

A photograph of three employees standing in an office. On the left is a woman with glasses wearing a light pink shirt and dark pants. In the center is a man with a beard wearing a brown sweater and khaki pants. On the right is a woman with blonde hair wearing a red top and light-colored pants. They are all smiling and wearing lanyards with ID badges. The background shows office desks and a bookshelf.

Lifeways

ANNUAL REPORT
FY 2022

2022

MESSAGE FROM THE CEO

FY 2022 was a year marked by the implementation of new critical programs for our community.

Following the completion of our building renovation in FY 2021, our Crisis Residential Unit officially opened. This was a long awaited moment for LifeWays as we were now able to expand our continuum of Crisis Services to meet greater needs.

In addition to the Crisis Residential Unit, LifeWays Crisis Services also added Crisis Intervention Training (CIT) to its catalog of services. CIT is a crucial service to the community, training first responders in managing a mental health crisis.

Also implemented in FY 2022 was the Certified

Community Behavioral Health Clinic (CCBHC) expansion to serve all. We have seen an exponential increase in the amount of individuals we are now able to serve due to this expansion grant.

These new critical services and programs are changing the way LifeWays operates. We are now able to offer a wider variety of services to a wider variety of people, meeting the needs of the community.

Consistently strengthening and broadening our continuum of services to be available where people need it and when people need it has been instrumental in our progress as an organization.

Even in the face of unprecedented statewide staffing shortages, we have

been able to modify our plans to figure out what we could do for our community, regardless of a shortage of staff.

More than anything else, I know what these new and critical programs will do for our community. They allow us to continue to reach for LifeWays' goal to serve all and allow us to have the opportunity to be a center of excellence in behavioral health for this community.



Maribeth Leonard
CEO, LifeWays



EMBRACING OUR FOUNDATION

OUR MISSION

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

OUR VISION

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

2022 BOARD OF DIRECTORS

LifeWays' 2022 Board of Directors has 123 cumulative years of service.

CHAIR

*Bruce Caswell
7 Years of Service*

VICE CHAIR

*John Clark
4 Years of Service*

SECRETARY

*Christine Carlson
3 Years of Service*

TREASURER

*Ruth Brown
4 Years of Service*

BOARD MEMBERS

*Edward Woods
33 Years of Service*

*Bradley Bohner
26 Years of Service*

*Jeffrey Peterson
22 Years of Service*

*Melissa Callison
10 Years of Service*

*Carl Rice Jr.
9 Years of Service*

*Earl Poleski
2 Years of Service*

*Mark Wiley
2 Years of Service*

*Ray Snell
1 Year of Service*

MENTAL HEALTH MILLAGE FUNDING

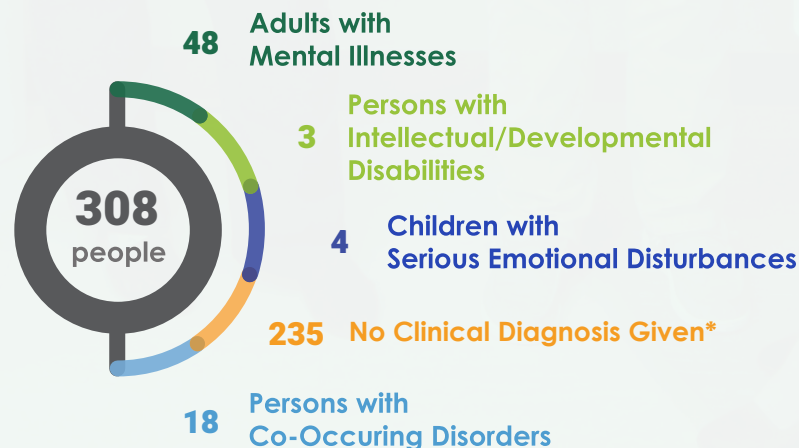
The residents of Jackson and Hillsdale have both passed Mental Health Millages in recent years. These millages supply additional funds to help LifeWays provide necessary services to the community.

Services funded/supported by the millages in the last fiscal year:

- **CLUBLIFE (1,413 people served)** - A series of programs and activities in Jackson County that support adults with disabilities through the discovery of new potentials, increase self confidence, and engagement in activities/community outings.
- **Guardianship Services (660 services provided)** - LifeWays continued guardian and conservator services to adults in Jackson County who are unable to protect their own interests and who are vulnerable to exploitation, neglect, or injury.
- **Jail Services (731 people served)** - Jail services in both Jackson and Hillsdale counties include crisis intervention, assessments, brief therapy, treatment planning for inmates needing brief therapy or psychiatric care, pre-release care coordination, and psychiatric intervention.
- **Social Enrichment Services** - St. Paul's Ability Resource Center (SPARC) has provided 517 social events and 96 fitness events in Hillsdale County. SPARC offers a variety of independent living activities and social activities.
- **Mental Health Supports in Schools (2,194 students served)** - LifeWays provides mental health supports to schools in both Jackson and Hillsdale counties such as mental health screenings, referrals, ongoing social work supports, individual therapy sessions, group therapy sessions, meetings with parents/guardians, and crisis responses.

FILLING THE GAP

In the past year, with Mental Health Millage funds, LifeWays was also able to provide direct mental health services to 308 different people who would have otherwise been unable to receive services.



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

NEW CRISIS SERVICES PROGRAMS

In FY 2022, LifeWays opened two new programs within Crisis Services; the Crisis Residential Unit and Crisis Intervention Training.

The Crisis Residential Unit is a 5-bed unit where those experiencing a mental health crisis can stay for up to 14 days while receiving services with LifeWays. This offers an alternative to costly inpatient services or hospital stays. The environment is more calming than that of a hospital and features a full kitchen, bathroom, laundry area, living room and private bedrooms.

Wade Stitt, Director of Crisis Services at LifeWays, indicates that one of the biggest challenges of opening the Crisis Residential unit during the pandemic was staffing. However, even with the barrier of staffing, LifeWays Crisis Residential Unit was not only still able to open, but it also became **accredited and was operating at full capacity within one year of opening its doors.**

In FY 2022, **128 guests stayed at the Crisis Residential Unit** with an average of 3-14 days.

In addition to opening and becoming fully operational, the Crisis Residential Unit had **68% utilization for FY 2022**. Steps to continue to increase utilization for future years includes continued collaboration with community partners and awareness within the community.

These services are not only important to the community; they are needed more than ever. Since the pandemic, it's not just how many people LifeWays Crisis Services is seeing, but the severity of what those individuals are experiencing.

In addition to the opening of the Crisis Residential Unit, LifeWays Crisis Services also began Crisis Intervention Trainings (CIT) in the community.

CIT is a 40-Hour training for mental health crisis intervention. This training aims to prepare a select group of officers to continue their patrol duties, now with a specialization in assisting people in crisis. In FY 2022, **23 officers in Jackson and Hillsdale counties were trained in CIT.**

There has already been **more than 12 CIT call responses** since the program began mid-FY 2022.

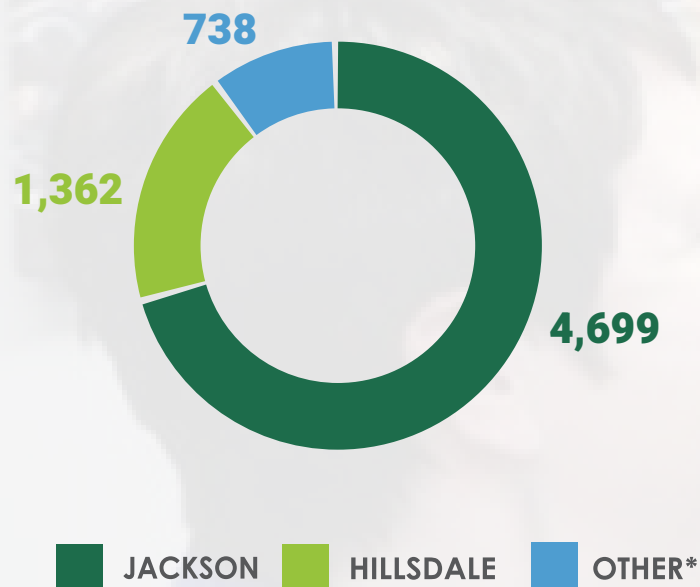
“
I think we will still be seeing the aftermath of the pandemic for years to come.
”

Wade Stitt,
Director of Crisis Services

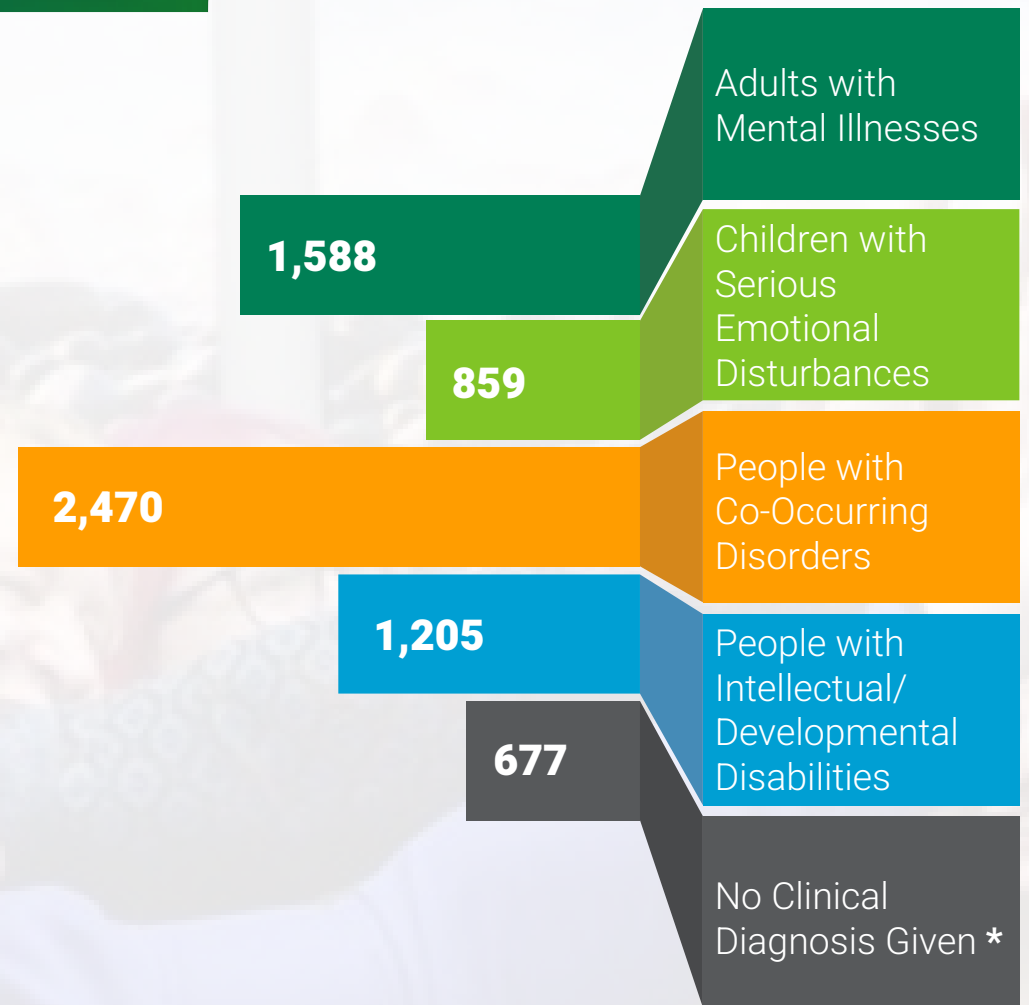
PEOPLE SERVED

In FY 2022, LifeWays served 6,799 individuals.

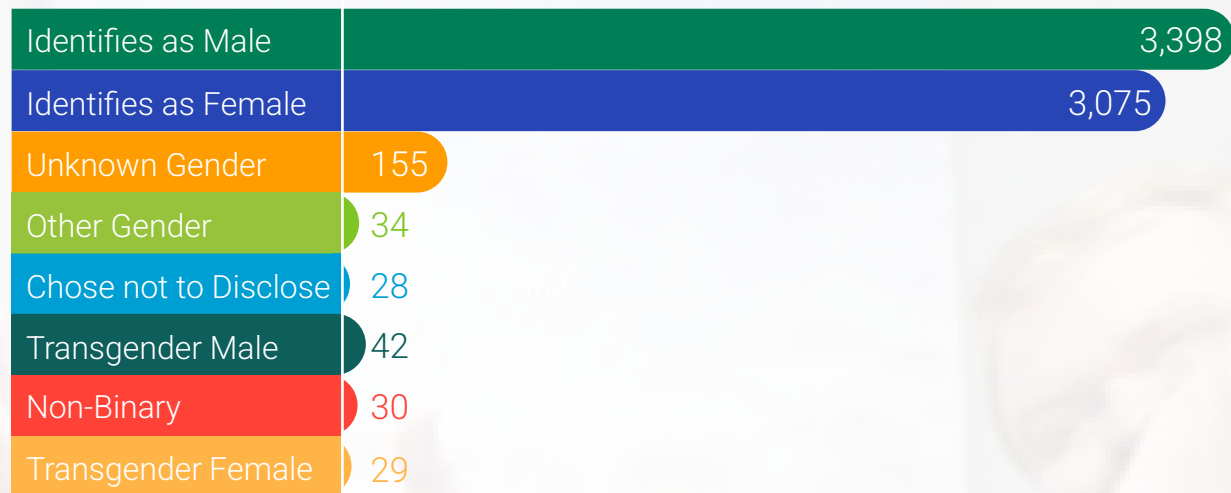
INDIVIDUALS SERVED BY COUNTY OF RESIDENCE



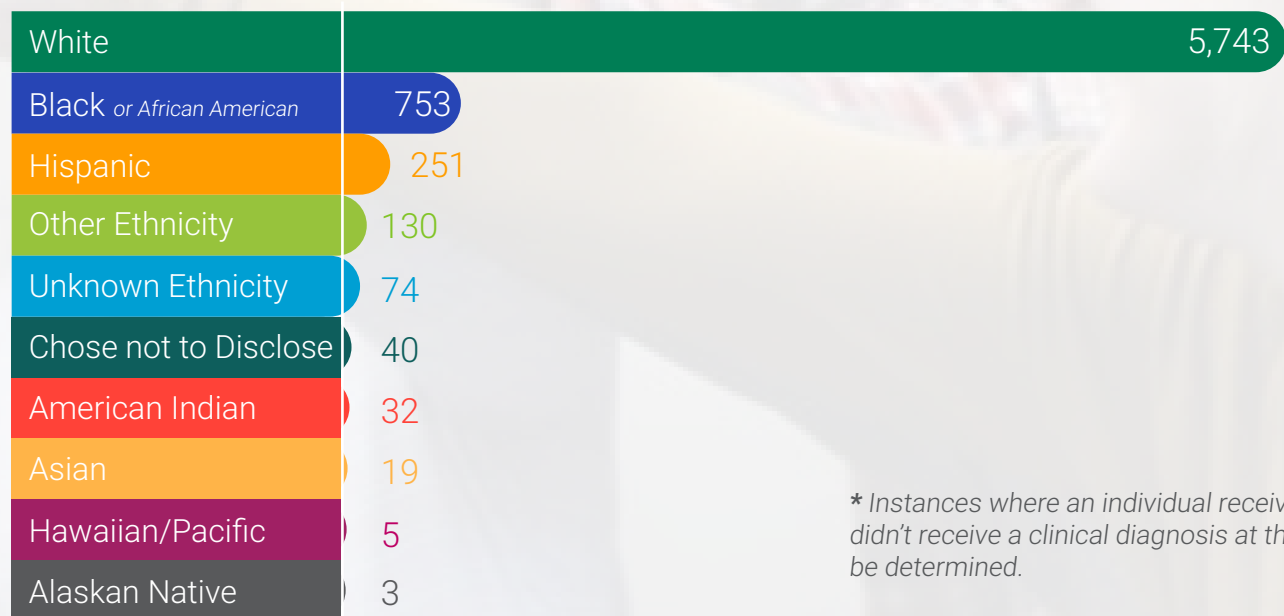
INDIVIDUALS SERVED BY SERVICE AREA



INDIVIDUALS SERVED BY GENDER IDENTITY



INDIVIDUALS SERVED BY ETHNICITY **



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

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

LIFEWAYS SCREENINGS

ACCESS

BRIEF SCREENINGS

Brief screens in Access are done for individuals requesting treatment. These screenings are the first step to beginning services at LifeWays. In FY 2022, **3,258 brief screens were completed.**

CRISIS

PRE-SCREENINGS

Pre-screens in Crisis Services are done to determine the need for inpatient placement. In FY 2022, **2,643 pre-screens were completed.**

3,311

Jackson County
Brief Screens
in FY 2022

883

Hillsdale County
Brief Screens
in FY 2022

1,851

Jackson County
Pre-Screens
in FY 2022

712

Hillsdale County
Pre-Screens
in FY 2022

80

Out-of-County
Pre-Screens
in FY 2022

SERVING PEOPLE IN CRISIS

CRISIS PHONE LINE

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

Calls were answered
by LifeWays' 24/7 Crisis
Phone Line in FY 2022.

34,515

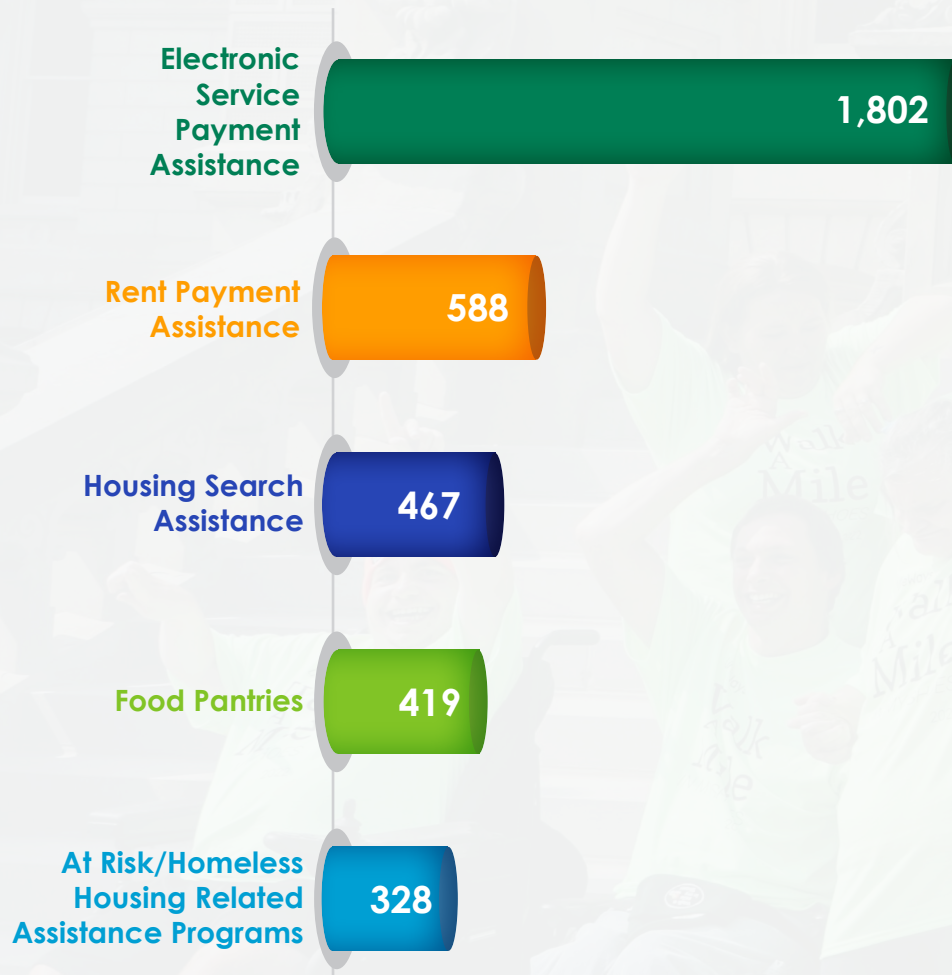
Average number of
calls answered per
month.

3,137

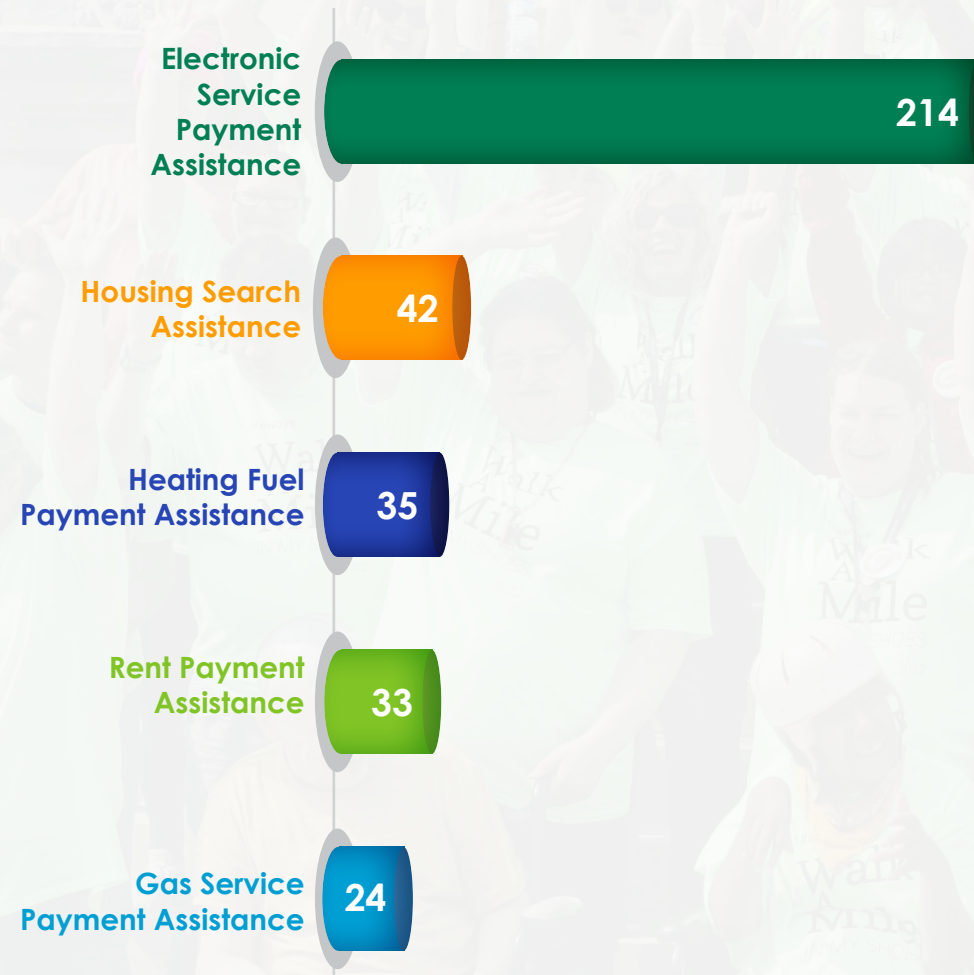
CENTRAL MICHIGAN 2-1-1 DATA

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

TOP FIVE 2-1-1 REFERRALS FOR JACKSON COUNTY

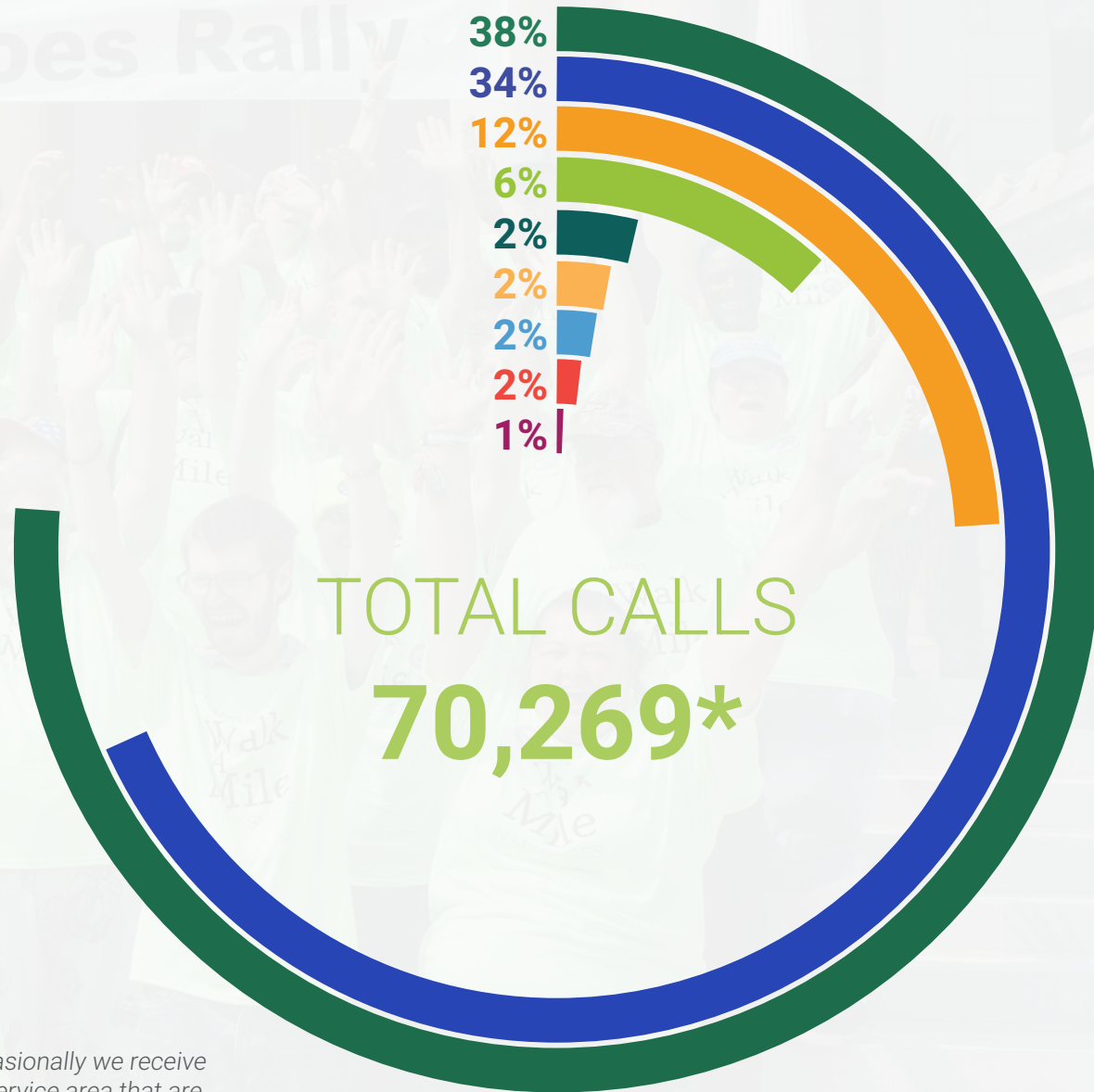


TOP FIVE 2-1-1 REFERRALS FOR HILLSDALE COUNTY



TOTAL FY 2022
CALLS BY COUNTY

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



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



ADVOCATING WITH RECIPIENT RIGHTS

In compliance with the Michigan Mental Health Code, the Office of Recipient Rights advocates for people who receive mental health services and for applicants, by offering recipient rights protection.

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

TOP ALLEGATIONS INVESTIGATED IN FY 2022

Mental Health Services Suited to Condition	43
Dignity and Respect	32
Neglect Class III	16
Abuse Class III	12
Abuse Class II - Nonaccidental Act	9

COMPLAINTS INVESTIGATED

In FY 2022, **164 complaints were investigated** by Recipient Rights, 90 of those complaints were substantiated. LifeWays takes all substantiated complaints very seriously and corrective actions are taken when complaints are substantiated.

 **Substantiated**  **Total Complaints**



INTEGRATED HEALTH IMPROVES LIVES

LifeWays' Integrated Health Clinic provides a full range of services designed to help individuals achieve a high level of health and functioning. We strive to ensure continuing and comprehensive health care. Our patient-centered team aims to get individuals healthy and keep them healthy. We specialize in **people**.

In FY 2022, as part of the CCBHC expansion, LifeWays' Integrated Health Clinic was able to expand its hours at the Integrated Health Clinic in a partnership with Center for Family Health. **This expansion of hours now allows the Integrated Health Clinic to provide services Tues-Thurs from 8 a.m. to 5 p.m.**

165

PRIMARY CARE PHYSICIAN CLINIC VISITS

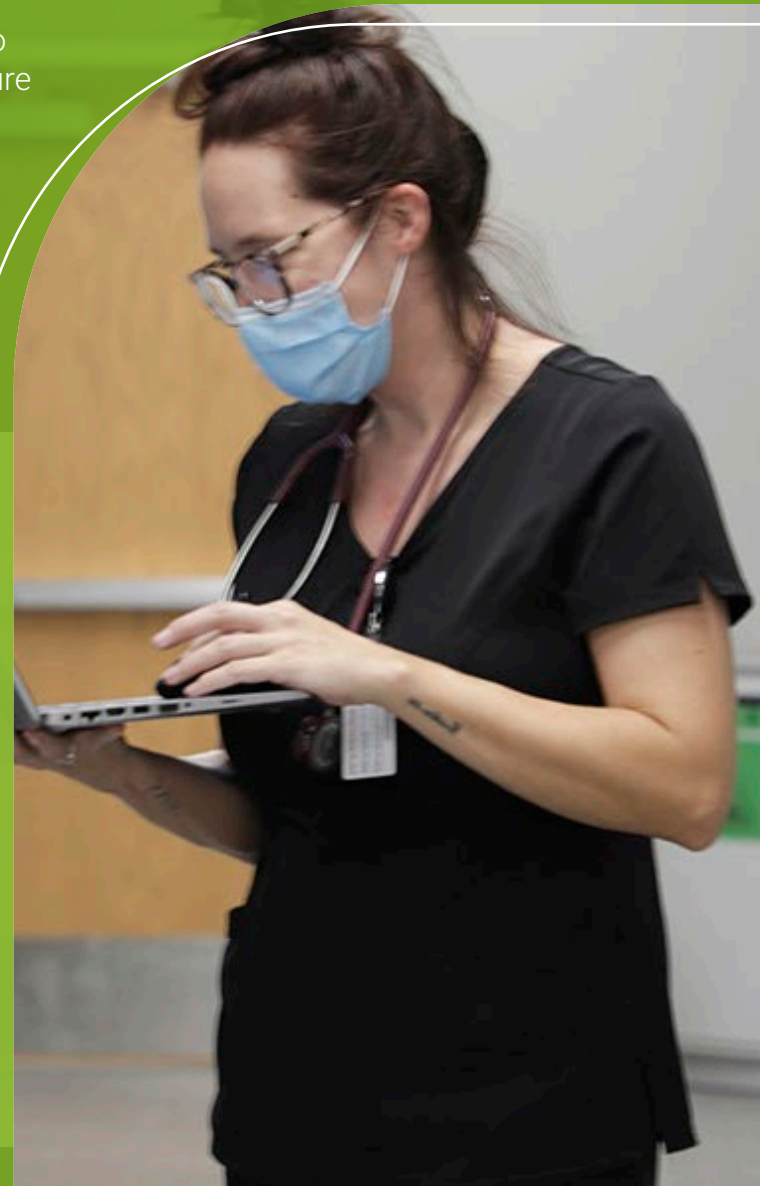
2,837

SCREENINGS COMPLETED

The Integrated Health Clinic uses the Social Determinants of Health (SDOH) screening. This screening looks at the nonmedical factors that influence health outcomes.

5,420

REFERRALS TO RESOURCES COMPLETED



LIFEWAYS REBRANDS

LAUNCHING THE NEW BRAND

In FY 2022, LifeWays' Communications team launched a complete re-brand. The new brand featured a bright new logo that represents the diverse array of people served by LifeWays and the many paths to recovery.

REBRANDING EVERY CORNER OF LIFEWAYS:

When launching the modern new brand, Communications left no stone unturned, ensuring every asset of the organization was rebranded within one year of launching the new brand. This included updating signage, forms, ID badges, business cards, the website, social media, brochures, booklets, and much more.



WALKING FOR MENTAL HEALTH

WALK A MILE IN MY SHOES

On Thursday, September 15, 2022 hundreds of mental health advocates across the state participated in the Community Mental Health Association of Michigan's (CMHA) "Walk-a-Mile in My Shoes" rally in support of the 300,000 citizens in Michigan who receive behavioral health support services. LifeWays supported this event through advocacy, attendance, and hosting a booth at the event.

STOMP OUT SUICIDE

LifeWays helped support the Jackson County Suicide Prevention Coalition's "Stomp Out Suicide" event on September 10, 2022. This event aims to spread awareness and educate the community on the impact suicide has in Jackson.

LIFEWAYS GIVES BACK

LifeWays believes it is part of its social responsibility to give back to its community whenever possible and that a strong community that works together is vital to all public service agencies. **In FY 2022, LifeWays supported the community with \$5,375 in sponsorships for local community events and organizations.**

LifeWays staff also gave back to the community through donations of their own personal funds. **In FY 2022, LifeWays staff donated \$1,765 of their own personal funds to local charity organizations.** Charity organizations selected for FY 2022 were Domestic Harmony, Aware Shelter, Humane Society, Counsel for the Prevention of Child Abuse and Neglect (CPCAN), Child Abuse Prevention Association (CAPA), and Interfaith Shelter/Share the Warmth.



CONSUMER ADVISORY COUNCIL

The Consumer Advisory Council (CAC) is a group of individuals living with a mental illness, intellectual/developmental disability, and/or substance use disorder who provide feedback and guidance to LifeWays.



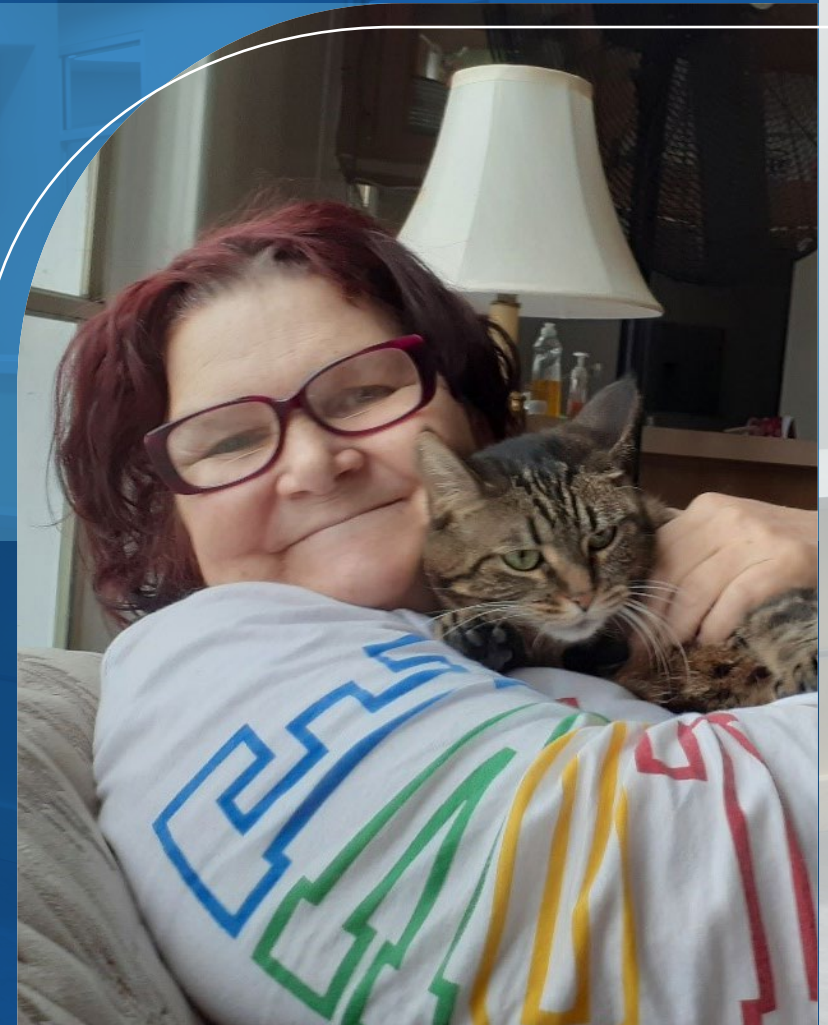
CONSUMER ADVISORY COUNCIL FY 2022 ACHIEVEMENTS

- Members wrote letters to Michigan Legislators to support stronger gun control.
- Letters were also written to our Michigan Legislators urging them to oppose SB 597 & 598.
- Provided input and recommendations for:
 - LifeWays' annual accessibility walk through
 - LifeWays' new logo and website
 - LifeWays' Wellness Programs
 - LifeWays' Crisis Living Room
 - LifeWays' social media, brochures, booklets, and more.

MEMBER SPOTLIGHT: LINDA CHAFFEE

"I am happy and very thankful for LifeWays and their many resources. I look forward to continuing services as a CAC member."

Long standing CAC member of at least 10 years, Linda Chaffee, says she enjoys the work she does with CAC because she gets to contribute to her community by sharing experiences as a consumer and helps to improve access to mental health care. Linda became a member of CAC when two friends approached her to apply. Since then she has enjoyed being able to contribute ideas about LifeWays' services and how to make them better.



THE IMPACT OF PREVENTION

106 people trained in
Adult Mental Health First Aid

11 people trained in
Youth Mental Health First Aid

369 people trained at
Community Conversations
Topics: Mental Health 101, Stress and Coping Skills, and Suicide Prevention

273 people participated in
Wellness Activities/Programs
InShape, Tobacco and You, Cooking for One, Dining with Diabetes, and more.

ENGAGING WITH OUR COMMUNITY

20

Community Events Attended

As a result of the CCBHC Expansion Grant, LifeWays now has new community supports in its Engagement Team and Community Health Workers. These teams support people in our community to live their full lives by addressing Social Determinants of Health (SDOH), connecting individuals with other resources in the community, and providing screenings and connection outside of LifeWays buildings.

LifeWays' Engagement Team and Community Health Workers can take access "on the road" and take a look at how we can support the community needs where they are.

LIFEWAYS

PROVIDERS

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

FY 2022 PROVIDERS

A.R.E. Inc.

Alternative Choices, LLC

Arbor Hills Psychological Services

Beacon Specialized Living Services, Inc.

Blue Lakes ABA

Bridges to Health Therapy Services, Inc.

Case Management of Michigan

Cedar Creek Hospital of Michigan

Centria Healthcare

Christ Centered Homes, Inc.

CLUBLIFE

Community Living Network/Community Alliance

Comprehensive Speech and Therapy Center, Inc.

Cornerstone AFC LLC

Cornerstone I Inc.

Cornerstone II Inc.

Creekside Residential

Davis Better Care LLC

Family Service & Children's Aid

Forest View Hospital

Genoa Pharmacy

Golden Years AFC Home, Inc

Harbor Oaks Hospital

Harmony Garden Music Therapy

Havenwyck Hospital, Inc.

HealthSource Saginaw, Inc.

Healthy Dimensions, LLC

Healthy Horizons, LLC

Henry Ford Allegiance Substance Abuse Services

Henry Ford Allegiance Health

Hernandez Home AFC

Highfields, Inc.

Hillsdale Hospital

Hillsdale Probate Court

Hope Network - New Passages & Hope Network S E

Illuminate ABA Services, LLC

Integro, LLC

Hope Network - J-Town Clubhouse

Jackson County Department on Aging

Jordon's CFC Home

Key Opportunities, Inc.

LifeSpan... A Community Service

Neuropsychiatric Hospitals

Oaklawn Hospital

Pine Rest Christian Mental Health Services

Recovery Technology, LLC

Renaissance Community Homes

Residential Options, Inc.

Rice Manor I & II

Schweikert AFC

Segue, Inc.

Southeastern Dispute Resolution Services

Sparks Behavioral Service

StoneCrest Center

Tenacious Living, LLC

Training & Treatment Innovations, Inc.

Twin Maples, Inc.

Umbrellax Behavioral Health Services, LLC

FY 2022 FINANCIAL REPORT

REVENUES

	DOLLARS	PERCENT
Medicaid contract through PIHP*	\$93,584,598	90.6%
Grants	\$2,483,101	2.4%
State Mental Health Contracts	\$2,374,512	2.3%
Mental Health Millages	\$2,220,855	2.1%
County Appropriations	\$754,000	0.7%
Performance Based Incentive Payments	\$666,953	0.6%
United Way 2-1-1	\$655,891	0.6%
Rental	\$260,274	0.3%
First and Third Party	\$228,711	0.2%
Other Local	\$109,327	0.1%
TOTAL OPERATING REVENUES	\$103,338,222	

EXPENSES

	DOLLARS	PERCENT
Provider Services	\$76,515,695	75.3%
Administration	\$11,559,836	11.4%
Direct Services	\$7,753,958	7.6%
Grants	\$3,111,796	3.1%
Mental Health Millages	\$1,512,003	1.5%
Facilities	\$877,952	0.9%
Landlord	\$230,860	0.2%

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

LIFEWAYS GRANTED CCBHC EXPANSION

In FY 2022, LifeWays was granted a Certified Community Behavioral Health Clinic (CCBHC) Expansion Grant.

U.S. Senator Debbie Stabenow announced an award of nearly \$1,000,000 to expand mental health and addiction services at LifeWays. LifeWays will receive \$998,990 in funding (per year for four years) to continue and expand services in Jackson.

Maribeth Leonard, LifeWays CEO, applauds Senator Stabenow's efforts and states that, "This is a proud moment for LifeWays, as we have strategically worked to align ourselves with the requirements of the Certified Community Behavioral Health Clinic grant. The need for mental health and addiction services is at a crisis level in our nation."

Certified Community Behavioral Health Clinics are required to provide a comprehensive set of services including 24/7/365 crisis services; outpatient mental health and substance abuse treatment services; immediate screenings, risk assessments, and diagnoses; and care coordination including partnerships with emergency rooms, law enforcement, and veterans' groups.

LifeWays has been hard at work putting these dollars to good use through many additions and expansions to services. LifeWays expanded its Crisis Services to include a Crisis Residential Unit, Crisis Intervention Training, and broaden Youth Mobile Crisis Services. Additionally, LifeWays has added a variety of community outreach and engagement services through the efforts of their Community Health Workers and Engagement Team. These services have allowed LifeWays to serve more people than ever before in more places than ever before.



2022-2024 STRATEGIC PLAN

PRIORITY I: BETTER HEALTH

LifeWays will: Have a fully integrated system of care; meet the requirements of a Certified Community Behavioral Health Clinic; achieve 3-year Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation at all eligible programs; promote recovery and resiliency; and develop and implement system redesign to address Hillside needs in expanding service delivery and integrated health.

PRIORITY III: BETTER EXPERIENCES

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

PRIORITY V: BETTER EQUITY

LifeWays will: Ensure it has a strong infrastructure for diversity, equity, and inclusion, in all aspects of organizational responsibility and operations; ensure all individuals served have the same opportunities to be healthy; and utilize population health data to identify and reduce health disparities that exist locally.

PRIORITY II: BETTER CARE

LifeWays will: Develop a system of care that utilizes best practices; research and implement additional evidence-based practices to improve care for those served; meet the potential threat of privatization by aligning the agency to meet health plan requirements; evaluate and implement expanded crisis services as part of its continuum.

PRIORITY IV: REDUCED COSTS

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



STATE OF THE STRATEGIC PLAN

FY 2022 IS THE FIRST YEAR OF THE THREE-YEAR STRATEGIC PLAN. A TOTAL OF 32% OF THE PLAN WAS COMPLETED.

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

For the full strategic plan go to: lifewaysmi.org/transparency

CONSUMER SATISFACTION

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

SURVEY QUESTIONS

% WHO STRONGLY AGREE OR AGREE

The staff treated me with dignity and respect	95%
I was given choices about my treatment options.	93%
I was connected with resources to help me reach my goals.	91%
The staff believed that I could grow, change, and recover.	100%
My grievances and concerns were addressed.	91%
Nothing got in my way of me receiving services.	88%
I was given hope by staff.	99%
Overall, I am satisfied with my services.	95%
I like the services that I received.	98%
I was able to get all the services I thought I needed.	95%
Staff helped me obtain the information I needed so that I could take charge off managing my illness or disability.	98%
I, not staff, decided my treatment goals.	97%
Staff believed I could grow, change, and recover.	99%
As a direct result of the services I received, I am better able to take care of my needs.	98%
Staff was sensitive to my cultural/ethnic background (e.g., race, religion, language, etc.)	99%

EMPLOYEE SATISFACTION

LifeWays periodically surveys its employees to determine their level of satisfaction with employment at LifeWays. LifeWays values its employees voices and attempts to utilize their input to guide improvements that are made within the organization.

STRENGTHS AREAS FROM SURVEY

**% WHO STRONGLY
AGREE OR AGREE**

My work satisfies me.	91%
I have the opportunity to use my abilities and skills.	86%
I am proud to work for LifeWays.	94%
I have a strong sense of personal responsibility for the performance of my department and LifeWays.	95%
LifeWays is making good progress toward valuing differences.	85%
The information I receive from my supervisor is straightforward and honest.	86%
I feel that the benefits package I get is fair and competitive.	88%





LifeWays