

CMHAMM Strategies to Protect Service Dollars By Reducing Administrative Costs

2002 - 2010

WHAT Describe Briefly the Efficiency / Cost Savings Accomplishment (What)	WHERE Which CMHSPs / PIHPs were involved?	WHEN How long did it take or when was it completed?	HOW MUCH \$ Costs involved / Savings Achieved	WHO For more info contact name and phone
ADMINISTRATIVE AND INFRASTRUCTURE RELATED (FINANCE, INFORMATION SERVICES, HUMAN RESOURCES, FACILITIES)				
Consolidate storage of building repair and maintenance supplies and tools into fewer sites. Required purchase of property (land) from Ingham County	CEI, Ingham County, and Chase Bank	2009	Annual amortization of construction cost covered by elimination of rental costs for storage facilities. Savings in staff time and fuel in driving to off-site storage facilities to retrieve supplies and tools. Savings estimated at 1 hour per carpenter per week of prevented travel to previously scattered storage sites and related fuel: \$20,000 per year	Cliff Dodson (517-346-8213) and John Peiffer (517-346-8240)
Longstanding program to purchase facilities, thus eliminating on-going lease payments, controlling annual cost increases, and ensuring quality of facilities	CEI and Chase Bank	Continual process pursued by CEI	\$47,499 annually in reduced lease payments.	Pam Keyes (517-346-8261)
Ownership of properties, by	CEI	Continual process pursued by	\$269,000 annually in saved	Pam Keyes (517-346-8261)

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CMH, provides for elimination of costs related to property taxes – costs that would have been incurred if the property was leased from a private owner		CEI	property taxes	
Energy Efficiencies: installation of energy efficient ballasts and bulbs and capture of federal energy efficiency rebates	CEI and xxx, rebate consultant firm)	Currently underway; initiated in 2010	Permanent reduction in electricity costs of \$37,000 annually	Cliff Dodson (517-346-8213) and John Peiffer (517-346-8240)
Took occupancy of county building for cost of renovations – to provide residential substance abuse services	CEI and Ingham County	2007	\$24,000 annually	Judi Cates (517-346-8267)
Negotiated purchase of main CMH office building, from county building authority, at end of 20 year lease	CEI, Ingham County Building Authority, and Ingham County	2009	Eliminate risk of loss of tenancy beyond end of current lease	Pam Keyes (517-346-8261)
Consolidated contract with a single auditor	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2009	\$7,610 annually	Pam Keyes (517-346-8261)
Video and/or phone conferencing	All affiliates. IS Workgroup meetings are held via video and phone conferencing.	Began this practice on 11/28/2007	Travel costs \$2900 annually	John Sytek/Scott Overfield
Consolidate cell phone contracts, eliminate unused lines	CEI	2008	\$150,000 annually	Jason Mitchell (517-3468259)
Renegotiated janitorial contract for a number of CMH facilities	CEI	2005	\$15,000 annually	John Peiffer (517-346-8240)

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Replaced copy machine fleet (and most printers through attrition) with machines that serve as both printers and copiers	CEI	2005	\$30,000 annually	John Peiffer (517-346-8240)
Negotiated vehicle repair contracts with new vendors	CEI	2005	\$20,000 annually	John Peiffer (517-346-8240)
Changed pager service provider	CEI	2005	\$7,000 annually	John Peiffer (517-346-8240)
Consolidated cellular phone service from multiple to a single providers	CEI	2005	\$13,000 annually	John Peiffer (517-346-8240)
Renegotiated container service contracts with vendor	CEI	2005	\$5,000 annually	John Peiffer (517-346-8240)
Brought grounds maintenance of 10 small properties to in- house to be done by a staff and consumer team	CEI	2008	\$10,000 annually	John Peiffer (517-346-8240)
Changed vendors for all cellular phone service to come under the State of Michigan MI Deals program	CEI	2009	\$20,000 annually	John Peiffer (517-346-8240)
Eliminated 17% of senior management since 2002 (26% since 1997)	CEI	2002-2006 (part of longer set of senior management reductions: 1997-2006)	\$200,000 annually	Bob Sheehan (517-346-8212)
Eliminated 12% of middle management since 2002 (17% since 1997)	CEI	2002-2006 (part of longer set of senior management reductions: 1997-2006)	\$500,000 annually	Bob Sheehan (517-346-8212)
Eliminated clerical and	CEI	2002-2010	\$350,000 annually	Bob Sheehan (517-346-8212)

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support staff – used: 1.)electronic medical record system to allow clinicians to maintain clinical record, including entry, retrieval and review of clinical records; 2.) electronic scheduling				
Continue longstanding practice of purchasing vehicles through State of Michigan purchasing program – at 20% below manufacturer’s recommended price (MRP)	CEI	Longstanding since 1990s	\$64,000 annually	John Peiffer (517-346-8240)
Echo Electronic Health Record – Joint purchase of clinical software; savings over each affiliate purchasing software package separately	Clinical System – Affiliation Wide workgroup began August 2007 CDT – CEI, Gratiot, Ionia	CEI Live April 2009 Ionia Live June 2009 Gratiot Live October 2009 Live January 2005	\$ 762,621	Chuck Dougherty
Document Imaging -Joint purchase and development of package; savings over each affiliate purchasing package	CEI, Ionia, Gratiot, Newaygo	Software selection process began January 2007. Ionia Live September 2009 CEI implementation will be April 2010	\$ 41,925	Chuck Dougherty
Clinical Forms System– Combining programming needs of five Affiliates into a single programming project	CEI, Gratiot, Ionia	Spring 2009	\$ 200,831	Chuck Dougherty
HIPAA privacy regulations, knowledge acquisition	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 02/03	\$ 82,282	Chuck Dougherty

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Creation of 3 QI Indicators and accompanying procedures	CEI, Gratiot, Ionia	FY 02/03, 20 hours	\$ 2,891	Chuck Dougherty
QI Error Checking Software	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 02/03	\$ 100,800	Chuck Dougherty
HIPAA 837 –professional and institutional	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 02/03, 400 hours	\$ 79,341	Chuck Dougherty
Standardized Electronic Clinical Forms	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 2008 - 2010	\$ 383,418	Chuck Dougherty
837 Reader	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 03/04	\$ 151,200	Chuck Dougherty
Policies and procedures and monitoring of physical data security and data integrity	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 02/03, 25 hours	\$ 3,613	Chuck Dougherty
Medicaid Warehouse	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 08/09	\$ 85,490	Chuck Dougherty
Performance Indicator Warehouse	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 06/07	\$ 7,213	Chuck Dougherty
Data and encounter reporting PIHP Warehouse	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 03/04	\$ 825,082	Chuck Dougherty
Activity Tool – allows for mass entry of activities	CEI, Gratiot, Ionia	FY 05/06	\$ 20,561	Chuck Dougherty
Clinical Record Review Tool	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	December 2009	\$ 3,606	Chuck Dougherty
Utilization Management Review System	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	November 2008	\$ 5,410	Chuck Dougherty
Governance and design of Regional Health Information Organization (RHIO) for exchange of clinical information through	CEI	2009-2010	Reduction in cost of developing electronic clinical information/EMR exchange	Chuck Dougherty (517-346-8232), Bob Sheehan (517-346-8212), Stefanie Zin (517-346-

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electronic medical records (EMR)				
Coordination of Care Events providing CMEs and Nursing CEs	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	This process began in 2008	No cost This is available to Internal Medical Professional employees for CMEs and Nursing CEs and the opportunity is open to external Medical Professionals The savings and benefits for our consumers is priceless	Liz Holcomb (517-346-8246)
Joint Labor Management Health Care Committee	CEI	Committee formed in 2006	Cost – staff time Savings – reduced costs for health care and lower rate increases	Sharon Blizzard (517-346-8208)
Joint Collaboration amongst Affiliation HR professional	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	HR professionals across the Affiliation consult each other and offer guidance on an Ad Hoc basis	Savings – staff time and improved efficiencies in developing policies and procedures	Sharon Blizzard (517-346-8208)
On-line application process	CEI	Available beginning February 2010	Savings – staff time. Paperless application system. Reaches larger applicant pool and original application stored for future use by applicant	Sharon Blizzard (517-346-8208)
Health Care Premium Sharing	CEI	Increases negotiated for 2007 and 2008	Savings – 2007 the Employer share of premium was reduced to 95% 2008 the Employer share of	Sharon Blizzard (517-346-8208)

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			premium was reduced to 90%	
Essential Learning On-Line Training	CEI	September 2008	<p>Cost – 2500 start-up and \$16,000 annual for 400 employees.</p> <p>Savings – allows employees to take online courses with CEU credit, 24 hours a day/7days a week. Managers are able to compile comprehensive reports of employees progress</p>	Sharon Blizzard (517-346-8208)
CLINICAL				
Continue to increase capability and sophistication of consolidated centralized toll-free access system serving all consumer populations across the tri-county region	CEI	Initial consolidation in 1998; continued improvements 1998- 2010		Stefanie Zin (517-346-8193)
Coordination of staff training, fidelity measurement, and coaching for Evidence Based Practices through Affiliation-wide Improving Practices Leadership Team	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2009 – 2010	Reduced time spent that what would be used if each Affiliate were to develop its own redesigned processes, and staff development efforts related to a range of EBPs.	Toby Bayless (517-346-9555)
Collaborative learning and resource sharing relative to jail diversion processes -	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2002-2010		Judi Cates (517-346-8267)
Focused pharmaceuticals management program: on-site pharmacy,	CEI (in partnership with Clinical Services, inc.)	On-going since 1998	\$1.4 million per year (CEI spends \$100,000 on prescription medications	Liz Holcomb (517-346-8246)

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comprehensive and aggressive sample management, extensive use of prescription assistance programs			when similarly sized CMHs spend an average of \$1.5 million per year)	
Co-location of CMH mental health therapists in primary care clinics (Federally Qualified Health Centers) serving adults	CEI (in partnership with the Ingham County Health Department's FQHC network)	2009	Savings in preventing over-use and inappropriate use of primary care and emergency mental health services \$20,000 annually.	Maureen Moloney (517-346-8401)
Clinician-driven and led professional development for clinicians (Clinical Excellence Committee in partnership with the Michigan Social Work Education Collaborative which grants social work CEUs (2,100 CEUs granted in 2009)	CEI (in partnership with Michigan Social Work Board, Eli Lilly, Jansen, Novartis, J&J, Michigan Social Work Education Collaborative)	CEU-granting effort started in 2006	Staff Social Workers can obtain required CEUs at no cost, no additional cost for the Employer, and a reduction in lost time typically required to attend off-site CEU courses. This opportunity is available to external professional staff for a minimal fee. Savings to staff in time and cost of \$63,000 (market average of \$30 per CEU)	Linda Marx (517-346-9519), Shana Badgley (517-346-8329) Sharon Blizzare (517-346-8208)
CMH-provided guidance to behavioral health service (staffed by MSW practicum students) for low income adults served within a free primary care clinic site	CEI, Carefree Clinic, MSU School of Social Work	2009- 2010	Savings in prevention of over-use and inappropriate use of primary and behavioral healthcare; savings, for Carefree, in cost of providing clinical management structure: \$10,000 annually	Maureen Moloney (517-346-8401)
Joint management and	CEI, Ingham County DHS,	2002 -2010	CMH saves \$1.7 by utilizing	Al Way (517-346-8051)

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service provision within System of Care for children and adolescents	Family Division of Ingham County Circuit Court		the county's Child Care Fund (CCF), along with SED-Waiver revenue of \$136,960. DHS Ingham Director reports that Ingham DHS saves approximately \$1,000,000 annually as a result of fewer children and their siblings being placed in foster or residential care	
Eliminated Business Managers in all group homes	CEI	2004	205,500 (salary of \$38,516 plus fringes)	Mary Clissold 517-346-9601
Collaborative and cash-match partnership to provide job development for adults with developmental disabilities	CEI, Michigan Rehabilitation Services, Peckham Industries	Continuing longstanding partnership	\$245,057 annually	Mary Clissold (517-346-9601) Maureen Moloney (517-346-8261)
Payeeships provided by CMH	CEI	Continuing longstanding practice	Savings, to consumer, of average monthly payee fee of \$35. Total savings, across the 744 consumers for whom CEI is the payee is \$312,480.	Pam Keyes (517-346-8261), Mary Clissold (517-346-9601), Maureen Moloney (517-346-8401)
Co-location of crisis mental health services (assessment, short term treatment, and referral) in all three county jails and City lock-up	CEI	Continuing longstanding practice	Reduction in over- or inappropriate use of mental health services (especially inpatient services); reduction in health care costs to counties	Judi Cates (517-346-8267)
Co-location of CMH mental health staff in public housing sites (paid for by Lansing Housing Commission) and	CEI, Ingham County Housing Commission, Volunteers of America	Continuing longstanding practice	Reduction in over- or inappropriate use of mental health services (especially inpatient services); reduction	Maureen Moloney (517-346-8401)

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homeless shelters, to provide outreach, triage, and short term casemanagement services to adults with mental health needs			in costs to Lansing Housing Commission and shelters: \$10,000 savings annually	
MANAGED CARE FUNCTIONS				
Collaborative high utilizers project –identifying consumers with high levels of use of mental and/or physical health care whose utilization (and quality of life) could be improved by coordinated/integrated case management	CEI (in partnership with	Planning and data collection and review 2010		Liz Holcomb (517-346-8246)
Uniform Medicaid clinical record and level of care review	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2004		Chuck Dougherty (517-346-8232)
Policies and procedures and monitoring of physical data security and data integrity	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 02/03		Chuck Dougherty (517-346-8232)
Medicaid Warehouse	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 08/09	\$1400	John Sytek/ Hether Betts
Performance Indicator Warehouse	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 06/07	\$9,200	John Sytek
Data and encounter reporting PIHP Warehouse	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	FY 03/04		
Clinical Record Review Tool	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	December 2009	\$1,300	John Sytek /Kathy Crosby
Utilization Management Review System	CEI, Ionia, Gratiot, Newaygo, Manistee-Benzie	November 2008	\$4,000	John Sytek /Kathy Crosby

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820 Reader	CEI			Chuck Dougherty (517-346-8232)
834 Reader	CEI			Chuck Dougherty (517-346-8232)
270/271 Automation	Ionia/Gratiot		\$20,000	John Sytek/Kathy Melonowski
Coordination of Care learning community – lectures, dinners, networking	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2008		Liz Holcomb (517-346-8246)
Medicaid enrollment outreach: co-location of a DHS Medicaid eligibility worker at CMH site to enroll CMH consumers in Medicaid; CMH eligibility specialist added to team	CEI	2009		Pam Flory (517-346-8209), Pam Keyes (517-346-8261)
Customer Services collaboration	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2006-2010		Liz Holcomb (517-346-8208)
Fair Hearing Officer consolidation	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2005-2010		Liz Holcomb (517-346-8208)
Corporate Compliance coordination with PIHP compliance officer working with Affiliation-wide Compliance Committee made up of Compliance Officers from all five Affiliates	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2006-2010		Kim Zimmerman (517-346-8359)
Developed, Revised, Approved and Implemented Affiliation QI Plan for Fiscal Years 2002 to 2010	All CMHAMM Affiliates	2002-2010	\$12,000	Stefanie R. Zin (517) 346-8193

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Developed, Revised, Approved and Implemented Affiliation Compliance Plan for Fiscal Years 2002 to 2010	All CMHAMM Affiliates	2002-2010	\$12,720	Stefanie R. Zin (517) 346-8193
Medicaid Claims Verification Process	All CMHAMM Affiliates	2002-2003	\$7,200	Stefanie R. Zin (517) 346-8193
Mystery Shopper Program: Initial Development and Ongoing Activities	All CMHAMM Affiliates	2002-2010	\$3,800	Stefanie R. Zin (517) 346-8193
Clinical Record Review Tool and Data Analysis	All CMHAMM Affiliates	2002-2010	\$52,600	Stefanie R. Zin (517) 346-8193
Electronic UM Non-Emergent Level of Care Application	All CMHAMM Affiliates	2008-2010	\$10,500	Stefanie R. Zin (517) 346-8193
Policies and Procedure Development	All CMHAMM Affiliates	2002-2010	\$5,490	Stefanie R. Zin (517) 346-8193
MMBPIS Review	All CMHAMM Affiliates	2002-2003	\$1,920	Stefanie R. Zin (517) 346-8193
Development of HIPAA Training	All CMHAMM Affiliates	2002-2003	\$720	Stefanie R. Zin (517) 346-8193
Customer Satisfaction Surveys: Development, Implementation and Ongoing Activities	All CMHAMM Affiliates	2002-2010	\$206,448	Stefanie R. Zin (517) 346-8193
Customer Service Representatives: Development of presentations and sharing of materials	All CMHAMM Affiliates	2002-2010	\$1,890	Stefanie R. Zin (517) 346-8193
Member Handbook	All CMHAMM Affiliates	2002-2010	\$46,700	Stefanie R. Zin (517) 346-8193

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Adequate and Advance Notice Forms	All CMHAMM Affiliates	2002-2003	\$1,980	Stefanie R. Zin (517) 346-8193
Development of a Standard Cultural Competency Plan	All CMHAMM Affiliates	2002-2003	\$480	Stefanie R. Zin (517) 346-8193
QISMC Projects Plans	All CMHAMM Affiliates	2002-2003	\$7,200	Stefanie R. Zin (517) 346-8193
Anti-Stigma Block Grant Application	All CMHAMM Affiliates	2002-2003	\$6,000	Stefanie R. Zin (517) 346-8193
Coordination of Care Performance Improvement Projects	All CMHAMM Affiliates	2007-2010	\$115,920	Stefanie R. Zin (517) 346-8193
Uniform contract, rates, credentialing, and contract/network management procedures across the Affiliation	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI			Andrew Hewat (517-346-8258)
Joint contract negotiations with hospitals used by more than one Affiliate	Gratiot, Ionia, Manistee-Benzie, Newaygo, CEI	2006-2010		Andrew Hewat (517-346-8258)