

ANNUAL REPORT

FY2025



HealthWest

A Letter From Executive Director, Rich Francisco

It is my privilege to share HealthWest's FY2025 Annual Report, highlighting a year of accountability and meaningful impact across Muskegon County. More than 7,100 people received support from HealthWest through over 133,000 appointments, each representing someone seeking stability, recovery, and hope.

As the county's Community Mental Health Services Provider and a Certified Community Behavioral Health Clinic, HealthWest responsibly managed \$106.8 million in expenses while achieving strong quality outcomes, reflecting our ongoing commitment to person-centered care, transparency, and stewardship of public resources.

This year also marked the formal launch of The HealthWest Way—our shared framework for culture, integrity, and excellence. Through organization-wide training and focused investment in staff development, licensure, supervision, and leadership, we strengthened our workforce and reinforced a common purpose: doing the right thing, the right way, for the people we serve.

We advanced access and responsiveness by strengthening crisis services, expanded suicide prevention efforts aligned with the Zero Suicide framework, and introduced urgent mental health care. These initiatives underscore our obligation to be present, responsive, and effective when individuals need immediate support.

Throughout this report, you will find the stories of people such as Rahen, Antonio, Quintin, and David—stories of resilience, recovery, and progress. They remind us why lived experience matters and why our Consumer Advisory Committee plays such an essential role in shaping services and ensuring accountability.

This work is only possible because of strong partnerships. I am deeply grateful to our consumers and families, our staff, Board of Directors, Consumer Advisory Committee members, community partners, providers, and public funders for their trust and collaboration.

As we look ahead, HealthWest remains focused on strengthening access, advancing quality, supporting our workforce, and stewarding resources with integrity. Challenges remain, but our commitment to the people and communities we serve is unwavering.

HEALTHWEST EXECUTIVE TEAM

Rich Francisco
Executive Director

Christy LaDronka
Chief Clinical Officer

Kristi Chittenden
Chief Info. Officer

Brandy Carlson
Chief Financial Officer

Dr. Gregory Green
Medical Director

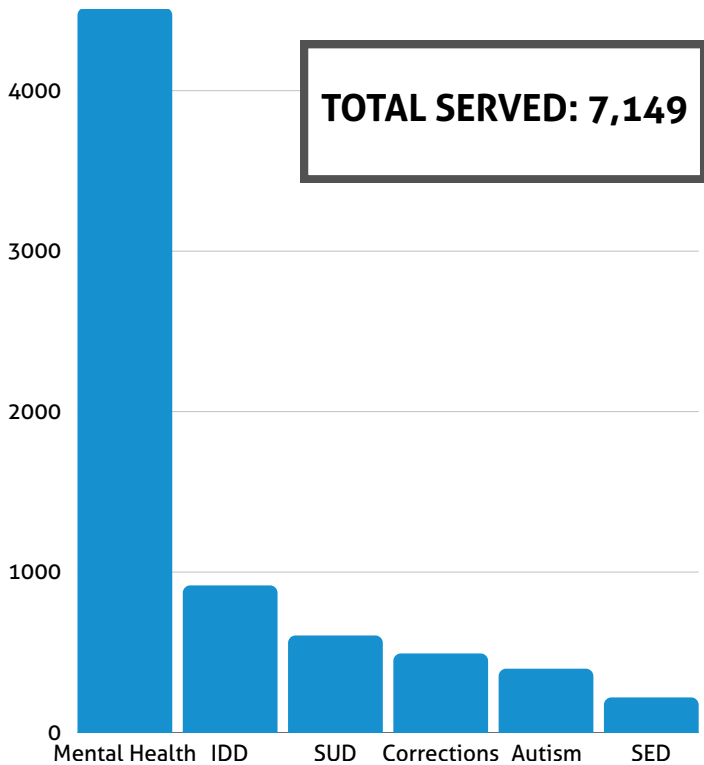
HEALTHWEST CONSUMER ADVISORY COMMITTEE

Cindy Devries • Cherry Fouty • Thomas Hardy • Angie Kartes • Tamara Madison
Demario Phillips • Emily Ratlidge • David Scholtens • John Weerstra
Craig Franklin • Shawnee Tate • Chris Ware • Elizabeth Londo

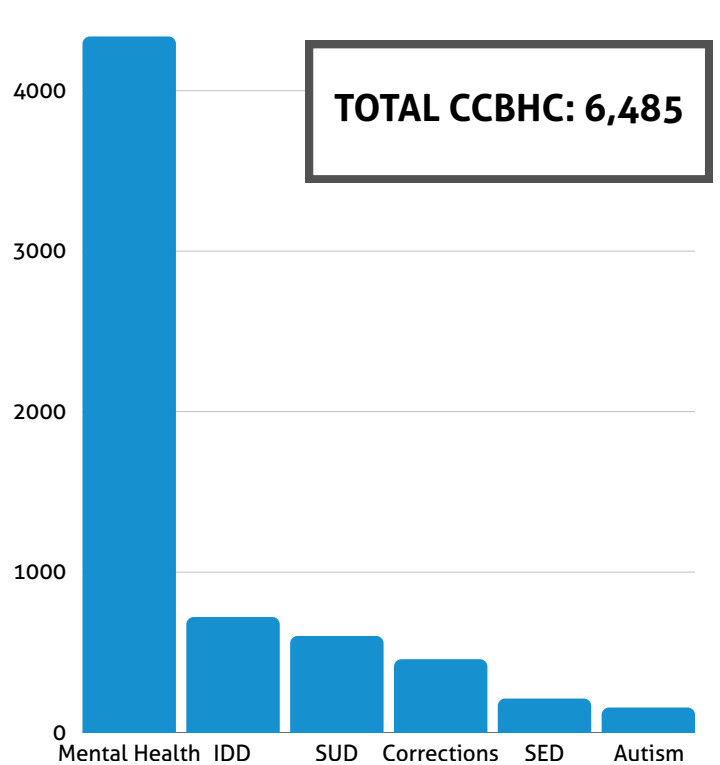
Who We Serve

Participation in HealthWest services remained steady in FY2025 with more than 7,100 people receiving services at HealthWest. In FY25, HealthWest hosted 133,434 appointments to meet the needs of those we serve. While a large majority of these services were delivered face-to-face, HealthWest did record 6,763 telehealth encounters.

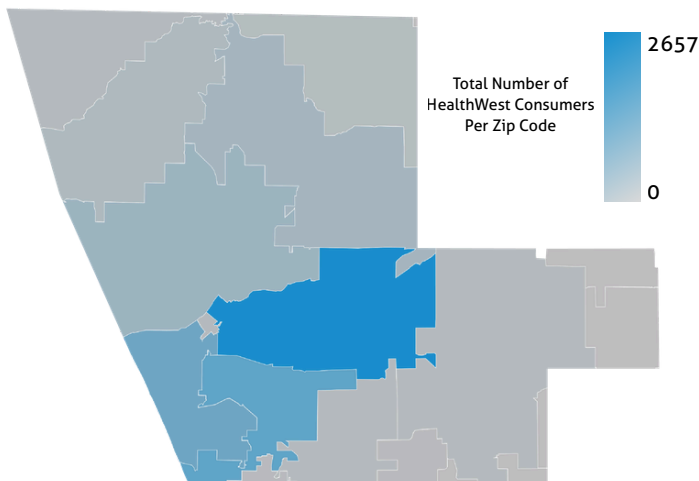
TOTAL SERVED BY PRIMARY PROGRAM



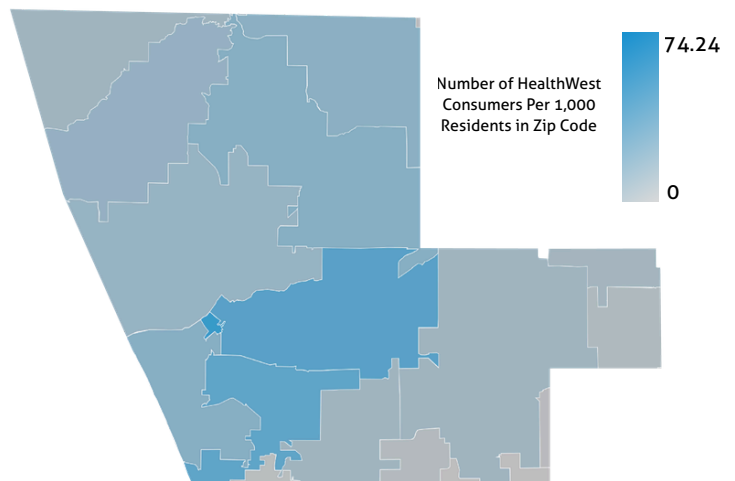
TOTAL CCBHC SERVED BY PROGRAM



TOTAL SERVED BY ZIP CODE

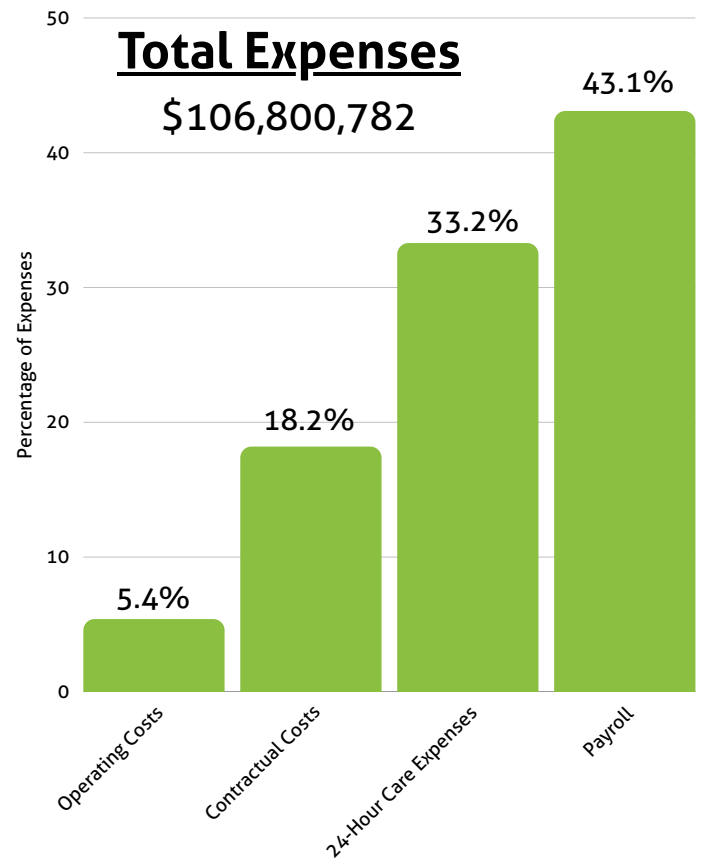
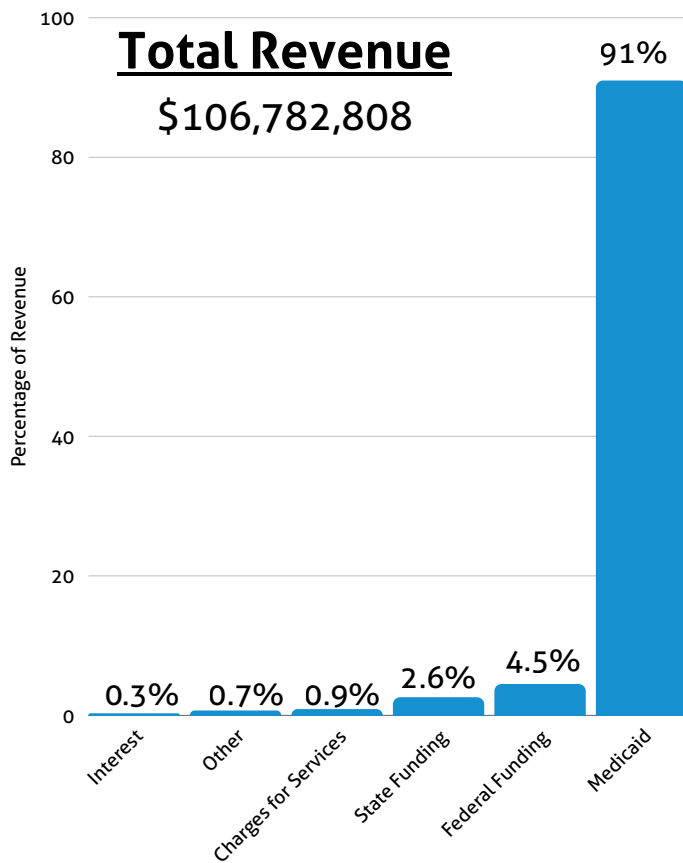


PER CAPITA SERVED BY ZIP CODE



Maintaining Our Finances While Delivering Quality Services

HealthWest received \$1,060,490 in CCBHC Quality Bonus Payments for high-quality services delivered in FY24.



Individual Assessments

- Walk-ins: 4,161
- Walk-ins seeking services: 2,998
- Completed initial evaluations for walk-ins: 2,969
- Completed referral-based initial evaluations: 489
- Initial evaluations completed: 3,458

Of the 3,458 consumers who completed initial evaluations, 3,275 were determined eligible for services and elected to continue the intake process to remain with HealthWest and/or its contracted provider for potential service delivery.

Crisis Interventions

804

After Hours Mobile
Crisis Responses

1,004

Completed Crisis
Interventions By ICS

17,073

Total Unique
Warmline Contacts

The HealthWest Way

From August 4 through September 25, HealthWest staff participated in a series of Disney Way trainings led by Bill Capodagli. Each week, a new group engaged in an intensive three-day experience designed to strengthen teamwork, communication, and organizational culture.

Throughout the training, staff explored key principles that shape exceptional service. They learned the importance of clear communication, the power of maintaining a positive mindset, and the value of viewing colleagues not as competitors but as partners working toward a shared mission. A recurring theme throughout the sessions was that every team member—regardless of role—plays an essential part in delivering high-quality care to the individuals we serve.

Participants were also introduced to the creative brainstorming method of storyboarding, a tool used to identify themes, visualize ideas, and determine which priorities matter most when developing new initiatives.

These trainings helped formally launch The HealthWest Way, our cultural framework inspired by the Disney philosophy. Our value statement reflects this commitment:

“We strive to embrace the Golden Rule when engaging clients, as well as colleagues. We act with integrity, pursue excellence in all we do, and empower one another to grow and succeed.”

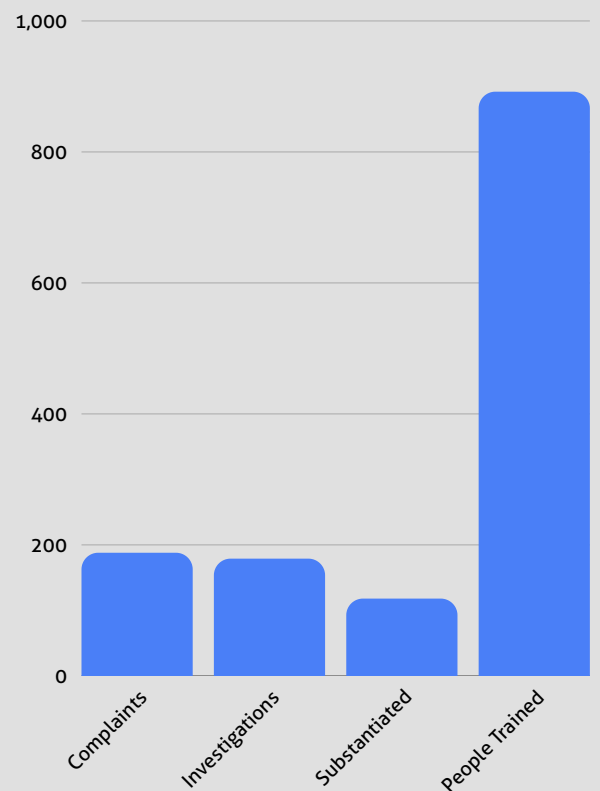
KATAs & Improvement Outcomes

- Reduced referral-to-assessment delays
- Implemented engagement and reminder calls to improve follow-through
- Improved on-time assessments to 85.6%
- Reduced average turnaround time to 8.6 days
- Established a new Project Management Team
- Continued development of dashboards to support data-driven decision-making

Quality Assurance Initiatives

- Conducted LRE site reviews and audits, including Autism, Crisis Residential, Finance, and HCBS provider site visits
- Completed HSAG encounter data, performance measure, and network adequacy validations
- Successfully completed the MDHHS waiver audit
- Conducted IPS, DBT, and ACT fidelity reviews to ensure program quality and compliance

Recipient Rights



Implement an Approach to Better Understand the Needs of Those We Serve and Ensure Access to Quality, Person-Centered Care for All

Since joining HealthWest in July 2022, Rahen has made significant and inspiring progress. At the time he began services, he was experiencing homelessness, struggling with alcohol abuse, and living at the men's Rescue Mission while seeking help for both addiction and PTSD related to past trauma. Through consistent engagement and support, Rahen has since achieved stable housing, secured employment, and entered recovery.

Rahen works closely with his recovery coach, Andy, to maintain sobriety and with Liz Martin to sustain his employment success. He frequently speaks highly of HealthWest and the services he receives, often expressing that HealthWest has saved and changed his life. Rahen's journey reflects determination, resilience, and the powerful impact of coordinated support and recovery-focused care.



RAHEN BROWN
HealthWest Consumer

Strengthening Suicide Prevention Through Collaboration, Training, and Life-Saving Action

- Core suicide prevention team of 6 staff, supported by 6 additional cross-functional members
- Collaboration across clinical, supervisory, and administrative roles
- Successfully implemented the Suicide Safer Care Pathway (Zero Suicide framework)
- Framework developed over five years to save lives and reduce trauma
- Sent 175+ Caring Contacts to support clients
- Distributed gun safes and trigger locks to reduce access to lethal means
- Updated internal Suicide Assessment & Intervention policy
- Continued AMSR training for new staff via in-house trainers Taylor Carey and Jessica Higgins
- Represented at Kevin's Song Suicide Prevention Education Summit
- Initiated training in Retrospective Fatality Analysis to strengthen post-event root cause reviews
- Strengthened systemwide coordination to ensure timely identification and response to suicide risk
- Embedded continuous quality improvement to guide prevention efforts and inform future practice

Position HealthWest for Excellence by Maintaining our Status as a CCBHC and Fulfilling Our Responsibilities of Being a Community Mental Health Services Provider

Antonio has worked closely with the Substance Use Disorder (SUD) Team for several years, navigating addiction alongside depression, anxiety, and the loss of family and friends. Despite these challenges, he remained committed to his roles as a father, son, spouse, and friend, often putting others before himself. In March 2025, Antonio reached a turning point and entered Bear River Rehabilitation, completing a 30-day inpatient program that marked the start of meaningful change.

Since returning home, Antonio has actively engaged in outpatient services and reached 49 days of sobriety as of May 16, 2025. He meets regularly with his treatment team, participates in SMART Recovery, and recently regained his driver's license after a four-year suspension. By changing his environment, setting healthy boundaries, and preparing to reenter therapy to address past trauma, Antonio continues to build a strong foundation for recovery. The SUD Team is proud of his resilience and remains committed to supporting his path toward a healthier future.

An update on Antonio's progress since becoming a Rising Star; due to his hard work and dedication, Antonio is no longer on the SUD Team and has been transferred to a lower level of care.



ANTONIO DAWSON
HealthWest Consumer

HealthWest Launches Urgent Care

HealthWest launched a Mental Health Urgent Care Service offering rapid support on Thursdays and Fridays from 8:00 a.m.–12:00 p.m.

- Appropriate referrals include new or worsening suicidal or homicidal thoughts
- Sudden changes in mood, perception, or behavior
- Panic attacks, severe anxiety, or significant depression
- Same-day crisis stabilization needs
- Distress following traumatic events
- Non-life-threatening self-injury
- Urgent medication concerns, including EPS or tardive dyskinesia
- Withdrawal symptoms
- Court-ordered MD/DO evaluations

IHC Visits



Mental Health
890



Dental
2,631



Medical
4,735



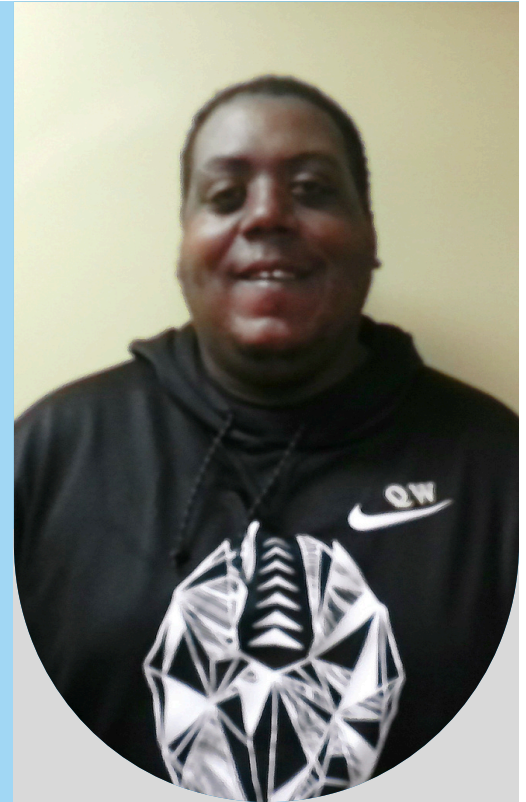
Unduplicated Patients*
Dental: 449
Medical: 1,200

*Patients who had one visit in only one category.

Develop Sustainable and Responsive Systems for Ongoing Development, Learning, and Growth

Quintin recently reached his two-year milestone working at Taco Bell, marking an important step in his employment and personal growth. He began as the Clubhouse's first Transitional Employment participant in quite some time and successfully transitioned to Supportive Employment after his first year as he no longer needed intensive supports. During this time, Quintin strengthened key independent living skills, including navigating public transportation, budgeting his paycheck, and becoming more engaged in his community.

Living in a General Adult Foster Care home, Quintin has shown remarkable growth in independence and confidence. He now purchases his own hygiene items, prepares and eats dinner independently, and participates in more Clubhouse outings thanks to improved financial stability. Most notably, Quintin chose to continue working even after learning that he could earn more through benefits by not working—a decision that reflects his commitment to personal growth and meaningful employment. His progress has been widely noticed by friends and family, making him a deserving nominee for recognition.



QUINTIN WALKER
HealthWest Consumer

Increasing Compliance

- Trained 447 staff on Fraud, Waste, Abuse, and policy compliance; quarterly refreshers implemented
- Streamlined annual policy updates through a KATA project, reducing redundant/outdated policies by 20%
- Implemented an organizational Risk Management policy and plan with quarterly reviews
- Strengthened community partnerships to expand training, improve data collection, and enhance MDHHS compliance

Staff Development

- Strengthened staff expertise through Wayne State Behavioral Health Crisis Response Training; five staff earned certification
- Increased capacity and billing flexibility with three clinicians achieving full licensure (two in Access, one in CAT)
- Enhanced consumer access by adding three non-traditional Access shifts extending beyond 5:00 p.m.
- Completed 26,317 total training courses
- Averaged 43 training credit hours per staff member

Demonstrate High Integrity in All Business Operations

David has been a valued member of the HealthWest Consumer Advisory Committee since October 2022, quickly becoming a strong advocate for meaningful change. Through active participation and thoughtful feedback, he has helped drive improvements that directly impact consumers and the services they receive. One of David's most notable contributions occurred during a Performance Improvement report, where his recommendation to change how HealthWest addresses no-shows following hospitalizations was elevated to leadership and ultimately implemented, resulting in positive outcomes for both clients and the organization.

David continues to serve as a vital connection between the Consumer Advisory Committee and HealthWest's Internal Performance Improvement Committee, ensuring the consumer voice remains central to decision-making. His advocacy for accessible, high-quality mental health services is balanced by a clear understanding of budgetary realities, making his contributions both thoughtful and practical. David has also played an important role in CARF accreditation interviews, special projects such as budget planning for the Walk-a-Mile rally, and recently earned his Peer Certificate—reflecting his ongoing commitment to growth and leadership. His impact at HealthWest is both meaningful and lasting.



DAVID SCHOLTENS
HealthWest Consumer

Clear Supervision Documentation: Supporting Accountability, Growth, and Quality Care

This document is important because it creates a clear, consistent record of supervision that supports staff success, accountability, and quality care.

- Documents supervision discussions to ensure clarity, consistency, and shared expectations
- Supports open conversations about workload, performance, wellbeing, and professional growth
- Helps track goals, action items, and progress over time
- Promotes staff development, engagement, and burnout prevention
- Provides accountability for supervisors and employees
- Protects staff and the organization through accurate, timely documentation
- Supports compliance, audits, and quality improvement efforts
- Strengthens communication, transparency, and organizational integrity

Community Connections

Rising Stars Ceremony

HealthWest proudly reintroduced its Consumer Recognition celebration as the Rising Stars Ceremony, honoring individuals whose journeys reflect hope, resilience, and progress in recovery.

- Recognized 42 consumers, all nominated by HealthWest staff
- Served as a meaningful celebration of bravery, connection, and shared success
- Reinforced the belief that every step forward matters and everyone can thrive
- Held once a quarter



Health, Wellness, and Recovery Picnic

Health, Wellness & Recovery Picnic, Muskegon County's largest health resource fair, returned to Hackley Park in downtown Muskegon to celebrate its 14th year on Thursday, Aug. 14. This was our largest event yet!

- 106 Health, Wellness & Exhibitor Booths
- Free lunch for the first 1,000 attendees
- Live music
- A children's area with face painting, games, caricatures and more
- Free raffles with prizes worth over \$1,700



HealthWest Youth Teams Move to NIMS

On October 1, Home-Based Services, Infant Mental Health, Intensive Care Coordination with Wraparound, and the Parent Support Partner/Youth Support Partner teams relocated to the NIMS building. This move has streamlined communication and strengthened collaboration among teams now housed together, while also providing a more suitable and functional workspace.

