

Lifeways



2021  
Annual  
Report

TO THE COMMUNITY

# Message from THE CEO

# Embracing our Purpose AND FOUNDATION

## **FY 2021 stands out as a year of continued flexibility and strength.**

LifeWays staff, providers, and community partners had to remain steadfast in their efforts to meet LifeWays' mission during the continued deluge that was the COVID-19 pandemic.

The community watched as we continued our services, pulled off a building renovation, and provided support to our provider network with half of our staff working remotely. It was very clear in FY 2021 that only collectively, from staff to providers to community partners, could we continue to support what it is we stand for while also navigating difficult times.

During the early days of the pandemic there was a desire to fall back to what was

considered "normal", but I have come to realize things will never be the way they were before. We will continue to evolve and look for new ways to meet the behavioral healthcare needs and desires of those we serve.

Being forced to shift to hybrid for some services allowed us to look at how we deliver services in a way we haven't done before. For instance, providing telehealth for case management and outpatient care. These revelations could open doors to new ways of offering patient care.

FY 2021 also came with the notice that LifeWays received the Certified Community Behavioral Health Clinic (CCBHC) grantee designation. This

was such a triumphant moment for us as our team has worked hard to align ourselves so that, when we did apply, we would be successful, and successful we were. This was humbling, gratifying, and validating.

Even more importantly however, I knew what this would do for my community. It will allow LifeWays to serve all, to allow us to have the opportunity to be a center of excellence in behavioral health for this community.



Maribeth Leonard  
CEO, LifeWays



## **OUR MISSION**

LifeWays holds the mission to inspire hope and promote life-enhancing recovery.

## **OUR VISION**

LifeWays envisions a fully integrated healthcare network that supports individuals in our community to reach their full potential.

## **2021 BOARD OF DIRECTORS**

*LifeWays' 2021 Board of Directors has 123 cumulative years of service.*

### **CHAIR**

Jeffrey Peterson  
22 Years of Service

### **VICE CHAIR**

Bruce Caswell  
7 Years of Service

### **SECRETARY**

Ruth Brown  
4 Years of Service

### **TREASURER**

John Clark  
4 Years of Service

### **BOARD MEMBERS**

Edward Woods  
33 Years of Service

Bradley Bohner  
26 Years of Service

Melissa Callison  
10 Years of Service

Carl Rice Jr.  
9 Years of Service

Christine Carlson  
3 Years of Service

Earl Poleski  
2 Years of Service

Mark Wiley  
2 Years of Service

Ray Snell  
1 Year of Service

## **LIFEWAYS MOURNS THE LOSS OF BOARD MEMBER JIM SHOTWELL**

In FY 2021, LifeWays mourned the passing of an influential and wonderful member of the Jackson and Hillsdale communities, Jim Shotwell. Jim served 25 years on LifeWays Board of Directors and was a true advocate for mental health at both the local and state level. Jim never missed a Walk A Mile Rally at the Capitol and always made sure to support as many awareness events as he could. LifeWays will not be the same without Jim's smile, laugh, and passion for helping others.

# Mental Health Millage

## FUNDING UPDATES

# LifeWays Continues Renovations Using JACKSON COUNTY BOND

The residents of Jackson and Hillsdale have both passed Mental Health Millages in recent years. These millages supply additional funds to help LifeWays provide necessary services to the community. **Services funded/supported by the millages in the last fiscal year:**

- **CLUBLIFE (3,112 people served)** - A series of programs and activities in Jackson County that support adults with disabilities through the discovery of new potentials, increase self confidence, and engagement in activities/community outings.
- **Guardianship Services** - LifeWays provided \$50,000 to continue guardian and conservator services to adults in Jackson County who are unable to protect their own interests and who are vulnerable to exploitation, neglect, or injury.
- **Jail Services (659 people served)** - Jail services include crisis intervention, assessments, brief therapy, treatment planning for inmates needing brief therapy or psychiatric care, pre-release care coordination, and psychiatric intervention.
- **Hillsdale Hospital Care Coordination Position** - This LifeWays staff person works at the hospital to assist with identifying and coordinating post-discharge care to prevent repeat hospital visits.
- **Community Trainings** - In both Jackson and Hillsdale counties, LifeWays provided Mental Health First Aid to community members for free.

In moving toward the goal of remodeling its building to support primary and behavioral healthcare integration, the Jackson County Board of Commissioners approved a bond request made by LifeWays; Capital Improvement Bonds, Series 2018C.

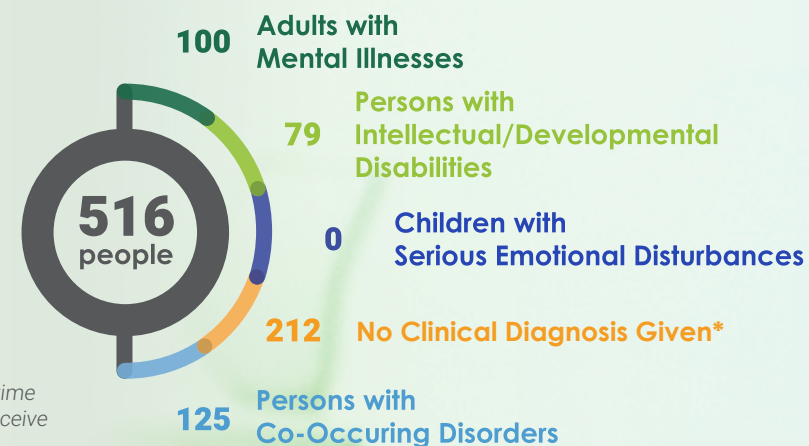
The bond money can only be used in the remodel of the building for primary and behavioral healthcare integration. As such, ground broke on the renovation in January 2020. This was the start of a multistage renovation to expand integrated healthcare services and 24/7 crisis services at LifeWays.

In October 2021 the remodel was completed and LifeWays held a celebratory ribbon cutting and grand reopening event. This event gave the community an opportunity to tour the newest areas of the LifeWays facility and see what truly wonderful new service opportunities the expansion provides.

With the new building remodel, individuals can be placed in a single room and various required staff (MAs, RNs, and MDs) can come to them rather than moving the patient from station to station. In addition, this remodel allows LifeWays to have 24/7 crisis care, which diverts from costly inpatient services and includes a 5-bed Crisis Residential Unit and a 23-hour Crisis Living Room. All of these changes helped LifeWays to become a Certified Community Behavioral Health Clinic Grantee, which expanded access to mental health and addiction care in a community-based setting.

### FILLING THE GAP

In the past year, with Mental Health Millage funds, LifeWays was also able to provide direct mental health services to 315 different people who would have otherwise been unable to receive services.



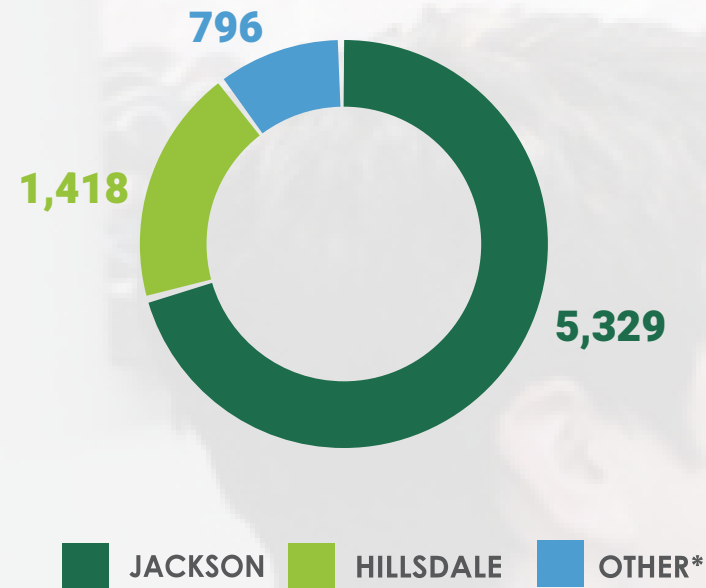
\* Instances where an individual received a one time service, such as crisis intervention, and didn't receive a clinical diagnosis at the time of service so the clinical designation could not be determined.



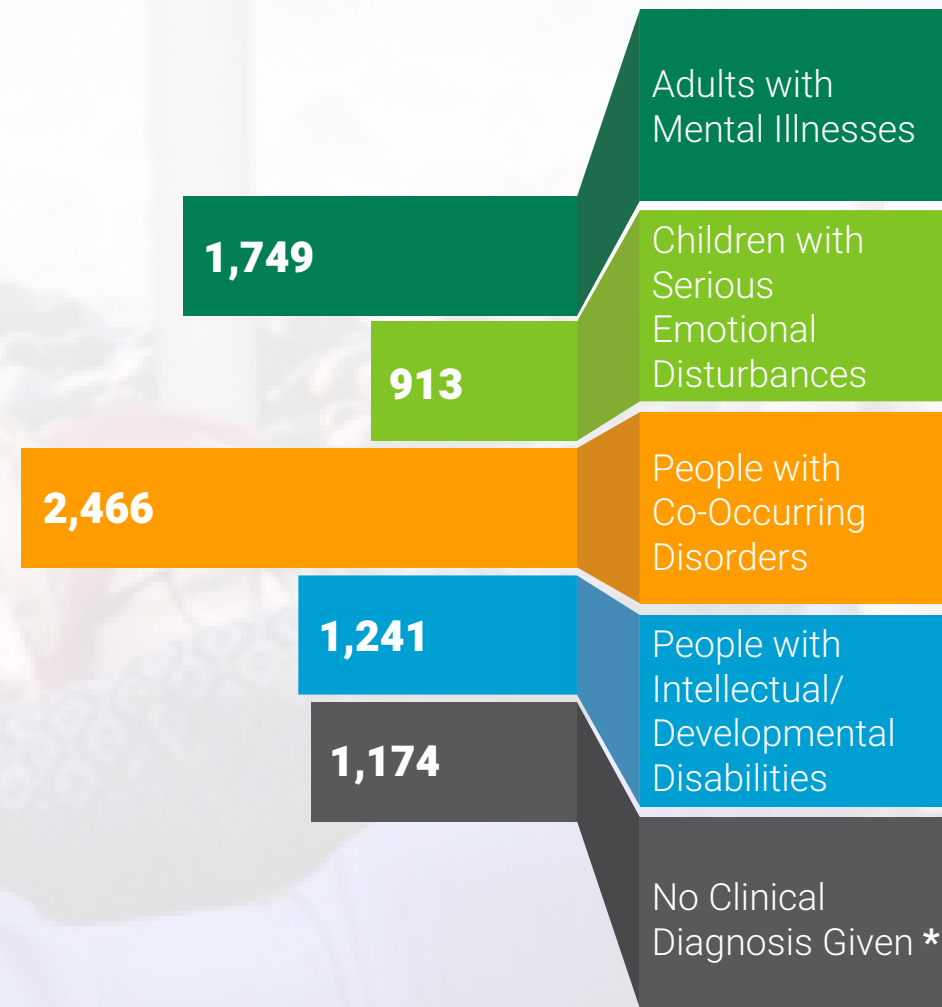
# People SERVED

In FY 2021, LifeWays served 7,543 individuals.

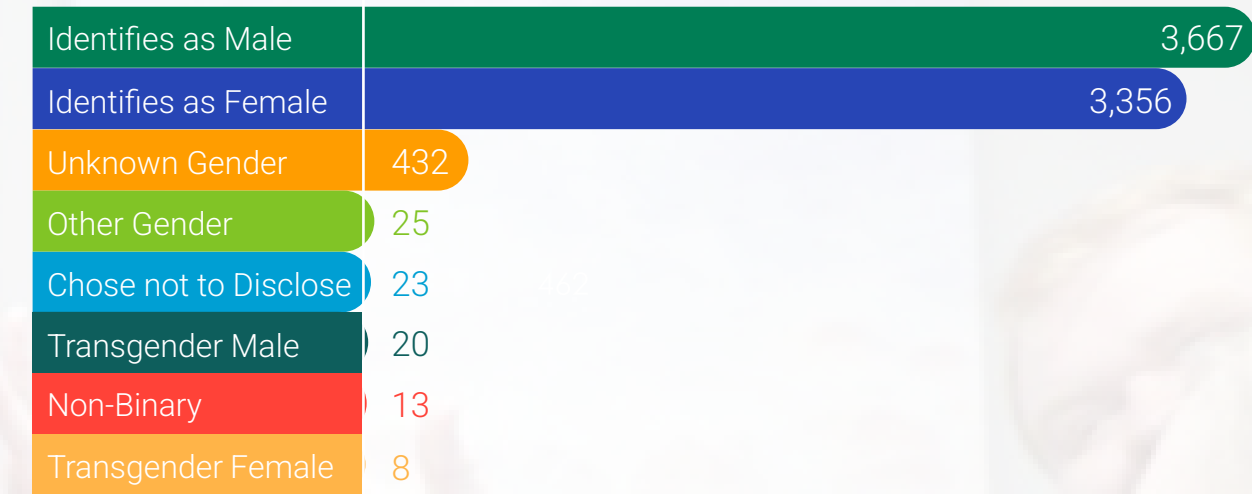
## INDIVIDUALS SERVED BY COUNTY OF RESIDENCE



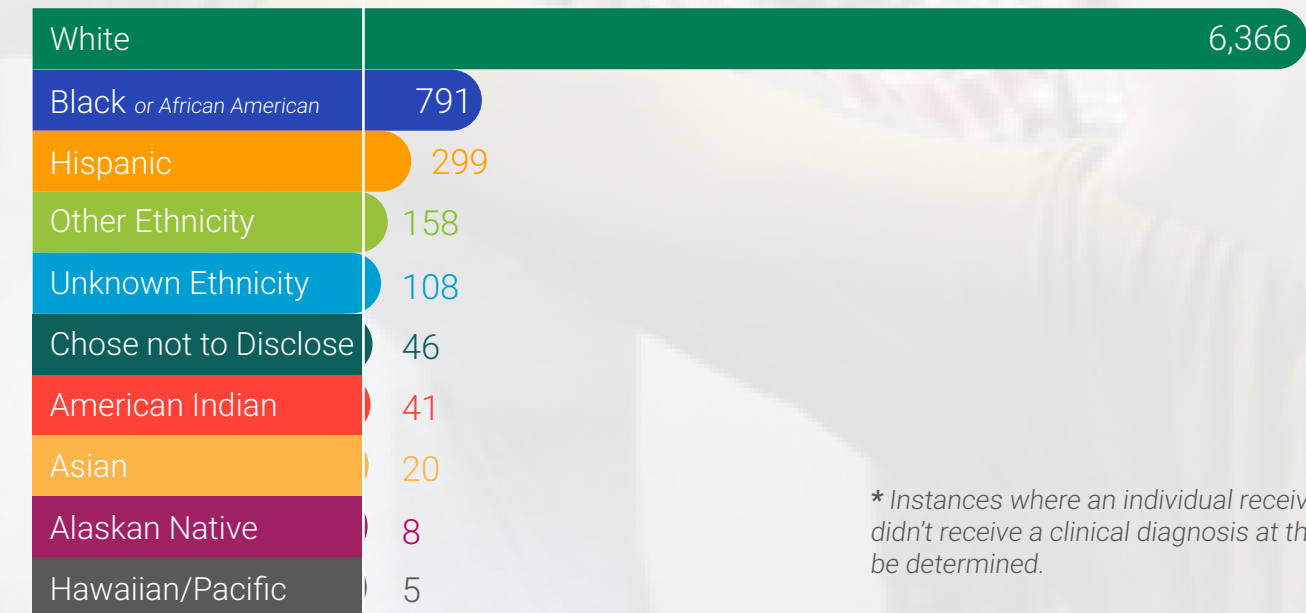
## INDIVIDUALS SERVED BY SERVICE AREA



## INDIVIDUALS SERVED BY GENDER IDENTITY



## INDIVIDUALS SERVED BY ETHNICITY \*\*

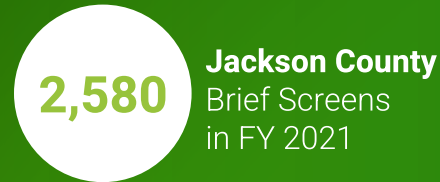


\* Instances where an individual received a one time service, such as crisis intervention, and didn't receive a clinical diagnosis at the time of service so the clinical designation could not be determined.

\*\* Due to the ability to select more than one ethnicity, individuals served by ethnicity will total more than the total number of people served in FY 2021.

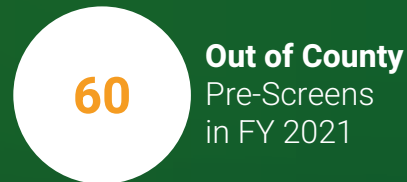
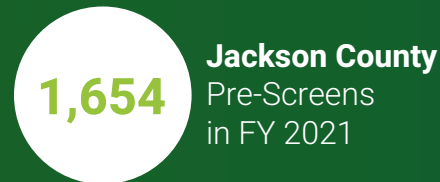
### ACCESS BRIEF SCREENINGS

Brief screens in Access are done for individuals requesting treatment. These screenings are the first step to beginning services at LifeWays. In FY 2021, **3,258 brief screens were completed.**



### CRISIS PRE-SCREENINGS

Pre-screens in Crisis Services are done to determine the need for inpatient placement. In FY 2021, **2,229 pre-screens were completed.**



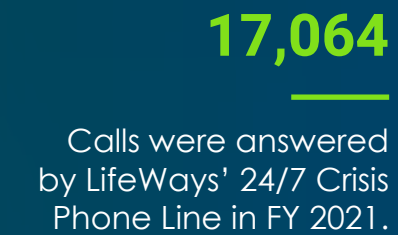
### CRISIS SERVICES PREPARES FOR 24/7 CARE

In FY 2021 LifeWays Crisis Services made major strides toward providing 24/7 crisis care. The Crisis Services remodel was completed, a logo and signage was created, and Crisis Services staff began training on the new services provided.

In time, with additional staffing, LifeWays Crisis Services will become a 24/7 service.

### CRISIS PHONE LINE

The Crisis Phone Line is available 24/7 to the public to call when they are in crisis to seek help and talk to a professional.

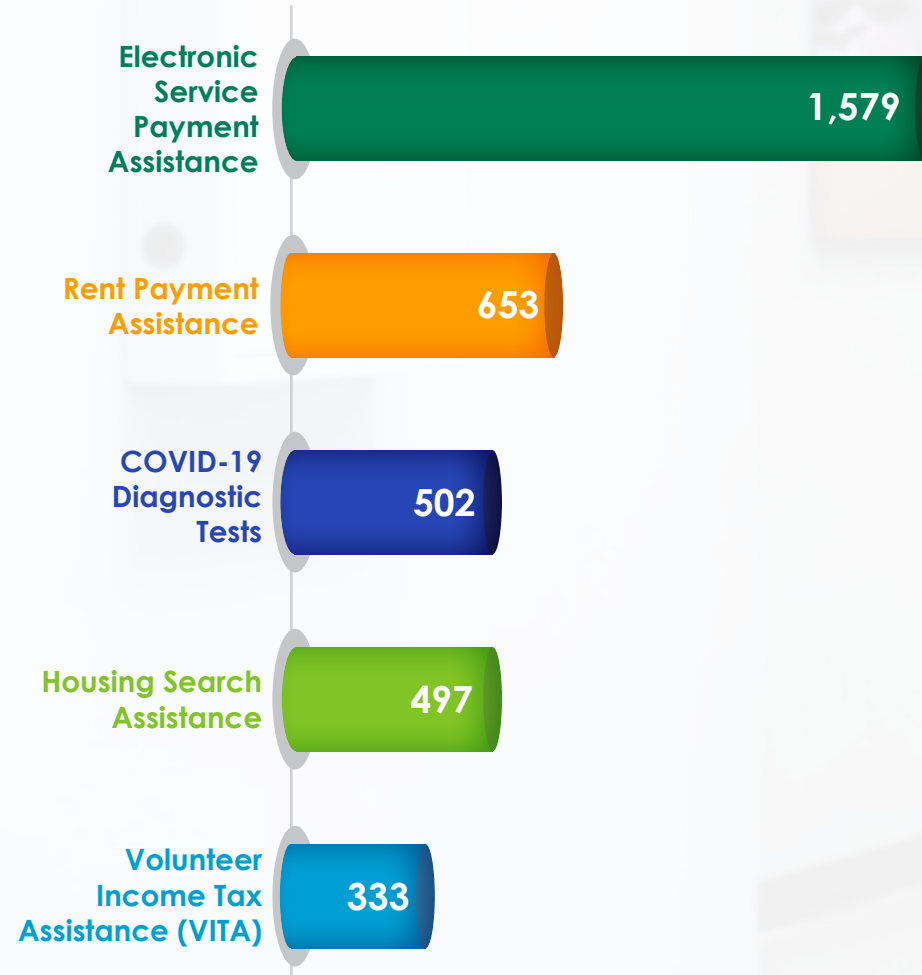


# Central Michigan

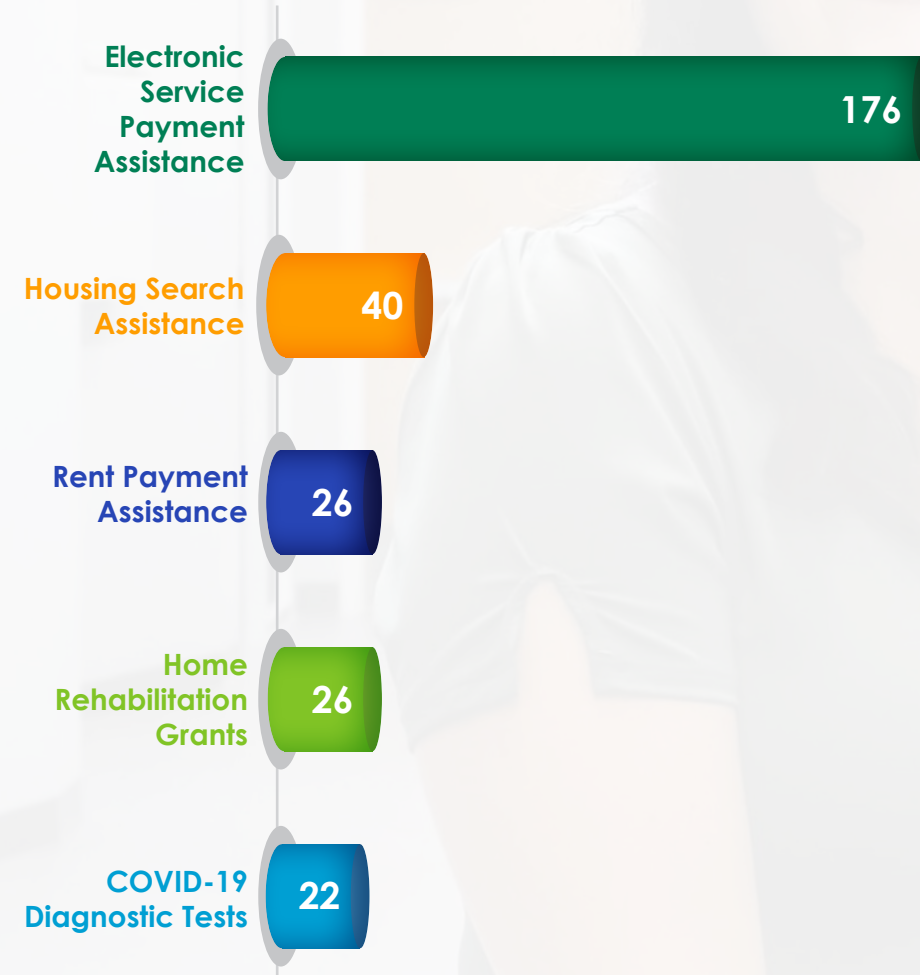
## 2-1-1 DATA

The Central Michigan 2-1-1 Program is a partnership of United Way and LifeWays. LifeWays employs and provides in-kind services for Central Michigan 2-1-1 staff.

### TOP FIVE 2-1-1 REFERRALS FOR JACKSON COUNTY

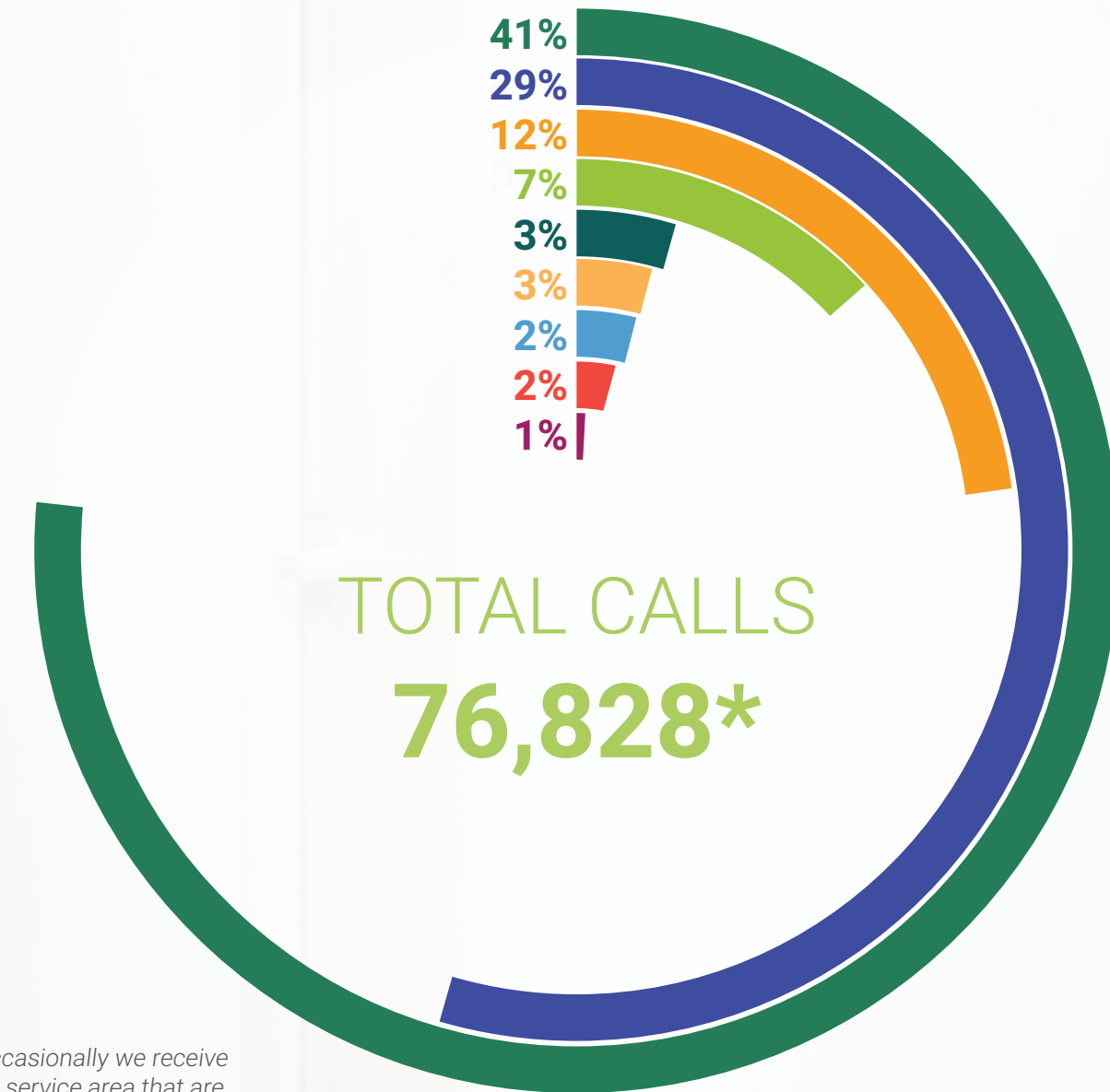


### TOP FIVE 2-1-1 REFERRALS FOR HILLSDALE COUNTY



### TOTAL FY 2021 CALLS BY COUNTY

- Ingham
- Genessee
- Jackson
- Eaton
- Livingston
- Clinton
- Lenawee
- Shiawassee
- Hillsdale



TOTAL CALLS  
**76,828\***

\* Includes calls outside our area. Occasionally we receive calls from individuals outside of our service area that are referred to a partner 2-1-1 center.



# Advocating with RECIPIENT RIGHTS

In compliance with the Michigan Mental Health Code, the Recipient Rights Office advocates for people who receive mental health services and for applicants, by offering recipient rights protection. The Recipient Rights Office meets these requirements through prevention (such as training and monitoring) and through complaint resolution. Complaints may include: problems of abuse and neglect, confidentiality, dignity and respect, person centered planning, or other rights violations.

Those receiving mental health services from LifeWays and its Provider Network have their rights guaranteed by Michigan's Mental Health Code, other provisions of law, and the Constitutions of Michigan and the United States.

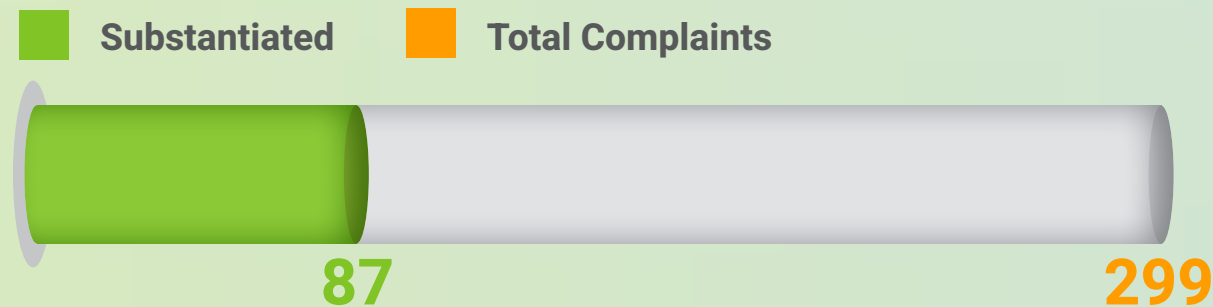
## TOP ALLEGATIONS\* INVESTIGATED IN FY 2021

Mental Health Services Suited to Condition	35
Dignity and Respect	31
Neglect Class III	16
Abuse Class II - Unreasonable Force	10
Abuse Class III	9

\*More than 1 allegation can be identified per complaint which results in more allegations than complaints. In FY 2021, 137 allegations were investigated.

## CASES INVESTIGATED

In FY 2021, **299 complaints were investigated** by Recipient Rights, 87 of those complaints were substantiated. LifeWays takes all substantiated complaints very seriously and corrective actions are taken when complaints are substantiated.



# Integrated Health IMPROVES LIVES

**LifeWays' Integrated Health Clinic** provides a full range of services designed to help individuals achieve a high level of health and functioning.

We strive to ensure continuing and comprehensive health care. Our patient-centered team aims to get individuals healthy and keep them healthy. We specialize in **people**.

### We provide personalized care services that include:

- A supportive care team working with each other on behalf of the individual
- Special attention for the specific needs of the individual
- Education on how to manage health conditions
- Care coordination
- Behavioral health care
- Physical health care
- Resource navigation

**These services are available to anyone who walks through our doors.**



The HealthyMe Program builds healthy minds and healthy bodies together to improve overall wellness. A treatment team will work together to improve an individuals overall wellness by helping them develop a healthy lifestyle.

In FY 2021, **63 LifeWays consumers** participated in the HealthyMe Program.



# Marketing SUCSESSES



## PREPARING A NEW WEBSITE

Another large project for the Communications Team in FY 2021, was preparing for a new website. A new website will be a vital portion of re-branding LifeWays and as such the preparation process needed time and attention to detail.

### Website Redesign Preparations Included:

- Selecting a website hosting site.
- Analyzing every page of our existing website and reviewing it with the LifeWays department it pertains to.
- Meeting with each individual service area at LifeWays, the LifeWays Board of Directors, Consumer Advisory Council, and the Provider Network to talk about their requests.
- Combining all of the requests and notes to create an outline.
- Selecting a web designer to bring our website outline to life.
- Building a model home page design for the web designer to work from.

## BRANDING THE INTEGRATED HEALTH CLINIC

In FY 2021, LifeWays' Communications team also spent time branding the new Integrated Health Clinic. This process involved working with the Integrated Health Team, LifeWays Leadership, and Centers for Family Health to create a logo that encompassed the goals of the clinic.

## PREPARING TO RE-BRAND

In FY 2021, LifeWays' Communications team began the process of major changes to the LifeWays brand. These preparations will help pave the way for a complete re-brand in FY 2022.

### These changes include:

- Designing new prototypes of logos.
- Beginning the process of creating brand standards.
- Identifying areas for brand improvement.
- Working with executive leadership and the Board to decide what we should be called; eventually deciding to drop the "Community Mental Health" moniker and just be "LifeWays."





# LifeWays Granted CCBHC

# LifeWays PROVIDERS

LifeWays would like to thank its dedicated network of providers for all the work they do and the partnerships they have with LifeWays.

**In February of 2021, LifeWays was selected as Certified Community Behavioral Health Clinic (CCBHC).** As such, LifeWays will receive a total of \$3,886,311 in new funding to meet the growing need for mental health and addiction services in Jackson and Hillsdale counties. LifeWays will be joining 18 other certified clinics already providing critical behavioral health services across Michigan.

This funding is a result of the Excellence in Mental Health and Addiction Treatment Act authored by Senator Debbie Stabenow and Senator Roy Blunt (R-MO). This law established new Certified Community Behavioral Health Clinics, which are transforming the way behavioral health and addiction treatment services are delivered in Michigan and across the country.

Through this designation, LifeWays will be required to provide a comprehensive set of behavioral health services including 24/7/365 crisis services; outpatient mental health and substance abuse treatment services; immediate screenings, risk assessments, and diagnoses; and care coordination with emergency rooms, law enforcement, and veteran groups.

“LifeWays is beyond excited about the opportunities that the CCBHC award will provide to Jackson and Hillsdale counties. We will continue to be the public provider of behavioral health services, but the CCBHC designation will allow us to increase access to anyone in need of care,” said Maribeth Leonard, CEO of LifeWays. “The timing of the award is perfect as we just completed our remodel project: LifeWays is now able to provide comprehensive 24/7 access to community-based mental and substance use disorder services, treatment of co-occurring disorders, and physical healthcare in one single location to any individual, regardless of their ability to pay or their place of residence. This comprehensive healthcare approach is the fulfillment of our vision for the people of our communities, who we are honored to serve.”

**“This historic funding increase will allow more Michiganders to get the help they need in their community.”**

**- Senator Stabenow**

## FY 2021 PROVIDERS

A.R.E. Inc.

Alternative Choices, LLC

Arbor Hills Psychological Services

Beacon Specialized Residential

Case Management of Michigan, Inc.

Cedar Creek Hospital of Michigan

Centria

Choices with Self-Determination, LLC

Christ Centered Homes, Inc.

CLUBLIFE

Community Alliance

Community Living Network/  
Community Alliance

Comprehensive Speech and Therapy  
Center, Inc.

Cornerstone I, Inc.

Cornerstone II, Inc.

Creekside Residential

Davis Better Care, LLC

Family Service & Children's Aid

Forest View Hospital

Genoa Pharmacy

Cornerstone AFC, LLC

Golden Years AFC Home, Inc.

Harbor Oaks Hospital

Havenwyck Hospital

Healthsource

Healthy Dimensions, LLC.

Henry Ford Allegiance Substance Abuse  
Services

Henry Ford Allegiance Health

Hernandez Home, LLC

Highfields, Inc.

Hillsdale Hospital

Hillsdale Probate Court

Hope Network

Hope Network - New Passages & Hope

Network S E

Integro, LLC

J-Town

Jackson County Department on Aging

Jordon CFC Home

LifeSpan...A Community Service

Oaklawn Hospital

Pine Rest Christian Mental Health  
Services

Recovery Technology, LLC

Renaissance Community Homes

Key Opportunities

Residential Options, Inc.

Rice Manor I & II

Schweikert AFC

Segue, Inc.

Southeast Dispute Resolution Services

St. Joseph Mercy Chelsea Hospital

StoneCrest Center

Tenacious Living, LLC

Training and Treatment Innovations

Twin Maples, Inc.

Umbrellex Behavioral Health Services, LLC

# FY 2021 Financial REPORT

# Consumer Satisfaction SURVEY

LifeWays periodically surveys its consumers to determine their level of satisfaction with services. LifeWays also receives survey data from a standardized survey that is distributed by the provider network to consumers they are serving.

## REVENUES

	DOLLARS	PERCENT
Medicaid contract through PIHP*	\$84,392,458	91.5%
Millage revenue	\$2,274,696	2.5%
Grant revenue	\$1,613,639	1.8%
State mental health contracts	\$1,331,099	1.4%
County appropriations	\$754,000	0.8%
Performance based incentive payments	\$586,808	0.6%
First and third party	\$419,675	0.5%
United Way 211	\$314,808	0.3%
Rental revenue	\$281,903	0.3%
Other local revenue	\$231,119	0.3%
<b>TOTAL OPERATING REVENUES</b>	<b>\$92,200,205</b>	

## EXPENSES

Provider services	\$69,838,884	78.1%
Administration	\$8,992,145	10.1%
Direct services	\$6,917,639	7.7%
Millage expenses	\$1,377,373	1.5%
Grant expenses	\$1,185,824	1.3%
Facilities expenses	\$801,124	0.9%
Landlord expenses	\$244,337	0.3%
Jail services	\$55,790	0.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$89,413,116</b>	

\*PIHP is a Prepaid Inpatient Health Plan, Mid-State Health Network (MSHN) is LifeWays PIHP

## SURVEY QUESTIONS

	% WHO STRONGLY AGREE OR AGREE
The staff treated me with dignity and respect	100%
I was given choices about my treatment options.	99%
I was connected with resources to help me reach my goals.	99%
The staff believed that I could grow, change, and recover.	100%
My grievances and concerns were addressed.	98%
Nothing got in my way of me receiving services.	89%
I was given hope by staff.	99%
The lobby and offices were clean and welcoming.	98%
Overall, I am satisfied with my services.	99%
I like the services that I received.	98%
I was able to get all the services I thought I needed.	95%
Staff helped me obtain the information I needed so that I could take charge off managing my illness or disability.	98%
I, not staff, decided my treatment goals.	97%
Staff believed I could grow, change, and recover.	99%
As a direct result of the services I received, I am better able to take care of my needs.	98%
Staff was sensitive to my cultural/ethnic background (e.g., race, religion, language, etc.)	99%

# LifeWays Staff

GIVE BACK



**In FY 2021,  
LifeWays  
Staff donated  
\$1,155.25 of their  
own personal  
funds to charity  
organizations.**

## CHARITY ORGANIZATIONS FY 2021

- QUARTER 1** - JACKSON AND HILLSDALE HUMANE SOCIETIES
- QUARTER 2** - JACKSON AND HILLSDALE FOOD BANKS
- QUARTER 3** - COUNCIL FOR THE PREVENTION OF CHILD ABUSE AND NEGLECT/ CHILD ABUSE PREVENTION ASSOCIATION
- QUARTER 4** - JACKSON COUNTY SUICIDE PREVENTION COALITION'S STOMP OUT SUICIDE EVENT

# 2019-2021 STRATEGIC PLAN

Michigan Department of Health and Human Services (MDHHS) is reinforcing the importance of Community Mental Healths to focus their strategic direction with the triple-aim framework, developed by the Institute for Healthcare Improvement. The triple-aim approach focuses on three dimensions for optimal community wellness: Better health, better care, and lower costs.

**Due to this focus, LifeWays' priorities for the 2019-2021 Strategic Plan as follows:**

### PRIORITY I: BETTER HEALTH

LifeWays will: Have a fully integrated system of care; meeting the requirements of a Certified Community Behavioral Health Clinic; achieve 3-year CARF accreditation at all eligible programs; and promote recovery and resiliency.

### PRIORITY II: BETTER CARE

LifeWays will: Establish and implement best practices in welcoming, reception, and medical office processes, and develop a system of care that utilizes best practices.

### PRIORITY III: BETTER EXPERIENCES

LifeWays will: Obtain and retain competent and effective workforce; establish an effective communication system across all levels; and establish an effective competitive provider network.

### PRIORITY IV: REDUCED COSTS

LifeWays will: Establish effective processes for billing and claims compliance; drive down costs of residential services; establish ability to monitor and reduce costs of episode of care; and reduce potential costs to agency by being proactive regarding information technology.



## STATE OF THE STRATEGIC PLAN

**FY 2021 IS THE FINAL YEAR OF THE THREE-YEAR STRATEGIC PLAN. A TOTAL OF 91% OF THE PLAN WAS COMPLETED.**

The graph to the left shows the final progress of each of the plan's four priorities.

For the full strategic plan go to: [lifewaysmi.org/transparency](http://lifewaysmi.org/transparency)





# LifeWays