OAKLAND COMMUNITY HEALTH NETWORK

2020-2021 ANNUAL REPORT

Oakland Community Health Network
Developmental Disabilities - Mental Health - Substance Recovery
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To healthcare heroes, both within Oakland Community Health Network’s (OCHN) service system and throughout Oakland County – Thank you.

The courageous behavior demonstrated to protect people during the COVID-19 crisis is deserving of sincere and genuine appreciation.

To friends and neighbors who lost loved ones to COVID-19, heartfelt sympathy is extended. Please know that OCHN is here to listen and support.

If there was ever a time in our nation’s history that truly validated the need for specialty public mental health services, it was during 2020 and over the past two years. While the world was locked down in isolation for self-preservation, OCHN and its service providers stepped up and stepped out to ensure people with intellectual or developmental disabilities, mental health challenges, and substance use disorders remained safe. This included, among other efforts, transitioning to telehealth supports and delivering personal protection equipment to the doorsteps of more than 300 service sites throughout Oakland County.

The delivery of services by members of the public mental health system during the pandemic is rooted in a long-standing history to respond to the needs of the community. OCHN puts people first. Just as it always has from the onset of the publicly funded, public mental health service system, which began in 1963 when President John F. Kennedy’s Community Mental Health Act was passed into law. Elected legislators entrusted the use of public funds to organizations like OCHN to ensure vulnerable individuals received quality, community-based services that promote inclusion, as well as protect their rights as U.S. citizens.

As you review OCHN’s 2020-2021 Annual Report, I hope you recognize a pattern in our priorities and convictions to be responsive to the needs of the people we serve and to our community. OCHN remains focused on enhancing access, crisis, and integrated health care services, as well as employment, housing, and other social determinants of health that influence an individual’s life.

In upholding this pledge, OCHN is determined to be present in those community spaces where these important issues are being discussed. OCHN’s staff and Board listen, contribute, and initiate change reflective of the views and opinions of the persons served.
Board of Directors

Bijaya Avasthy Hans, M.D.
Member

Dennis G. Cowan
Member

Adam Fuhrman
Secretary

Jonathan Landsman
Chairperson

Malkia Maisha Newman
Member

Sarah May
Member

Reena Naami-Dier
Member

Christina Root
Member

Steffan Taub, D.O.
Member

John Paul Torres
Vice Chair

Yvette Woodruff
Member

John Young
Member
Mission

OCHN’s Mission is to “Inspire Hope - Empower People - Strengthen Communities.”

Vision

OCHN will be a national leader in the delivery of quality integrated physical and mental health supports and services to children and adults with intellectual/developmental disabilities, mental illnesses, and substance use disorders. We respond to our community’s needs and empower people to achieve the lives that are important to them.

Core Values

These values are expected from all OCHN and provider network staff in their day-to-day work:

- We promote equality and personal choice leading toward self-directed lives.
  - We use language that promotes dignity and respect for all people.
  - We are guided by the goals, needs, and desires of the people we serve.
- We promote and protect the rights of people served as they seek to achieve their personal life outcomes.
  - We lead with integrity, accountability, and transparency.
- We strengthen our community by identifying needs and implementing innovative solutions.
- We collaborate in shared purpose with individuals served, families, staff, service providers, and the community.
OCHN provides services to Oakland County residents who have an intellectual or developmental disability, mental health challenges, substance use disorder, as well as children with serious emotional disturbances and their families. Most of these individuals receive Medicaid, Healthy Michigan, or MiChild services.

OCHN is also fully certified by the State of Michigan Department of Health and Human Services (MDHHS) as required by the state Mental Health Code and fully accredited by The National Committee for Quality Assurance (NCQA).

A full array of integrated mental health, physical health, and community-based services are offered through OCHN’s contracted service, provider network: including evaluation and screening; hospital and residential treatment; respite care; clubhouse and day programs, supported employment; multilingual programs, justice diversion services, and dual diagnosis for individuals with both a mental health and substance use disorder.

- Access to Crisis & Non-Emergent Care
- Clubhouse & Day Programs
- Housing
- Veterans
- Evaluation & Screenings
- Hospital & Residential Treatment
- Children & Family Supports
- Respite Care
- Transportation
- Supported Employment
- Multilingual Programs
- Justice Diversion Services

Oakland residents can learn more about public mental health eligibility requirements and OCHN non-emergency service options by calling at 248-464-6363.

For crisis emergency services call the 24 Helpline at 800-231-1127. People can also visit the website at oaklandchn.org.

OCHN Providers Include:

**Adults with Serious Mental Illness**
- Easterseals Michigan • CNS Healthcare • Training & Treatment Innovations

**Children w/Serious Emotional Disturbance**
- Easterseals Michigan • Oakland Family Services

**Crisis Resources**
- Common Ground • New Oakland Family Services

**Intellectual / Developmental Disabilities**
- Community Living Services - Oakland County • MORC

**Multicultural and Other Services**
- Arab American & Chaldean Council • Centro Multicultural
- La Familia • Oakland Schools • Neighborhood Services Organization

**Substance Use Prevention**
- Alliance of Coalitions for Health Communities • Arab American & Chaldean Council • Catholic Charities • Common Ground • Holly Area Community Coalition • North Oakland Community Coalition • Oakland County Health Division • Student Leadership Services

**Substance Use Treatment**
- Ascension Eastwood • Catholic Charities • Easterseals Michigan • Hegira Programs Inc • Meridian Community Programs • Milford Counseling • Oakland Family Services • Personalized Nursing LIGHThouse • Recovery Consultants • Sacred Heart • Salvation Army Harbor Light • Therapeutics • Turning Point

For a complete listing of providers, including Specialized Residential and Community Living Supports, visit the OCHN website at oaklandchn.org
OCHN puts the needs of people first in all service and operational decisions. This requires ongoing review and continuous quality improvement to internal standard operating procedures and processes, including investing in the OCHN network workforce, community education, and showcasing impact.

The public behavioral health system serves people with complex needs who do not have private insurance and who have limited resources to address social determinants of health. A recent Population Assessment shows the scope of needs among OCHN individuals: 62% have an annual income of less than $10,000, 57% have a diagnosis of a serious mental illness, 27.7% are unemployed, 19% have a substance use disorder (SUD) diagnosis, and 14.9% have been diagnosed with an intellectual or developmental disability (I/DD).

In FY21, OCHN served more than 21,000 persons with more than 27 million encounters despite the challenges posed by Covid 19. The total unduplicated number of persons served in FY21 was 21,456. *

**Number of Individuals Supported by Service Designation FY21**

- Adults with Mental Illness, 12,272
- Intellectual or Developmental Disabilities, 4,300
- Substance Use Disorder, 3,600
- Crisis Services, 3,700
- Children with Severe Emotional Disturbance, 2,700

**Notes:** *The total number of individuals served for the 2020-2021 fiscal year was based on an encounter with Oakland Community Health Network and does not duplicate individuals who may have received multiple public mental health services.*
ACCESS SERVICES
Through the Access Team, OCHN offers a single, efficient point of entry where the community may receive clinical screenings and connect with the services available at locations throughout Oakland County. In FY21, OCHN’s expert, clinical staff use evidence-based clinical tools to conduct eligibility screenings for more than 7,700 individuals and connected more than 35,000 Oakland County residents to local support.

In order to connect individuals to services, the Access Team does far more than simply provide a list of referrals. For example, the Access Team helps parents identify options for young people with autism or other intellectual or developmental disabilities (IDD) who are transitioning from school settings into adulthood, such as connecting families to resources for developing employment and independent living skills. The team also coordinates closely with veteran’s services to help veterans access all of the benefits for which they are eligible. OCHN facilitates services for children with serious emotional disturbances or IDD that help prevent out-of-home or out-of-school placements, such as community living support, caregiver respite, peer support, and specialized therapies.

The Access Team also demonstrated an impact on persons served by continuing to spread awareness and helping to increase an understanding of the public mental health system in Oakland County. Examples of community education initiatives include presentations on access to services, anti-racism and anti-stigma efforts, staff community engagement, service delivery awareness, and ongoing advocacy campaigns at local, state, and national levels.

The Access Team’s commitment to quality improvement is evident. In FY21, OCHN provided cross-training to all Access Screeners to complete screenings for multiple populations, in order to ensure expeditious, efficient, and quality service to the individuals/families seeking OCHN services. Additionally, the Access Team is answering calls on average within 30 seconds and has a call abandonment rate of less than 5%, meeting State and national accreditation standards.
CRISIS SERVICES
Crisis Services available via the public mental health system are inclusive of inpatient psychiatric hospitalization, partial psychiatric hospitalization, crisis residential services, and mobile crisis services.

The Resource & Crisis Center (RCC) continued to address the community’s need for increased public resources for individuals who have an intellectual/developmental disability, mental illness, substance use disorder, and children with serious emotional disturbance. Services offered include Oakland Assessment and Crisis Intervention Services (OACIS), Oakland Crisis Intervention and Recovery (OCIRT), 24-Hour Crisis and Resource Helpline (800-231-1127), RISE Center, and the Sober Support Unit. The Crisis Response Unit had 571 admissions in FY21. Also, located at the RCC, the OCHN Access team is responsible for emergent and non-emergent access to public mental health services, including substance use treatment and prevention services.

Children’s Crisis Services: In FY21, OCHN began planning for a new children’s crisis unit and applied for federal funding to support children’s crisis services. OCHN’s plans for enhanced crisis services are designed to reduce the number of youth experiencing behavioral health from having to use Emergency Departments where their primary caregivers and/or providers are frequently not allowed to be physically present, and instead allow immediate access to intensive behavioral health interventions, close observation, and access to peer and family support services to provide a better care experience. Planning is underway to launch the unit in FY22.

The Community Hospital Liaison is a full-time position dedicated to improving the process and flows from community Emergency Departments to either our crisis services or inpatient care. The Liaison established and maintained a relationship with our contracted hospital partners and identified improvements needed for persons seeking acute psychiatric care.

In FY21, OCHN’s network served more than 4,100 inpatient psychiatric hospitalizations, partial hospitalizations, and crisis residential encounters.

More information about the RISE Center and the Sober Support Unit is available in the “Substance Use Disorder” section of this report.
Children’s Programs

OCHN leads several special programs that are tailored to support for children in the community who have exceptional needs. By facilitating these programs, OCHN is able to provide a stable source of funding and support to the providers offering direct services to children and families.

**The Children’s Waiver Program (CWP)** provides services to children up to age 18 with Intellectual or Development Disabilities (I/DD) in the form of enhancements and Medicaid coverage. The CWP waives parental income allowing the child to be enrolled in Medicaid. There is a state-wide allocation for enrollees and invitations are offered to children with the highest need when an enrollment opens. This program has had a slight increase in enrollment in Oakland County in FY21, for a total of 114 children.²

**The Serious Emotional Disturbance Waiver (SED-W)** provides services that are enhancements or additions to Medicaid state plan coverage for children up to age 21 with Serious Emotional Disturbance (SED) and enrolled in the waiver. OCHN currently has 58 individuals enrolled with SED Waiver. Region 8 has the highest number of SED-W enrollments from biological children living with their parent/guardians. The enrollment number below reflects data from a recent point-in-time.

<table>
<thead>
<tr>
<th>Core Provider Agency</th>
<th>0 – 6 years</th>
<th>7 – 21 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Living Services, Inc.</td>
<td>19</td>
<td>48</td>
<td>67</td>
</tr>
<tr>
<td>Easterseals Michigan</td>
<td>109</td>
<td>53</td>
<td>162</td>
</tr>
<tr>
<td>Macomb Oakland Regional Center</td>
<td>55</td>
<td>116</td>
<td>171</td>
</tr>
<tr>
<td>Oakland Family Services</td>
<td>0</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>183</strong></td>
<td><strong>224</strong></td>
<td><strong>407</strong></td>
</tr>
</tbody>
</table>

² Point-in-time enrollment data for children’s programs were provided between September 2021-January 2022.

**The Applied Behavioral Analysis (ABA) Benefit** provides evidenced-based services to children and youth up to the age of 21 with a qualifying autism diagnosis and who are enrolled in Medicaid. The ABA provider network continues to report capacity struggles due to behavior technician staffing shortages. The highest area of need is with youth over the age of 7 and evening/weekend hours. The enrollment number below reflects data from a recent point-in-time.
As a public, mission-focused service agency, OCHN provides several notable direct services in the community. Due to OCHN’s role in the region, staff are uniquely positioned to collaborate across county agencies and providers, and to bring in support from state and federal partners, as well. The Clinical Practice Team’s work includes Integrated Healthcare initiatives, the work of the Clinical Analysts, and the Utilization Management and Review Teams, directly impacting the people we serve in many ways:³

- Directly providing Complex Case Management services and collaborating in care coordination with Medicaid Health Plans to ensure health care integration for persons served.
- Developing Clinical Protocols and auditing the provider network on adherence to these protocols to maintain high standards for service delivery across the provider network.
- Monitoring utilization of all services including crisis services and inpatient hospitalization to ensure the available, efficient and appropriate use of resources to support individuals’ needs.
- Partnering with provider network to implement best practices/evidence-based practices, and monitoring outcomes for persons served across the provider network.

**Person-Centered Planning:** OCHN piloted a Person-Centered Planning training in OCHN’s provider network during FY21. The Clinical Director collaborated with the Training Director on updating the multi-media training to include videos, content, and interactive activities specific to feedback received from a focus group conducted in FY20. The training will be implemented more broadly in FY22.

**Suicide Prevention:** OCHN continued to partner with the Oakland County Health Division to address suicide prevention & continued to provide training, community awareness events, and resource tools for the community. In 2014, OCHN was awarded a grant of $200,000 annually for five years to support suicide prevention efforts throughout the county. Although the grant funding ended, OCHN continues to be committed to preventing suicide in the community, especially within the OCHN network.

- **Zero Suicide Collaborative and Clinical Pathway for Suicide Care:** A Zero Suicide Collaborative with the provider network was created and meets every other month. The group created a workplan for a Clinical Pathway for Suicide Care. In FY21, 455 individuals were on the clinical pathway.

³ Please see “Integrated Healthcare” and “Utilization Management” in this document for more information.
Despite the limitations on public gatherings in FY21 due to the Covid-19 pandemic, the OCHN Communications Team ensured that OCHN’s presence was felt in the community and among partners and persons served. OCHN staff attended 21 community events and sponsored 10 more events to connect the community to vital resources during this challenging time. Additionally, OCHN staff participated in 28 speaking engagements and hosted a faith-based roundtable.

The team maintained an active presence in the media, developing articles and social media posts on a monthly schedule. As part of the agency’s efforts to revamp the public-facing website, the team retained a vendor to lead the redesign of the site.

**ONGOING OPPORTUNITIES FOR PUBLIC ENGAGEMENT**

**Begin Ending Stigma Today (BEST)**
The BEST Workgroup is a team of dedicated representatives from OCHN and its provider agencies. The BEST Mission is to create a stigma-free culture in Oakland County. The BEST Workgroup meets periodically throughout the year.

**Citizens Advisory Committee (CAC)**
The Citizens Advisory Committee provides advice and recommendations to the Oakland Community Health Network Board, Executive Director and staff. The CAC meets every 3rd Wednesday each month from 9:30 - 11:30 a.m.

**Community Evaluation Education Committee (CEEC)**
The Community Evaluation Education Committee evaluates and analyzes service data gathered by community mental health service providers. The group also reviews assessment tools OCHN uses to evaluate services. The CEEC meets every other month from 2 - 4 p.m. CEEC is recruiting new members. If you are interested in joining the group, please contact Alexis Mitchell at mitchella@oaklandchn.org

**Empowerment Workgroup**
The Empowerment Workgroup is for people receiving community mental health services, and their supporters, to encourage empowerment and self-fulfillment, while achieving an individual’s maximum potential. The Empowerment Workgroup meets every 4th Wednesday of each month from 10:00 a.m. - 12:00 p.m.

**Recipient Rights Advisory Council (RRAC)**
RRAC members demonstrate an interest and a commitment to promoting and protecting the rights of individuals with disabilities who receive services supported by OCHN. Membership requirements and an application are available online at [www.oaklandchn.org](https://www.oaklandchn.org) under the Recipient Rights link. The RRAC meets every first Thursday of every month at 5:30 p.m.

**Strategic Planning Workgroup**
The Strategic Planning Workgroup members provide ideas, feedback, and suggestions, for the development, monitoring and review of OCHN’s Strategic Plan, Annual Plans and other efforts. The Strategic Planning Workgroup meets the third Thursday of each month at 9:30 -11:30 am.

*OCHN maintains an up-to-date calendar of events on the public website at [https://www.oaklandchn.org](https://www.oaklandchn.org)*
As a regional coordinating agency and the safety net provider for Oakland County, OCHN plays a critical role in providing a frontline crisis response. Since the Covid-19 pandemic began, OCHN has provided an “all-hands-on-deck” approach to address the crisis and to offer support to individuals served and the provider network.

**Vaccine Clinics:** OCHN hosted vaccination clinics for residents with I/DD, mental health challenges, and substance use disorders (SUD). Between OCHN and provider clinics, more than 2,300 people were vaccinated in FY21. OCHN continues to track vaccination rates among the provider network. The table below shows the number of eligible people who have received the vaccine through January 2022.

Additionally, OCHN applied for and was awarded federal funding for both vaccination clinics at SUD provider locations and for Covid testing and mitigation. Both programs will be implemented in FY22.

**Personal Protective Equipment:** OCHN applied for and received grant for $170,000 to purchase Personal Protective Equipment (PPE) for individuals served and the provider network.

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### Percent Fully Vaccinated by Age Group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>% Fully Vaccinated</th>
<th>Fully Vaccinated</th>
<th>People Eligible/Open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 50-59</td>
<td>51.83%</td>
<td>1,413</td>
<td>2,726</td>
</tr>
<tr>
<td>Age 30-39</td>
<td>39.73%</td>
<td>1,346</td>
<td>3,388</td>
</tr>
<tr>
<td>Age 20-29</td>
<td>41.36%</td>
<td>1,116</td>
<td>2,698</td>
</tr>
<tr>
<td>Age 40-49</td>
<td>43.98%</td>
<td>1,104</td>
<td>2,510</td>
</tr>
<tr>
<td>Age 60-69</td>
<td>58.14%</td>
<td>1,075</td>
<td>1,849</td>
</tr>
<tr>
<td>Age 70+</td>
<td>64.49%</td>
<td>494</td>
<td>766</td>
</tr>
<tr>
<td>Age 12-17</td>
<td>38.01%</td>
<td>428</td>
<td>1,126</td>
</tr>
<tr>
<td>Age 05-11</td>
<td>17.42%</td>
<td>170</td>
<td>976</td>
</tr>
<tr>
<td>Age 18-19</td>
<td>44.64%</td>
<td>150</td>
<td>336</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>44.56%</strong></td>
<td><strong>7,296</strong></td>
<td><strong>16,375</strong></td>
</tr>
</tbody>
</table>

Additionally, OCHN applied for and was awarded federal funding for both vaccination clinics at SUD provider locations and for Covid testing and mitigation. Both programs will be implemented in FY22.

Approximately 40 OCHN staff volunteers coordinated, picked up, and delivered PPE

To approximately 310 service sites each quarter throughout FY21

### Total Units Distributed in FY21:

<table>
<thead>
<tr>
<th>Item</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disinfecting wipes</td>
<td>4,110</td>
</tr>
<tr>
<td>Disinfecting spray</td>
<td>1,500</td>
</tr>
<tr>
<td>PPE kits: 200 units</td>
<td></td>
</tr>
<tr>
<td>Gloves: 2,400 boxes</td>
<td></td>
</tr>
<tr>
<td>Antimicrobial soap</td>
<td>5,688</td>
</tr>
<tr>
<td>Hand sanitizer: 5,694 units</td>
<td></td>
</tr>
<tr>
<td>Personal hand sanitizer: 3,900 units</td>
<td></td>
</tr>
<tr>
<td>Face Masks: 266,640</td>
<td></td>
</tr>
<tr>
<td>Face shields: 1,625</td>
<td></td>
</tr>
</tbody>
</table>
Customer Services focuses on helping people get the supports and services they need. Service representatives can assist with the Person-Centered Planning process, communicate with providers, and help direct people when they feel lost in the system. Customer Services has information about a variety of services and resources available in the community and explains the Appeals and Grievance process when someone is not satisfied with their services. People in the community may contact Customer Services for information about OCHN services and OCHN publications. Customer Services had over 6,000 contacts in FY21.

**Method of Contacts:** This chart shows the method used to contact Customer Services. This data reflects only the contacts that are entered into ODIN [OCHN electronic health record] that require action by Customer Services are entered.

**Category of Contacts [Issues/Concerns Identified]:** Only contacts made with persons served are entered into ODIN. This data track themes and trends regarding one of these 10 Categories.
In FY21, the Facilities Department demonstrated an unwavering commitment to providing an environment that is safe, secure, and clean. The Team’s proactive approach to building maintenance and customer service ensure that people receiving services, staff, providers, and other guests have a positive experience while visiting one of OCHN’s facilities. OCHN takes pride in partnering and providing multiple resources to tenants at both locations, as they serve the community often in crisis.

**OCHN’s corporate headquarters** is located at 5505 Corporate Dr. in Troy. During the Covid-19 pandemic, the location has also been known as “PPE Central” among the provider networks. Through the tireless efforts of the Facilities and Communications Teams, among others, OCHN utilized grant funds to purchase and distribute Personal Protective Equipment (PPE) throughout the pandemic.¹

![“PPE Central” – OCHN Corporate Headquarters](image)

The Resource and Crisis Center (RCC) is located at 1200 N. Telegraph Rd. in Pontiac. At this location, Common Ground provides trauma-informed, recovery-focused, face-to-face assessment, crisis intervention, and stabilization services to individuals, including children, 24 hours a day, seven days a week. This is also the site for the future children’s crisis unit, which will provide an alternative to hospital emergency department services. For general information, please call 1-248-451-2600.

![Resource and Crisis Center (RCC)](image)

¹ Please refer to the “Covid-19” section of this report for detailed information about the distribution of PPE.
In FY21, the Finance Department demonstrated an impact on persons served by continuing to align funding with better outcomes in service delivery and a continual focus on efficiency and accuracy in cost reporting to the Michigan Department of Health and Human Services (MDHHS). This assures that OCHN is funded appropriately to serve the individuals needing OCHN services.
The Human Resources (HR) Team plays an instrumental role in the success of OCHN’s goals to ensure awareness of OCHN services, to promote community inclusion, and to support the retention of behavioral healthcare staff.

**Awareness of OCHN Services**: In partnership with the Information Technology and Communications teams, the HR Team promotes OCHN’s commitment to the community and OCHN employees’ shared values.

**Diversity, Equity, and Inclusion**: One of the key core values is a commitment to Diversity, Equity, and Inclusion (DEI) efforts for persons served and throughout OCHN and the provider network. Working in partnership with the Training Department, the HR Team participates in the DEI workgroup and plays a key role in managing the staffing data and policy direction for OCHN management and staff. The DEI workplan goals include non-discrimination, anti-bias in hiring, and enhanced outreach to diverse communities.

*The HR Team surveyed staff for the Great Places to Work survey as part of the DEI goals. One result was that 90% of staff agreed that OCHN is a great place to work.*

**Recruitment and Retention**: Health and behavioral health organizations, including hospitals, have been experiencing worker shortages across the State for some time. While the workforce challenges existed prior to the Covid-19 pandemic, the pandemic has only exacerbated these challenges. As part of OCHN’s planning and ongoing response to these challenges, the HR Team continues to implement improvements to impact employee retention rates and to actively recruit new hires for vacant positions. For example, the HR team adopted a new applicant tracking system for improved efficiency and convened a workgroup to develop recommendations for improving employee work/life balance.
Information Technology FY21 goals from the Infrastructure / Help desk side of the house allow staff to complete the mission and goals of the organization by having equipment to allow remote work from any location while having the highest collaboration capabilities for video, phone, and data communications.

The Information Technology Department continued to positively impact persons served by ensuring data and systems were in place that allowed data driven decisions to be made and systems to be accessible to collect the required data. The IT Team manages and reports data from all over the provider network and develops data analytics dashboards for tracking and monitoring purposes. These systems also allowed for sharing of data between systems, which continued to enhance coordinated care across our network. The IT team also manages the help desk to support OCHN’s electronic healthcare record. This system is utilized for OCHN administrative functions and for use by our provider network.

Within OCHN, the Infrastructure / Help Desk Team allowed staff to complete the mission and goals of the organization by having equipment to allow remote work from any location while having the highest collaboration capabilities for video, phone, and data communications.
OCHN’s Integrated Healthcare initiative is the result of several smaller initiatives that blend together to coordinate all healthcare needs and services of the individuals served by OCHN. This is accomplished using data analysis to determine the most common chronic healthcare conditions experienced by individuals in the public system, ensure that each individual has access to and sees a primary healthcare provider, and by identifying and problem solving any barriers that are experienced. In addition, software is used to provide real time notifications of medical hospitalizations to providers and formal agreements with the Medicaid Health Plans assure that individuals receive all their entitlements while reducing duplicative services.

- **Care Coordination with Medicaid Health Plans**: To address the number of hospital and Emergency Department (ED) visits in FY21, OCHN developed 56 new shared care plans with the eight (8) Medicaid Health Plans in Oakland County.

- **Complex Case Management**: In FY21, OCHN continued to implement and enhance Complex Case Management and use established HEDIS\(^5\) measures to ensure people have access to preventative and ongoing healthcare.

- **Diabetes Screening**: OCHN’s Nurse Case Managers send letters to individuals prompting them to receive a Diabetes screening. As follow up, the nurses place phone calls to the same individuals. As a result of the letter or phone calls, many clients schedule and complete the screening.

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5 Healthcare Effectiveness Data and Information Set (HEDIS)

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**Veteran’s Services**

Since 2018, OCHN has retained a Veterans Navigator position to support Oakland County veterans and their families, regardless of discharge status. This includes veterans who do not meet service eligibility due to time-in-service and veterans who are not eligible for Veterans Administration (VA) services. The Veterans navigator can also assist veterans who do not wish to seek traditional support paths.

In FY21, 165 Veterans received referrals and pursued services, such as housing, financial, and mental health supports through OCHN’s network.

The Veteran Navigator assists Oakland County veterans and their family members by helping them navigate state, federal, and community resources such as mental health, substance use, disabilities, support groups, housing, employment, transportation, and various other resources.

More information is available by phone at 248-464-6363 or via email at mcdonaldc@oaklandchn.org.
**Behavioral Health Homes**: OCHN launched the Behavioral Health Home (BHH) model on 10/1/2020. By the close of the fiscal year, OCHN had 7 partners in the model and led the state in enrollment with a total of 728 individuals of all ages.
**Peer Navigator:** OCHN hired a full-time, dedicated Peer Navigator to support people with complex service needs. Peer public mental health services are delivered by individuals with an intellectual/developmental disability and/or in recovery from a mental illness or substance use disorder. Their life experiences provide expertise that professional training alone cannot replicate. Individuals who receive peer-based services benefit greatly from the role model and partnership of a peer, as they strive to achieve personal goals, including increased community participation, independence, and productivity. In FY21, the Peer Navigator made 665 outreach calls regarding the diabetes screening made 125 calls assisting individuals in complex case management to coordinate healthcare appointments, among other assistance.

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**OCHN’s nursing staff provide focused, integrated healthcare coordination for individuals with exceptional needs, efforts which have resulted in a 71% reduction in hospital days and a 32% reduction in emergency department visits for individuals who had had 5 or more ED visits in the previous year.**

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**Honor Community Health:** Honor Community Health is a nonprofit, 501(c)(3) community health center established by OCHN in 2012. The Federally Qualified Healthcare Center (FQHC) offers complete, coordinated, high quality primary, mental and dental health care throughout Oakland County. Since 2019, OCHN has funded a full-time Healthcare Coordinator who is embedded in the Honor Community Health clinics to support uninsured and underinsured individuals who cannot be served by the public system. The Healthcare Coordinator coordinated services for 373 individuals in FY21, for a total of 938 encounters. Services are open to all, regardless of insurance or residence. Additionally, OCHN recently finalized a contract with Honor Community Health to provide psychiatric services for individuals who are exiting the OCHN public system or who may not be found eligible for services.
Self-Determination is a philosophy that embodies a set of principles and values that people with Intellectual or Developmental Disabilities (I/DD) should have the freedom and support to decide how they live and participate in the community, and to control their resources. The goal of self-determination is to empower individuals to be in control of their own services and staffing which aligns with OCHN’s philosophy of believing that people should have choice and control in how services are provided and in making decisions.

Self-determination is an alternative way for an individual to direct their authorized Medicaid Covered Services to allow for more flexibility and control over services and providers. OCHN facilitates opportunities for outreach, training, and support regarding self-determination for all populations. In FY21, more than 2,600 individuals served had self-determination plans in place through OCHN.

Individual Placement & Supported Employment:
Individual Placement and Supported Employment (IPS) is an evidenced-based model for adults who have been diagnosed with a serious mental illness find work. IPS Supported Employment distinguishes itself from standard supported employment by using specific fidelity measures to achieve high employment outcomes. This model helps people gain employment in community-based, integrated employment settings that pay minimum wage or above. The number of individuals taking part in the model by month in FY21 is displayed in the graph below.

Peer Mentor/Peer Supports: Peer public mental health services are delivered by individuals with an intellectual/developmental disability and/or in recovery from a mental illness or substance use disorder. Their life experiences provide expertise that professional training alone cannot replicate. Individuals who receive peer-based services benefit greatly from the role model and partnership of a peer, as they strive to achieve personal goals, including increased community participation, independence, and productivity. In FY21, an average of 773 people per month received peer support services through OCHN.
**Habilitation Supports Waiver:** For people with disabilities, there are often barriers and challenges to obtain the goal of home ownership or long-term, safe housing. Public mental health housing services assist them in achieving their aspirations of independent living. The HSW is available to qualifying individuals with I/DD and offers some service enhancements to Medicaid Covered Services. OCHN has 845 slots available to participate in the waiver.

![Image of a green house keychain with a heart on it on weathered wood background.](image)

**Freedom Road Transportation:** OCHN helped establish Freedom Road Transportation (FRT) to fill the public transportation gap for the underserved; giving individuals the freedom to avoid social isolation, attain employment, access medical services, shopping and other activities. FRT supplies resource information about available transportation, identifies people who are homebound or living in isolation; and provide monetary incentives for volunteer drivers to assist eligible persons in receiving needed transportation when they do not have any other form of transportation available or are unable to use other forms of transportation.

![Image of a map with red markers on a modern cityscape background.](image)
In FY21, the Justice Initiatives Team demonstrated an impact on people served by advancing diversion and training efforts in Oakland County that focused on the well-being and recovery of individuals. By continuing to strengthen OCHN’s relationships with justice partners throughout the County, OCHN has been able to advocate for people served, while removing barriers and providing access to treatment from early interaction with law enforcement to the re-entry phase.

**Criminal Justice Services:** Valuable public mental health services ensure that jails do not replace institutions of the past as an acceptable option for non-violent offenders with a mental illness. Through a comprehensive, strategic portfolio of programming, the Justice Team facilitates an average of **600 jail diversions a year**. When alternatives to incarceration are made available to people, repeat experiences in the criminal justice system are avoided and paths to recovery are created, aligning with many State and Federal initiatives. The cost of these important community-based services is significantly less than funding required for individuals sentenced to local jails.

**Pre-Booking Jail Diversion:** Pre-Booking Jail Diversion services offer persons diagnosed with a developmental disability, mental illness, or substance use disorder (SUD) the opportunity to receive treatment within the community instead of being charged with a criminal offense for a non-violent misdemeanor. Jail Diversion is accomplished through a comprehensive, county-wide partnership between law enforcement, the public mental health system, advocates, and other stakeholders. For FY21, a total of 568 diversions/Common Ground drop-offs were initiated.

**Adult Treatment Court:** OCHN is an engaged and active member of the Oakland County 6th Circuit Adult Treatment Court and the Waterford 51st District Sobriety Court. OCHN embedded a clinical liaison at the Circuit Court, and OCHN provides Access Screenings to program participants to determine if higher level of care substance use services is needed. In FY21, the Adult Treatment Court had a total of 139 open cases/participants, with 29 individuals graduating.

**Behavioral Health System / Michigan Department of Corrections (MDOC):** Effective April 1, 2020, OCHN assumed responsibility for SUD services to individuals on probation or parole, which were previously provided by MDOC. OCHN created a web-based referral system that allows agents to submit referrals for SUD Access Screenings / Higher Level of Care requests. A Liaison provides direct assistance to MDOC Agents and individuals served throughout the referral process, while removing barriers to treatment and monitoring compliance to MDOC requirements. In FY21, a total of 438 referrals were received with 149 individuals requesting Higher Level of Care services and 290 individuals requesting outpatient services.

**R.E.A.C.H.**

Rapid Engagement and Access to Community Health

In 2016, OCHN hired a R.E.A.C.H. Coordinator to be stationed at the Oakland County Jail. This position allows for individuals to be screened for mental health services and provide supportive care coordination to individuals with a potential Alcohol Use Disorder prior to their discharge from jail. The R.E.A.C.H. Coordinator remains connected until first appointment with a provider and assists with removing potential barriers, such as transportation, unstable housing/homelessness.

In FY21, a total of 77 individuals were referred to the R.E.A.C.H Coordinator. An additional 165 individuals were referred, who reported concerns related to their Alcohol Use Disorder. A total of 69 individuals participated in an initial meeting to explore their need for services, while on average 62% of individuals agreed to on-going support meetings until their release.

For FY21, the Criminal Justice Resource Coordinator received 242 requests for discharge planning and an additional 477 prescription requests to prepare for jail discharge.
Jail Program Services: OCHN and the Oakland County Jail have partnered to provide crucial mental health services for individuals, who are incarcerated. Early screening and identification, referral for psychiatric review and medication, Care Coordination and Re-Entry planning are services provided by an embedded multi-disciplinary team.

Crisis Intervention Team (CIT) Training: CIT is an internationally recognized, community program that establishes a partnership between law enforcement and mental health professionals. It is strategically designed to promote positive outcomes during crisis situations that require police assistance. Officers receive 40 hours of comprehensive mental health training, which includes information about mental illness and developmental disabilities, opportunities to speak with advocates, individuals with mental illness and their families, and participation in role-playing scenarios. In FY21, OCHN trained 24 police officers from six different law enforcement agencies in the model. ⁶

Juvenile Justice Initiatives Include (not limited to):

Early Identification of Mental Health Needs: OCHN was awarded a grant through the Michigan Department of Health and Human Services that has allowed for a Mental Health and Juvenile Justice Coordinator to assist with early identification of mental health needs in at-risk youth. This position works directly with youth and families by administering age-appropriate screening tools and connects the individual with resources based on the results. The liaison also provides follow-up services to ensure that the individual was able to connect with the referrals. In FY21, a total of 165 referrals were received, while 87 families completed the early identification screening tool and were connected to services and resources in the community.

Juvenile Justice Coordination: In 2016, OCHN partnered with the Oakland County Circuit Court – Family Division and embedded a Juvenile Justice Coordinator at the court. This Community Liaison provides eligibility screenings, crisis intervention services, case consultation, and system navigation to the youths, families, and community partners, which include Court Case Workers/Probation Officers, Referees and Judges, Youth Assistance and Children’s Village Re-Entry Team. In addition, the Community Liaison participates in committees to support diversion efforts for youth with mental health needs. In FY21, a total of 173 referrals were received, with 97 children requiring an Access Screening. The remaining 76 children received assistance in being reconnected to a previous OCHN provider, system navigation, case consultation, or connection to other community-based services.

⁶ This Photo by Unknown Author is licensed under CC BY
As Covid-19 placed extraordinary pressure on OCHN’s provider network, the Legal Team worked diligently to monitor contracts while prioritizing the outcomes and services for individuals served. In FY21, the Legal Team was responsible for issuing and implementing approximately 200 contracts across the OCHN provider network. The Team also developed a bid schedule for the value-based services within the network. As the COVID-19 pandemic continued impacting operations globally, the legal department realigned its priorities with a keen focus on ensuring network stability while maximizing administrative resources, which included a focus on adopting technologically focused solutions and reprioritizing established goals to accommodate the needs of the network. During FY21, the Legal and Procurement department completed 16 RFPs, which includes five (5) direct service bids and 11 administrative RFPs. In order to minimize the burden on the provider network and internal staff, as the pandemic pushed other priorities into the foreground, the Legal Team paused to determine the best approach for bidding certain value-based services and for implementing a document management system.

Well-defined procurement policies, procedures, and protocols along with attention to risk mitigation through contractual arrangements within the organization led to greater efficiency, higher quality services and increased cost saving, allowing those resources to be redirected to the people we serve.
The Quality Department ensures that services provided are consistent with Medicaid and accrediting body entities quality of care standards, establishes standard to ensure that only competent and qualified staff are providing services to individuals, and ensures that services promote individual independence, empowerment, and community integration in alignment with Home Community Based Services (HCBS) requirements.

OCHN has earned the National Committee for Quality Assurance (NCQA) Managed Behavioral Healthcare Organizations accreditation. The NCQA accreditation is the nationwide gold standard for both healthcare and behavioral health service organizations. The Quality Team leads OCHN’s efforts to meet the NCQA population health management requirements and outcomes for persons served.

OCHN is currently in Medicaid HEDIS** 90th percentile for Follow-up care for children prescribed ADHD medication, surpassing Medicaid HMOs by 30%

“Follow-up after a hospital visit within 7 days” exceeded HMOs by more than 30%***

In FY21, the Quality Team ensured compliance and implemented feedback from the recent NCQA site review. The team continued to maintain, update, and develop procedures, policies, and protocols to address all applicable NCQA UM Standards.

**Healthcare Effectiveness Data and Information Set (HEDIS)
***OCHN’s 2020 rate compared to 2019 commercial and Medicaid HMO averages.
Community Living Supports (CLS): Community Living Support (CLS) hours assist individuals in learning how to become as independent as possible with activities of daily living. The more independent a person becomes at a young age, the fewer resources they will use throughout the rest of their life. In FY21, OCHN’s Provider Network Team worked to develop a process to determine eligibility for a higher-level of care for individuals receiving CLS and Specialized Residential Services (SRS).

In FY21, 1,212 individuals received specialized residential services from a licensed facility

Respite: Mental health respite services provide intermittent relief for family caregivers from meeting the daily, needs of their loved one. Respite is a valuable resource that enables dedicated family caregivers to maintain their own health and prevent weariness that may lead to home placement requests at a much greater emotional or financial expense. In FY21, 996 people received respite care.
In compliance with the Michigan Mental Health Code, the Office of Recipient Rights (ORR) advocates for people who receive mental health services and for applicants, by offering recipient rights protection. The ORR meets these requirements through prevention, such as training and monitoring and through complaint resolution. This process may include issues of abuse and neglect, confidentiality, dignity and respect, person centered planning, or other rights violations. The Office of Recipient Rights had 860 rights complaints in FY21.

**Supported Decision Making:** Through the leadership of the Supported Decision-Making Workgroup, OCHN offered a 10-month training series in 2021 to bring more awareness of Supported Decision Making as an option for an individual’s care plan. Attendees include professional staff, school personnel, persons served, family members, provider staff, and others. It is OCHN’s policy to make sure that people are made aware of supported decision-making options, including informal assistance from family, friends, and others, as a preferred alternative to guardianship.

**Supported Decision Making Training Topics Included:**
- Why Supported Decision Making?
- Tools to Support Financial Decision Making
- Wills, Trusts, & Able Accounts – What Are They and How to Use Them

**Due Process** is the right of every person seeking/receiving mental health, intellectual/developmental disability, or substance use services from OCHN and its service providers. These rights come from Federal and State law. All people receiving services have the right to a fair and efficient process for resolving complaints regarding their services and supports. Due process makes persons served aware of and provided with local and state appeal rights, second opinion rights, support waiver appeals, and all other due process protections. Included in those due process protections is the right to appeal options for actions including denial, reduction, suspension, or termination of services. For more information, please contact the Customer Service Department at 1-800-341-2003.
Substance Use Disorders (SUD) affect many aspects in life, including employment, income, education, health, and overall quality of life. OCHN’s strategic approach to address this problem is to continue to increase the use of recovery support services and assist individuals with their follow through to the next level of care. To address the prevalence in alcohol and opiate specific admissions in the Oakland County community, OCHN is expanding upon and monitoring its existing services to address alcohol, opiate, and stimulant addiction. This will provide an increased opportunity for sustained recovery and an improvement in quality of life.

Additionally, the social determinants of health that allow a person to live a happy and healthy life, are necessary to a person’s recovery and to decrease the public health issues that result. Examples of the resources needed to ensure a healthy life of recovery include access to:

- Jobs that pay a living wage
- Adequate health care
- Education
- Healthy foods
- A healthy social community

Recovery, Information, Support, and Education (RISE) Center: The RISE Center provides adjunct services needed to further promote recovery and is centralized in one location; making services more accessible. The center, which is open to the entire community, provides services that aid people with sustaining recovery and offering early intervention for those at risk of relapse. Assistance available at RISE includes connecting people to resources for: dental, education, employment, housing, legal support, mental health services, and transportation. Services are provided by a credentialed case manager and certified recovery coach. In FY21, 2,567 people received services through the RISE Center.

Safety Net: OCHN serves as the public safety net for individuals who live in Oakland County who are in need substance use services. Individuals who have private insurance cannot afford the high copays, deductibles or SUD services are not a covered benefit under their third-party insurance. OCHN routinely assists in covering the costs for services for those who are deemed underinsured and without this financial assistance, individuals needing services would not have access to affordable care. OCHN served as the safety net for an average of 214 underinsured Oakland County residents every year since 2019 who needed treatment for substance use disorders. OCHN supplemented or covered the costs of their treatment.

Partnerships with Law Enforcement

Law Enforcement Responds with Naloxone (LERN): OCHN initiated the LERN Program in 2015 to provide Narcan / Naloxone to local law enforcement for the reversal of an opioid overdose and to save lives. More than 4,000 Naloxone kits were provided to local police departments, and well over 1,000 lives have been saved with the implementation of the OCHN LERN program.

Medication Assisted Treatment

Community Value: OCHN and the Oakland County Jail have partnered to provide a Medication Assisted Treatment (MAT) program to address the high rate of overdose upon release from incarceration. Recognizing that medication is an adjunct to treatment to aid in a person’s recovery while incarcerated, MAT combines individualized treatment planning, recovery coaches, and therapeutic services to address a person’s opiate use disorder. In FY21, 62 individuals were approved for the program.
Sober Support Unit: The Sober Support Unit (SSU) assists with immediate substance use needs of the community to enhance jail diversion efforts and reduce non-emergency visits to the hospital. This is the first step toward treatment for individuals who come to the unit and are willing to participate in a mental health/substance use assessment. The goal of the sobering and monitoring program is to provide a supportive environment for people experiencing side effects of drug and alcohol use. The program will accommodate ten individuals at any given time, twenty-four hours a day, seven days a week. The Sober Support Unit (SSU) is available 24/7 for those in crisis. In FY21, the SSU serviced 2,037 people, connecting 99% of these individuals to a higher level of care services and treatment.

SBIRT Services: Honor Community Health has an OCHN Health Educator who administers the Screening Brief Intervention and Referral to Treatment (SBIRT) program. The intent of the program is to identify individuals with alcohol and/or substance use through a screening process, and follow positive screens with further assessment, education, and/or referral to appropriate level of care. This process occurs as part of routine medical practice. A positive screen can result in brief intervention (such as education), brief treatment, or a referral to OCHN for substance use treatment. In FY21, 592 individuals participated in the program.

Other Resources:

Alliance of Coalitions for Healthy Communities (ACHC): The Alliance is the umbrella organization funded by OCHN to ensure sustainability and to build capacity of the 21 existing community prevention coalitions. The coalition's presently serve fifty-five + local communities in Oakland County. The goal of the ACHC is to assist in establishing a coalition presence in every community in Oakland County, bringing sectors together to address local as well as region-wide problems that result from substance use. The Alliance also provides community Narcan trainings and distribution of naloxone, as well as several recovery support groups for people and/or families impacted by substance use disorders.

Do Your Part: Be the Solution: OCHN The Alliance of Coalitions for Healthy Communities collaborates to promote and create awareness for the State’s Do Your Part: Be the Solution initiative to prevent the misuse of prescription drugs and alcohol. The awareness campaign includes the use of billboards, bus ads, social media engagement, and community education presentations throughout Oakland County.

myStrength: myStrength is a unique online emotional wellness program. Like a virtual gym for the mind, myStrength provides personalized online and mobile resources proven to promote ongoing emotional well-being. myStrength’s safe and secure platform delivers stress management tools, inspirational videos, articles, and quotes, as well as step-by-step eLearning modules to help individuals feel better and stay better. This resource has been made available by OCHN to all Oakland County residents.

7 This Photo by Unknown Author is licensed under CC BY-SA-NC
Training

The OCHN Training Department oversees all training and education for the provider network including staff and individuals served. The Training Team assesses, evaluates, and monitors all training curriculums to ensure outcomes are met. The Team directly impacts the individuals that OCHN serves by ensuring a qualified and trained workforce, at all levels, that is equipped to provide equitable, person-centered treatment and care. This is accomplished by offering quality, cost-effective training and education designed to increase individual, provider, and network productivity and enrichment.

The training team creates partnerships in the community to meet local needs. In FY21, OCHN offered 219 pieces of training, which served 6,071 attendees, including (but not limited to) the following:

- 73 New Hire Recipient Rights training sessions for more than 3,400 new agency staff across the provider network
- 50 trainings for 450 persons served & peers
- Direct support professional training to more than 9,000 workers
- 2 Person/Family Centered Planning trainings for 30 people
- 18 webinars for Supported Decision-Making series for 492 people

94% of people who attended OCHN trainings agreed or strongly agreed that the objectives of the trainings were met

Alzheimer’s Association Partnership

In FY21, OCHN also partnered with the Alzheimer’s Association for a 3-part webinar series focusing on individuals with intellectual or developmental disabilities and Dementia, which 84 people attended.

Diversity, Equity, and Inclusion

OCHN is committed to promoting an environment that values development, diversity, and growth opportunities for all.

- 12 DEI trainings for 535 individuals
- 2 pilot trainings on implicit bias in healthcare for 78 people

Specialized Residential Trainings for Individuals Receiving Services

This interactive training aims to educate individuals receiving services on what dignity and respect means and why they should always be treated with dignity and respect. Trainers share personal stories and engage participants with activities. This training also covers the steps one should take if they are not being treated with dignity and respect. Target Audience: Individuals receiving services that reside in residential settings and individuals served who participate in day programs.
Utilization Management

Utilization Management (UM) is a process that promotes cost-effective services in the most appropriate treatment setting, consistent with medical necessity criteria. All services provided through the public mental health system must be approved through OCHN’s UM process.

One aspect of UM includes the use of guidelines that make sure individuals have the right type and scope of services and supports for the right length of time to achieve their goals. OCHN’s UM plan is designed to measure how well services provided are working to support people’s choices, goals, and recovery.

**Individualized Plan of Service:** UM starts with an Individualized Plan of Service (IPOS). It is a road map that leads to individuals to the life they want. Each IPOS determines a set of strategies to help people achieve their goals. These strategies can also include community supports. Individuals served have the right to include any friends, family, or other people who are important in developing and working on a plan. Persons served are given chances to make choices and share feelings about the services they are receiving and the progress they are making toward their goals. The IPOS focuses on all areas of life:

- Daily activities
- Social or family relationships
- Money matters, work, or school
- Legal, safety, or health matters
- Other issues that are important to the individual served

OCHN’s UM process gives every person receiving services, and those closest to them, the power to make decisions about the best ways to support their quality of life.

- Educates individuals and families about the decision-making process
- Protects equal access to all public mental health services
- Ensures all medically necessary services are available when needed
- Promotes service flexibility
- Provides quicker service authorization
  - Decreases barriers to services
- Assures informed and consistent decision making
- Verifies services and supports are based on individual need
Access
248-464-6363

Crisis Helpline
800-231-1127

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