

HEGIRA HEALTH, INC.
Wellness First

2019-2020 ANNUAL REPORT

Meeting the behavioral health needs of the individuals and families of metropolitan Detroit communities since 1972.

FROM THE CEO'S DESK



Throughout most of 2020, Hegira Health continued to meet and respond to the difficult and tragic challenges brought to us by a worldwide pandemic and COVID-19. Since March 2020, our clinical services have progressively adapted, primarily through the modification and development of alternative treatment and service delivery platforms, to meet those challenges and be able to continue to successfully deliver needed clinical services to our consumers and community. Ongoing funding and programmatic issues inherent in an ever-changing health care industry have also been an area of focus for us.

As we are all aware, 2020 has been a year where the daily news cycle has been a deluge of distressing news and data concerning health, politics, unemployment, education, and financial issues. Despite all this negativity, Hegira Health has proudly remained a mainstay in our community. Individual consumers and families have turned to us for solutions to their own personal issues and problems. Hegira Health has also continued to provide realistic, proven remedies and solutions to police departments, courts, hospitals, and other service organizations in need of assistance for individuals with behavioral health issues.

I remain extremely grateful and proud to work with a very talented, committed staff that works diligently to preserve the spirit of Hegira Health's Mission, to provide excellent care to our consumers, as well as to develop operational and revenue solutions during this extremely challenging time. Hegira Health's management strength and sound business practices have afforded opportunities to remain a viable resource in our communities during these unprecedented times of extreme disruption. During 2020 our ongoing efforts to expand our service capacity have been further recognized by the federal department of Substance Abuse and Mental Health Services Administration (SAMHSA), awarding Hegira Health two substantial federal grants and the designation of being a Certified Community Behavioral Health Clinic and Pathways for Suicide Prevention provider.

As 2020 comes to an end, Hegira Health has fully resumed and re-engaged all its services and business plans, which were in place prior to COVID-19. We are actively expanding our revenue and treatment resources through grants, acquisitions, and the expansion of commercial insurance contracts. Looking forward, we will aggressively continue to educate and increase awareness in the community about Hegira Health, Inc., endeavoring to further strengthen our position as a health care provider in the area of behavioral health treatment services.

Edward Forry
Chief Executive Officer

BOARD OF DIRECTORS

Patrick O'Neil
Chairman

Joan Bongard
Director

Masline Horton
Director

Charles Chase
Secretary/Treasurer

Philip Cavanaugh
Director

Lynn Khadra
Director

Ibrahim Ahmed
Director

Linda Gale
Director

Joan Kovacs
Director

EXECUTIVE STAFF

Edward Forry
Chief Executive Officer

Carol Zuniga
Executive Director

Bob Davidge
Chief Financial Officer

Mike Wunder
Chief Information Officer

Todd Harrison
Director of Human Resources

Deborah Olexa
Quality Management
Director

Melissa Tolstyka
Clinical Director

Kristie Schmiege
Director of Integrated Care
and CCBHC

Jaime White
Director of Clinical
Development and Crisis
Services

P.G. Vijaykumaran MD
Senior Psychiatrist

Valerie Larkin
Executive Assistant

Nancy Jankowiak
Manager, Affiliated
Management Group

NEW TEAM LEADERS 2020



Alonzo McCann
Training
Coordinator



Amber Dillon
Clinical Services
Supervisor



Angela Lucas
Clinical Services
Supervisor



Audra Johnson
PSP Program
Coordinator



Bonita Leone
Nurse Supervisor



Cayla Yuhn
Assistant Clinical
Services Supervisor



Christopher O'Droski
Engage!
Coordinator



Gregory Seedott
CCBHC and SBIRT
Program Manager



LaToya Stafford
Office Manager



Leniya Leonard
COPE Coordinator



Loren Stiltner
Office Manager



Matina Fabian
Administrator of
Adult Outpatient
Services



Nadine Lisi
COPE Coordinator



Sherron Powers
CRU Program
Manager



Tamekia Nash-Walls
Nurse Manager



Victoria Sargent
IMH Coordinator



Willie McConico
Recovery Tech
Supervisor



Yvonne Berry
COPE Coordinator

FROM THE EXECUTIVE DIRECTOR



2020 HONOREE

Carol Zuniga

Executive Director
Hegira Health Inc.

CRAIN'S DETROIT BUSINESS 2020
NOTABLE
WOMEN IN HEALTH

I barely remember October 1st to March 11th of this past year. On the other hand, my memory of March 12th is palpable. March 12th was the date we knew we were upon something not yet clearly defined, yet we somehow knew we were facing an unimaginable challenge. With urgency and only our imaginations, we reorganized to ensure our clients were not only provided the behavioral health services they have depended on us for during the past 50 years but also to ensure they, our clients, and or our staff, were protected from a deadly, novel virus called COVID-19. On March 13th, we closed our residential facilities to visitors; on the 14th, we grounded our mobile teams; on the 16th, we trained hundreds of staff to work outside their normal clinic environments by phone and computer, and on the 17th, we transitioned 200+ clinicians and another nearly 100 support staff to telehealth and remote workstations at their homes. We fought to find adequate PPE, thermometers, and hand sanitizer. We made signs and videos reminding people to wear a mask and wash their hands. We told people that being in the sun did not matter, and keeping their distance did. We shared heart-breaking sadness, frustrations and dreamed together that things would just go back to normal. Our on-site services at COPE, our crisis residential programs, and Oakdale Recovery Center never stopped. We never closed our doors to persons that needed us. Our outpatient clinics continued to administer injections, our ACT teams continued to deliver medication, and our children's staff were available for client and family home emergencies.

Our HR department worked tirelessly to ensure staff and their families had benefits and that enough people were working to meet our community's needs. Our IT department were technical wizards with dual roles as delivery persons, hand-delivering equipment to staff homes. Our fiscal department navigated funding resources amidst new laws and unknown reimbursements in our new service world. Our leadership, clinicians and support staff used technology, coupled with ingenuity, to keep clients engaged and staff healthy. **We learned new ways to cope, and we did it together.**

Despite the havoc, the constant shifting gears for the basics of safety and well-being of the people we serve and employ, this organization, we managed to gain and implement two substantive, selective, federal grants. These SAMHSA grants, a CCBHC Expansion Grant and Pathways for Suicide Prevention Grant adding nearly \$5 million in revenue and providing our organization and our community increased access to services at a time when it was critically needed. We furthered our position as a Zero Suicide agency, further ingrained our position on Trauma-Informed Care as a priority and trained 100's of persons in the community on suicide prevention. We continued with our plan to increase Hegira Health's appearance and influence in the community and increased our presence on social media ten-fold. Furthering our identity and support for diversity, we confirmed a position on Sexual Orientation and Gender Identity (SOGIE) as an integral part of our services; we stood up to social injustices and expanded our Diversity and Inclusion work. As many times as I have thanked Hegira Health's staff this past year, it could never be enough. I have been here 27 years, and I have stayed here because I am proud of what we do and am always excited about what we have not yet accomplished. The staff of Hegira Health is nothing short of amazing.

Carol Zuniga
Executive Director

FROM THE CHIEF INFORMATION OFFICER



FY 2019-20 will go down in the company technology annals as a year of great challenges and achievement. Beginning in December 2019, Hegira Health undertook one of the largest technological changes in its history. Hegira left its nearly 10-year Electronic Health Record (EHR) vendor relationship and moved to a new EHR that promised greater facility for end-users, improved communication with our major funding source and long-term financial efficiencies. Transition planning began in FY 2018-19 and involved heads of all Hegira's programs and services. Not only did this transition require designing the system around Hegira's services, many of which are unique to Hegira and novel to the new system's designer, but we also addressed workflow development, a massive training schedule, and go-live planning

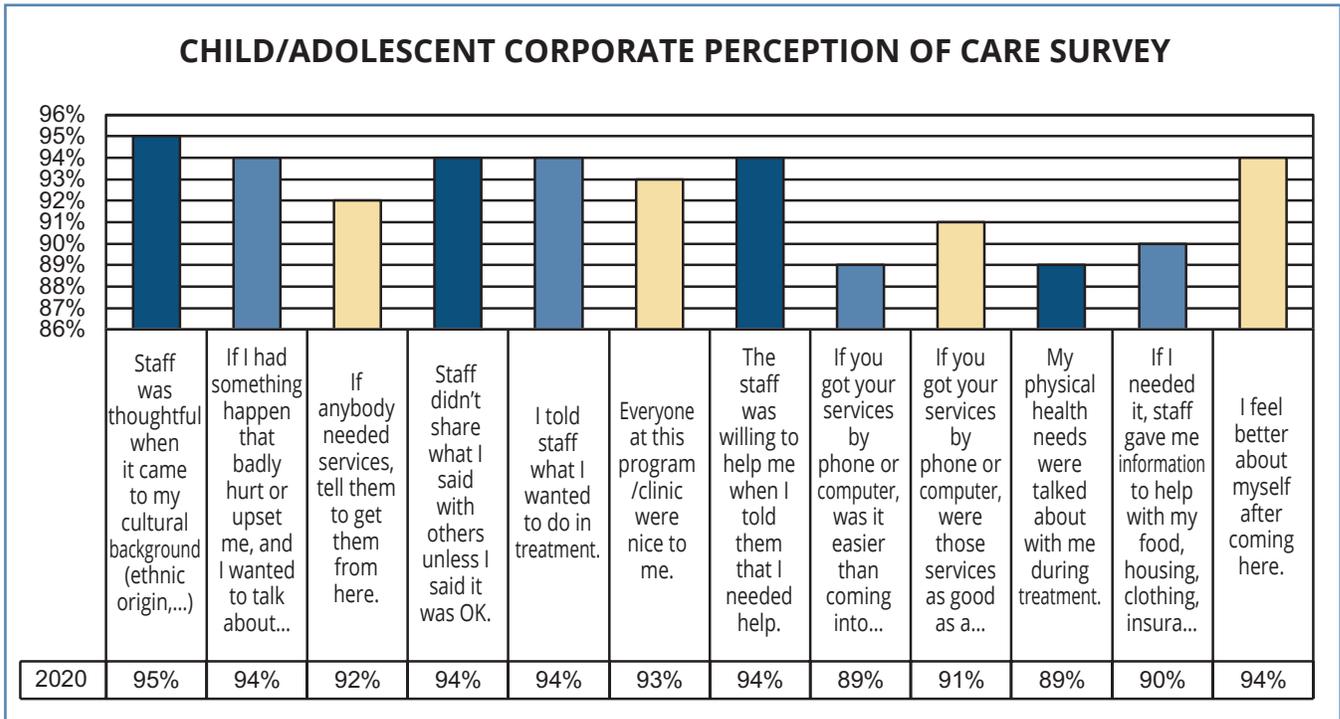
that included superuser support and post go-live care. This change involved everyone throughout the organization and touched all organizational workflows. The results of the EHR transition, in addition to the planned end-user and short-term and long-term financial improvements, included a more modern and updated system that matched Hegira Health's workflows, newer technology not available in the older EHR, and most importantly, the transition was warmly received by the staff.

If implementation of a new EHR was not a heavy enough lift for one fiscal year, now comes in COVID-19. In February and early March, while the world was watching the COVID pandemic develop, Hegira Health's IT Department was busy readying the company for what became the inevitability of a dispersed workforce, changing Hegira Health's business delivery model almost overnight. Following Michigan directives and executive orders, Hegira Health moved its staff out of their offices with technology that allowed clinicians to engage clients through remote telehealth sessions and business and admin support staff (scheduling, payroll, billing, HR, etc.) to conduct support services without a hitch. Hegira Health's IT staff diligently sourced hardware, trained staff on technology and good telehealth practices, and supported both staff and their clients as well. If not for the infrastructure investments over the prior two fiscal years, Hegira Health would not have achieved success as we did during the COVID-19 remote service transition. Investments our Board of Directors supported in improved hardware, security, personnel and even the new EHR, all contributed to our capabilities to be agile and safe, protecting staff and consumer health needs as well as consumer privacy in the new telehealth environment. Our staff proudly surpassed nearly 800,000 video conferencing minutes this FY, serving our clients and keeping the organization operating, despite the many hurdles.

The IT Department continues to support Hegira Health throughout its continuous technological evolution, which took a large step forward in 2019-20 and has set a new baseline for future growth.

Mike Wunder
Chief Information Officer

QUALITY MANAGEMENT



In our goals to ensure individuals receive the best available resources, HHI annually measures individuals' experience of care among all programs. Measuring performance is widely recognized as an important indicator of quality. Individuals anonymously rate the care/services received and recognize staff that are helpful in their recovery and disease management.

During 2020 survey distribution and response were negatively affected by COVID-19. The overall rating of satisfaction was 93%, with 6% of responses being neutral or not applicable. For children/adolescents, the overall favorability rating was 92%, with 7% of responses being neutral or not applicable.

HHI will continue to address aspects within the dimensions of performance as opportunities for improvement.



“We are very pleased with our program. Staff are wonderful and great listeners to my son and family.”

- Hegira Health Children's Outpatient Services

“The staff here is great. They go above and beyond when sharing their stories about recovery. They are sincere, compassionate, and fair. This place possibly saved my life.”

- Hegira Health's Oakdale Recovery Center

TWELVE DIMENSIONS OF PERFORMANCE

- Staff was thoughtful when it came to my cultural background
- If I had any stressful life experiences
- Recommendation of Care to Others
- My wishes about sharing information
- Treatment Planning Participation
- Everyone at this program/clinic were nice to me
- If you got your services by phone or computer, was it easier?
- If you got your services by phone or computer, were those services as good as a face-to-face?
- My physical health needs were talked about
- Helpfulness of Staff
- Staff gave me information to help with my food, housing etc.
- I feel better about myself after coming here

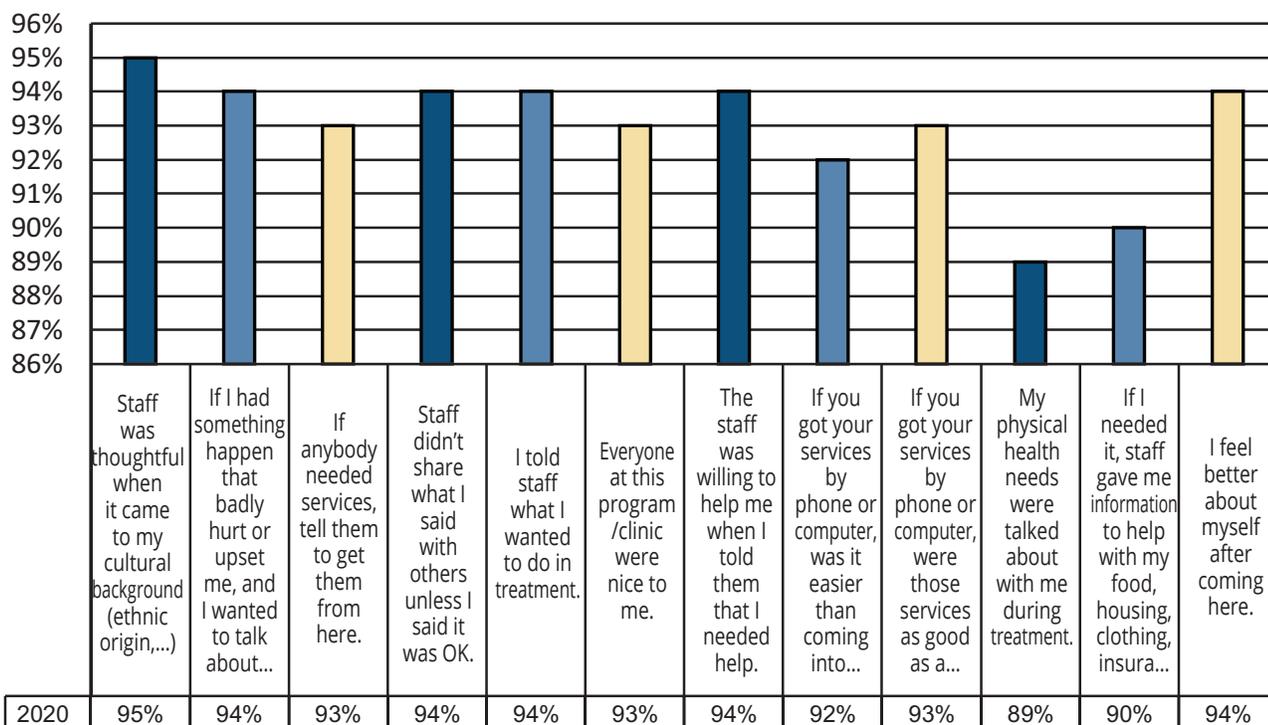
COPE PERCEPTION OF CARE

The overall positive perception of care rate provided by Hegira Health's COPE crisis programs and services ranged during FY19-20 from 92-100%.

"I never knew it was a program like this. Thank you both for being so helpful and helping me feel we are on the right path of getting help."

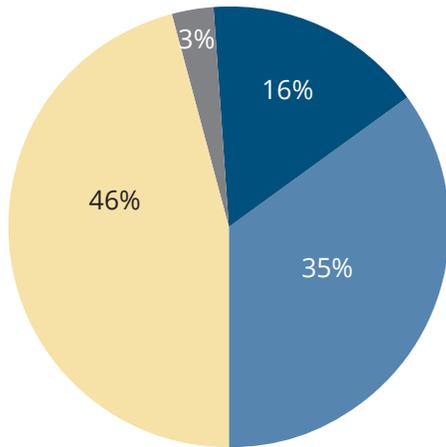
"I am happy with current services from COPE and COPE has helped me improve my life and prevent suicide."

ADULT CORPORATE PERCEPTION OF CARE SURVEY



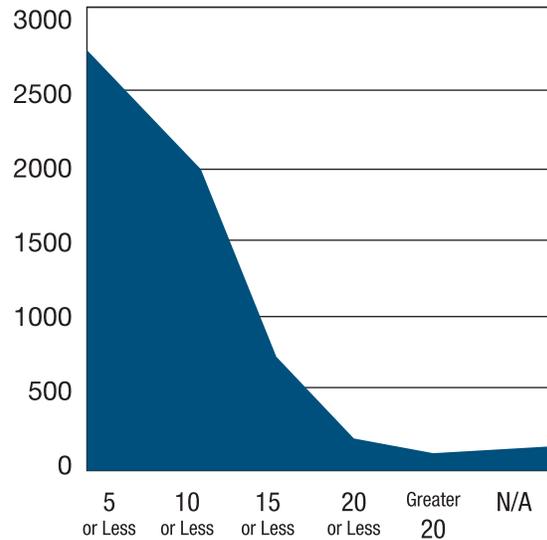
WHO WE SERVED

MH, SUD AND IDD OUTPATIENT A SUD RESIDENTIAL SERVICES 5,280 INDIVIDUALS SERVED



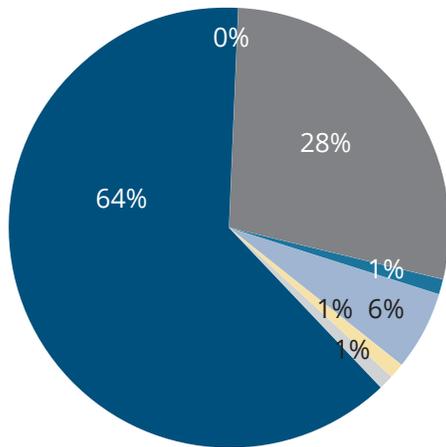
Persons Served By Age

- Under 18
- 36-65
- 18-35
- Over 65



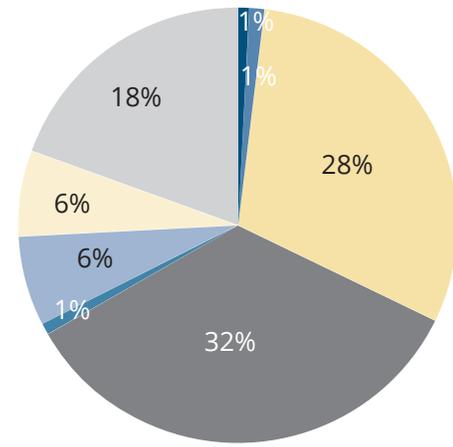
Persons Served By Residence

Distance from Hegira Health's Holliday Park Building



Persons Served By Race/Ethnicity

- Alaskan Native (Aleut, Eskimo)
- American Indian (Non-Alaskan)
- Asian
- Black or African American
- Native Hawaiian or Other Pacific
- Other Race
- Refused to Provide
- Two or More Races



Persons Served By Level of Education

- Self-Contained Special Education
- No Schooling
- Nursery School, Pre-School
- Kindergarten
- Grade 1-11
- Grade 12 or GED
- Vocational School
- 1 Year of College/University
- 2 Years of College/Associate Degree
- 3 Years+ of College/University

FINANCE SUMMARY: FY 2019-20 IN REVIEW



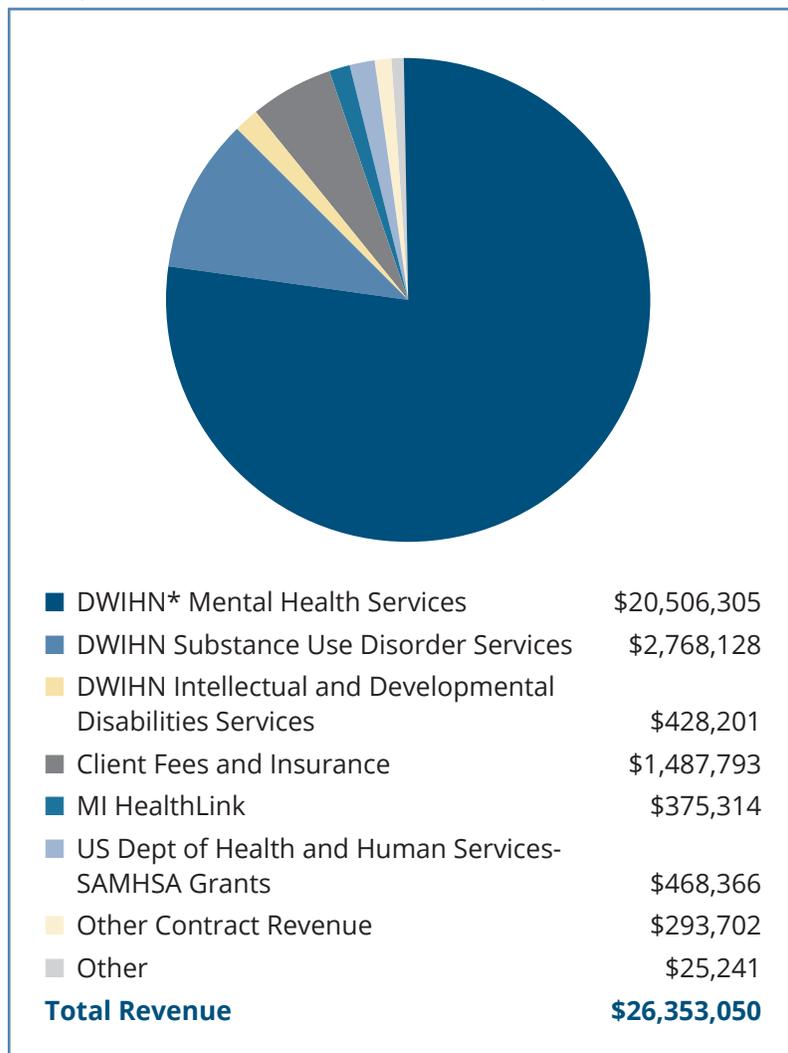
Bob Davidge, Chief Financial Officer

Fiscal year 2019-20 was certainly a year unlike any other. Prior to the onset of COVID-19, our major initiative for the FY was implementation of our new EHR system. That project, which culminated in a successful implementation in December 2019, required extensive resources and planning for nearly the entire prior year. In March all of our attention shifted to the onset of the pandemic. In addition to my concerns for our employees, my family and friends, I was immediately immersed into the financial uncertainties brought on by this unfamiliar and potentially devastating turn of events.

Fortunately, thanks to our Board’s support of significant improvements to our IT infrastructure over the past several years, and the tremendous commitment of Hegira Health’s staff to ensure that the individuals we serve were able to access services, we were able to make a remarkably quick transition to a mostly remote service format. We saw decreases in some service areas, such as Residential/Withdrawal Management and Crisis Residential services, which decreased by 20-25% from normal levels due to required distancing that limited census. Other programs, such as IOP and Clubhouse, which are group formats and social focused services, transitioned to remote services, though the transitions were more difficult and resulted in large decreases by 50% and 90%, respectively.

Due to the efforts of our staff to maintain these services safely, at as high of levels as possible while maintaining outpatient services via remote service provision and reductions in certain expenses, we were able to limit the financial impact caused by the pandemic, though not entirely. Access to various assistance programs, such as the federal government’s Paycheck Protection Program (PPP) allowed us to maintain staffing during the April – June period ,when there was the most uncertainty about the impact of the pandemic and giving us time to continue adapting our services. Projecting that our application for PPP loan forgiveness will be granted, due to the impact of the pandemic on our business, we are hopeful to receive approval of our request sometime in fiscal year 2020-21. This will further strengthen our financial position as we continue to navigate through the financial challenges we have been facing.

Two federal grants secured this FY, through the Substance Abuse and Mental Health Services Administration (SAMHSA), a two-year \$3.9 million grant as a Certified Community Behavioral Health Clinic (CCBHC), and a 16-month, \$800,000 grant for Pathways for Suicide Prevention, will allow us to both expand our services to additional consumers as well as to further our efforts in suicide prevention, a major emphasis with our philosophy as a Zero Suicide organization.



KELLY MAYS, FEATURED STAFF MEMBER



ACCOMPLISHED ARTIST, WRITER AND ADVOCATE

Some opt for the pursuit of talents over the world's needs, while others choose the needs of the world over the pursuit of talents. I have been lucky to have found a place where I can do both, an equilibrium, the elusive work-life balance—A place "where your talents and the needs of the world cross, there lies your vocation." (Aristotle) My calling came full circle when I was hired in my new role as Suicide Prevention Outreach Specialist for the Hegira Health Pathways for Suicide Prevention Program. I can integrate community advocacy and creative artistry into my professional role as a clinician in my new role. I can embrace key principles I've learned at Hegira Health, authenticity, exploring creativity, and investing in society. For example, #DearSurvivor, our first media campaign created to honor the loved ones lost and support survivors of suicide loss. The campaign has received overwhelmingly positive response from the community and most notably we were able to have Maisah Hendrix, daughter of Jimi Hendrix, contribute her story of loss and agreement to collaborate on a future community forum on suicide loss.

Working at Hegira Health has given me the confidence I've needed to invest in my community and pursue my dreams as an artist. In the past few years, I have had the opportunity to tell my story as a survivor of domestic violence at press conferences with the lieutenant governor of Michigan, judges, county, state and city government officials, and been featured in Hour Detroit, Oakland Press, Fox 2 News Detroit, and 88.1 Radio. I have also had the opportunity to travel all over the country as a spoken word artist for competitions and performances, some I've won and some I've lost. With each experience I have been able to come home and share with my work family at Hegira Health who are always cheering on my success. Most recently I was awarded the 2020 Distinguished Volunteer Award from the Association of Fundraising Professionals Greater Detroit Chapter for my advocacy work with Haven and in the field of Intimate Partner Violence.

My accomplishments have been celebrated by my work family and I am grateful for their support and continued commitment to help me to be a better version of myself. I am looking forward to celebrating future successes personally and professionally with Hegira Health in the new year.

IN LOVING MEMORY OF TOM RUCINSKI, *Certified Peer Support Specialist*

By Matina Fabian, Acting-Administrator of Adult Outpatient Services

There are times when we lose our way. We get caught up in meetings, paperwork and deadlines. The real reason we do what we do slips to the background. In those instances, it usually takes a nudge from someone to help us to get back on track and remind us why we do what we do. At Hegira Health, that person who reminded us of what we do matters was Tom Rucinski. Tom carried his mission in his heart and shared it with anyone he met. His life was not without struggles, as he spent much of his young adulthood hospitalized. His resilience and dedication turned these struggles into hope for himself and for others. He worked full time and was fully self-sufficient and independent.



Since 2007 Tom has been a pillar of Hegira Health. He was our first peer support specialist, and over the past 13 years, he touched the lives of countless clients and staff. His death had a profound impact on not only AOS staff and clients but on Hegira Health as a whole and beyond. Tom's reach extended to outside organizations, the staff members at his apartment, and countless more we will never know. Tom's advocacy for his clients, his Hegira Health family, and himself was awe-inspiring. He was quick with a rhyme or a joke in your office doorway and loved to share his poetry about recovery and his love for Hegira Health.

We lost Tom on March 28, 2020, but we will never forget him. He is a reminder to all of us as to why we are here and why we do what we do. We will always remember him just as he signed all of his letters and poems, "Your Friendly Certified Peer Support Specialist, Tom Rucinski."

RECOGNIZING ACCOMPLISHMENTS ACROSS THE ORGANIZATION

9TH ANNUAL RECOVERY AWARDS CELEBRATION! (VIRTUAL)



CONSUMER OF THE YEAR

Lovell Evans was nominated by staff and selected by his peers as Hegira Health's 2020 Consumer of the Year to recognize and celebrate his hard work and achievements over this past year. Despite losing his job due to COVID-19, he has kept a positive attitude and continues to look for another one. He has been working on himself, on family relationships and has been successful in taking small steps toward achieving his goals and dreams.

Congratulations Lovell!

NOMINATED BY STAFF MEMBERS TO RECOGNIZE EXCEPTIONAL RECOVERY ACTIONS

Outstanding Role Models

Fred Eagle
Josephine Young
Joe Jafar

Outstanding Advocate

Mark Scripsick

Outstanding Success

Promise Vos
Johnathan H. Walls
Cynthia Barton

ANNUAL EMPLOYEE RECOGNITION AWARDS



MOST VALUABLE EMPLOYEE OF THE YEAR

Sue Carpenter, Wraparound Coordinator, has been a valued member of Hegira Health since 2009. Sue is not only the longest running Wraparound Coordinator in Wayne County, but she also contributes to Hegira Health by being a member of the Zero Suicide Taskforce, a QPR trainer, and a lead planner for the annual Children's Services Holiday Shop event. She participates in several community meetings throughout Wayne County and is well known for her insights and resourcefulness. Sue was voted Employee of the Quarter in Quarter 1.

2020 EMPLOYEES OF THE QUARTER



Adreinne McCain
QU 2



Curtis Causey
QU 3



Joseph Woods
QU 4

COVID-19 IMPACT AND RESPONSE

OUR SERVICES ARE ESSENTIAL HEALTHCARE

During the COVID-19 pandemic, we faced a myriad of challenges, many of which went unnoticed in the face of the devastation at our ERs and hospitals.

We are so very proud of our staff's perseverance to stay committed to serving the people of our community throughout this difficult year. We continue to be concerned and reaching out to persons that are not seeking behavioral health services out of fear of COVID-19. We know that this pandemic had great impact on the behavioral health of persons of all ages. Increased alcohol use, increased incidences of domestic violence, increased opiate overdoses, and decreased crisis service usage are some of the obvious signs that we will have a lot of work to do when the virus no longer threatens people's lives. And while we



know some of the more readily identified areas of impact, we also know that there are so many more people suffering who are not out in the open yet. We are not watching and waiting. We are watching and preparing to meet our community's needs as the virus itself is managed and its consequences revealed.



CRISIS SERVICES DURING COVID-19: OPPORTUNITIES AND CHALLENGES

Prior to the start of the COVID-19 pandemic, COPE was on track to have its busiest year to date. Like so many other things this year, the pandemic caused a significant shift in how and for what reasons people sought crisis services. Surprisingly to us, fewer persons sought services during the COVID-19 outbreak, though predictably, those that did, presented with increased substance use and symptoms of psychosis.



FINDING CREATIVE WAYS TO SUPPORT OUR STAFF

Everything changed during COVID-19, shared Stephanie Stromberger, Clinical Services Supervisor at Hegira's children's specialty services clinic. It seemed like everything we did required innovation. And with the constant change came a need to support staff in new ways as well. Expressing appreciation for something we always value at Children's Outpatient Services (COS). One of the practices we used during COVID-19 was a Weekly Acknowledgment email. Every week, the coordinators of each team sent a "thank you note," acknowledging one of their staff members for a job well done within the previous week. The notes were compiled and forwarded to all COS staff by the Clinical Services Supervisor. These short notes of appreciation went a long way toward uniting and encouraging all members of COS, leadership included!



RECOVERY AND RENEWAL

KEEPING OUR STAFF INFORMED AND SAFE DURING THE COVID-19 EPIDEMIC

- Melissa Tolstyka, Clinical Director
- Todd Harrison, Director of Human Resources
- Mike Wunder, Chief Information Officer
- Deborah Olexa, Quality Management Director
- Deborah Tollison, Purchasing Agent
- Nancy Jankowiak, Administrator of AMG

This team formed and began meeting weekly the first week of April 2020. They repeatedly evaluated our environments, scoured MDHHS and CDC updates, created avenues for staff to provide suggestions, ask questions and provide confidential information and produced a bi-weekly newsletter that provided regular policy and procedure updates, FAQs, self-care advice, remote service tools and fun contests to help staff stay upbeat and united.



HEGIRA HEALTH'S CRITICAL INCIDENT STRESS MANAGEMENT (CISM) TEAM: USING OUR CLINICAL SKILLS TO HELP OURSELVES

In 2018, Hegira Health's Trauma-Informed Care and Zero Suicide initiatives supported the development of an internal CISM team. Hegira Health's CISM is a member of the Michigan Crisis Response Association, having met their training and best practice requirements. Our trained CISM team members include staff with the needed skill level and commitment from across the organization. Hegira Health's CISM team sprang into action on multiple occasions during COVID-19 to provide a series of virtual debriefings for staff, with sessions to meet a variety of staff needs, including grief and loss and the challenges parents faced related to school closures. Debriefing sessions were attended by 78 Hegira Health staff this past year, providing much-needed time and space for people to process, reflect, and support one another.

PROTECTING OUR ESSENTIAL WORKERS

Deborah Tollison, Purchasing Agent



I take great pride in keeping on top of the supply needs of this organization. Between Oakdale Recovery Center, COPE, Next Step, Crisis Residential, the outpatient clinics and primary care, the individual program needs are varied and vast. In March 2020, as the states around us were becoming infected with COVID-19, I ordered three dozen extra disinfecting wipes and hand sanitizers. I congratulated myself on my foresight, not realizing that would be a drop in the bucket to the supplies we would need. In the months that followed, obtaining sufficient supplies would be more challenging than anyone could foresee. Finding resources became a joint effort at Hegira Health. Many of my co-workers passed on possible vendors for me to research. As a member of Hegira Health's Renewal

and Recovery Workgroup, my role was to ensure supplies were in keeping with developing policy and procedure. I became the co-chair of a community collaborative to broaden our resources and share our knowledge with other organizations. We were grateful for generous donations from Ford Motor Company, Livonia Chamber of Commerce, DWIHN and others and PPE financial support through DWIHN and the CARES ACT. We learned how generous strangers would be when we received handmade masks donated from a Boston woman who saw a Facebook post about Hegira Health. It has been a time that tested everyone. With the assistance of many, and it 'took a village,' we have supplies to protect the health of our clients and staff through the resolution of the pandemic.

GET TO KNOW HEGIRA HEALTH

FEELING DEPRESSED
OR ANXIOUS?

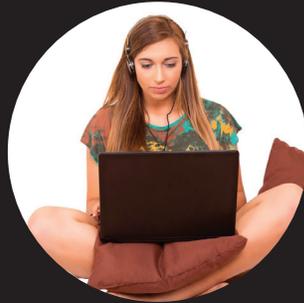


Hegira Health LIVE

Teletherapy Services

**CHILDREN, TEENS
AND ADULTS**

We provide mental health services for all ages.



WE ARE HERE FOR YOU
OR YOUR ORGANIZATION

**CRITICAL INCIDENT
STRESS MANAGEMENT**



Critical incidents are events involving significant risk of substantial or serious harm to the physical or mental health, safety or wellbeing of a person.



Front-line workers (health professionals, first responders and others) are under enormous amounts of stress. Our staff are trained to help effectively manage the emotions caused by traumatic events.



ZERO SUICIDE

Hegira Health is proud to be a Zero Suicide Program Leader and Champion.

**SUICIDE
PREVENTION
TRAINING**



QUESTION, PERSUADE, REFER

We provide QPR™ Suicide Prevention Training—Three simple steps that anyone can learn to prevent suicide.



**SUPPORT
FIRST RESPONDERS**

Crisis support for frontline workers and first responders, mobile crisis team partnerships in Wayne County to meet the needs of diverse communities. Supporting those on the frontline of the COVID-19 crisis has been a top priority.



HEGIRA HEALTH, INC.
Wellness First

LEADERS IN BEHAVIORAL HEALTH CARE SINCE 1971

MAKING THE NEWS

HEGIRA HEALTH AWARDED \$4 MILLION CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC (CCBHC) EXTENSION GRANT

One of only 18 providers in Michigan selected for this mental health initiative

5.7.20 Livonia, MI - Hegira Health, Inc. (HHI), a top behavioral healthcare provider in Wayne County, has been awarded \$4 million in grant funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) to expand mental health, substance use and community outreach services across Western Wayne County. These competitive SAMSHA funds target the development of Certified Community Behavioral Health Clinics (CCBHC) across the country.

HEGIRA HEALTH AWARDED \$799,747 SAMSHA GRANT TO ADDRESS GAPS WITH PATHWAYS FOR SUICIDE PREVENTION PROGRAM

Only provider in Michigan to receive award—Fifty national awards granted

7.22.20 Livonia, MI - Hegira Health, Inc. (HHI), a top behavioral healthcare provider in Wayne County, has been awarded \$799,747 in grant funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) to address the gaps in service delivery for Wayne County adults who have attempted suicide or experienced a suicidal crisis.

HEGIRA LAUNCHES FIRST RESPONDER WELLNESS INITIATIVE IN WAYNE COUNTY

First program of its kind in Wayne County

Hegira Health's First Responder Wellness Initiative (FRWI), the only program of its kind in our region, was featured in Crain' Detroit Business (November 2019) as an innovative model of care. Funded through the Ethel and James Flinn Foundation, the service was initiated to address growing suicide rates among first responders, police, fire, ambulance and military personnel and to address measures to break the stigma associated with receiving mental health care entrenched within the first responder community. The progressive departments participating in the program this past year, included Dearborn Police and Fire, Northville Township Police and Fire, Inkster Police, and the City of Wayne Police. During FY 2019-20, more than 500 first responders participated in wellness trainings and over 100 completed our first series of mental health checks.



MAKING THE NEWS CONT.

OUR STAKEHOLDERS LEAD OUR WAY

HEGIRA HEALTH THANKS OUR 2020 CCBHC ADVISORY COUNCIL MEMBERS

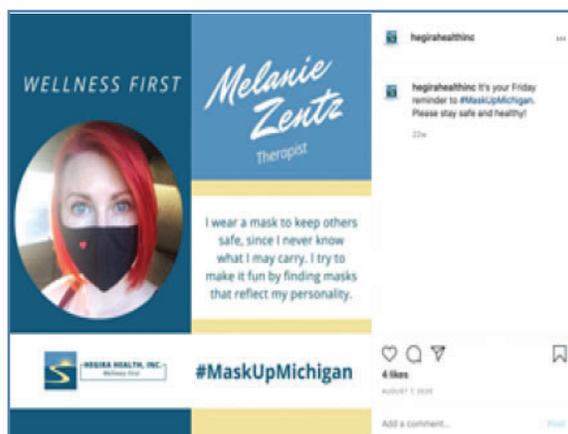
- Dara Cockrum, Senior Specialty Sales Representative, Orexo, US, NW Wayne FAN Exec VP, Greater Detroit Area Health Council Committee Member
- Travia Crawford, Case Manager, 18th District Sobriety Court
- Kevin Fischer, Executive Director, NAMI-MI
- Charles Hallman, Special Education Director, Wayne-Westland Community Schools
- Jerry Peterson, Executive Director, Ruth Ellis Center
- William Riley, Chief, Inkster Police Department
- Lauren Rousseau, Law Professor, President, Northwest Families Against Narcotics
- Roger Shifflett, Deputy Director of Housing and Development, City of Westland

HEGIRA HEALTH MAKING OUR NAME KNOWN

FY 20-21 was our first full year working with Vanguard Public Affairs, a communication and public relations consulting firm headquartered in Lansing, MI. With Vanguard's technical and creative support, we launched a communication, marketing and media campaign to increase brand awareness and promote Hegira Health as a top behavioral healthcare provider in Southeast Michigan.

The year long awareness campaign focused on the organization's reputation as a key crisis services resource, community partner, suicide prevention expert and leader in substance use disorder treatment and mental health services. Working closely with Hegira Health's leadership, Vanguard implemented a strong digital media strategy to tell Hegira Health's story and championed our programs through social media, videos, advertising, news releases and updates to the Hegira Health website (www.hegirahealth.org).

Facebook posts, demonstrated a 300%+ increase in page likes and between 195% and 225% increase in daily reach, impressions and engagement.



As part of our campaign, Hegira Health leadership were interviewed and quoted in the Detroit Free Press, Crain's Business Detroit, local news stations and radio broadcasts, serving as behavioral health experts on current topics including COVID-19 and healthcare, the Opioid Epidemic and crisis services.

To further our reach and exposure, Hegira Health, under the guidance of Vanguard, participated in our first two giving campaigns, including Crain's Annual "The Giving Issue" and the national program, "Giving Tuesday," the day following Thanksgiving.

CCBHC NEWS

NEW IN 2020 - COMMUNITY HEALTH NAVIGATORS

Greg Seedott, CCBHC Manager

While there are many changes that have come about as a result of Hegira Health's selection as a CCBHC grantee, one of the most exciting for me has been the creation of Hegira Health's Community Health Navigator (CHN) service. These CHNs, whose responsibility is to provide outreach and bridge service access for our community, would not have been possible if not for our CCBHC funding. Our CHN team provides Question, Persuade and Refer (QPR) and Mental Health First Aid (MHFA) no-cost training to schools, organizations, businesses, programs, coalitions, etc. in our community. Because this mission is a new one, and is vital to achieving our CCBHC goals, it was my responsibility to find individuals with the spirit and gumption to immerse themselves in all that it takes to get an innovative community engagement service off the ground and running. I selected an amazing and talented group of five individuals. Each of these individuals, are just that, individuals. They came to Hegira Health with robust, diverse backgrounds and each one has proven him or herself to be innovative, creative, and determined to make contacts and provide vital trainings throughout the community. It is my pleasure to present our CHN team.



PRIMARY CARE SERVICES EXPANSION

Kristie Schmiede, Director of Integrated Health/CCBHC Project Director

Despite the challenges presented by the COVID-19 pandemic, FY 2020 was a very exciting year for Integrated Healthcare at Hegira Health. Notice of CCBHC selection and funding May 1, 2020, rapidly changed our pathway for development of primary care services in a way that we always wanted and our community needed, but was unavailable until securing CCBHC funding.

Primary care focused CCBHC funding provided diverse opportunities for expansion and improvements to our clinic. Hegira Health hired a full-time family nurse practitioner, Honorine Njita (pictured right). Adding Honorine allowed us to increase our hours of operation from 2 to 5 days/week and include primary care services for children and adolescents as well. Honorine came to Hegira Health experienced with all age groups and armed with certification to provide Suboxone, a form of Medication Assisted Treatment (MAT) to individuals experiencing opioid addiction, a service also targeted for expansion. Future development includes adding a family practice physician to further expand opportunities for care to our communities, including MAT services for individuals experiencing alcohol and opioid dependence.



The grant also allowed for office site expansion and improvements. We were able to increase from three to five examination rooms, one developed in the Children's Outpatient Services suite to assure continued multi-disciplinary focus to meet the needs of children and adolescents. Additional minor renovations created a room for toxicology screening associated with the MAT addiction treatment expansion.

EMBRACING DIVERSITY

SOGIE: SEXUAL ORIENTATION, GENDER IDENTITY, AND EXPRESSION

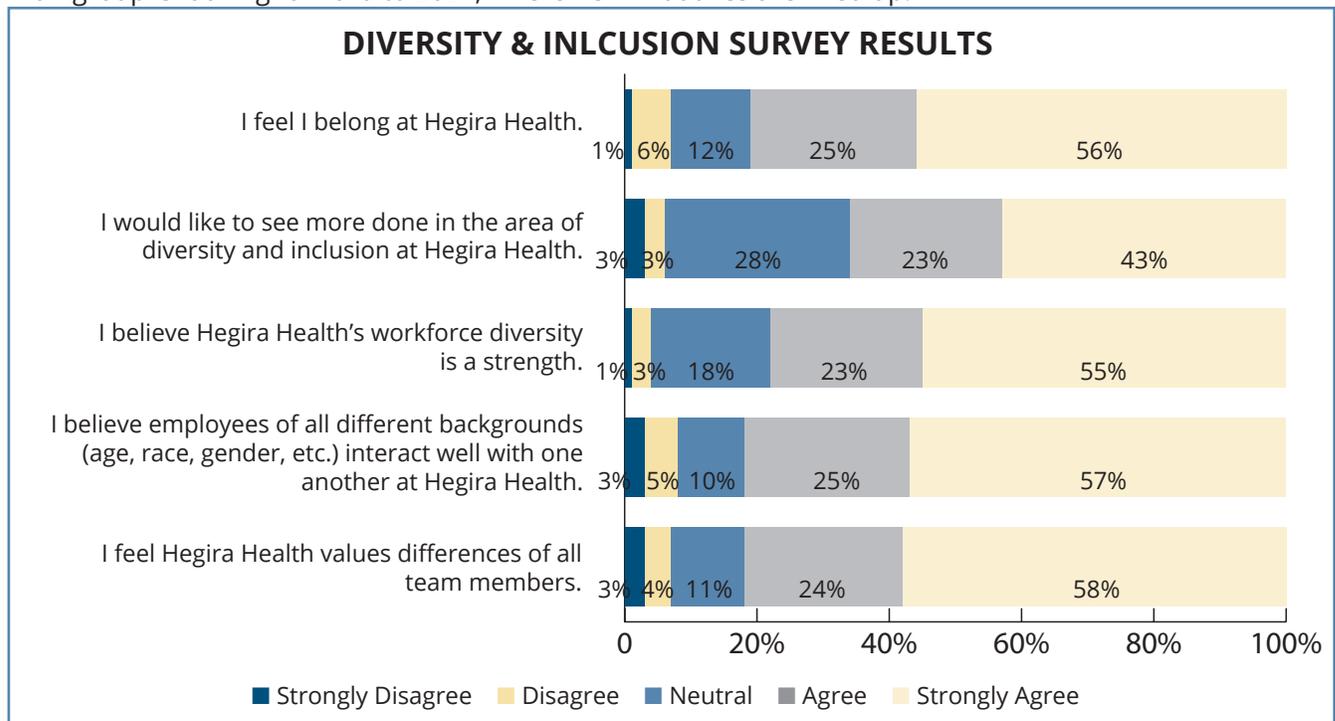
This year, Hegira Health was proud to be accepted by the Ruth Ellis Center to begin working toward SOGIE Certification. Through this process, Hegira Health staff will develop competencies to support and protect diverse SOGIE youth, reducing their risk of suicide, high levels of depression, substance use, and HIV and sexually transmitted diseases.



Our work group, led by Stephanie Stromberger, Clinical Services Supervisor of Children’s Outpatient Services, represented staff from across the organization. The work group started their efforts by distributing an all staff survey, assessing the readiness of the organization to address disparities for diverse SOGIE individuals. This anonymous survey assisted the work group in identifying areas of strength and areas of growth to better inform our work plan. Unfortunately, the COVID-19 pandemic disrupted our progress toward certification, but it did not disrupt our commitment to SOGIE youth. Prior to the pandemic, our work group agreed on a set of commitments approved by both Ruth Ellis and the Hegira Health Administration, providing framework and guidance until we can resume.

HEGIRA HEALTH STAFF FORM DIVERSITY AND INCLUSION WORKGROUP

Concerned about supporting our staff, community’s and national recent social unrest, the Diversity & Inclusion (D&I) Workgroup, comprised of a cross-section of Hegira Health’s workforce, ramped up its efforts in 2020 by delivering virtual workshops intended to elevate awareness around implicit bias. Over 100 team members participated and overwhelmingly found value in the workshops. The D&I Workgroup surveyed the full Hegira Health workforce about workforce views. While 82% of the responses reported the view that “Hegira Health values the differences of all team members” and all staff now complete implicit bias training during new hire orientation, we know we have much work to do. The D&I Workgroup is looking forward to 2021, where new initiatives are lined up!



HUMAN RESOURCES CORNER

COMMITTED TO TRAINING OUR FUTURE PROFESSIONALS

Todd Harrison, Director of Human Resources



HR continued to fill needs with external talent by hiring over 100 new team members in 2020 – filling new positions summoned through our two new federal grants, ongoing key roles to support our programs and providing educational training opportunities to 29 bachelor and master’s level Psychology, Social Work and Professional Counseling degree-seeking clinical interns and nine third-year and fourth-year Psychiatry Residents this past year at AOS, COS, ORC, COPE and Prevention. Students from 13 colleges, universities and hospital residency programs, chose to complete their career preparatory training with us.

FROM AN INTERN'S PERSPECTIVE

Jamal Ghazi



The role of an intern in any organization is to gain experience from the work environment. From day one I was encouraged to ask questions by all staff without any constraints. This provided me with the opportunity to learn about my duties and future career (Clinical Psychologist) in a Community Mental Health (CMH) setting. I was able to develop and build strong social rapport with members of team Hegira Health since working in this setting requires a collaborative effort. In my initial days at Hegira Health I was required to learn and pass a variety of training modules, HIPAA, suicide protocols, cultural competency, fraud, anti-harassment, person-centered services, and more.

The supervisors thoroughly prepared me prior to any meaningful contact with clients. Hegira Health utilized a stepwise system of progressively enhancing my duties, enabling me to tackle more responsibilities without feeling overloaded. The perks of this position also came with the challenges that I will face in my career. Hegira Health provided me with the necessary tools to meet these challenges head on. Overall, my experience as a Clinical Psychologist intern at Hegira Health surpassed any expectations, preparing me for the real-world mental health setting. Jamal Ghazi is a student at Michigan School of Psychology. His internship at Hegira Health runs from April 2020 through April 2021.

A NEW LOOK AT TRAINING

In 2020, Hegira Health introduced a new culture around training to our workforce. With our first ever Training Coordinator, Alonzo McCann in place, the time was now to have a manager dedicated to systematically introducing and monitoring the training needs of our organization’s workforce. Alonzo, a man of rich experiences, who began his journey at Hegira Health as member of our Infant Mental Health Therapy team, was the perfect fit for this much needed development. With technical support from IT and coordination with HR:

- Staff were trained in the usage of our contracted Relias Learning Management System
- 90% of staff completed trainings, uploaded credentials, and external trainings into Relias
- Relias training was added as an element in the orientation of new hires
- 90% of staff completed Implicit Bias training, mandated by the State of Michigan
- Our CCBHC Training Plan was integrated for monitoring through Relias



LEADERS IN SUICIDE PREVENTION



INTRODUCING HEGIRA'S PATHWAYS FOR SUICIDE PREVENTION (PSP) PROGRAM

Melissa Tolstyka, Clinical Director

Melissa has achieved recognition in the suicide prevention arena as a committed expert. In addition to her responsibilities as the Clinical Director at Hegira Health, FY

2020 was a busy year for Melissa's personal and organizational development in suicide prevention. Among her many achievements in this arena, Melissa was invited to join the State of Michigan's Suicide Postvention Work Group, a ground-breaking team set up to address the absence of services for persons that have lost a loved one to death by suicide. She presented on suicide prevention related topics at the annual Kevin's Song Conference and the esteemed Mid-West Suicide Prevention Conference, partnered with the American Foundation for Suicide Prevention to bring a suicide prevention town hall to our community and trained more than 300 individuals in Question, Persuade and Refer (QPR), while also developing a team of Hegira Health trainers.

Melissa Tolstyka's passion to achieve Zero Suicide paved the way for Hegira Health's selection by the Substance Abuse and Mental Health Service Administration (SAMHSA) for a 2020 Emergency Response for Suicide Prevention COVID-19 Grant.

PSP SERVICES INCLUDE

- Therapy with Evidence-Based Practice for Suicide Prevention
- Peer Services
- Medication Reviews
- 24-hour Chat Line
- Support Groups
- Outreach Support
- Links to Additional Community Services

Our Mobile Crisis Team consists of a Clinician, Suicide Prevention Advocate and Prescriber.



NORTHVILLE CARES FOR YOUTH COUNCIL: CONNECTING TO ADVANCE RESOURCES, ENGAGEMENT, AND SUPPORT

In January 2020, Hegira Health was asked to participate on a Northville Public Schools steering committee which led to establishing the Northville CARES for Youth Council. This council is a group of committed community stakeholders charged with identifying gaps, encouraging efficiencies, and leveraging resources on a community-wide level in four primary areas: Mental Health, Life Skills and Support, Physical Health and Personal Safety. Hegira Health is proud to have contributed Question, Persuade, Refer (QPR) suicide prevention training to Northville High School's staff, health classes and additional prevention programming to the middle schools.

SERVICE IMPROVEMENTS FOR OUR CHILDREN AND FAMILIES CONTINUE DURING COVID-19

Kevin Spizarny, Administrator of Children's Outpatient Services

Despite the interruptions of COVID-19, in FY 19-20, Hegira Health's children's specialty services continued to move forward with service initiative improvements, including introducing walk-in intake to better meet the needs of our families, Child-Parent Psychotherapy (CPP) brought CPP, which focuses on young children who have experienced a traumatic event, and reintroduced Parent Management Training Oregon (PMTO).

All of our dedicated staff contributed to ensuring seamless care to our families during COVID-19. Two in particular, made these achievements possible during the most difficult of times, Brittany Wilson, who completed her certification in the Parent Management Training Oregon (PMTO) model and became the only wraparound facilitator in the State of Michigan to be PMTO certified and, our new in 2020, IMH/Early Childhood Coordinator, Victoria Sargent, who brought CPP to Hegira Health.

CRISIS SERVICES



A COMPREHENSIVE LOOK AT COMMUNITY CRISIS SERVICES AND INITIATIVES

Jaime White, Director of Clinical Development and Crisis Services

On March 10, 2020 the first case of COVID-19 was reported in the state of Michigan, followed by a series of incremental closures leading up to the Stay-at-Home order being issued by Gov. Whitmer on March 23rd. DWIHN and COPE worked quickly to pivot services to support the safety of staff, clients and the community at large. Throughout the past year, crisis services changed tremendously.

CRISIS SERVICES DURING COVID-19

On March 14th, COPE, a largely mobile focused crisis service, suspended Mobile Crisis Team response to Emergency Departments (ED's) and transitioned all Pre-Admission Review services to a telephonic process.

We selectively used a combined telephonic and face-to-face process to impact concerns with negative outcomes from decreased face-to-face contact. COPE selectively redirected clients to our walk-in center that would likely benefit from immediate treatment and avoid an unnecessary inpatient hospitalization. The practice proved very successful with an 89% less than inpatient admission rate for those clients redirected from emergency departments after a request for an inpatient authorization was received but not clearly supported via the telephonic review process. Though face to face services resumed in August 2020, COPE maintained this as a best practice positively impacting diversion rates and ensuring the least restrictive care possible for our clients.



CREATING REMOTE CRISIS SERVICE ACCESS

Reach Us Detroit Virtual Therapy Line

Hegira Health was selected by the Detroit Wayne Integrated Health Network to participate in a four-agency community collaborative, designated the COVID-19 Virtual Therapy Collaborative, supported by the Ethel and James Flinn Foundation, Skillman Foundation, Community Foundation for Southeast Michigan, and Michigan Health Endowment Fund. This collaborative launched the first of its kind, virtual platform to a safe and private network of behavioral health resources and therapy supports by trained counselors for children and families ages 14 years and older at no cost. Through this project, Hegira Health's COPE service provided 24-hour access to virtual therapy services for children and families in Wayne County from May through December 2020.



CRISIS SERVICES COORDINATE WITH LAW ENFORCEMENT

Mobile Crisis Co-Response Police-Mental Health Partnerships Quickly Gains Traction

COPE's Mobile Crisis Co-Response model was developed in late 2018, as a small pilot program with Northville Township Police Department. This pilot, developed to meet an identified need to coordinate crisis intervention for individuals with behavioral health conditions who come in contact with law enforcement, quickly gained regional attention and has since grown to include law enforcement partnerships across Western Wayne County communities, including Inkster, City of Plymouth, Wayne, Livonia, Romulus, and Canton Township.

In keeping with similar programs developing across the country, COPE's Mobile Crisis Teams co-respond with officers 24/7, providing crisis intervention and stabilization at the person's home or elsewhere in the community. This past FY, COPE received over 300 requests for assistance from partnering police departments. More than half resulted in engagement in ongoing community-based treatment services and all avoided an emergency department visit to coordinate care. Hegira Health recently received a grant from the Community Foundation of Southeastern Michigan to expand services and continues to pursue additional funding to ensure program development and sustainability.



Hegira Health's New After-Hours Crisis Line Opened April 2020

Recognizing the need for additional support for people seeking services during the pandemic, in April 2020, COPE once again flexed to expand services and absorb after-hours calls to Hegira Health's Pre-Admission Department. After-hours callers seeking services were offered the option to immediately speak with a COPE crisis clinician for support and assessment of immediate needs.

Hegira Health **LIVE**

TELETHERAPY SERVICES

Phones are answered 24-hours.
Licensed clinicians immediately available.
Therapists available for all ages.



Call for 24/7 Mental Health Support

(734) 793-5026

Accepting New Patients

Most insurance and managed care programs are accepted.
A sliding fee scale is offered for those who are uninsured.

ACCREDITATION



A M E R I C A N
ASSOCIATION OF SUICIDOLOGY

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