

Strategic Plan

Regional Leadership. Local Excellence.

JUNE 2023



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As a Prepaid Inpatient Health Plan (PIHP), the Lakeshore Regional Entity (LRE) manages specialty Medicaid services under contract with the Michigan Department of Health and Human Services (MDHHS) for residents in the region who have Medicaid and who are eligible for services as defined in the Michigan Mental Health Code and MDHHS standards for access to care. LRE is responsible, under 42 CFR §438.68, for assuring the adequacy of its provider network to meet the behavioral health needs for people with mental illness, developmental disability, and/or substance use disorders over its targeted area. LRE is a member-sponsored health plan comprised of the following Community Mental Health Services Programs (CMHSP):

- Community Mental Health of Ottawa County
- HealthWest – serving Muskegon County
- Network180 – serving Kent County
- OnPoint – serving Allegan County
- West Michigan Community Mental Health – serving Lake, Mason, and Oceana counties

For the provision of Medicaid funded specialty supports and services the LRE subcontracts with each CMHSP, who in turn directly operates or subcontracts for their defined geographic area. In addition to the management of Medicaid specialty supports and services, LRE is responsible for substance use disorder treatment and prevention services across the seven-county area, including Medicaid, PA2, MI Child, and related Block Grant. The LRE is responsible for the management and oversight of delivery of required services.

This plan was developed to guide the work of LRE leadership, staff, and working groups to enhance operations and to provide oversight and support for the service delivery system. As such, this plan does not address programmatic aspects of service delivery or delegated functions of the CMHSPs. Each Member CMHSP develops plans related to delegated services for their service area. For non-delegated services, additional planning to inform service development is conducted outside of this process and informed by the service specific planning guidelines and [Strategic Priorities](#) as issued by the Michigan Department of Health and Human Services, including regional strategic plans for [Substance Use Disorder Services](#), [Autism Services](#), and [Gambling Disorder Prevention Services](#).

Development of this plan involved information gathering, development of a guiding framework, and identification of strategic priorities to identify action areas and prioritize tactics. Input from internal and external stakeholders, leadership, and staff was incorporated throughout each stage of development (as detailed in the graphic below). The robust input and guidance provided throughout the process resulted in the compilation of a plan to guide the work of the organization, as summarized on the following pages.



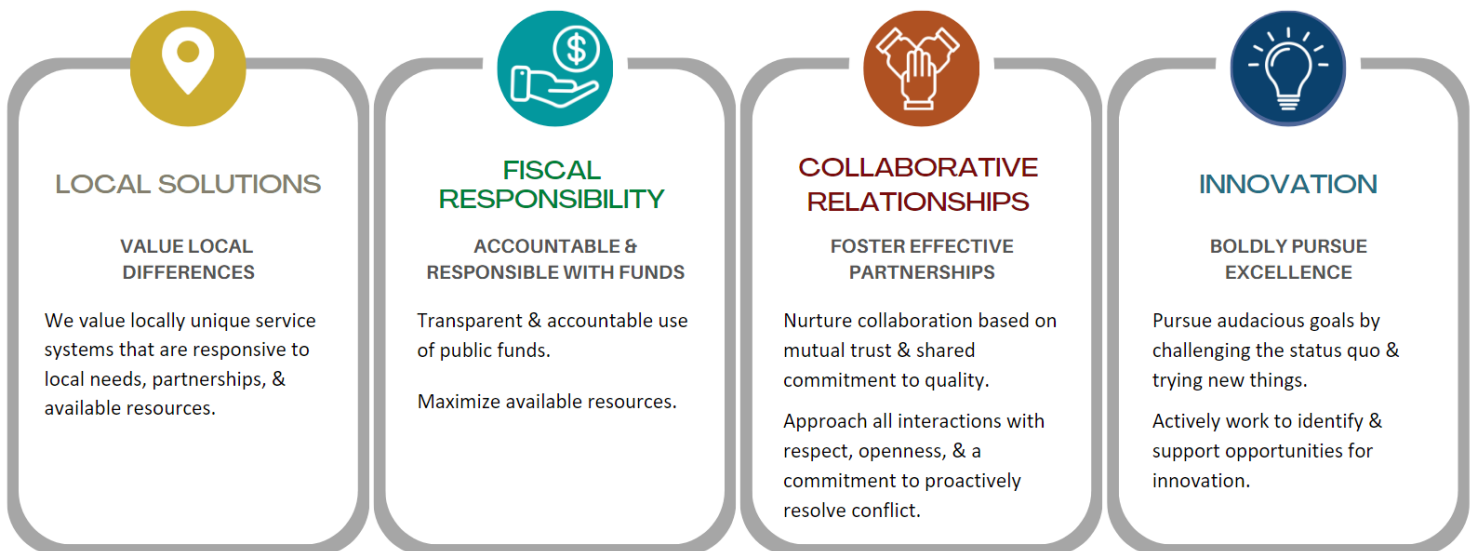
Strategic Plan, June 2023 – Sept. 2026

Throughout the duration of the plan, progress will be reviewed quarterly by LRE staff to ensure implementation and identify course corrections, as necessary. As necessary adjustments may be identified to achieve the intended aims.

The following were developed by the LRE Board of Directors as a framework to guide planning.

Mission: Through regional support and leadership for collaboration and innovation, we work to strengthen the public behavioral health system and ensure excellence in services.

Values:



The strategic plan is designed to guide the organization in putting these values into action in the coming years.

Within each value, the plan seeks to enhance the following foundational priorities:

- Fulfill the responsibilities essential to a managed care organization with excellence.
- Ongoing enhancement of coordinated regional efforts to support and partner with Member Community Mental Health Service Providers (CMHSPs).

The following page provides an overview of LRE strategic priorities. A corresponding action plan has been developed to guide implementation and detail how these strategies will be completed. For more information regarding implementation contact Stephanie VanDerKooi at stephaniev@lsre.org.



Collaborative Relationships

METRICS:

By the end of FY24, and annually thereafter:

- A majority of Operations Advisory Council (OAC) members will agree that the LRE effectively coordinates advocacy for the region.
- A majority of each Regional Operation Advisory Team's (ROAT) members will agree that the team is an effective tool to support local efforts and foster regional coordination.
- A majority of Board Directors will agree that the board functions effectively.

Annual the LRE will achieve a staff retention rate of at least 90%.



Support and coordinate efforts with local Member Community Mental Health Service Programs (CMHSP).

Strategies:

- Develop timely and compelling analysis and communications to support advocating with one voice regarding the impact of new or proposed unfunded mandates or legislation.
- Establish key metrics and acceptable parameters for monitoring financial and service delivery standards for CMHSP Members.



Regional Operation Advisory Teams support local efforts & foster regional coordination.

Strategies:

- Reduce duplicative planning among ROAT groups and ensure information is shared effectively with each group as appropriate.
- Each ROAT will identify priorities for their work annually.
- Provide opportunities for CMHSP ROAT members to support their peers.
- Support lead staff for each ROAT in planning and facilitating effective team meetings.
- LRE staff attending state workgroups provide updates to relevant ROAT workgroups.



Enhance engagement of the Board of Directors.

Strategies:

- Ensure new members receive information necessary to fulfill their role effectively.
- Foster positive working relationships among Directors.
- Identify opportunities to improve effectiveness of board operations and provide support as indicated.
- Facilitate meaningful discussion and exploration of key issues.



Support staff engagement & retention.

Strategies:

- Promote meaningful training opportunities for staff and provide additional reimbursement for participation.
- Assess leadership qualities and skills to identify strengths and deficits for members of the Executive Team; develop skill-building and growth.



Support Local Service Quality

METRICS:

By the end of FY24, and annually thereafter, a majority of members of the Operations Advisory Council will agree that Regional Operations Advisory Teams effectively use data to inform service improvement efforts.

The Provider Network Adequacy report for FY26 will identify no substantial gaps in service availability.



Proactively identify and address constituent concerns.

Strategy:

- Work with CMHSP Members to identify areas of concern and develop plans of action.



Data and performance trends drive development and improvement.

Strategies:

- Conduct ongoing meaningful data reviews for each service area.
- Improve data accuracy by encouraging timely reporting by Members and providers.
- Improve reconciliation process for Members to review submitted encounter data and make corrections.



Consistent access to services for all eligible individuals.

Strategies:

- Ensure service provider network (PN) adequacy by monitoring critical providers to identify those that lack financial stability; establish special arrangements as necessary to support continuation of services.
- Support local implementation of consistent utilization management procedures.



Innovative Service Development

METRICS:

By end of FY24, and annually thereafter, a majority of members of the Operations Advisory Council will agree that:

- The LRE fosters regional discussion to explore potential innovation.
- The LRE supports regional coordination in response to emerging threats.

By end of FY24, and annually thereafter, a majority of Regional Operations Advisory Team members will agree that the ROATs provide opportunities to explore innovation.



Elevate and support opportunities for local solutions.

Strategies:

- Provide ongoing opportunities for identifying and exploring innovations throughout the region.
- Identify potential system threats and develop a regional response.



Fiscal Responsibility

METRICS:

Region spending will not exceed revenue in FY26.

By close out of FY26, the LRE Internal Services Fund will be 5 percentage points closer to the goal established in FY23.



Improve the region's ability to manage within projected revenue levels.

Strategies:

- Annually review state actuarial rate certification letter and work with an actuarial firm to conduct local review if rates seem inaccurate. Advocate as appropriate for reconsideration.
- Work with the Finance Regional Operations Advisory Team to increase predictability of service expenditures.
- Implement improved financial procedures to ensure consistency of cash flow and payment timing.



Improve the region's ability to develop accurate expense projections.

Strategies:

- Develop multi-year financial forecasting at the regional and Member level with estimated revenue and funding needs.
- Ongoing financial monitoring that provides clear, easily understandable reporting that accurately reflects the financial status and reserves.



Maintain adequate financial reserves.

Strategies:

- Determine appropriate level of Internal Service Fund (ISF) balance (within state defined standards).
- Direct funds to the ISF as available until target is achieved.