

ST. CLAIR COUNTY COMMUNITY MENTAL HEALTH AUTHORITY

STRATEGIC PLAN | Fiscal Year 2027

Strategic Priority 1: ORGANIZATIONAL EFFICIENCY

Align Daily Operations, Productivity Targets, Agency Workflow Processes, and Resources to Maximize Service-delivery

GOAL 1.1	OBJECTIVES	RESPONSIBLE PARTIES
Increase productivity by improving billable service delivery, reducing administrative barriers, and strengthening operational workflows to ensure timely, accessible, and high-quality care; Expand the provider network to increase access to services.	St. Clair County Community Mental Health Authority (SCCCMHA) will: A.) Review current productivity targets within each program (in comparison to other CMHSPs with similar programs), and identify specific barriers to meeting the targets by 01/31/2027. B.) Establish program targets related to T1040 billings (Certified Community Behavioral Health Clinic [CCBHC]) based on current enrollment data and Medicaid projections. Note: T1040s are billed for Medicaid/CCBHC eligible individuals only. C.) Review the effects of current productivity target efforts on service delivery through 09/30/2027, specifically reviewing if there are waitlists, delays in initial services, etc. due to potential productivity shortfalls. D.) Review and make implementable recommendations to streamline processes and reduce administrative and scheduling burdens to increase the availability for face-to-face contact through 09/30/2027. E.) Enhance Utilization Management (UM) activities to include quarterly review meetings by 09/30/2027. Ensure UM findings are applied by the training department to enhance the understanding of clinical and documentation requirements. Develop Power BI Dashboards to monitor quarterly findings and create a streamlined process for quality improvement plans for staff and clinical departments. F.) Ensure a quality service delivery system with a competitive provider network that meets the choices and needs of individuals served. An emphasis will be placed on identifying areas for administrative efficiencies, reducing rate variances, and assuring equitable and quality provision of services while fulfilling the MDHHS/PIHP contract requirements. This will include an intentional expansion of the current provider network in the areas of residential services, outpatient services, and ABA services by 09/30/2027.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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

GOAL 1.2	OBJECTIVES	RESPONSIBLE PARTIES
Train staff to utilize technology to increase productivity, efficiency, compliance, and privacy.	SCCCMHA will: A.) Provide staff guidance and training related to the appropriate use of augmented intelligence (AI) by 03/31/2027. This will help staff better understand how AI can be used safely, responsibly, and effectively while protecting confidential information, improving efficiency and supporting informed decision-making. B.) Provide staff training on approved AI tools such as Microsoft CoPilot, Eleos, and MEND by 03/31/2027. Training will help staff become more comfortable and confident using these tools to reduce administrative workload, streamline routine tasks, improve access to information, and allow more time to engage with individuals served. C.) Expand the use of Cisco Webex and Microsoft Teams on agency-owned mobile devices to improve communication and connectivity for mobile staff by 09/30/2027. This will allow staff working in the community to access agency phone system features, collaborate with coworkers through Microsoft Teams, and communicate with individuals served through approved SMS/text messaging. This will improve staff accessibility, support timely communication, and provide individuals served with additional ways to connect with their care team. D.) Enhance and conduct permission reviews for OASIS, CC360, WSA, CRM, eDECA, and other software on a minimum of a monthly basis through 09/30/2027 to ensure proper "right to know" access to sensitive information. The reviews will include provider access and direct staff access. Access that is deemed "suspicious" will be reviewed by the SCCCMA Data and Compliance teams to ensure proper follow-up and reconciliation.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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 Joy Vittone, Corporate Compliance Officer
GOAL 1.3	OBJECTIVES	RESPONSIBLE PARTIES
Establish department-specific goals that support the strategic plan.	SCCCMHA will: A.) Ensure all supervisors develop a minimum of one (1) program-specific goal for their program/team for FY2027 that aligns with the Agency's Strategic Plan by 10/31/2026. B.) Ensure all supervisors report progress towards achieving their team's goal(s) on a quarterly basis through 09/30/2027.	All Supervisors

Strategic Priority 2: EDUCATION and ADVOCACY
 Strengthen Collaborative Opportunities and Engagement with Community Partners and Key Stakeholders to Ensure St. Clair County Residents Know how to Access Services; Advocate for the Public Community Mental Health System

GOAL 2.1	OBJECTIVES	RESPONSIBLE PARTIES
Increase community education regarding access to the SCCCMHA service array and importance of the community mental health system through outreach, training, coordination, and support by actively engaging with the following: - Community Mental Health Association of Michigan - Community Services Coordinating Body - 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 Board of Commissioners - St. Clair County Health Department and Community Health Improvement Plan (CHIP)	SCCCMHA will: A.) Strengthen partnerships with key stakeholders as evidenced by participation at various community meetings/events, regional meetings/conferences, and state-level meetings/conferences, sharing access information with partner organizations as evidenced by 24 connections/encounters by 09/30/2027. B.) 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: 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 24 partner organizations annually, to be posted for their customers/guests. 4.) Increasing the number of social media views and engagements by 5% annually. 5.) Publishing a community newsletter to communicate SCCCMHA information with key partners a minimum of once per month. 6.) Attending and/or hosting a minimum of four (4) advocacy/legislative events with legislators to discuss important policy issues related to the public community mental health system.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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, Training & Community Relations Supervisor

GOAL 2.2	OBJECTIVES	RESPONSIBLE PARTIES
Maintain our efforts to reduce the stigma associated with mental health and SUD services for underserved populations.	SCCCMHA will: A.) Reduce the stigma associated with mental health and SUD services for underserved populations by: 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 in September, open to the community, to provide education and information about substance use disorders. 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. 4.) Host a Resource Fair showcasing the services and supports provided by SCCCMHA and community partner organizations by 09/30/2027.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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

Strategic Priority 3: WORKFORCE

Implement Strategies that Support Recruitment, Retention, and Succession Planning

GOAL 3.1	OBJECTIVES	RESPONSIBLE PARTIES
Foster relationships with school districts and colleges/universities to recruit new talent.	SCCCMHA will: A.) Strengthen our relationships with school districts, colleges, and universities by attending six (6) resource fairs/job fairs hosted by county school districts and colleges/universities in the State of Michigan to recruit new talent to the organization by 09/30/2027. B.) Strengthen targeted recruitment efforts by partnering with appropriate subject matter experts (SMEs) to attend career fairs and recruitment events that are specific to a degree, discipline, or hard-to-fill position. SMEs will provide prospective candidates with firsthand information regarding job responsibilities, career pathways, professional development opportunities, and the experience of working within their respective program or discipline. This approach will be used to increase candidate engagement, strengthen recruitment pipelines, and improve the Agency’s ability to attract qualified candidates in identified workforce shortage areas. SMEs will be identified by 12/31/2026. C.) Maintain its strong partnership with Wayne State University as a primary preceptor site for its Psychiatric Mental Health Nurse Practitioner (PMHNP) program. Wayne State University students will continue to receive priority consideration for available PMHNP clinical placements, with additional placements offered as capacity allows. D.) Enter into a psychiatric fellowship agreement with a state university by 03/31/2027.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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

GOAL 3.2	OBJECTIVES	RESPONSIBLE PARTIES
Offer competitive wages, benefits, information, and opportunities for professional development to retain top talent.	SCCCMH will: A.) Develop and implement a Supervisor Training and Leadership Playbook to strengthen supervisory effectiveness, promote consistency in management practices, and provide supervisors with tools and resources to lead staff. The training and playbook will be completed by 09/30/2027. B.) Enhance the Mentoring Program to provide employees with opportunities for personal, professional, and career development by 03/31/2027. Evaluate participation and employee feedback to identify opportunities for continued improvement on a quarterly basis through 09/30/2027. C.) Evaluate and implement compensation and flexible scheduling strategies designed to improve recruitment, retention, work-life balance, and coverage of hard-to-fill positions by 09/30/2027.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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
GOAL 3.3	OBJECTIVES	RESPONSIBLE PARTIES
Support succession planning and a strong workplace culture through targeted training, mentorship, and leadership development activities.	SCCCMHA will: A.) Identify and prepare successors for advancement in the organization as evidenced by providing targeted training, mentorship, and leadership development experiences by 09/30/2027. B.) Ensure the Employee Culture & Wellness Committee has the resources it needs to strengthen employee engagement, workplace culture, and wellness by 09/30/2027.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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

Strategic Priority 4: PROGRAM EXCELLENCE

Provide Timely and Quality Services with a Focus on Community-Based Crisis-Stabilization Services

GOAL 4.1	OBJECTIVES	RESPONSIBLE PARTIES
Research, implement, train, and evaluate trauma-informed and evidence-based practices.	SCCCMHA will: A.) Determine the effectiveness of current trauma-informed and evidence-based practices (EBP) by auditing each program on an annual basis through 09/30/2027. B.) 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.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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, Training & Community Relations Supervisor
GOAL 4.2	OBJECTIVES	RESPONSIBLE PARTIES
Expand community-based crisis residential services by building a Children's Therapeutic Group Home.	SCCCMHA will: A.) Secure a residential provider to operate the Children's Therapeutic Group Home by 06/30/2027. B.) Complete the construction of the Children's Therapeutic Group Home by 08/31/2027. C.) Obtain certification through the MDHHS approval process to utilize Medicaid funding to provide services in the Children's Therapeutic Group Home by 09/30/2027.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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

GOAL 4.3	OBJECTIVES	RESPONSIBLE PARTIES
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.	SCCCMHA will: A.) Work with community partners to address social determinants of health to improve health outcomes for individuals served by 09/30/2027, 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. B.) Develop and implement Joint Care Coordination Planning (JCCP) according to MDHHS requirements to enhance services and care coordination for individuals with co-morbidities and at high risk of hospitalization by 12/31/2026. Data will be reviewed with Medicaid Health Plans, PIHP, and CCBHC clinical and quality staff on an ongoing basis and reported to MDHHS as finalized in the JCCP workplan.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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, Training & Community Relations Supervisor
GOAL 4.4	OBJECTIVES	RESPONSIBLE PARTIES
Ensure quality service delivery through dedicated awareness activities focused on educating employees, volunteers, and contract agency staff members about the Rights Protection System.	The Office of Recipient Rights will provide six (6) in-person and/or virtual trainings per quarter to employees, individuals served, guardians, volunteers, and/or the general public to increase awareness about the Rights Protection System in an effort to minimize the number of substantiated recipient rights complaints.	Debra Johnson, Chief Executive Officer Sandy O'Neill, Recipient Rights Director
GOAL 4.5	OBJECTIVES	RESPONSIBLE PARTIES
Operate a Crisis and Access Center hosting the Behavioral Health Urgent Care, Mobile Crisis Unit, Central Intake Unit, and Access Department in one building.	SCCCMHA will: A.) Acquire and remodel a property/building able to serve as our Crisis and Access Center by 03/31/2027. B.) Operate the Crisis and Access Center by 04/01/2027. C.) Evaluate the effectiveness of the Crisis and Access Center on a quarterly basis by 09/30/2027 by analyzing call times, wait times, and satisfaction survey results. Develop Power BI Dashboards to track and manage data for the Mobile Crisis Unit, Behavioral Health Urgent Care, and Central Intake Unit departments by 12/31/2026. Data will be refreshed daily to ensure that clinical directors and supervisor have up-to-date information and can base decisions on real time statistics.	Debra Johnson, Chief Executive Officer Telly Delor, Chief Operating Officer Danielle Hazlewood, Chief Financial Officer Dr. Moore, Medical Director Kathleen Gallagher, Chief Clinical 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