



# 2008 Annual Performance Management Report

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## From The Chief Operating Officer

*By Cynthia Shaffer, LMSW, NorthCare COO*

### INSIDE THIS REPORT

- 1 Message from the COO
- 2 WRAP Recovery Update
- 3 Mental Health Service and Financial Data
- 4 Mental Health Report Card
- 5 Substance Abuse Coordinating Agency Information
- 6 Co-Occurring Services Project

Dear Colleagues and Friends,

This has been a very busy year. Pathways, NorthCare, and all emergency service workers in the region began using an Electronic Medical Record (EMR), affectionately named ELMER, on October 1, 2008. The remaining Community Mental Health Centers in the Upper Peninsula will implement this system one year from now. This system will increase the clinician's ability to provide direct care, while reducing the amount of redundant paperwork for consumers.

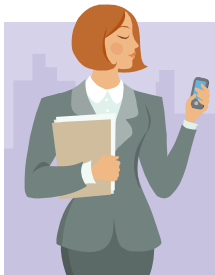
NorthCare's Practice Improvement Leadership Team (PILT) continues to lead system transformation efforts that will ensure evidence-based treatment practices are in place. During the past year, this team has promoted training and communication regarding the evidenced-based practices with the goal of improving direct services to our consumers. The PILT is working on plans to conduct fidelity studies to ensure practices meet the intent of the evidenced-based treatment as well as outcome measurements to assure the treatments are achieving outcomes important to consumers.

Under the supervision of the NorthCare Medical Director, NorthCare has implemented a Centralized Access Unit for all Upper Peninsula Community Mental Health Centers. All calls from the U.P. for mental health services are screened for eligibility by the NorthCare Access Unit. We are a resource for any UP resident who has questions about public mental health services. The number to call for services is 1-888-906-9060.

In this annual report you will learn more about the exciting work we are doing with Peer Support Specialists, Recovery, and performance improvement projects. As always, please let us know what you think and how we can assist in improving services throughout our region.

Sincerely,

Cyndi Shaffer



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## 2008 HIGHLIGHTS

CMHSPs in the NorthCare Network collectively employ 18 Peer Support Specialists.

The 2008 U.P. Consumer Conference provided learning opportunities for approximately 150 attendees. Topics such as: recovery; Wellness, Recovery, Action, Planning (WRAP); and coping skills for trauma were addressed along with a Peer Support Specialist panel.

WRAP - (Wellness Recovery Action Plan) moves across the UP --Bob and Jeanne White, nationally certified Advanced Trainers in WRAP, have held three (3) workshops across the UP and plan to provide two (2) more in January/February, 2009. In these workshops consumers have the opportunity to develop their own WRAP plan.

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## There are about 30 in the country and two are in the UP!

Bob and Jeanne White have worked hard to become nationally certified Advanced Trainers in the WRAP program. Both already had Michigan state certification as Peer Support Specialists. The national certification in WRAP, an evidence based practice is offered by the Copeland Center for Wellness and Recovery in North Carolina.



After a grueling preliminary evaluation of tapes and written statements, Bob and Jeanne attended the Copeland Center in late September and graduated on October 3, 2008. To date, there are about thirty active certified advanced trainers and we have two of them. But we started the story at the end—let's go back to the beginning.

Bob White started working as a Peer Support Specialist at Hiawatha Behavioral Health three years ago. At that time, his wife Jeanne was employed at the local hospital as a dietary aide in the kitchen. She thought the work Bob was doing was interesting and not unfamiliar to her as she had been on her own recovery journey for well over fifteen years. She began to accompany him to trainings as her work schedule allowed. Cut backs in her employment led her to take the challenge of committing to training as a Peer Support Specialist and then as a WRAP Facilitator right along with Bob. Their individual skills and matching sense of humor make them a lively team and living examples of recovery in action.

Bob and Jeanne have been hired by Michigan Department of Community Health to assist at many of the Peer Support Specialist trainings downstate. Essentially, they assure that all the special needs and accommodations are made for consumers just embarking on the journey of becoming Peer Support Specialists. NorthCare hired Bob and Jeanne to provide the basic workshop for WRAP at five sites this past fall. There is growing interest across the region to have this opportunity available at all the CMHSP sites. With Bob and Jeanne now able to offer advanced training in WRAP, NorthCare plans to contract with them in 2009 for that training. This would mean Peer Support Specialists and consumers who have completed their personal WRAP and want to facilitate WRAP groups at their agency would have an opportunity for this intensive one week training in their own backyard. It is exciting to have such a valuable resource in our community. We commend Bob and Jeanne on their personal tenacity and professional success enabling them to share recovery in our region, our state and perhaps nationally in the future.

## Community Mental Health Services

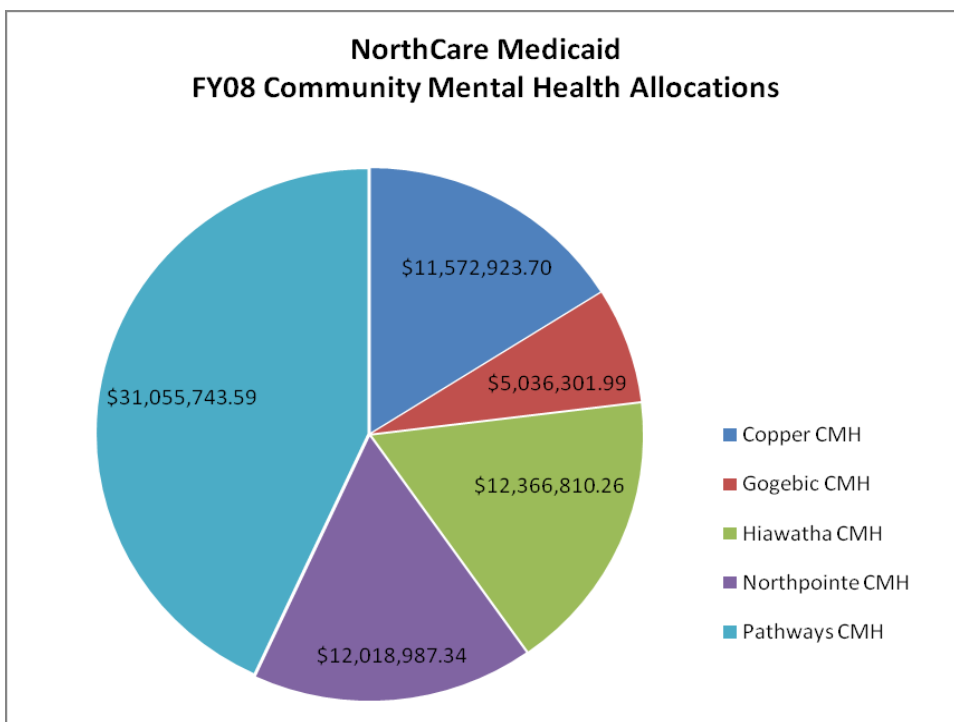
The table to the right gives the number of individuals with Medicaid served in FY08 by the five UP CMHSPs. The percentages reflect the distribution across the three primary groups served. Psychiatric inpatient admissions are included.

Consumers Served by Community Mental Health	FY08	% of Total
Total People Served	<b>4,351</b>	
Adults with Mental Illness	2,315	53.2%
Children with Mental Illness	775	17.8%
Individuals with Developmental Disabilities	1,261	29.0%
Community Inpatient Utilization		
Admissions	376	
Inpatient Days	3226	
Average Length of Stay (In days)	9	

NorthCare Network is responsible for the management of Medicaid funds to provide services to beneficiaries with mental illnesses, developmental disabilities, and substance abuse disorders across the 15 counties in the Upper Peninsula of Michigan. NorthCare receives the Medicaid funds and then advances these funds to the five CMHSP's. The current method for fund distribution is based on historical billing practice data. This data establishes a percentage value for each CMHSP:

Copper = 16.14%    Gogebic = 7.00%  
 Hiawatha = 17.24%    Northpointe = 16.84%    Pathways = 42.78%  
 (The percentage of funding is shown in dollars in the chart below)

NorthCare is allowed to carry unspent funds forward in one of two ways. Money can be transferred into an Internal Service Fund to protect the region if Medicaid is overspent in a future year. Or money can be directed toward improvements in clinical services or creating administrative efficiencies to reduce future expenditures. An example of this is the development of ELMER discussed in the COO report on page one.



NOTE: Financial figures are preliminary due to year end closing not complete at time of this report.

### 2008 HIGHLIGHTS

Gail Hall was hired by the Pathways/ NorthCare Board as the new CEO in June to fill the vacancy left by retiring CEO Douglas Morton. Ms. Hall has been an employee of Pathways since 1983. Her varied work experience in clinical and administrative positions provides her the ability to readily assume this regional and local leadership position.

NorthCare's Access Department is fully operational and conducts access and eligibility evaluations for all people across the Upper Peninsula seeking community mental health services.

NorthCare's Learning Management System (LMS) is an electronic training tool that provides CMHSP employees easy access and flexibility in completing required trainings. Staff can sit at their desk and work independently according to their own schedule.

## Performance Report Card for Mental Health Services

### Performance Measures

NorthCare is required to submit performance data (representing Medicaid consumers) to the Michigan Department of Community Health on a quarterly basis. NorthCare's report card for the first three quarters of FY08 is in the table below:

Performance Measures	A 95%- 100%	B 75%- 94%	C 50%- 74%	F Below 50%
New persons receiving an assessment w/in 14 days of request for non-emergency service.	A			
New persons starting on-going services w/in 14 days of non-emergent assessment.	A			
Percent of discharges from psychiatric inpatient unit who are seen for follow-up care w/in 7 days of discharge.	A			
Overall consumer satisfaction.	A			

### Consumer Satisfaction

Each year, the five Community Mental Health Service Providers (CMHSP) survey consumers about their level of satisfaction with services received. Survey results are sent to NorthCare where they are compiled into a regional report. NorthCare ensures each CMHSP has a process to follow-up on any comments to ensure suggestions and comments are being examined.

During fiscal year 2008, 95% of all responders indicated that they were satisfied overall. A comparison between fiscal year 2006, 2007, and 2008 for each question is shown in the graph below. In FY08, we experienced a 24% rate of return for our surveys. While we are pleased with this rate of return, we encourage all consumers and guardians who receive a survey to complete and return it. Your suggestions and comments provide us with the opportunity to improve services.

### Performance Audits

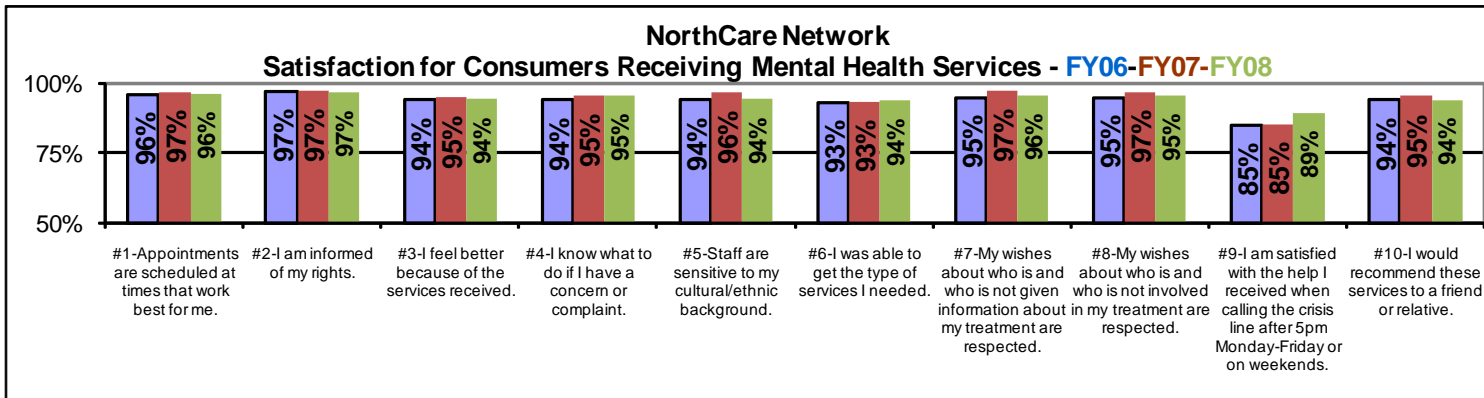
NorthCare's performance is measured by the Michigan Department of Community Health (MDCH) and an External Quality Review Organization (EQRO) through annual on-site audits.

MDCH assesses NorthCare's compliance through review of policy, discussions with staff, on-site program visits, clinical record reviews, and interviews with consumers and family members. Results from NorthCare's most recent full MDCH review are shown below:

Areas Reviewed	A 95%- 100%	B 75%- 94%	C 50%- 74%	F Below 50%
Consumer Involvement	A			
Person-Centered Planning		B		
Administrative Requirements		B		
Coordination of Care	A			
Clinical Documentation Requirements		B		
Overall		B		

EQRO-The federal Balanced Budget Act (BBA) requires each state to contract with an outside entity to determine compliance of the PIHPs with the BBA as well as validation of performance measures and performance improvement projects. Results of NorthCare's most recent compliance review are shown below:

Areas Reviewed	A 95%- 100%	B 75%- 94%	C 50%- 74%	F Below 50%
Subcontracts, Delegation & Provider Network Management	A			
Access and Availability	A			
Coordination of Care	A			
Appeals	A			
Advanced Directives		B		
Overall	A			



## Substance Abuse Services

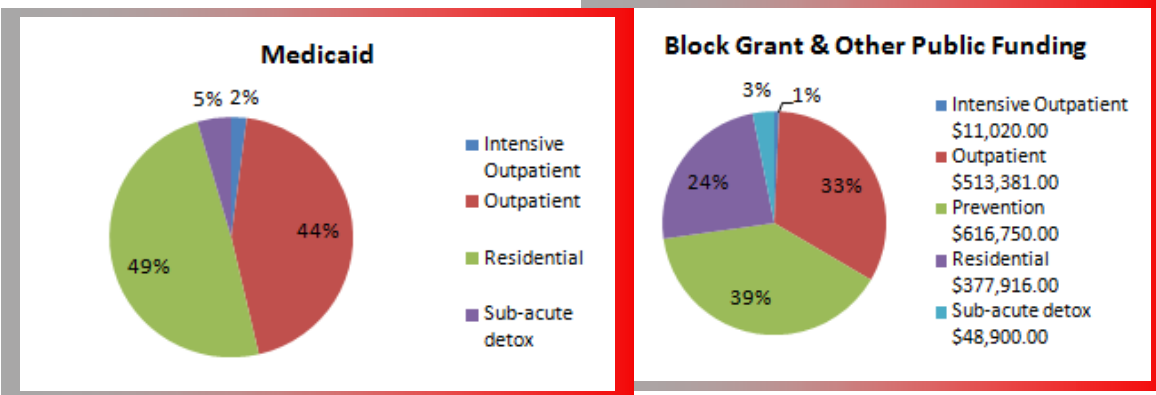
NorthCare's Substance Abuse Services Coordinating Agency (CA) manages services for persons with Medicaid across all 15 counties in the Upper Peninsula. In addition, the CA manages treatment and prevention services covered by Block Grant and other public funding for people residing in Alger, Chippewa, Delta, Luce, Mackinac, Marquette, Menominee and Schoolcraft counties. Block Grant and other public funding for the other U.P. counties are managed by the Western U.P. Substance Abuse Services Coordinating Agency.

Individuals seeking outpatient services may contact SA providers directly. Intensive treatment services require a Level of Care screening by the CDR (Central Diagnostics and Referral). This is completed prior to a referral to determine the necessary level of care, to authorize payment for the service and to refer to the appropriate Provider.

Prevention programming is intended to reduce the consequences of substance abuse in communities by delaying the onset of use and reducing the progression of substance use disorders in individuals.

NorthCare CA Substance Abuse Service Data - FY08		
Service data includes all NorthCare CA publicly funded substance abuse services.		
Total People Served	Children	Adults
Outpatient Services	78	1,105
Intensive Outpatient Services	0	20
Residential Detox Services	1	155
Residential Services	28	388
Case Management	0	23
Totals	143	2,197

The following graphs shows Medicaid and Block Grant dollars spent by level of service.



NOTE: Financial figures are preliminary due to year end closing not complete at time of this report.

### Clients Give High Satisfaction Rating for SA Services

Substance Abuse Providers also survey clients to assess their level of satisfaction. With a 50% rate of return for these surveys, overall satisfaction for adults is rated at 99% and overall satisfaction rating for children is 96%. This is a testament to the high quality services provided by NorthCare's Coordinating Agency provider network.

#### 2008 FACTS

**Treatment services include:**

- ~Outpatient
  - ~Intensive Outpatient
  - ~Sub-Acute Detox
  - ~Social Detox
  - ~Case Management\*
  - ~Residential\*
  - ~Women's Specialty
  - ~Methadone Treatment
- (\*services for children also)

**Prevention areas of focus include:**

- ~Heavy/Binge Drinking
- ~Health/Wellness Promotion
- ~Healthy Youth/Youth Leadership Skill Dev
- ~Parent Support & Education
- ~Mentoring
- ~Community Coalition Development
- ~Early Prevention & Intervention of Fetal Alcohol Syndrome

#### Service Demographics

**Gender:**

- Male 61.2%
- Female 38.4%

**Age:**

- 12-17 6.6%
- 18-35 63.4%
- 36-54 28.3%
- 55 and older 1.8%

**Race/Ethnicity:**

- White 85.9%
- Native American 12.1%
- African American .7%
- Hispanic .6%
- Multi-racial .6%
- Asian .1%

**Primary Substance of Abuse as Reported by Client:**

- Alcohol 56.1%
- Opiates 24.5%
- Marijuana 15.2%
- Cocaine 2.3%
- All Others 1.9%

## Achieving Integrated Care for Individuals with Co-Occurring Disorders

For many years, if an individual was living with a serious mental illness or developmental disorder and was also struggling with a substance abuse disorder, they had to go to separate offices to receive treatment for their "separate" disorders. Today, clinical evidence shows treatment is more effective and people receiving services are more satisfied with their treatment if care is provided in one setting with one clinician or a constant team of clinicians. NorthCare and the five CMHSPs have committed significant time and training to improving our ability to provide integrated care at each site in the region. The specific actions taken during 2008 are outlined in the boxes below:

### SA Licensing - Integrated Treatment License

A major accomplishment for the region was reached at the end of July. The five CMHSPs had received or had completed their application to provide integrated treatment for individuals with Co-occurring disorders (COD). This allows each Board to report COD services to MDCH on their encounter data and allows an accurate portrayal of the individuals we are serving.

### Training

MDCH provided training for Change Agent Teams from each PIHP in FY08. The training was focused on creating a more welcoming environment and Drs. Minkoff and Kline led the six trainings. NorthCare will follow up in FY09 with a variety of training topics: DSM IV diagnoses; COD treatment that is trauma informed and recovery based; and locally identified training needs.

### Accurate Coding

The regional Co-Occurring Project team has worked with the regional coding team to implement the guidelines for coding services provided to focus on substance use disorders. This has been one of the more challenging aspects of this initiative and we believe most of the problems have been resolved. The integrity of the regional data in FY09 will allow a more accurate presentation of the number of individuals we are serving who do have co-occurring disorders as well as the actual dollars spent to serve them.

### 42 CFR Part 2 Task Force

Providing integrated treatment requires following more complex rules about confidentiality and protecting the clinical record with even greater vigilance. The Site Directors across the region will be responsible for the implementation of 42CFR Part 2. They will ensure education of staff and consumers about the federal confidentiality laws and ensure charts are protected when the consumer meets the definition of a consumer with COD. Significant work has been done in ELMER to track the consumer education in Substance Abuse rights per the Public Health Code.

**For more information about NorthCare or to share your comments please contact us at:**

**1-888-333-8030**

**Or visit us on the web at:**

**[www.northcare-up.org](http://www.northcare-up.org)**

NorthCare Network Community Mental Health and Substance Abuse Service Providers' names and contact information can be found at our website