



## Management Report

October 1, 2013-September 30, 2014



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# Company History

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**About us** - Case Management of Michigan, Inc. grew out of the need to successfully assist consumers in transitioning from state institutions toward more independent community placements. Since 1995 we have been at the forefront of providing cost effective and flexible case management services, resulting in significant cost reduction and promoting choice and independence for individuals.

We work with seriously mentally ill adults, including individuals with extensive histories of psychiatric hospitalizations and multiple unsuccessful community placements as well as individuals with NGRI status.

Case Management of Michigan, Inc. collaborates primarily with specialized residential adult foster care providers and semi-independent apartment facilities to carefully assess consumers' needs and create individualized plans for growth and management of symptoms. Small caseloads and intensive case management services allow us to be an active force in our consumers' lives, which often results in our consumers enjoying their longest community placements. We believe that reducing the cost of care can be achieved while improving the quality of life for our consumers.

## ***Our Vision***

Case Management of Michigan will be the industry leader in providing effective case management services that improves the quality of life for our consumers.

## ***Our Mission***

Case Management of Michigan, Inc. is dedicated to providing a broad scope of behavioral health services to adults with severe mental illness. Services are oriented around a person-centered approach aimed at fostering choice and progressive development for each individual while promoting the most independent environment.

## ***Our Values***

Our philosophy is to improve the progress of personal development and goal attainment as well as the quality of life for each individual. We achieve this through our collaborative approach with consumers, comprehensive assessments, advocacy based services, proactive monitoring and crisis intervention. Our values demonstrate our commitment to our mission.

### **Person-Centered Approach**

Our vision to improve the quality of life for our consumers is directed by the principles of a person-centered approach. This allows individuals, with the support of their family or other natural supports, to choose their future while

we assist in identifying and building on personal strengths, which promote goal attainment.

### **Quality Improvement**

In the rapidly changing service delivery system, we are committed to continuously evaluate and improve our services to provide the highest degree of quality possible. Improving quality though all levels of the organization is a fundamental belief of Case Management of Michigan. In an effort to continue to demonstrate the commitment to quality, Case Management of Michigan, Inc prepared for and underwent a CARF survey for accreditation in September 2013.

### **Accessibility**

Case Management of Michigan, Inc. is committed to customer focus. We strive to provide flexible and culturally sensitive services to yield the best outcomes for each individual. Our staff is available 24-hours per day as we maintain a proactive involvement in each of our consumer's lives. We deliver services in the consumer's environment and believe in providing services as needed rather than a "one size fits all approach."

### **Efficiency**

Case Management of Michigan, Inc. prides itself on its efficacy of service delivery. Small caseloads are maintained in order to provide personalized and devoted services to each individual. This fundamental tenet also allows Case Management of Michigan, Inc. to adapt services to meet the needs of multiple referral sources and communities.

## ***Our Services***

### **Assessment**

The first step to a successful placement is a comprehensive assessment. Utilizing standard tools including the LOCUS, GAF, DLA-20, CAFAS Case Management of Michigan, Inc. identifies the most independent placement setting. We then meet with the potential consumer, AFC provider, hospital, and CMH staff to determine and coordinate the most appropriate services.

### **Placement**

Once the appropriate facility has been identified, Case Management of Michigan, Inc. will coordinate transportation, aftercare appointments, benefits, and the Person-Centered Planning process. The assigned case manager will meet with the new client within forty-eight hours to implement an interim treatment plan and begin the PCP process. In addition to the traditional professional assessments, we also elicit goals from the client, guardian, and any other appropriate parties.

## Ongoing Care

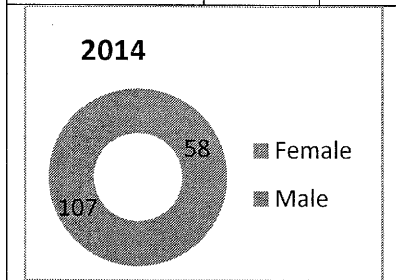
Our commitment to our clients is demonstrated by frequent case management contacts. The relationship developed through these frequent contacts assist to support the individual, encourage positive problem solving behaviors and promote progressive development. We work collaboratively with CMH Liaisons to develop unique approaches to better assist clients through the continuum of care. Case Management of Michigan, Inc. also provides periodic/service reviews, 24 hour on call services, DBT services representative payee services, nursing services, and coordinates psychiatric medication reviews.

## Demographics

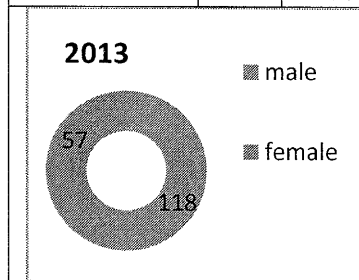
During the fiscal year, Case Management of Michigan, Inc. served 165 consumers from 16 different Community Mental Health Authorities in Michigan. Demographics are as follows:

### Gender

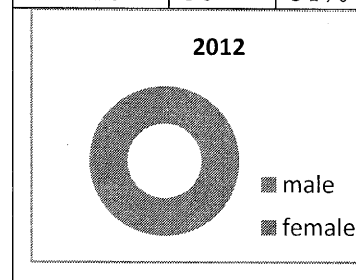
2013-2014	165	%'s
Male	107	65%
Female	58	35%



2013	175	%'s
Male	118	67%
Female	57	33%

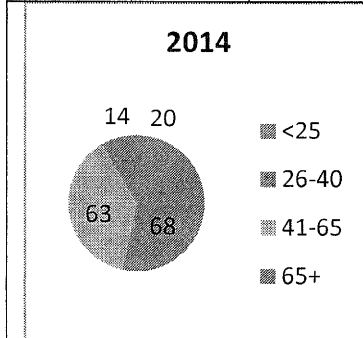


2012	161	%'s
Male	111	69%
Female	50	31%

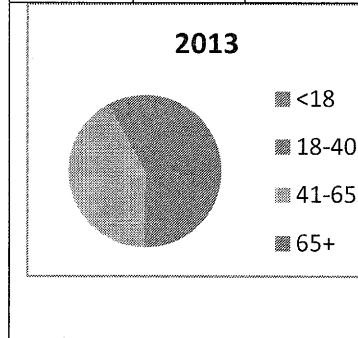


### Age Group

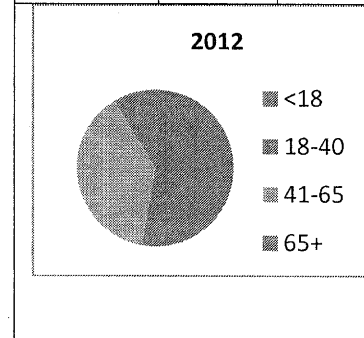
2013-14	165	%'s
<25	20	12%
26-40	68	41%
41-65	63	38%
65+	14	8%



2013	175	%'s
<18	1	1%
18-40	87	49%
41-65	73	42%
65+	14	8%



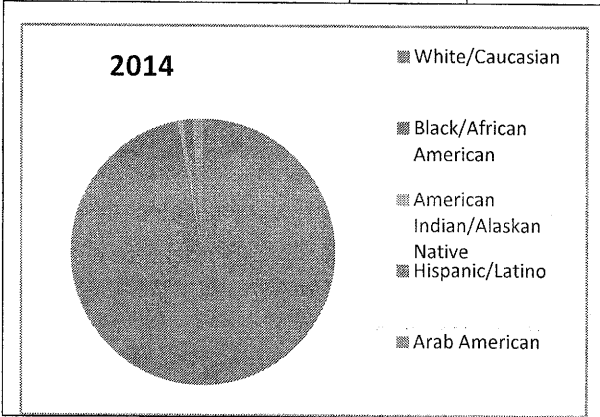
2012	161	%'s
<18	2	1%
18-40	83	52%
41-65	62	39%
65+	14	8%



### Ethnicity

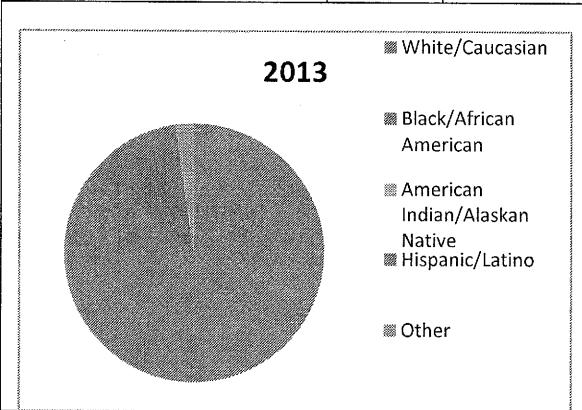
2013-2014
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Ethnicity	165	%
White/Caucasian	139	84%
Black/African American	21	13%
American Indian/Alaskan Native	1	1%
Hispanic/Latino	2	1%
Arab American or Chaldean	2	1%



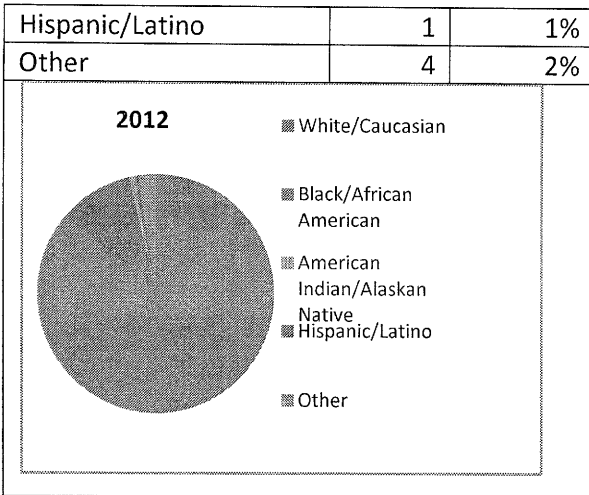
**2012-2013**

Ethnicity	175	%
White/Caucasian	151	86%
Black/African American	20	11%
American Indian/Alaskan Native	1	1%
Hispanic/Latino		0%
Other	3	2%



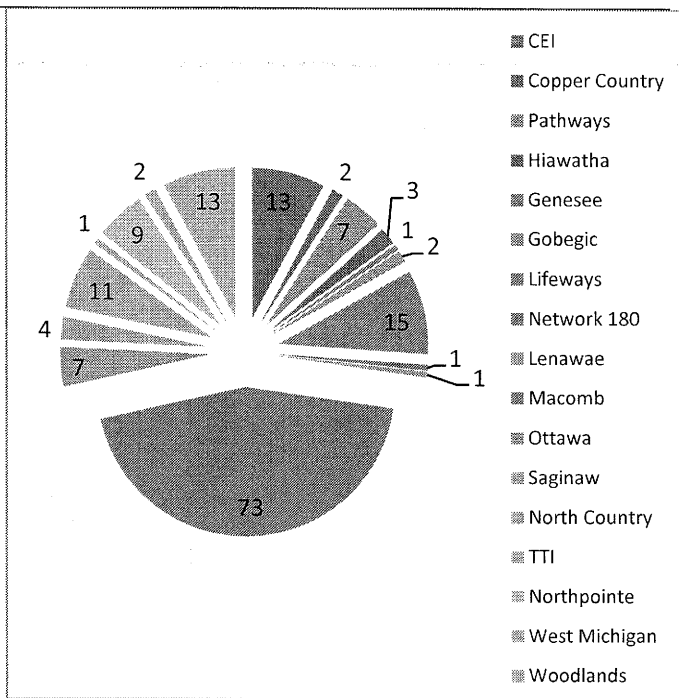
**2011-2012**

Ethnicity	161	%
White/Caucasian	139	86%
Black/African American	16	10%
American Indian/Alaskan Native	1	1%



**CMH's**

<u>2013-2014</u> CMH	Number of Clients	Percent
CEI	13	8%
Copper Country	2	1%
Pathways	7	4%
Hiawatha	3	2%
Genesee	1	1%
Gobegic	2	1%
Lifeways	15	9%
Network 180	1	1%
Lenawee	1	1%
Macomb	73	44%
Ottawa	7	4%
Saginaw	4	2%
North Country	11	7%
TTI	1	1%
Northpointe	9	5%
West Michigan	2	1%
Woodlands	13	8%



<b>2013</b> CMH	Number of Clients	Percent	<b>2012</b> CMH	Number of Clients	Percent
CEI	10	6%	CEI	7	4%
Copper Country	1	1%	n/a		
Genesee	3	2%	Genesee	4	2%
Hiawatha	3	2%	Hiawatha	3	2%
Lifeways	25	14%	Lifeways	26	16%
Network 180	2	1%	Network 180	3	2%
Macomb	73	42%	Macomb	64	40%
Northern Lakes	1	1%	Northern Lakes	1	1%
North Country	14	8%	North Country	13	8%
Ottawa	7	4%	Ottawa	9	6%
Pathways	6	3%	Pathways	5	3%
Saginaw	3	2%	Saginaw	3	2%
TTI	1	1%	TTI	1	1%
Northpointe	9	5%	Northpointe	5	3%
Easter Seals	1	1%	Easter Seals	1	1%
West Michigan	3	2%	West Michigan	3	2%
Woodlands	13	7%	Woodlands	13	8%

Case Management of Michigan, Inc. works with each referral source and consumer to provide proper placement in the least restrictive environment while ensuring enough support to decrease the number of overall hospitalizations and the number of days spent in the hospital. This provides consumers with more continuity in their life and creates psychiatric stability. On average consumers had experienced **1.32 psychiatric** admissions to the hospital in the year before placement with Case Management of Michigan, Inc. The average number of psychiatric hospital days for the year prior to receiving services from Case Management of Michigan was **136.4** days per consumer.

### *Outcome Measures*

During the fiscal year 2013-2014 our caseload averaged 3.26 hospital days, a decrease from the caseload average from previous fiscal years (2012-2013: 4.85 hospital days; 2011-2012: 4.28 hospital days). This represents a **97.6%** decrease in hospitalization days and has saved approximately **\$11,178,658** for the referral agencies (based on an average State Hospital daily rate of **\$509.00**).

Additional cost analysis has demonstrated the ongoing success of Case Management of Michigan, Inc. Using the current cost of psychiatric hospitalization verses community placement, our services will save at least **\$8,670 per consumer** in community placement (\$200 per diem rate for AFC home, \$600 of CMMI services per month) per month. This means a cost savings of **\$104,040 per consumer**, per year that is maintained in a specialized foster care setting with intensive case management services.

As we continually evaluate consumers through routine visits, some consumers have demonstrated the skills and psychiatric stability that allows them to move into less restrictive environments. During the fiscal year 2013-2014, 29 consumers moved to less restrictive environments. This represents 17.6% of all consumers being served during the year moving to less restrictive settings.

2013-2014	Total Served	165	2012-2013	Total Served	175
# of moves	Less Restrictive	More Intensive	# of moves	Less Restrictive	More Intensive
85	29	26	116	43	31

**Additional outcome measures include:**

	2014	2013	2012
<b>Percentage of consumers with active public benefits:</b>	99%	99%	99%
<b>Percentage of consumers seen within 48 hours of placement:</b>	100%	80%	85%
<b>Percentage of consumers involved with natural supports:</b>	67%	95%	73.3%
<b>Percentage of consumers attending day programs or independent community activities:</b>	38.2%	70%	43.5%
<b>Percentage of Macomb County consumers attending day programs:</b>	n/a	70.4%	94%
<b>Percentage of consumers working or involved with Michigan Rehabilitation Services:</b>	3.6%	7%	2.4%
<b>Percentage of consumers attending school (who were age eligible):</b>	21.4%	50%	37.8%
<b>Percentage of consumers that improved or maintained of GAF:</b>	73.3%	84.6%	82%
<b>Percentage of consumers that started service within 14 days of assessment:</b>	94.3%	57.1%	87.5%

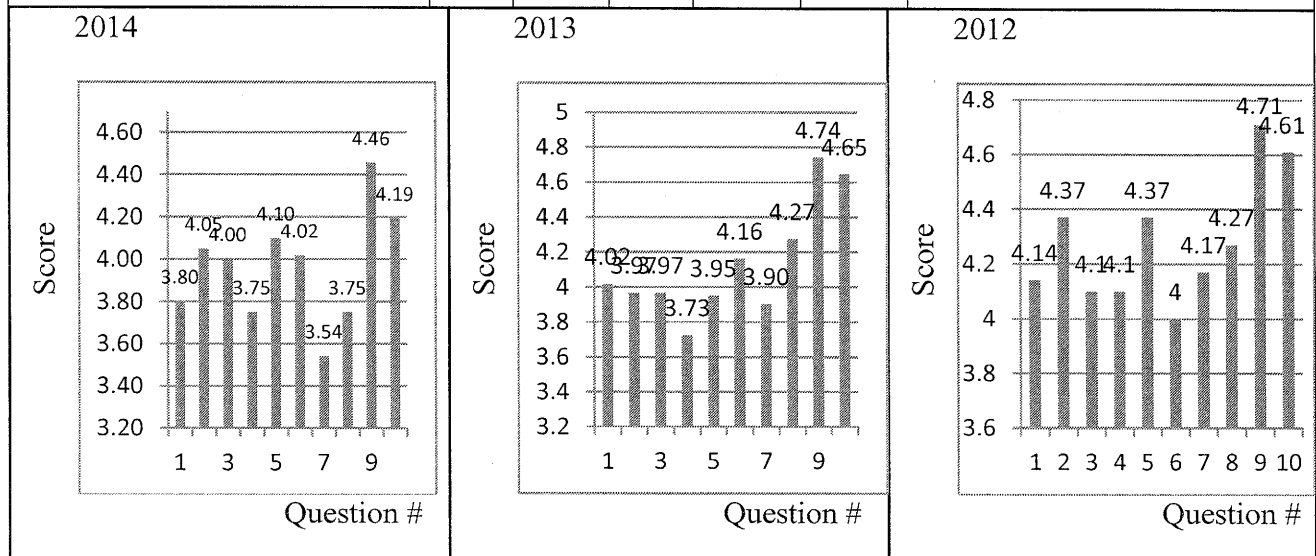
*Consumer Satisfaction Ratings*

Case Management of Michigan, Inc. continues to strive to improve the level of satisfaction gained by our consumers with the services that they receive through our organization. We have continued to provide our customers with annual satisfaction surveys to give them the opportunity to provide us with feedback on how we can improve our services along with their current level of satisfaction with the services that they are receiving. Separate surveys were sent to consumers and then to guardians/providers/family members/service providers/CMH Liaisons/Hospital staff and asked to rate their experiences and satisfaction with Case Management of Michigan on a scale of 1-5, 1 being very poor and 5 being excellent.

Consumers	2014		2013		2012	
Question:	Ave. Score	Percent Score	Ave. Score	Percent Score	Ave. Score	Percent Score



1. I deal more effectively with daily problems:	3.8	76.0%	4.02	80.4%	4.14	82.8%
2. I feel better about myself:	4.05	80.9%	3.97	79.4%	4.37	87.4%
3. I am better able to manage my symptoms:	4.0	80.0%	3.97	79.4%	4.1	82%
4. I am better able to deal with crisis:	3.75	75.0%	3.73	74.5%	4.1	82%
5. I am getting along better with my family, friends, and others in my life:	4.10	81.9%	3.95	79%	4.37	87.4%
6. I do better in social situations:	4.02	80.3%	4.16	83.2%	4	80%
7. I have achieved my goals:	3.54	70.8%	3.9	78%	4.17	83.4%
8. My needs have been/are being met:	3.75	75.0%	4.27	85.4%	4.27	85.4%
9. My case manager treats me with dignity and respect:	4.46	89.1%	4.74	94.8%	4.71	94.2%
10. My case manager is responsive to needs:	4.19	83.8%	4.65	92.9%	4.61	92.2%



2013-2014

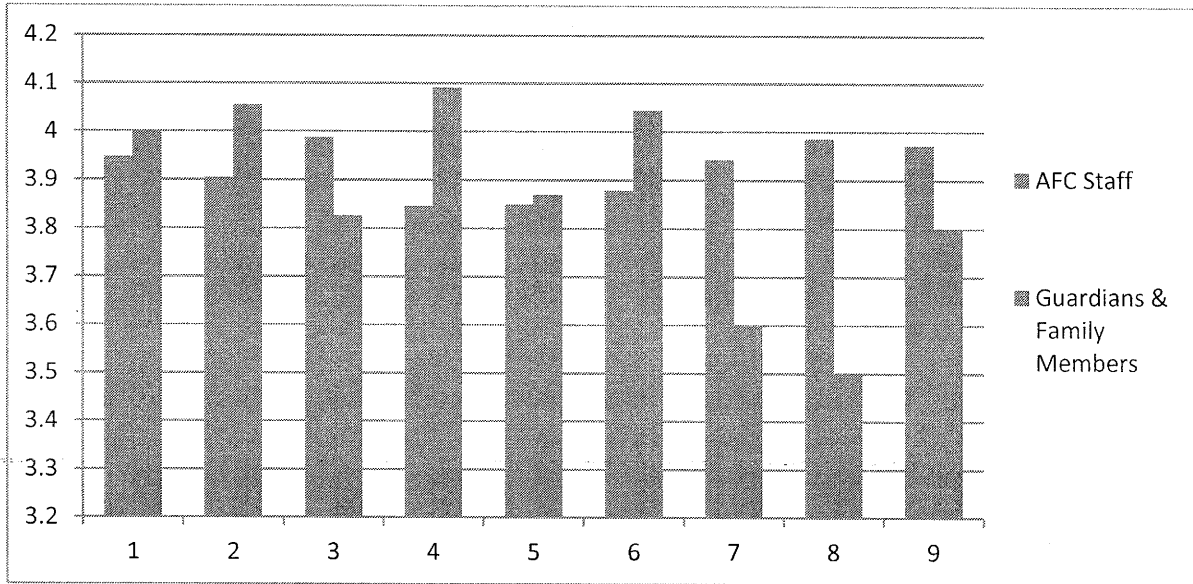
Question:	Guardians/AFC Staff/AFC Management/Family Members		Guardians and Family Members		AFC Staff	
	Ave. Score	Percent score	Ave. Score	Percent score	Ave. Score	Percent score
1. My overall satisfaction with the services provided by Case Management of Michigan (CMM) is	4.0	80.0%	3.95	78.9%		
2. My experience with CMM compared to other case	4.05	81.1%	3.9	78.1%		

managers is						
3. CMM provides responsive services	3.82	76.5%	3.99	79.7%		
4. My family member/consumer has demonstrated stability since receiving CMM services	4.09	81.8%	3.85	76.9%		
5. My family member/consumer has demonstrated an overall improvement in their quality of life since receiving CMM services	3.87	77.4%	3.85	76.9%		
6. CMM incorporates input from family members, guardians, and other appropriate parties regarding care and services for consumers	4.04	80.8%	3.88	77.5%		
7. CMM keeps me informed of significant changes with my family member/consumer	3.6	72.0%	3.94	78.8%		
8. Communication with CMM is respectful and timely; including written reports	3.5	70.0%	3.98	79.7%		
9. CMM handles crisis in a safe and efficient manner	3.8	76.0%	3.97	79.4%		

## 2012-2013 Results

Guardians/AFC Staff/AFC Management/Family Members	Guardians		Family Member		AFC Staff		AFC Management	
	Ave. Score	Percent score	Ave. Score	Percent score	Ave. Score	Percent score	Ave. Score	Percent score
Question:								
1. My overall satisfaction with the services provided by Case Management of Michigan (CMM) is	4.31	86.3%	5	100%	4.07	81.3%	4.67	93.3%
2. My experience with CMM compared to other case managers is	4.24	84.7%	5	100%	4.42	88.6%	4.67	93.3%
3. CMM provides responsive services	4.31	86.3%	5	100%	4.27	85.3%	4.67	93.3%
4. My family member/consumer has demonstrated stability since receiving CMM services	3.95	78.9%	5	100%	3.85	76.9%	3.67	93.3%
5. My family member/consumer has demonstrated an overall improvement in their quality of life since receiving CMM services	3.84	76.8%	5	100%	4	80%	3.5	73.3%
6. CMM incorporates input from family members, guardians, and other appropriate parties regarding care and services for consumers	4.16	83.1%	5	100%	4.33	86.7%	4.33	70%
7. CMM keeps me informed of significant changes with my family member/consumer	4.32	86.3%	5	100%	4.15	83.1%	4.33	86.7%
8. Communication with CMM is	4.37	87.4%	5	100%	4.07	81.3%	4.33	86.7%

respectful and timely; including written reports								
9. CMM handles crisis in a safe and efficient manner	4.39	87.8%	5	100%	4.13	82.7%	4.67	93.3%



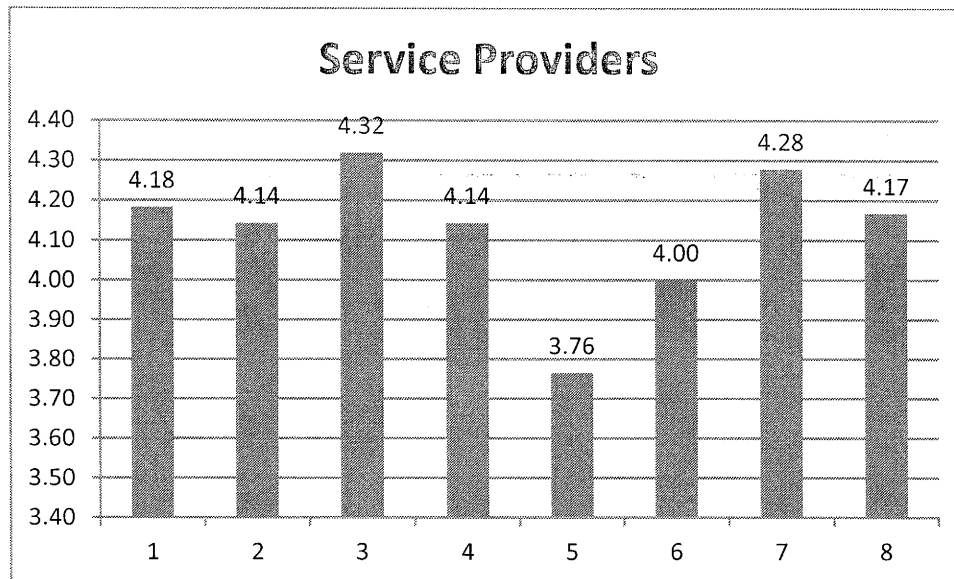
2013-2014

Service Providers/Hospital/CMH Liaisons		
Question:	Ave. Score	Percent score
1. My overall satisfaction with the services provided by Case Management of Michigan (CMM) is	4.18	83.6%
2. My experience with CMM compared to other case managers is	4.14	82.8%
3. CMM provides responsive services	4.31	86.3%
4. CMM incorporates input from appropriate parties regarding care and services for consumers	4.14	82.0%
5. CMM keeps me informed of significant changes with my family member/consumer	3.76	75.3%
6. Communication with CMM is respectful and timely; including written reports	4.0	80.0%
7. CMM handles crisis in a safe and efficient manner	4.28	85.5%
8. CMMI provides effective and appropriate interventions for my family member/consumer	4.16	83.3%

2012-2013

Service Providers/Hospital/CMH Liaisons	Service Providers		Hospital Staff		CMH Liaisons	
	Ave. Score	Percent score	Ave. Score	Percent score	Ave. Score	Percent score
1. My overall satisfaction with the services provided by Case Management of Michigan (CMM) is	3.25	65%	4.25	85%	3.89	77.9%

2. My experience with CMM compared to other case managers is	3	60%	4.25	85%	3.81	76.3%
3. CMM provides responsive services	2.25	45%	4.25	85%	4.05	81.1%
4. CMM incorporates input from appropriate parties regarding care and services for consumers	3	60%	4	80%	3.89	78%
5. CMM keeps me informed of significant changes with my family member/consumer	2.25	45%	4	80%	3.78	75.6%
6. Communication with CMM is respectful and timely; including written reports	2.75	55%	4.5	90%	3.89	77.9%
7. CMM handles crisis in a safe and efficient manner	2.67	53.3%	4.33	86.7%	4	80%
8. CMMI provides effective and appropriate interventions for my family member/consumer	2.5	50%	4	80%	4.11	82.1%



### *Planned Quality Improvement Activities*

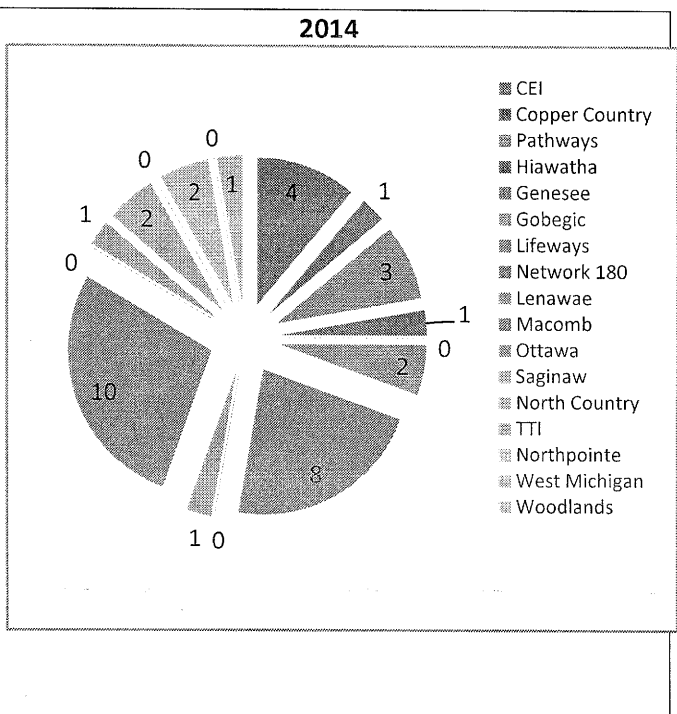
At Case Management of Michigan, Inc., we strive to continually increase the quality of our services. An annual quality improvement plan is completed based on input from a variety of sources including feedback from annual surveys, internal and external audits, and the results from our advisory board meetings.

### *Trends*

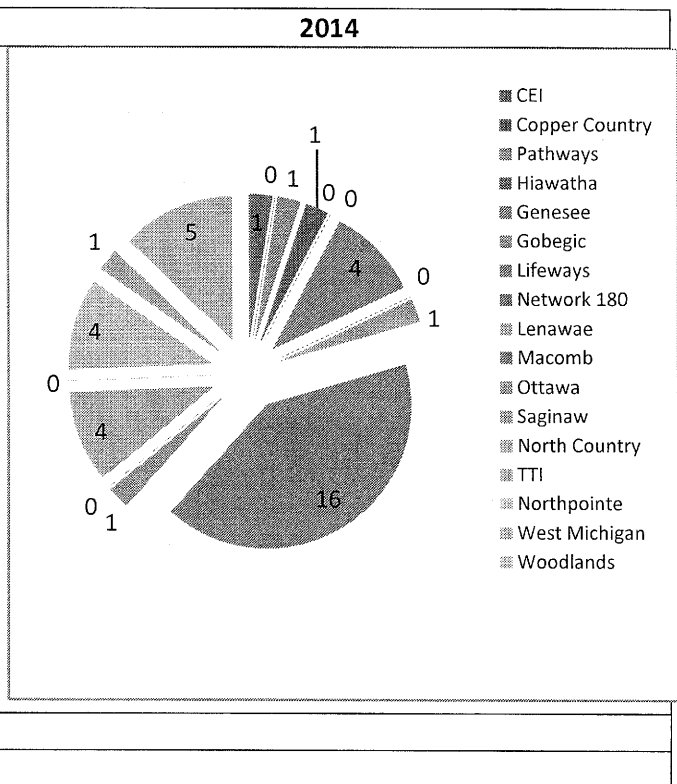
**Financial:** The provision of mental health services continues to be a highly volatile market responding to a number of factors including increasing numbers of individuals being diagnosed with a mental illness, reductions in funding based on State and Federal budget issues resulting in continuous pressure for Community Mental Health Agencies to reduce the cost of care, and the number of individual hospitalized. Fiscal growth continued for the agency over the past year. The referral rate remains consistent and the number of consumers served decreased slightly. There was a decrease in the total number of intakes for this fiscal year but the organization has added two additional CMH contracts.

2013-2014

Intakes	2014	2013
Total	36	39
CEI	3	3
Copper Country	1	1
Genesee		
Hiawatha	1	
Lifeways	8	7
Network 180		
Macomb	10	17
Gobegic	2	n/a
North Country	2	3
Ottawa		
Pathways	3	1
Saginaw	1	
TTI		
Northpointe	2	5
Lenawee	1	n/a
West Michigan		1
Woodlands	1	1



Discharges	2014	2013
Total	39	43
CEI	1	1
Copper Country		
Genesee		2
Hiawatha	1	1
Gobegic		n/a
Lifeways	4	16
Network 180		1
Lenawee	1	n/a
Macomb	16	9
North Country	4	5
Ottawa	1	
Pathways	1	2
Saginaw		
TTI		
Northpointe	4	2
West Michigan	1	1
Woodlands	5	1
Easter Seals	n/a	1
Northern Lakes	n/a	1



**Clinical:** For years we have discussed the increasing severity of individuals referred to our agency, and this trend continues. We have seen an increase in individuals with significant

behavioral issues being referred for community based placement. This pattern, while creating challenges, does provide some opportunity for our agency as we have demonstrated the ability to manage these cases more effectively than traditional case management entities as evidenced by decreased hospital days and ability for consumers to step down into more independent settings. As a result, Case Management of Michigan continues to explore treatment options and approaches that will benefit our clientele.

**Marketing:** It is expected that the trend of “privatization” of some or all-clinical services will continue, and this will provide our organization with additional growth potential in the future. Case Management of Michigan, Inc. continues to monitor trends in community mental health and will market our services as a cost saving alternative.

Case Management of Michigan, Inc. continues to hold contracts with sixteen different Community Mental Health agencies. Over the past year Case Management of Michigan has stopped contracting with 2 CMH's and began to contract with 2 new CMH's. Active contracts with Community Mental Health Agencies include:

- Clinton-Eaton-Ingham CMH
- Copper Country CMH
- Gobegic CMH
- Genesee County CMH
- Hiawatha Behavioral Healthcare Authority
- Lifeways MCO (Jackson County)
- Macomb County CMH
- Network 180 (Kent County)
- North Country Community Mental Health
- Lenawee Community Mental Health
- Northpointe Behavioral Health
- Ottawa County CMH
- Pathways
- Saginaw County Community Mental Health Authority
- Sanilac County CMH
- Treatment and Training Innovations (Oakland County)
- West Michigan Community Mental Health
- Woodlands Behavioral Health (Cass County)

Case Management of Michigan, Inc. continues to mail marketing materials on an annual basis.

**Infrastructure:** Case Management of Michigan, Inc. is located in the Historic State Theater building in Kalamazoo, which provides a central location for the homes we service.

**Staff:** Staffing levels have remained stable over the past year. Case Management of Michigan has maintained the same full time personnel throughout the 2013-2014 fiscal year.

The current staffing ratio is allowing case managers to maintain caseloads of 23-27 consumers.

**Audits/Accreditation:** Case Management of Michigan, Inc. has continued to demonstrate significant compliance with industry standards. We are regularly audited by multiple counties for clinical and billing standards.

Case Management of Michigan, Inc. was awarded a three year Council for the Accreditation of Rehabilitation Facilities (CARF) in October of 2013.

Case Management of Michigan, Inc. continues its commitment to serving individuals with severe mental illness and assisting them to improve their adaptive functioning through a person centered planning approach.