



MSHIN

Mid-State Health Network

2024 Impact Report



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A message from leadership

In 2024, Mid-State Health Network (MSHN) celebrates its tenth year of operations as a 21-county regional entity formed by the region's twelve Community Mental Health Program Participants.

MSHN is one of 10 public specialty behavioral health managed care entities known as "Pre-Paid Inpatient Health Plans" (PIHPs). Over the ten years of our existence, we have recognized five key areas for success: People, Partners, Communities, Employees, and effective collaboration across all we do. This impact report highlights only a few of our key accomplishments in these areas.

MSHN is governed by a 24-member board of directors, half of whom are primary or secondary consumers of behavioral health services. The voice of persons served is represented by these board members in every decision that comes before the board. MSHN celebrated the ten-year anniversaries of six of our founding board members. The Board of Directors has set the tone for achieving high quality services for beneficiaries, effective collaboration with partners, communities and employees, good stewardship and accountability for public resources, innovation, efficiency and so much more!

As you read this impact report, consider the phrase "it takes a village." Many of the highlights demonstrate how many people (including beneficiaries, provider partners, communities, and other stakeholders), and systems (including education, corrections, and other human services systems) must work together to achieve excellence in the region.

We are proud of and grateful for these partnerships and all of the collaboration that makes success possible for our organization, our region, our regional partners, and most especially for the communities, individuals, and families we touch in Mid-Michigan.



(From left to right)

Deputy Director Amanda Ittner

Board Chairperson Ed Woods

Chief Executive Officer Joseph Sedlock

MSHN at a Glance

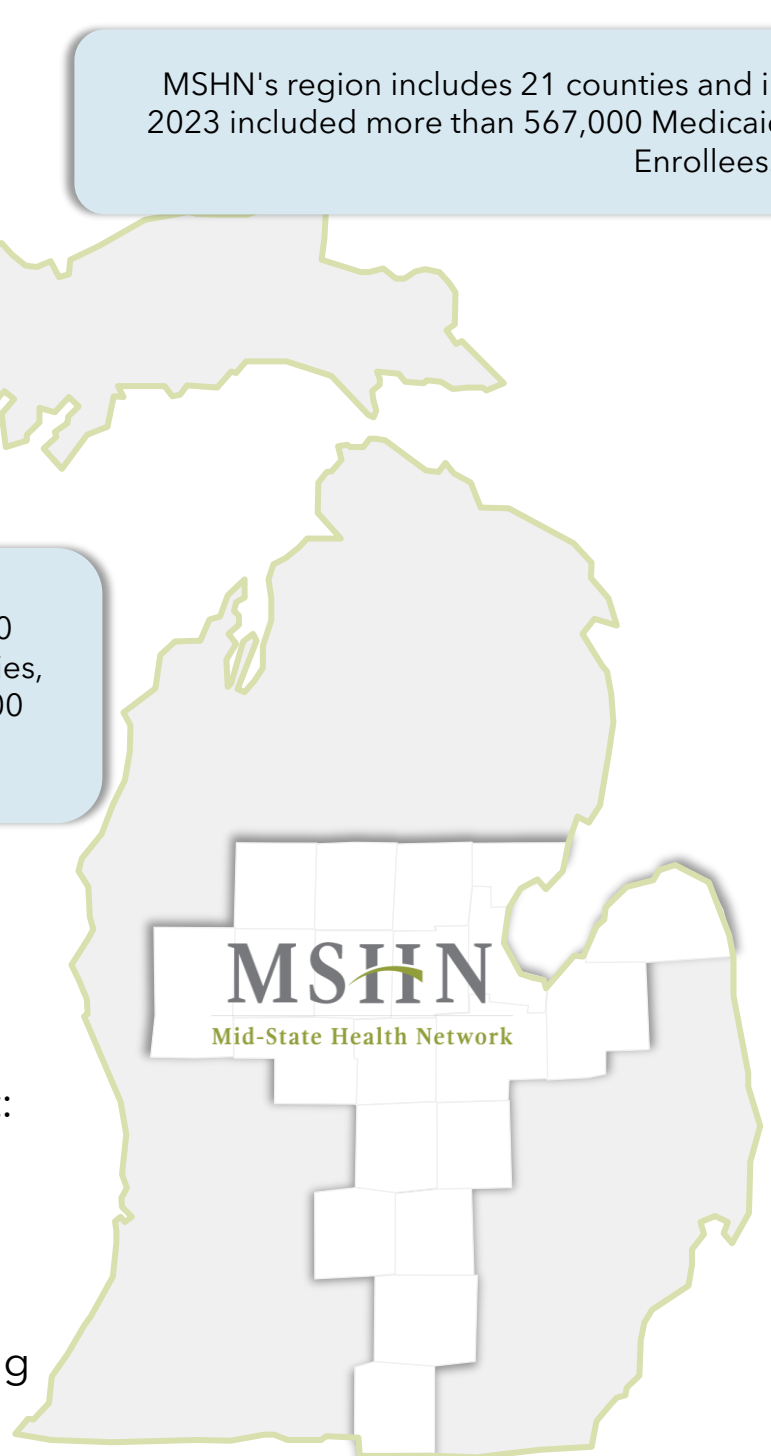
Our Reach

MSHN's region includes 21 counties and in 2023 included more than 567,000 Medicaid Enrollees.¹

In partnership with 12 local Community Mental Health Service Programs (CMHSP) and over 100 substance use disorder (SUD) treatment agencies, MSHN oversaw services provided to over 48,600 CMHSP beneficiaries and over 11,409 beneficiaries of SUD treatment¹ in FY2023.

Our Mission

Although the many communities in the MSHN region are unique, MSHN's mission remains consistent: to ensure access to high-quality, locally delivered, effective and accountable public behavioral health and substance use disorder services provided by its participating partners.



¹ [Assessment of Network Adequacy, 2023](#)

MSHN's Connections

MSHN understands the importance of our beneficiaries effectively accessing the essential services and supports they need. MSHN offers nearly 60 different service types, including assessments, treatment planning, therapy, medication review, and community living supports.

To effectively deliver the full array of Medicaid services and coordinate care, MSHN partners with:

12 CMHSPs

- Bay-Arenac Behavioral Health Authority
- Community Mental Health Authority of Clinton, Eaton, and Ingham Counties
- Community Mental Health for Central Michigan
- Gratiot Integrated Health Network
- Huron County Community Mental Health Authority
- LifeWays
- Montcalm Care Network
- Newaygo County Community Mental Health Authority
- Saginaw County Community Mental Health Authority
- Shiawassee Health and Wellness
- The Right Door for Hope, Recovery, and Wellness
- Tuscola Behavioral Health Systems

4 CMHSPs serving as Certified Community Behavioral Health Centers (CCBHC)

1. Community Mental Health Authority of Clinton, Eaton, and Ingham Counties
2. Saginaw County Community Mental Health Authority
3. The Right Door for Hope Recovery and Wellness (Ionia County)
4. LifeWays (Hillsdale and Jackson Counties)

See more information about MSHN's collaboration with CCBHCs in the Partners section below.

Over 75 SUD Provider Agencies with more than 140 locations.

Eight of the eleven Medicaid Health Plan organizations in Michigan that manage the physical health benefits for Medicaid and Healthy Michigan Plan beneficiaries.

MSHN's Fiscal Stewardship

Providing accessible and high-quality services is our top priority. By keeping administrative costs low, we allocate more funds to services and supports for beneficiaries through our partners and collaborators, in keeping with our strategic priority of Better Value.

MSHN demonstrates good stewardship of public funds by maintaining its direct administrative cost rate under 2% of regional revenues.



People

“ *I felt very anxious before I called, but now after talking this over it's like a huge weight has been lifted and I have a plan of what to do.* ”

A Veteran, highlighting the impact of MSHN's Veteran Services

MSHN's Veteran Navigator works alongside Veterans and their families to offer support and ensure they are connected to necessary resources and services. As part of this mission, MSHN is committed to helping Veterans and their families access culturally sensitive and supportive behavioral health and substance use disorder treatment services. We leverage regional expertise and partnerships to address the unique needs of those who have served, providing comprehensive assistance tailored to the Veteran community.



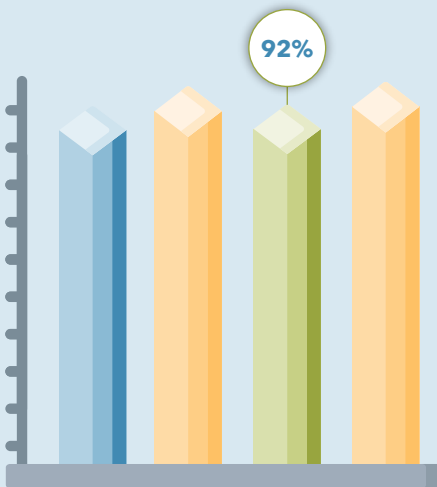
Responding to Need

MSHN tunes in to the needs of beneficiaries and responds. Over the past several years, we noticed there were not enough crisis residential providers to meet community needs. To bridge the gap, MSHN launched an exploration of how and where a crisis residential program would benefit the region. In June of 2024, in collaboration with MSHN, Healthy Transitions opened a crisis residential program in Alma, Michigan to provide community-based crisis services closer to where people live.



Consistent Follow Up After Discharge

Following up with a beneficiary after a psychiatric inpatient stay is important to keeping them connected to ongoing community services and supports and key to avoiding another admission. The MSHN region consistently performs above the Michigan Standard for follow-up after inpatient discharge for both youth and adults. By leveraging technology for real-time access to health information, MSHN aims to continue surpassing standards.



Satisfaction with Service

Year over year, MSHN continues to maintain high beneficiary satisfaction rates. When asked if beneficiaries liked their services, 92% or more responded "Yes" every year since 2020. Beneficiary satisfaction is a driving force behind MSHN's mission.



Advisory Groups

MSHN leverages the important feedback of various advisory groups made up of community members, staff, and beneficiaries. Recently, thanks to the Regional Equity Advisory Committee for Health (REACH), MSHN developed a regional statement of values and commitments to diversity, equity, and inclusion. MSHN continues to seek feedback on performance in this space from important partners and stakeholders.



Partners

“

MSHN's support had a profound impact on our business during the COVID-19 pandemic.

”

Kim Murphy, DOT Caring Centers, on the Provider Staffing Crisis Stabilization Program

A key strength and philosophy of MSHN is effective collaboration with its SUD Provider Network and CMHSP Participants. The critical impact of those partnerships means effective and accountable public behavioral health services. According to Mid-State Health Network's Board Chair, Ed Woods, "we excel in fostering productive coordination and providing CMHSP Directors with a strong, influential voice. Our commitment to meaningful engagement with members and providers surpasses the standard requirements, setting us apart from other regional entities."

Training Partnerships

MSHN offers comprehensive training focused on mental health, substance use disorders, contractual requirements, and health equity. We provide opportunities for continuing education credits through the Michigan Certification Board for Addiction Professionals, in collaboration with the Michigan Department of Health and Human Services and the Community Mental Health Association of Michigan. Our mission includes ensuring easy access to mandatory and ongoing education to keep staff updated on treatment modalities. We offer conferences and various learning formats, including in-person sessions, online courses, and webinars. All training opportunities are easily accessible for providers throughout the region.

High-quality training programs for mental health and substance use disorder professionals ensure they stay ahead with the latest skills and knowledge. MSHN empowers staff to deliver exceptional care and support to our communities.

Health Plan Collaborations

*MSHN's partnerships helped reduce ER visits by **81%***

One of the many ways MSHN works to realize its strategic priority of Better Health is through its partnerships with all Michigan Medicaid Health Plans in the region to facilitate shared care coordination. By sharing data with these health plans to support high-risk populations, our collaborative efforts have led to a reduction in Emergency Room (ER) visits for beneficiaries enrolled in joint care coordination plans. With an understanding that individuals are at their healthiest when their needs are addressed proactively, MSHN prioritizes the prevention of emergencies before they arise.

Behavioral Health Homes

Behavioral Health Homes (BHH) provide an integrated approach to treatment where individuals receive comprehensive care coordination to manage their behavioral health and physical health needs. MSHN launched the BHH initiative in 2023 with 5 health home partners: Saginaw CMH, CMH for Central MI, Montcalm Care Network, Newaygo Community Mental Health, and Shiawassee Health & Wellness. We look forward to expanding to additional counties in FY25.

*MSHN and its regional partners launched the BHH initiative on May 1st, 2023, and served **336** individuals during the first 6 months of the initiative.*

Opioid Health Homes

*In the first year, over **175** people received coordinated services through an interdisciplinary care team, including support from Peer Specialists.*

MSHN leads in delivering innovative care for Medicaid beneficiaries through the Opioid Health Home (OHH) model, enhancing well-being and recovery for vulnerable populations. MSHN gives oversight over OHHs, ensuring excellence through certification, monitoring, and support. Five OHH locations, including Victory Clinical Services in Saginaw, are operational, with more planned for FY24. Future initiatives include expanding to Substance Use Disorder Health Homes in FY25, focusing on stimulant and alcohol use disorders, and serving more communities.

Innovative Behavioral Health Interventions

Project ASSERT is a nationally recognized evidence-based program in which peer specialists connect with people in emergency departments (EDs) with screenings, brief interventions, referral to SUD treatment, access to primary care and specialty services, and increase successful follow-up contacts after ED visits. It prioritizes performance-based payments, aligning incentives with the program's goals. The initiative deploys peer recovery coaches in hospital EDs across 10 counties. These coaches provide crucial follow-up support, emphasizing early intervention and referrals to substance use disorder treatment.

MSHN amplifies marginalized voices by supporting outreach by providers like **Peer 360**. Peer Recovery Coaches use eclectic approaches to best engage individuals from marginalized communities. Peer 360's Anna Winters, for example, integrates cultural teachings into community-based recovery efforts for the Saginaw Chippewa Tribe and other tribal communities, enhancing their prospects for successful recovery.

“

...A good number of those peers were also from the Tribal community, which made it easier for me to heal and relate on multiple levels, including but not limited to the shared learning of my language (Ojibwe), and reconnecting to my Ojibwe culture and traditions.

”

Anna Winters, Peer Recovery Coach

In our work to promote Better Health, MSHN leads Michigan's PIHPs in Population Health and Integrated Care, consistently surpassing national health quality benchmarks since inception. By using advanced data technology, MSHN identifies care gaps, enhances services, and promotes health equity. A key initiative and example of this is our support and evaluation of CCBHCs, which provide comprehensive, integrated care for individuals with mental health and substance use disorders, including crisis intervention, treatment for co-occurring disorders, and coordination with primary care. Currently, MSHN supports four CCBHCs in the region and plans to help expand this model further, working closely with the Michigan Department of Health and Human Services and regional CMHSPs to ensure effective implementation and integration of services.

“The greatest opportunity for CCBHCs is the integration of all behavioral and substance abuse services for all consumer populations.”

-MDHHS Grant Application





Communities



When the MSU school shooting happened, the director at the Community Mental Health Authority of Clinton, Eaton, Ingham Counties was immediately called and the CMH mobilized trained clinicians and others to assist the MSU community and first responders. That showcases the strength of the public mental health system.



MSHN Board Chair Ed Woods

The MSU community was left reeling after February 13, 2023, when three young students were killed and five more were injured in a senseless act of violence. The trajectory and lives of the survivors were forever altered.

Amid this tragedy, CEI Community Mental Health responded to the call and ensured support was available to students, faculty, first responders, and the community.

Everyday People Save Lives

Emergency medical professionals can help prevent overdoses, but so can our neighbors and loved ones. Overdose-reversal medications, like naloxone (Narcan), are vital tools to prevent overdose deaths by reversing the lethal effects of an Opioid overdose.

Aligning with our Better Care priority, and to support this effort, MSHN launched ten harm-reduction vending machines across seven counties, providing life-saving tools like Narcan and Fentanyl test strips directly to everyday people. These vending machines placed over 1,580 Narcan kits and 1,160 test strips directly into the hands of our neighbors and community members.

In addition to providing these tools, MSHN has trained community members in administering life-saving medications like Narcan. In 2023 alone, MSHN hosted 146 training sessions, equipping over 2,000 community members with the skills to administer overdose reversal medications.

MSHN remains committed to expanding access to these critical tools in the communities it serves. MSHN will expand the reach of vending machines by including Xylazine test strips, further enhancing the life-saving measures available to community members.



Creating Health Equity

In 2023, MSHN supported over 23,000 prevention activities in our communities, including school-based prevention programs, collegiate recovery initiatives, and community coalition activities. By emphasizing education, MSHN aims to reduce harm and cultivate a safe and equitable community for everyone.

Better Equity is one of our top priorities. Recognizing the urgent need for targeted responses, MSHN introduced the Equity Upstream Initiative in response to rising overdose, COVID-19 deaths, and other health inequities that disproportionately affect communities of color. Participants engaged in a lecture series featuring national expert speakers who unpacked anti-racist and culturally aware approaches to addiction, recovery, and the opioid epidemic. Attendees explored topics such as social justice approaches to the crisis, racial and ethnic disparities, and cultural considerations for Hispanic, Latiné, and Indigenous communities.



Moving from education to action, MSHN launched a pilot Learning Collaborative of providers who moved the lectures into community-based focus groups and brought the approaches to life in their local communities, churches, and neighborhoods.

Visit midstatehealthnetwork.org/equityupstream to view the lecture series.

“We can stay longer, ask deeper questions... but the real power is in collective action.”

Dr. Camara Jones

In her keynote in the Equity Upstream Lecture series, renowned physician, epidemiologist, medical anthropologist, and anti-racism activist Dr. Camara Jones spoke about upstream structural issues and ways to improve equitable access to care.



Employees

We are committed to creating a safe place where ALL employees feel safe, valued, and heard. And to promoting open, respectful dialogue with a focus on growth, learning and a more connected collaborative path to improved cultural competence based on that learning.

Mid-State Official DEI Statement

Workforce Growth & Stabilization

MSHN Board approved the creation of a **13-million-dollar regional fund** to support all in-region behavioral health and substance use disorder providers in their efforts to address workforce recruitment and retention strategies.

2022

2023

MSHN Board allocated an additional **\$8 million** as a regional contingency fund for FY 2023.

In the face of a critical shortage of behavioral health workers since the COVID-19 pandemic, MSHN took decisive steps to ensure our network of providers could attract and retain a diverse and talented workforce. Thanks to these efforts, the MSHN network now boasts a team of highly skilled and dedicated professionals who are committed to providing the highest quality care to our clients.

“With the support of the MSHN Provider Stabilization and Staffing Crisis Stabilization funding, Arbor Circle was able to invest critically needed resources in our staff and ensure the continuation of high-quality services vital to vulnerable communities”



Investing in Mid-State Health Network’s workforce has transformed the landscape, strategically funding attraction efforts, signing, onboarding, retention, and overtime. These allocations have enabled innovative solutions tailored to stabilize the workforce, crucial for Medicaid beneficiary support and services. Notably, funds are exclusively directed to external provider networks with direct contracts with MSHN and regional CMHSPs. As a key priority to support Better Provider Systems, investing in MSHN’s providers is pivotal for attracting, retaining, and nurturing a dependable workforce.

Professional Development

12% of the MSHN workforce received additional certifications, master's, and PhD degrees while employed at MSHN



At MSHN, we focus on cultivating a team of confident and passionate individuals. We are committed to ensuring that our employees and providers are always equipped with the most up-to-date knowledge and skills by providing them with cutting-edge training, seminars, and industry lectures. MSHN dedicates funding to empower our employees to attend trainings and pursue additional education. Furthermore, we value and reward continuous learning and achievement by adjusting our employees' salaries as they obtain higher degrees or certifications. Additionally, we provide full reimbursement to our staff members for maintaining their licensure.

Transformation through the IDEA Workgroup

MSHN recently conducted an internal organizational assessment and established an Inclusion, Diversity, Equity, and Accessibility workgroup. This workgroup reviewed our policies, procedures, and organizational structure with an equity lens, achieving:

- ✓ **Significant transformation in practices, procedures, and policies**
- ✓ **Thorough review of human resources policies to remove barriers**
- ✓ **Implementation of blind recruitment process to promote fairness and eliminate bias**
- ✓ **Training of staff members by Michigan Department of Civil Rights**
- ✓ **Continuous updates to training to keep team current on best practices**

Diversity & Inclusion

MSHN is compelled to find intentional ways to achieve better equity in our organization and improved health equity in our region, to diversify our workforce, stakeholders, and service participants, to grow in our understanding and inclusion of all residents and to eliminate bias, discrimination, and health disparities in the healthcare services we exist to support.



We are dedicated to fostering a diverse and inclusive workplace for all employees. MSHN is unwavering in our commitment to creating an equitable and welcoming environment.

Employee Culture

MSHN cultivates a dynamic culture of collaboration, innovation, respect, and belongingness. Our employees are not just part of a team, but a community that supports and uplifts each other. This positive work environment not only propels our organization to success but also provides ample opportunities for personal growth.

MSHN highly values employee input and regularly solicits feedback through formal surveys. We understand that everyone has unique needs and preferences, which is why we offer a flexible work environment. Fifty out of 51 of our employees benefit from remote work options and adaptable schedules.

We are proud that our open positions are mainly a result of our expansion and growth. This is a testament to our commitment to creating an organization that our employees are proud to be a part of. Once people join the MSHN team, they tend to stay here for a long time.



Retention Rate
over the past two years



Average Tenure
After only 10 years
of operation

2025 and Beyond

Looking ahead, Mid-State Health Network will continue our efforts to improve the health of the beneficiaries in our region, guided by our strategic priorities: Better Provider Systems, Better Value, Better Equity, Better Care, and Better Health. Our plans for the future include several key initiatives aimed at improving behavioral health services and promoting equity. We are focusing on enhancing value-based care reimbursement models, addressing health disparities, and expanding support for Health Homes and Certified Community Behavioral Health Clinics (CCBHCs). Additionally, MSHN is committed to better integrating physical and behavioral health services, improving care coordination, and addressing social determinants of health to improve overall community well-being.

Thanks to the unwavering support of our dedicated community, Mid-State Health Network is leading the charge toward an inclusive vision of health and well-being. Our efforts in integrated care and population health are driving significant improvements in service quality and accessibility. Through advanced healthcare data technology, we identify and bridge gaps in care, ensuring comprehensive support for the whole person. Our collaboration with community partners and stakeholders allows us to exceed national health quality benchmarks and continuously advance health equity. No one should have to go without the quality care they need, and together, we are making that a reality across our region.