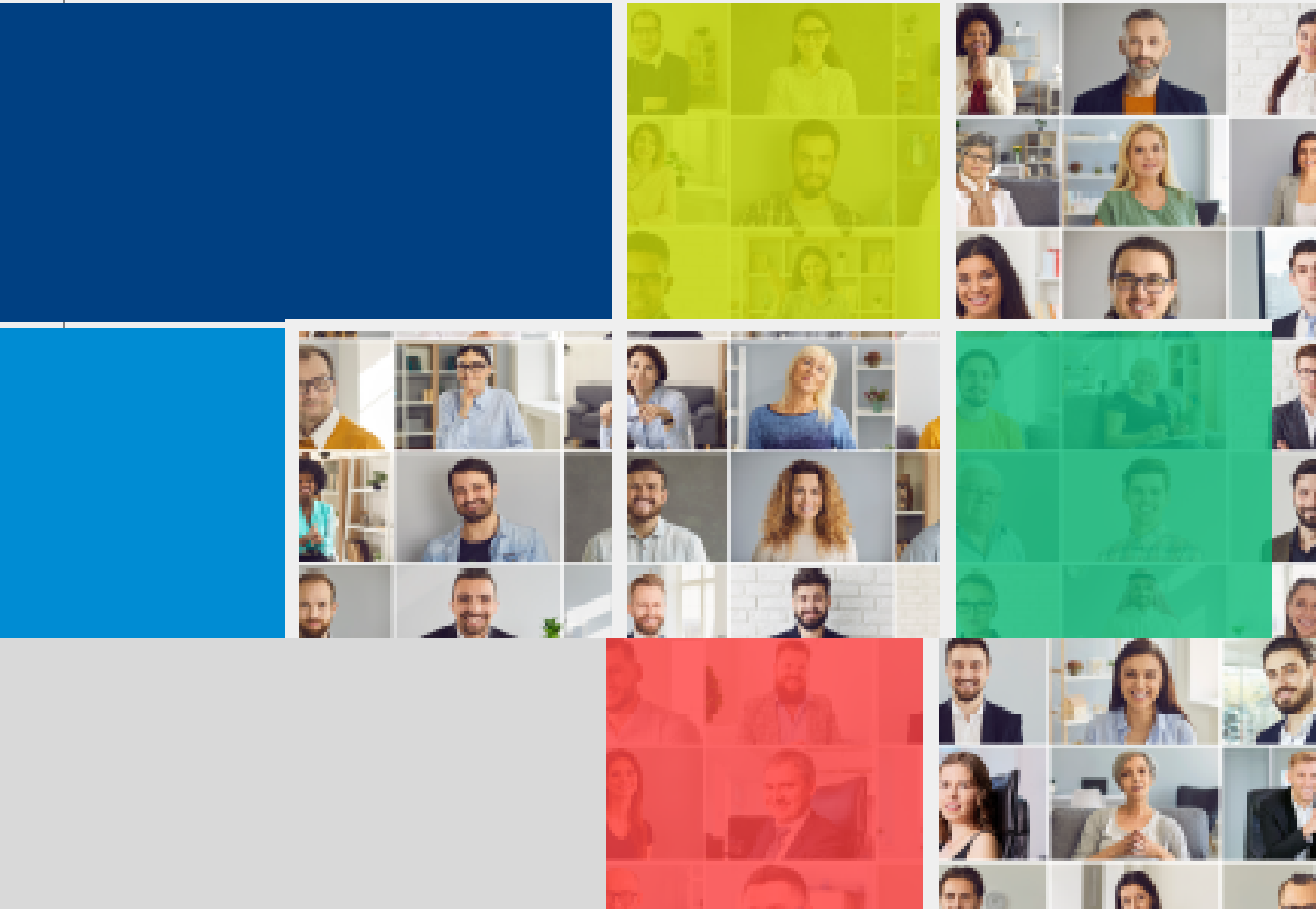


**Community
Mental Health**
FOR CENTRAL MICHIGAN

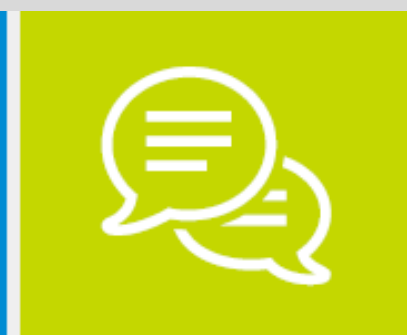
2027-2028 Strategic Plan



Introduction

Community Mental Health for Central Michigan (CMHCM) envisions communities where all individuals experience healthy and meaningful lives. CMHCM is committed to its vision and the communities it serves by providing early intervention treatment, evidence-based practices, and comprehensive person-centered treatment services for children, youth, families, and adults. CMHCM is proud of the services that it provides along with the partnerships and collaborations that have been developed with community leaders and organizations to engage a community wide approach for the treatment of severe and persistent mental illnesses, developmental and intellectual disabilities, and cooccurring substance use diagnoses.

This Strategic plan provides a framework to align CMHCM's collective efforts and goals with the CMHCM vision over the 2027-2028 fiscal years. This two-year plan is a critical component of CMHCM's efforts to actively engage in change efforts and remain a community leader in the provision of mental health, substance use, and intellectual and developmental disability services in our communities.



Approach

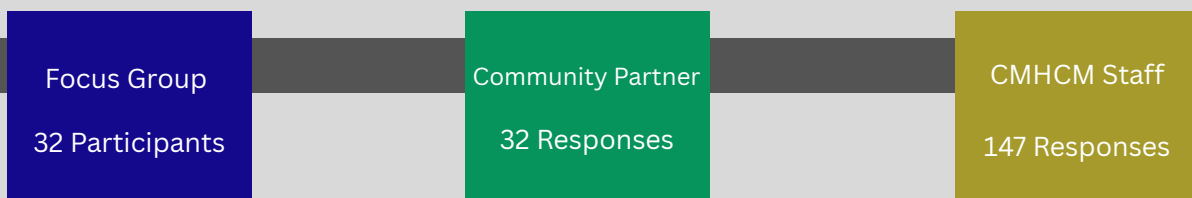
To develop an effective Strategic Plan, a comprehensive approach and methodology were adopted by the CMHCM Quality department to ensure the involvement of key stakeholders to gain a greater understanding of the agency's internal and external environment. The following steps were undertaken:

Preparatory Phase:

The Chief Operating Officer (COO) and Quality Manager mapped out the process for engaging stakeholders in the strategic planning process. The Management and Super Management teams familiarized themselves with the agency's current strategic plan and engaged in a thoughtful discussion on whether the current mission, vision, and values fully encapsulated the organization's future direction as a community mental health provider.

Stakeholder Engagement:

Engaging stakeholders was essential for gaining insights into the community's needs, expectations, and challenges. A series of stakeholder focus groups and surveys were conducted involving consumers, CMHCM staff members and leadership, community leaders, and the CMHCM Board of Directors. These interactions facilitated valuable understanding of the agency's strengths, weaknesses, opportunities, and threats (SWOT analysis).



Based on the stakeholder engagement process, three key priority areas were identified by the CMHCM management team for this Strategic Plan :



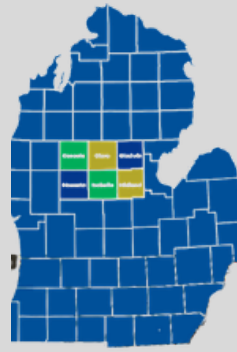
Strategy Development:

Goals were formulated to address each priority area to align with the agency's mission, vision, and values. The goals were designed to be realistic, feasible, and in line with available resources. Agency values were also updated to capture stakeholder feedback and provide a more clear direction for agency priorities over the upcoming two years.

Objective Setting:

Objectives under each priority area were defined using the SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria, making them tangible and actionable. Identification of these objectives allows the agency to translate the strategic objectives into actionable steps, ensuring accountability and progress monitoring.

Who We Are



Our Mission



To promote whole-person wellness through community inclusion and a comprehensive system of quality integrated mental health services and supports.

Our Vision

Communities where all individuals experience healthy and meaningful lives.



Our Values



We put **people first**. We do this by supporting the people we serve, the people who care for them, and our employees.

We believe **everyone matters here**. We demonstrate this by honoring the dignity, worth, and choices of every individual.

We **make a difference** in our communities. We achieve this by stewarding resources responsibly to provide accessible, affordable, high-quality care that meets local needs.

We uphold **excellence**. We evidence this through continuous improvement, innovation, and the use of evidence-based practices to achieve positive outcomes.

PEOPLE · BELONGING · COMMUNITY · EXCELLENCE

Priority 1: Access to Services

Year 1



This priority area promotes the agency's mission of providing a comprehensive system of quality integrated mental health services and supports to all individuals seeking CMHCM's assistance.

Goals:

- 1 Enhance the experience of accessing CMHCM services by reducing barriers, simplifying the access process, and connecting people to care as quickly as possible, regardless of where they live.**
- 2 Strengthen relationships with community partners and increase awareness of available services so individuals and families can more easily find and connect with the supports that meet their needs.**
- 3 Optimize technology and communication solutions in practical ways that make services easier to access, communication easier to navigate, and care easier to coordinate.**

Objectives:

- The SDA Review and Process Improvement team will evaluate the current Same Day Access (SDA) process using quantitative access data, including any potential differences across the geographical service area to identify barriers and opportunities to improve timely access to services.
- The SDA Review and Process Improvement Team will identify barriers to accessing services from the perspective of the individual seeking services through review of consumer feedback, satisfaction data, and Quality Improvement suggestions.
- The SDA Review and Process Improvement Team will assess technology and communication methods used to access CMCHM services and identify opportunities to improve accessibility, responsiveness, and ease of use.
- Waiver and Quality Teams in partnership with service staff, will increase awareness of CMHCM services and strengthen referral relationships through targeted outreach to priority populations, community organizations, and referral partners across the six-county service area.
- Management Team will assess CMHCM's readiness and opportunities to pursue Certified Community Behavioral Health Clinic (CCBHC) certification as a strategy to expand access to comprehensive behavioral health services, particularly in underserved and rural communities.
- The Intensive Crisis Stabilization Services (ICSS) Team will complete communication, training, and outreach on the expansion of ICSS services and what services are available under this expansion.

Priority 1: Access to Services

Year 2



Goals:

- 1 Enhance the experience of accessing CMHCM services by reducing barriers, simplifying the access process, and connecting people to care as quickly as possible, regardless of where they live.**
- 2 Strengthen relationships with community partners and increase awareness of available services so individuals and families can more easily find and connect with the supports that meet their needs.**
- 3 Optimize technology and communication solutions in practical ways that make services easier to access, communication easier to navigate, and care easier to coordinate.**

Objectives:

- The SDA Review and Process Improvement Team will implement prioritized improvements to the CMHCM SDA process identified in Year 1 and evaluate their impact on timely and equitable access to services across the six-county service area.
- The SDA Review and Process Improvement Team will establish an ongoing process for reviewing access data and consumer feedback to identify barriers and guide continued improvement.
- The Quality Review Committee (QRC) will establish a process for gathering and using feedback from community partners to improve referral and care coordination processes.
- The Waiver Team will partner with the Quality Team to develop resource materials on available CMHCM services including service definitions under each funding source (State Plan, 1915 C Waivers, 1915i State Plan Amendment (SPA) and ensure this resource is posted on the internal intranet and external CMHCM website and communication on these resources is sent to services staff.
- The Management Team will implement appropriate recommendations from the Year 1 CCBHC readiness assessment based on available opportunities and their potential to improve access to comprehensive behavioral health services.
- The ICSS team will evaluate the impact of expanded crisis stabilization service and strengthen referral pathways based on identified community need and service utilization patterns.

Priority 2: Operational and Fiscal Sustainability

Year 1



Operational and fiscal sustainability means ensuring CMHCM has quality services, strong partnerships, effective use of resources, and financial stability necessary to meet community needs across our diverse service area today and into the future.

Goals:

- 1 Strengthen the quality and effectiveness of CMHCM services by using consumer outcomes, feedback, and data to understand what is working and where we can improve.**
- 2 Make thoughtful decisions about funding, staffing, other resources so we can protect essential services, expand access where possible, and remain financially strong for the future.**
- 3. Expand community partnerships, strengthen marketing and outreach, and build agency capacity to respond to evolving community needs while ensuring long-term sustainability.**

Objectives:

- Clinical Oversight Committee (COC) will strengthen the agency's services data evaluation process by identifying outcomes that matter to individuals served, establishing meaningful qualitative and quantitative measures of progress, and developing a structured approach to engage leadership in using results to identify opportunities for improvement.
- Management Team will complete agency-wide review of resource allocation, service utilization, and financial performance to identify opportunities to better align resources with priority needs identified in the community needs assessment and stakeholder feedback.
- Management Team will identify opportunities to increase sustainable revenue or maximize existing funding sources to support essential services and respond to evolving community needs.
- CMHCM will strengthen local community partnerships and targeted outreach to support referral pathways, prevention, early intervention, and access to behavioral health services.
- The Quality Review Committee (QRC) will review and improve the End of Service Survey process to increase participation and strengthen reliability of consumer experience data used to guide service improvements.

Priority 2: Operational and Fiscal Sustainability

Year 2



Goals:

- 1 Strengthen the quality and effectiveness of CMHCM services by using consumer outcomes, feedback, and data to understand what is working and where we can improve.**
 - 2 Make thoughtful decisions about funding, staffing, other resources to protect essential services, expand access where possible, and remain financially strong for the future.**
 - 3 Expand community partnerships, strengthen marketing and outreach, and build agency capacity to respond to evolving community needs while ensuring long-term sustainability.**
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Objectives:

- The Clinical Oversight Committee (COC) will use the established outcomes measurement and data evaluation process from Year 1 to move from data review to data-informed action by working with leadership to prioritize meaningful improvement opportunities, develop targeted interventions, and monitor the impact of those interventions.
- Management Team will use findings from the Year 1 resource allocation review to implement prioritized strategies that better align staffing, funding, and other resources with identified community needs.
- Management Team will pursue prioritized opportunities identified in Year 1 to increase sustainable revenue, maximize existing funding sources, and support the long-term availability of services.
- CMHCM will build on Year 1 targeted outreach efforts to community partners, monitoring progress through feedback on the community needs assessment, review of social media engagement numbers, and the number of outreach events attended across the six-counties.
- The Quality Review Committee (QRC) will evaluate the effectiveness of Year 1 improvements to the End of Service Survey Process and use consumer experience findings to identify and advance opportunities for service improvement.

Priority 3: Maintaining a Highly Specialized Workforce

Year 1



Maintaining a highly specialized workforce, as a priority area, ensure the agency has a dedicated, supported, and skilled workforce equipped to deliver exceptional mental health care services and advance the mission of the organization.

Goals:

- 1 Recruit skilled and compassionate employees who can meet the diverse and specialized needs of the communities we serve, including the unique workforce needs of rural areas.**
- 2 Provide meaningful training, professional development, and learning opportunities that give employees the knowledge and skills needed to succeed.**
- 3 Support employee well-being, engagement, recognition, and job satisfaction through building a workplace where staff feel valued and supported.**
- 4 Develop leadership skills and create opportunities for career growth and advancement so we can strengthen our workforce from within.**
- 5 Simplify processes, reduce unnecessary administrative burden, and improve workflows so staff can spend more time supporting individuals and families and less time navigating cumbersome processes.**

Objectives:

- Management Team will complete a workforce training needs assessment to identify knowledge and skill gaps across departments and roles incorporating feedback from the consumer needs assessment and stakeholder focus group recommendations.
- Management Team will establish a survey reassessment schedule for the Secondary Traumatic Stress Informed - Organizational Assessment and use findings to identify strategies that support employee well-being, job satisfaction, and retention.
- Management Team will conduct a leadership and succession planning assessment to identify current and future leadership needs, critical positions, and potential workforce gaps and establish career advancement pathways for those positions.
- The Quality Team will identify three high-impact administrative or operational processes that create unnecessary burden, duplication, or inefficiency for staff based on feedback from the agency staff.
- The Quality Team will review results of the CMHCM internal staff data loop analysis to identify two priority action items.

Priority 3: Maintaining a Highly Specialized Workforce

Year 2



Goals:

- 1 Recruit skilled and compassionate employees who can meet the diverse and specialized needs of the communities we serve, including the unique workforce needs of rural areas.**
- 2 Provide meaningful training, professional development, and learning opportunities that give employees the knowledge and skills needed to succeed.**
- 3 Support employee well-being, engagement, recognition, and job satisfaction through building a workplace where staff feel valued and supported.**
- 4 Develop leadership skills and create opportunities for career growth and advancement so we can strengthen our workforce from within.**
- 5 Simplify processes, reduce unnecessary administrative burden, and improve workflows so staff can spend more time supporting individuals and families and less time navigating cumbersome processes.**

Objectives:

- Management Team will implement prioritized training and professional development opportunities based on Year 1 needs assessment of workforce knowledge and skill gap and evaluate their effectiveness through staff feedback.
- Management Team will implement three prioritized strategies identified through the Secondary Traumatic Stress Informed Organizational Assessment to support employee well-being, job satisfaction, and retention.
- Management Team will implement leadership development and succession strategies for identified positions and expand opportunities for internal career growth and advancement.
- The Quality Team, in partnership with impacted staff, will implement improvements to the prioritized administrative or operational processes identified in Year 1 and evaluate their impact on staff duplication and efficiency.
- The Quality Team will implement the two priority action items identified through the Year 1 staff data loop analysis and communicate actions and resulting improvements to staff.

Measuring Progress

Progress toward our strategic priorities will be monitored throughout the two-year cycle using multiple sources of data, feedback, and organizational oversight.

- **Quality Assessment and Performance Improvement Program (QAPIP):** The annual QAPIP provides a structured process for monitoring and evaluating the quality and appropriateness of services, positive consumer outcomes, and organizational performance. Data and quality improvement activities are used to identify opportunities for improvement and monitor the impact of changes. The CMHCM QAPIP also incorporates delegated functions of Mid-State Health Network (MSHN) in support of the MSHN QAPIP.
- **Organizational Performance Data:** CMHCM will use organizational, clinical, financial, workforce, access and service utilization data to monitor progress toward strategic priorities, identify trends, and determine opportunities for improvement.
- **Provider, Staff and Community Partner Feedback:** Feedback from employees, contracted providers, and community partners will be welcomed to assess the impact of strategic objectives, identify emerging needs, and inform opportunities for continuous improvement.
- **CMHCM Committee Discussions:** CMHCM committees and teams review progress, evaluate available data and feedback, and recommend actions or adjustments needed. with an emphasis on engaging those closest to the work in identifying and implementing meaningful improvements.
- **Consumer Feedback:** CMHCM values the experiences and perspectives of individuals served and their families through surveys, quality improvement suggestions, and other opportunities for input to evaluate whether strategic initiatives are meaningfully improving services and the consumer experience.
- **Routine Reporting to the Board of Directors:** Progress will be reported to the Board of Directors throughout the two-year cycle, including significant accomplishments, identified challenges, performance trends, and next steps for continued improvement.

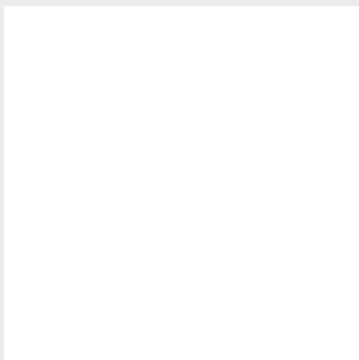
Our Approach to Improvement

Year 1 | Understand and Prioritize

What are people telling us, what does our data show, and where can we make the greatest difference?

Year 2 | Act and Evaluate

What did we change, did it make a difference, and what should we do next?



CMHCM Locations:

Clare County
789 North Clare Avenue
Harrison, MI 48625

Gladwin County
655 East Cedar Avenue
Gladwin, MI 48624

Isabella County
301 South Crapo Street
Mt. Pleasant, MI 48858

Mecosta County
500 South Third Avenue
Big Rapids, MI 49307

Midland County
218 Fast Ice Drive
Midland, MI 48642

Osceola County
4473 220th Avenue
Reed City, MI 49677



CMHCM Crisis Hotline (24/7)
1-800-317-0708

CMHCM Main Line
1-989-772-5938



Website:
www.cmhcm.org



Facebook:
<https://www.facebook.com/CMHforCentralMichigan>



Instagram:
[@cmhfcentralmichigan](https://www.instagram.com/cmhfcentralmichigan)