

LAKESHORE
REGIONAL ENTITY

REGIONAL LEADERSHIP. LOCAL EXCELLENCE.



STRATEGIC PLAN

FY27 – FY29

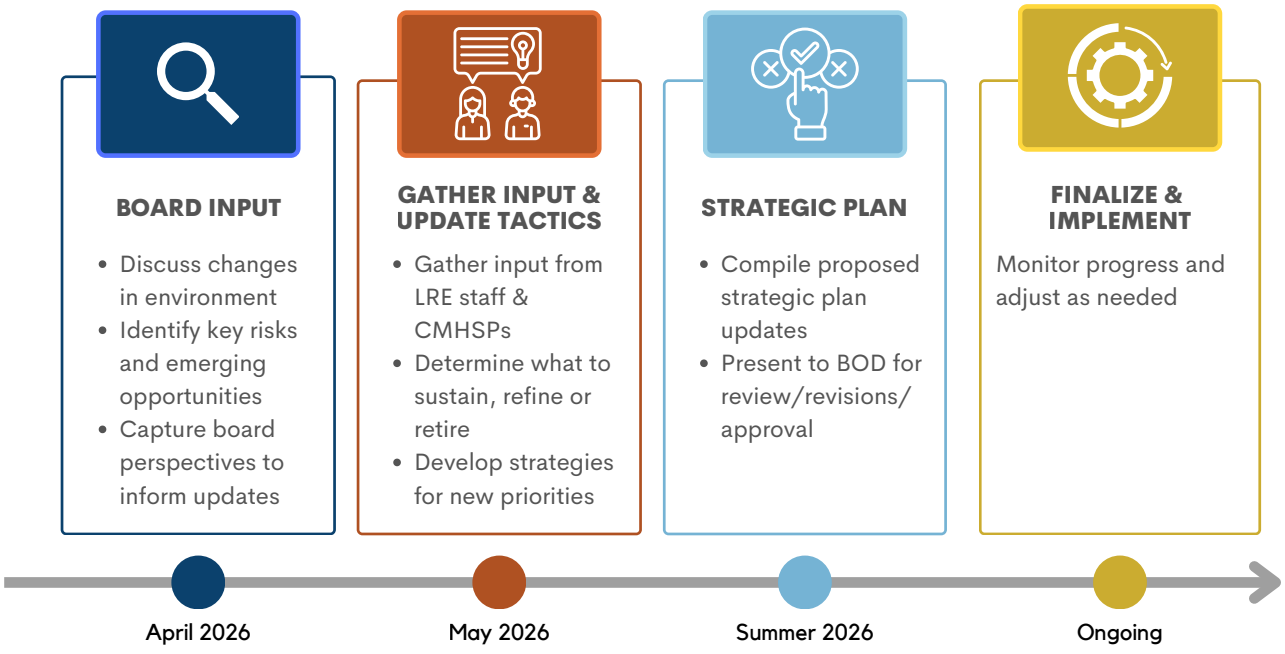
Approved: August 26, 2026

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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, and related Block Grant. The LRE is responsible for the management and oversight of delivery of required services.



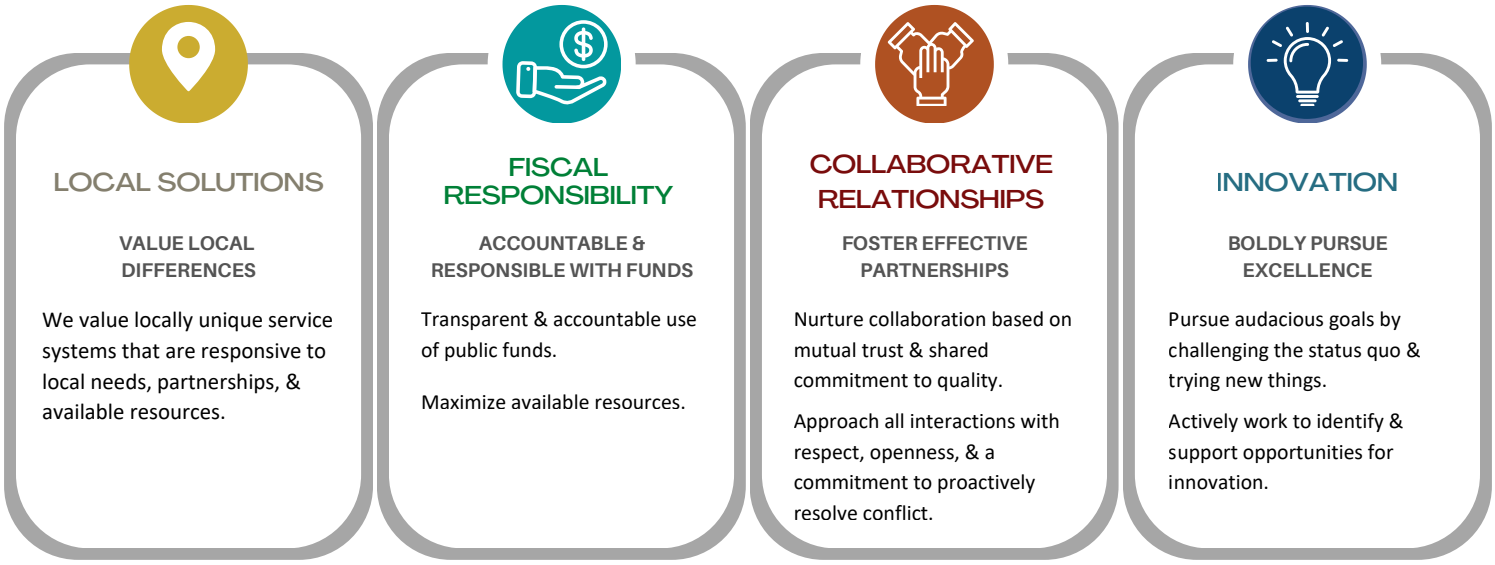
Development of this strategic plan built upon the prior plan while incorporating emerging priorities and changes in the behavioral health landscape across the region. The update process was informed through multiple levels of stakeholder engagement, including a Board of Directors work session focused on identifying new and evolving priorities, input from LRE leadership and staff, and feedback from Community Mental Health Services Programs (CMHSPs) through the Regional Operations Advisory Teams (ROATs). Together, these efforts helped identify areas where strategic focus, coordination, and regional alignment may need to evolve over the next planning period.

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.

In addition, the following values were identifed to guide efforts.



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).

LRE is responsible for advancing the priorities and strategies identified in this strategic plan. While some activities are implemented directly by LRE staff, many require coordination with the region's Community Mental Health Services Programs (CMHSPs). The Regional Operations Advisory Teams (ROATs) and Operations Advisory Committee (OAC) provide an established structure for this collaboration.

ROAT

Topic-based groups that bring together LRE staff and subject-matter experts from each CMHSP to coordinate regional work, respond to state requirements, promote consistency, address shared challenges, and develop recommendations when regional decisions are needed.

OAC

Made up of CMHSP CEOs (Chief Executive Officers) and LRE executive leadership, provides executive-level coordination and direction. It addresses regional operational issues, provides direction to the ROATs, and considers recommendations requiring leadership decisions. Together, these groups help ensure regional priorities are advanced collaboratively and informed by local needs and expertise.

The following pages provide 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.



Relationships

METRICS:

- Annually, a majority of Operations Advisory Council (OAC) members will report agreement that the LRE effectively coordinates advocacy for the region.
- Annually, a majority of Regional Operation Advisory Team (ROAT) members report agreement that the ROAT is an effective tool to support local efforts and foster regional coordination.
- Annually, a majority of BOD members will report agreement that the board functions effectively.

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

Strategies:

- Identify advocacy opportunities, confirm regional consensus, and, where aligned, define a shared approach before taking action.
- Assess and respond to the regional impacts of HR1.
- Monitor and respond to potential PIHP RFP opportunities.
- Adapt LRE operations to respond to changes in CCBHC funding and structure.

ROAT Groups serve as an effective tool to support local efforts and foster regional coordination.

Strategies:

- Strengthen the effectiveness and responsiveness of ROAT groups by regularly assessing performance, incorporating member input, and aligning priorities with regional needs.
- Support lead staff for each ROAT in planning and facilitating effective team meetings.
- Staff attending state workgroups provide updates to relevant ROAT workgroups.

Effective engagement of the Board of Directors.

Strategies:

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

Service Quality

METRICS:

- Annually, a majority of OAC members will report agreement that Regional Operations Advisory Teams effectively use data to inform service improvement efforts.

Proactively identify and address constituent concerns.

Strategy:

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

Data and performance trends drive development and improvement.

Strategies:

- Maintain 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.

Access for all eligible individuals.

Strategies:

- Ensure service Provider Network adequacy by monitoring critical providers to identify those that lack financial stability; establish special arrangements as necessary to support continuation of services.
- Establish clear regional service coverage and utilization standards to create consistent funding boundaries, reduce variation across counties, and support cost-effective use of resources throughout the region.

Innovative Service Development

METRICS:

- Annually, a majority of OAC members report agreement that:
  - The LRE fosters regional discussion to explore potential innovation.
  - The LRE supports regional coordination in response to emerging threats.
- Annually, a majority of ROAT members report agreement that the ROAT provides opportunities to explore innovations.

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.

Utilize technology, where appropriate, to streamline administrative functions.

Strategies:

- Strengthen the ability of staff, Board members, and regional partners to effectively and responsibly use technology, including artificial intelligence, in their work.
- Establish a structured approach to assess, pilot, and implement technology solutions to improve administrative efficiency and organizational effectiveness.



Fiscal Responsibility

METRICS:

Reduce the percentage of regional spending in excess of revenue annually.

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

Strategies:

- Maintain 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.

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 Finance ROAT to increase predictability of service expenditures.

