

ST. CLAIR COUNTY COMMUNITY MENTAL HEALTH AUTHORITY

STRATEGIC PLAN FY2026 | First Quarter Status Report

Strategic Priority 1: ORGANIZATIONAL EFFICIENCY		
Improve agency workflow processes to increase our capacity to meet the service needs of all citizens in our community.		
GOAL 1.1	RESPONSIBLE PARTIES	OBJECTIVES
Identify strategies to increase direct-service and administrative resources.	Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director	SCCCMHA will improve strategies to increase billable time as evidenced by a 5% increase in the number of staff members meeting the current productivity standards per quarter by 09/30/2026. SCCCMHA will ensure a quality service delivery system with a competitive provider network that meets the choices and needs of individuals served. This will include identifying administrative efficiencies, reducing rate variances, and assuring equitable and quality provision of services while fulfilling the MDHHS/PIHP contract requirements by 09/30/2026.
Goal 1.1 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	Compared to the same quarter in FY 2025, there was a 16% increase in the number of staff members who met or exceeded the standard productivity requirements for their program/position. SCCCMHA worked diligently to broaden the inpatient hospital provider network, establishing and/or re-establishing multiple contracts with inpatient providers throughout the state resulting in reduced administrative burden and consistent rate-setting for FY 2026.	
GOAL 1.2	RESPONSIBLE PARTIES	OBJECTIVES
Operate an Access Center.	Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director	SCCCMHA will ensure its Access Center is operational by 10/01/2025 to support individuals requesting Certified Community Behavioral Health Clinic (CCBHC) core services and specialty services, and evaluate the Center's effectiveness on a quarterly basis through 09/30/2026.

Goal 1.2 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	SCCCMHA operated an Access Center as of 10/01/2025, supporting individuals requesting CCBHC and specialty services. This led to decreased wait times to complete screenings. In addition, Healthcare Navigators addressed insurance/financial barriers in real time, supporting a streamlined intake process. The Access Center in collaboration with the Mobile Crisis Unit completed same-day intakes for individuals in crisis and others as appropriate. If individuals declined or did not qualify for SCCCMHA services, Healthcare Navigators linked them with providers of their choice and/or provided information about other resources in the community.	
GOAL 1.3	RESPONSIBLE PARTIES	OBJECTIVES
Review more efficient and effective ways to use technology.	Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director	SCCCMHA will: A.) Implement multiple updates to its electronic medical record (EMR) that will assist with meeting MDHHS auditing requirements and streamline workflows. These updates will include revisions to the IPOS, BPS, e-prescribing, scanning, billing, and data reporting. B.) Implement a phone system upgrade. This upgrade will replace our current solution that no longer has software support from the manufacturer. The phone system upgrade will provide added functionality to include the ability to receive deskphone calls on several agency devices (laptops, Smart phones, and traditional handsets), updated e911 technology, and simplified administration for the IT staff. C.) Replace the current room reservation software. This will ensure a solution that provides seamless integration with Microsoft Teams and Microsoft Outlook. The room reservation software replacement will enhance the user experience, clarify reservations, provide integrated building mapping so staff can easily locate the rooms they have booked, and provide easier IT Administration. D.) Review ways to educate staff on the benefits of Microsoft Copilot. This artificial intelligence software will provide efficiencies for staff as it relates to Microsoft Office tools.
Goal 1.3 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	The IT Team initiated work for a phone system upgrade by refining the approach and requesting quotes from three (3) vendors. Vendor quotes are expected in Q2 and will be reviewed to ensure an “apples-to-apples” comparison prior to Leadership Team and Board consideration. The phone system upgrade is scheduled for implementation in Q3. The IT Team completed the implementation of Skedda, the new room reservation system. SCCCMH team members report improved ease of use over the prior system (Resource Scheduler) with the ability to locate and reserve rooms through Microsoft Teams, a web interface, or Outlook. The system also supports seamless booking of Teams-enabled conference room televisions. The IT Team evaluated the security and HIPAA considerations related to potential agency-wide use of Microsoft Copilot. Pending final review, rollout is anticipated in Q3.	
GOAL 1.4	RESPONSIBLE PARTIES	OBJECTIVES
Establish department-specific goals that support the strategic plan.	All Supervisors	All SCCCMHA supervisors will develop a minimum of one (1) program-specific goal for their department for FY2026 that aligns with the Agency’s Strategic Plan by 12/31/2025. All SCCCMHA supervisors will report progress towards achieving their team’s goal(s) on a quarterly basis through 09/30/2026.
Goal 1.4 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	All SCCCMHA supervisors developed department-specific goals in support of the FY 2026 SCCCMHA Strategic Plan. In addition, goal progress for Q1 was tracked by all supervisors.	

Strategic Priority 2: EDUCATION

Strengthen Collaborative Opportunities and Engagement with Community Partners and Key Stakeholders

GOAL 2.1	RESPONSIBLE PARTIES	OBJECTIVES
<p>Increase community education regarding access to the SCCCMHA service array through outreach, training, coordination, and support.</p> <ul style="list-style-type: none"> - Court System - Department of Health and Human Services - Faith-Based Community - General Community - Law Enforcement - Legislators - Local School Districts and RESA - Marginalized/Minority Groups - Primary Care Physicians - St. Clair County Health Department and Community Health Improvement Plan (CHIP) 	<p>Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director Karen Zultak, Community Relations & Training Supervisor</p>	<p>SCCCMHA will strengthen partnerships with key stakeholders as evidenced by participation in various community meetings, participation in the collective impact group, and through the expansion of knowledge about SCCCMHA services to partner organizations as evidenced by 32 connections/encounters by 09/30/2026.</p> <p>SCCCMHA will increase outreach, training, coordination, and support with key community partners (court systems, DHHS, faith-based groups, health department, law enforcement, legislators, schools, general community, marginalized/minority groups, and primary care physicians) by:</p> <ol style="list-style-type: none"> (1) Hosting a minimum of two (2) community-wide events annually. (2) Providing a minimum of four (4) Mental Health First Aid trainings annually, open to partner organizations and general community members. (3) Providing SCCCMHA brochures/information to a minimum of 32 partner organizations annually, to be posted for their customers/guests. (4) Increasing the number of fully executed Memorandums of Understanding with key partner organizations by 10% annually. (5) Increasing the number of social media views and engagements by 10% annually. During Fiscal Year 2025, SCCCMH social media posts received 1.2 million views and 22,400 engagements. SCCCMH will share and promote articles from <i>The Keel</i> that reference our agency on our social media pages to support increased views and engagement across all platforms. (6) Publishing a community newsletter to communicate SCCCMHA information with key partners a minimum of once per month. (7) Attending a minimum of four (4) advocacy/legislative events and/or hosting meetings with legislators to discuss important policy issues related to mental health. (8) Increasing community awareness regarding how to access services and the services provided by SCCCMHA via participation in a minimum of 12 events by 09/30/2026.

<p>Goal 2.1 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025</p>	<p>SCCCMHA strengthened partnerships through participation in key stakeholder meetings, including with Judge Tomlinson, DHHS, and the Office of the Public Guardian, coordination with U.S. Senator Peters' office, the Collective Impact Group, Building Community Partners meetings (children's clinician attended October–December), and Port Huron Police Department platoon meetings held October–December. Outreach to primary care physicians and promotion of SCCCMA services and the MC3 program continued, with 14 outreach contacts completed during the quarter toward the goal of 30 outreach contacts and eight (8) MC3 enrollment meetings for the fiscal year.</p> <p>In addition, SCCCMA:</p> <ul style="list-style-type: none"> (1) Hosted two (2) community-wide events by providing Pop-Up Mobile Food Pantries in Marine City and Capac. (2) Facilitated five (5) Mental Health First Aid trainings. (3) Distributed SCCCMA brochures and informational materials to 11 partner organizations, including all four (4) Council on Aging locations, Woodlands Developmental Center, St. Clair County Library System, SC4 Nursing Program, RESA Transitions Group (October–December), Marine City Chamber of Commerce, Kind Human for Human Kind, and the Blue Water YMCA. (5) Received 363,982 views on Facebook and 4,477 views on Instagram, and recorded 4,900 interactions on Facebook and 112 interactions on Instagram this quarter. (6) Published the SCCCMA community newsletter monthly in October, November, and December. (7) Continued engagement with legislators and key stakeholders regarding the PIHP RFP and its potential impacts to the community mental health system. (8) Participated in 17 outreach events during the quarter, increasing community awareness about access to services and mental health education. Events reached diverse populations, including youth, low-income families, faith-based organizations, seniors and caregivers, college students, individuals experiencing social determinants of health, marginalized community members, and the general public, through health fairs, prevention events, community days, holiday events, and IMPACT Days across St. Clair County. 	
<p>GOAL 2.2</p>	<p>RESPONSIBLE PARTIES</p>	<p>OBJECTIVES</p>
<p>Reduce the stigma associated with mental health and SUD services for underserved populations.</p>	<p>Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director Karen Zultak, Community Relations & Training Supervisor</p>	<p>SCCCMHA will reduce the stigma associated with mental health and SUD services for underserved populations by:</p> <ul style="list-style-type: none"> (1) Communicating anti-stigma messages at least twice per month on social media, online publications, radio, billboards, and/or online television interviews. (2) Hosting a Recovery Summit, open to the community, to provide education and information about substance use disorders, increasing participation by 10% from the previous year's attendance. The September 2025 Recovery Summit included 349 unique participants participating in 1,944 total sessions. (3) Conducting a Creative Arts contest for elementary, middle, and high school students to provide education and information about mental health and/or substance use disorders, increasing participation by 15% from the previous year's participation.

Goal 2.2 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	<p>SCCCMHA communicated anti-stigma messages consistently across multiple platforms this quarter through:</p> <p>(1) Social media posts were published on average 5-8 times weekly on Facebook and Instagram accounts. Radio outreach included monthly “Mental Health Minute” segments on WGRT and Radio First in October (Bullying Prevention Month with Debra Johnson and TAG members), November (Gratitude and World Kindness Day), and December (mental health during the holidays). Billboard messaging included promotion of the new Access Number in October and November, Veterans Services messaging in November, and a holiday message in December. Online television outreach included multiple interviews on <i>In Focus</i> with Paul Dingeman and EBW-TV throughout October, November, and December. Topics included the new Access Number, behavioral health urgent care, advocacy initiatives, integrated health, gratitude, navigating holiday stress, TAG, Creative Arts, recovery-focused language, and maintaining mental health through the winter. Print news coverage included two articles in <i>The Keel</i> in October and November, focused on mental health equity and mental health myths versus facts.</p> <p>(2) Planning and promotion for the 2026 Recovery Summit took place this quarter as part of ongoing stigma-reduction and substance use disorder education.</p> <p>(3) The 2026 Creative Arts Contest for elementary, middle, and high school students was launched and shared with the community through various outreach methods to promote education and awareness related to mental health and substance use disorders.</p>
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Strategic Priority 3: WORKFORCE
Develop effective strategies that support recruitment, retention, and succession planning

GOAL 3.1	RESPONSIBLE PARTIES	OBJECTIVES
Foster relationships with school districts and colleges/universities to recruit new talent.	Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director	SCCCMHA will develop relationships with school districts, colleges, and universities by attending six (6) resource fairs/job fairs hosted by St. Clair County school districts and colleges/universities in the State of Michigan to recruit new talent to the organization by 09/30/2026.
Goal 3.1 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	The Human Resources Team continued its outreach and relationship-building efforts with school districts, colleges, and universities to support recruitment objectives. Planning and coordination for upcoming resource and job fairs resulted in our registration for three (3) career/job fairs in Q2. With these confirmed registrations, SCCCMHA remains on track to attend six (6) resource/job fairs by the end of the fiscal year.	

GOAL 3.2	RESPONSIBLE PARTIES	OBJECTIVES
Offer competitive wages, benefits, information, and opportunities for professional development to retain top talent.	Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director	SCCCMH will create a comprehensive employee retention plan to address career development, recognition, and work-life balance by 09/30/2026.
Goal 3.2 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	The Human Resources Team implemented a five (5) week Open Enrollment period to assist team members at all service locations with benefit selection for calendar year 2026. With medical costs expected to increase in 2026, the Human Resources Team completed their due diligence to ensure SCCCMHA offers affordable options for team members at all levels of the organization. When meeting with team members, the Human Resources Team provided education on increased use of the value-added plans that would provide free alternatives for medical support. In addition, the Human Resources Team hosted a brown-bag lunch session that was well attended and provided an overview of benefits and allowed for a question/answer period at the end of the session.	
GOAL 3.3	RESPONSIBLE PARTIES	OBJECTIVES
Create a succession plan identifying leadership potential and opportunities for advancement at all levels of the organization.	Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director	SCCCMHA will roll out the previously identified succession planning module to the Leadership Team, to include all Supervisory staff by 03/31/2026. SCCCMHA will identify and prepare successors for advancement in the organization as evidenced by providing targeted training, mentorship, and experiences for development by 09/30/2026.
Goal 3.3 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025	The Human Resources Team introduced the Leadership Team to the succession planning module. The Human Resources Team also worked on identifying opportunities for advancement at all levels of the organization. In January of 2025, under the direction of Debra Johnson, Chief Executive Officer, the Human Resources Team rolled out the SCCCMHA Mentorship Program. Program participants, Mentors and Mentees alike, provided positive responses to the program. Since its launch, SCCCMHA had 24 active team members involved in the Mentorship Program with other team members waiting for placement/linkage with a Mentor/Mentee.	

Strategic Priority 4: PROGRAM EXCELLENCE

Provide an effective array of services with a focus on community-based crisis-stabilization options

GOAL 4.1	RESPONSIBLE PARTIES	OBJECTIVES
<p>Research, implement, train, and evaluate trauma-informed and evidence-based practices.</p>	<p>Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director Karen Zultak, Community Relations & Training Supervisor</p>	<p>SCCCMHA will determine the effectiveness of current trauma-informed and evidence-based practices through the development and monitoring of OASIS reports by 09/30/2026.</p> <p>SCCCMHA will research, implement, train, and evaluate best practice curriculum and program effectiveness by providing a minimum of 24 trainings per year for staff at all levels, and measure effectiveness through survey results.</p>
<p>Goal 4.1 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025</p>	<p>SCCCMHA offered 22 specialized professional development trainings to SCCCMA staff at various levels to support the implementation of best-practice curricula and program effectiveness. Trainings included supervisor and leadership development, all-staff in-service presentations, program spotlight sessions, trauma-informed care series, PMTO coaching and refresher trainings, emotional intelligence, essential workplace skills, system-specific trainings (Skedda and Eleos for new and existing users), safety and preparedness training, and clinical education related to grief following overdose and suicide. Multiple trainings included keynote and breakout formats, series-based learning sessions, and role-specific instruction. Training effectiveness continues to be measured through participant surveys.</p>	
GOAL 4.2	RESPONSIBLE PARTIES	OBJECTIVES
<p>Expand community-based crisis services. - Behavioral Health Urgent Care Center - Children's Therapeutic Group Home</p>	<p>Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director</p>	<p>SCCCMHA will strive to design and commence construction of a children's therapeutic group home by 09/30/2026. SCCCMA will also collaborate with a residential provider to secure a contract for service provision for the facility by 09/30/2026.</p> <p>SCCCMHA will operate a Behavioral Health Urgent Care Center (BHUCC) by 10/01/2025 and evaluate its effectiveness on a quarterly basis through 09/30/2026.</p>
<p>Goal 4.2 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025</p>	<p>A Request for Bids for the architectural design of the Children's Therapeutic Group Home was issued in October and closed in November 2025. In December 2025, the SCCCMA Board of Directors approved awarding a contract to Fusco, Shaffer, and Pappas. The design for the group home is expected to be completed in Q2.</p> <p>SCCCMHA had an operational Behavioral Health Urgent Care Center by 10/01/2025. This center provides walk-in support to individuals requesting urgent behavioral health services.</p>	

GOAL 4.3	RESPONSIBLE PARTIES	OBJECTIVES
<p>Focus on social determinants of health as a means to realizing improved health outcomes, to include community partnerships aimed at addressing overall health and wellness, affordable housing, reliable transportation, employment opportunities, and food security.</p>	<p>Debra Johnson, Chief Executive Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Danielle Hazlewood, Chief Financial Officer Telly Delor, Chief Operating Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT and Network Security Director Michelle Measel-Morris, Support Services Director Karen Zultak, Community Relations & Training Supervisor</p>	<p>SCCCMHA will work with community partners to address social determinants of health to improve health outcomes for individuals served by 09/30/2026, and will track its progress on a quarterly basis. This will include increased access to primary health care and specialty health care providers, affordable housing options, access to public transportation, expanded relationships with community employers, and information about food giveaways/resources.</p>
<p>Goal 4.3 - Q1 Progress Reporting Period: 10/01/2025 - 12/31/2025</p>	<p>The Michigan Clinical Consultation and Care (MC3) behavioral consultant was embedded in Best Kids, a local pediatric care provider, one (1) day per week. The consultant averaged 5.3 services per day in Q1. SCCCMA identified that 77% of adults served reported having a primary care provider (PCP). To support increased access to primary health care for the adults we serve, SCCCMA consulted with the People's Clinic, embedded in the Electric Avenue Building, to identify solutions to increase the number of individuals served at their clinic. SCCCMA consulted with various developers in an effort to create affordable housing options in Port Huron for the individuals we serve. SCCCMA continued to meet with employers working to connect individuals served with employment opportunities. SCCCMA supported and hosted food giveaways, ensuring the individuals we serve had access to food especially as SNAP Benefits and the timeliness of the issuance of benefits was uncertain.</p>	