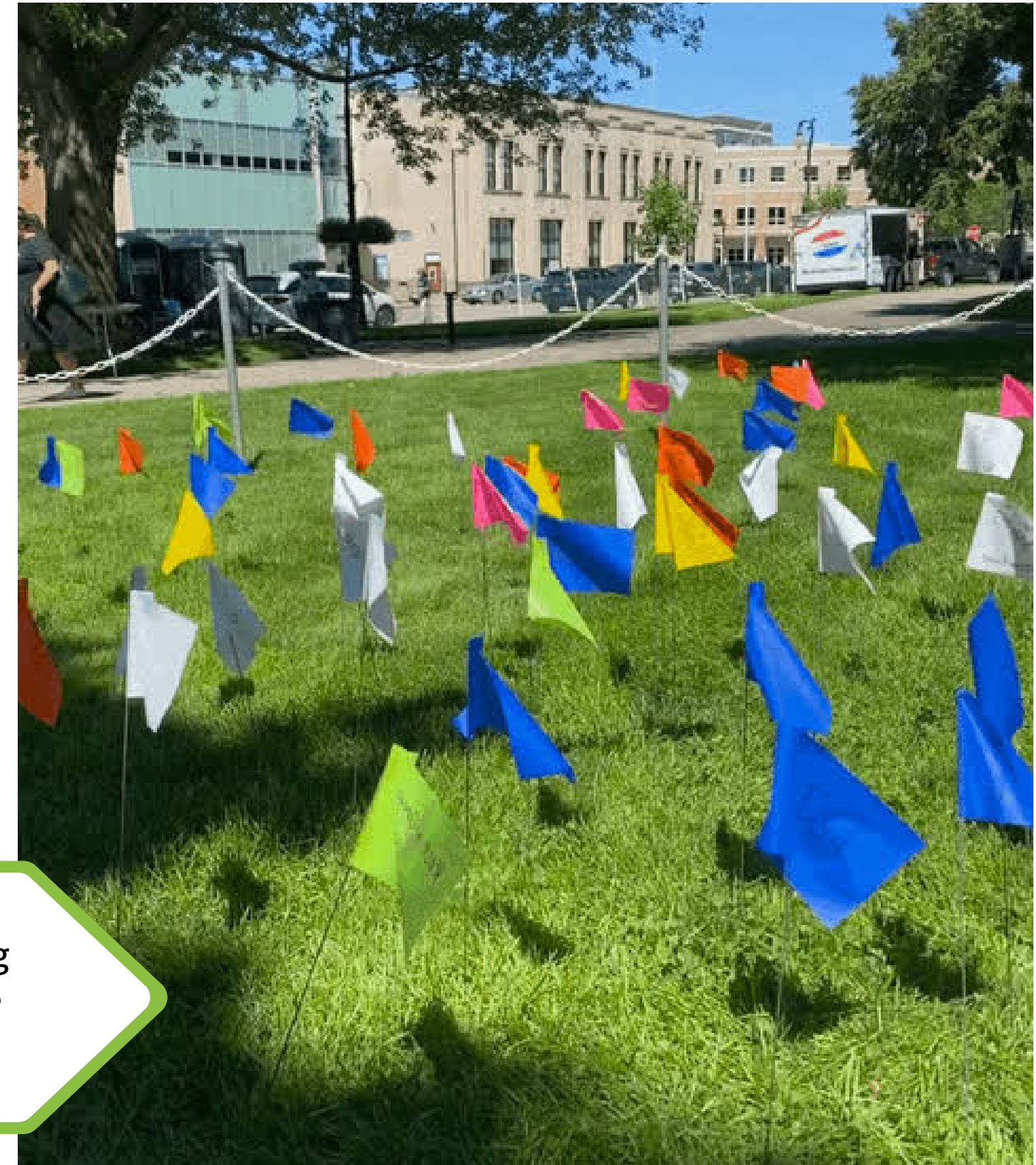


# Psychological First Aid

HealthWest and our community partners have developed a Psychological First Aid network to respond to traumatic events in our county. PFA aims to reduce stress and assist in a healthy recovery following a traumatic event, natural disaster, public health emergency, or even a personal crisis.



During Health, Wellness, and Recovery Picnic 2022, the Psychological First Aid Team hosted the Celebration of Life Memorial. This project allowed participants to place a flag with the name of someone they recently lost to help celebrate their life and provide the opportunity to heal as a community. The color of each flag represents a different relationship between the person placing the flag and the individual being celebrated.







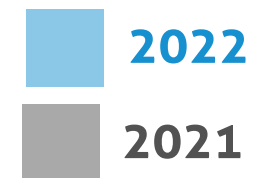
# Health, Wellness & Recovery Picnic



## by the numbers



### LEGEND



Please note:  
Categories do not  
share a similar scale.







# HealthWest Staff Gives Back

The HealthWest staff goes above and beyond every day to find ways to serve our community better. Outside of their normal behavioral health job responsibilities, HealthWest staff members routinely find ways to make Muskegon County a healthier, happier place to live. From cash to Halloween candy, the HealthWest team is always finding ways to give back.



## HealthWest hosts frozen food giveaway

HealthWest partnered with Trinity Lutheran Church and Greater Muskegon Support Services for partnering to bring a monthly frozen food giveaway to our Mental Health Center. This giveaway provides free frozen meals once a month to anyone in our community. The partnership was facilitated by HealthWest staff member Anne Lent.

## \$16,213

The amount donated by HealthWest staff to the United Way of the Lakeshore to help build a thriving Muskegon County.

## Clerical Cares by giving back

The HealthWest Clerical Team started "Clerical Cares," a community outreach team that works to give back to the community. Since its creation, the group organized a book drive for READ Muskegon, organized a donation drive for local Muskegon County animal shelters, and gathered donations for local military veterans.

## Cleaning our community

HealthWest's Law Enforcement Assisted Diversion team adopted a 2-mile stretch of Seaway Drive as it worked to build stronger community connections. The team twice scoured the roadway, collecting 31 bags of garbage while helping to beautify our community.

