

Integrated Services of Kalamazoo

FY2025-FY2027 Strategic Plan Monitoring Report

		Target Due Date	Y1 Status Update
Value: Integrity Recovery Self-Determination Effectiveness			
WE ARE: Financially innovative and adept, sustainable, adaptable, and cost effective . Engaging systems and monitoring data and outcomes to ensure effective services. Monitored via data.			
Goal 1:	We will: Strive to build sustainable financial operations to support the delivery of CCBHC and specialty CMH supports and services.		
Objective 1:	1. Review revenue (grants, capitation, local, CCBHC) to maximize benefit and mitigate risk while benefiting the community.		
	1a. Collective review of grant programs. Implementation of changes in the 2025 fiscal year and beyond.	9/30/2025	Completed through the ISK budget process and monitored ongoing
	1b. Align capitation expenses with reported data and advocate for necessary revenue.	Ongoing	Ongoing and reported to ISK leadership and Board throughout the year through financial reports and analysis
	1c. Compare costs with independent rate model (Milliman) to determine if advocacy for rate adjustment is warranted.	Ongoing	Ongoing and reported to ISK leadership and Board throughout the year through financial reports and analysis
Objective 2:	Strengthen community safety net through revenue enhancement using investments, grants and other sources		
	2. Develop an investment strategy for planned community safety net expenditures.	9/30/2025	Not started. Extend target due date to 9/30/2026
Objective 3:	Achieve maximum CCBHC Quality bonus payments through targeted monitoring of indicators and targeted action plans.		
	3. Increase percentage of CCBHC Quality Bonus metrics met each year (increasing opportunity for bonus payments).	Ongoing	A Power BI dashboard has been created and implemented to monitor performance for both the CCBHC and State led measures internally. The report is being built out to compare our success along side the established MDHHS expectations. This work has been done to achieve the bonus payment for FY25 which would be received in FY26.

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Objective 4:	Identify and reduce uncompensated care without negatively impacting clinically necessary services.		
	4. Ensure PPS1 rate combined with daily visits meets cost of service.	Ongoing	Monitored through a PowerBi report and financials. Status is reported to ISK leadership and Board ongoing throughout the year.
Objective 4a:	Develop a clinical pathway for a commercial benefit for serving the commercially insured individual.		
	4a. Ensure PPS1 rate combined with daily visits meets cost of service	Ongoing	Ongoing monitoring and analysis is completed
	4a. Implement clinical pathways for individuals covered by commercial insurance only.	3/31/2025	In process
Objective 4b:	Maximize collection from commercially insured population.		
	4b. Decreased uncompensated services to the commercial insurance population.	9/30/2025	The Finance and Billing Department continue to establish procedures to ensure the capture and coordination of benefits to decrease uncompensated service delivery. This is an ongoing and evolving process that is revised and improved as necessary.
Goal 2:	Deliver clinically necessary services in the most cost effective manner.		
Objective 1:	Analyze and establish service delivery expectations and cost for each service delivery area.		
	1. Service delivery expectations are established with established pathways for identifying and addressing outliers.	9/30/2026	A PowerBi report was created on service deliverables that is monitored monthly at Clinical Directors. Deliverables have increased as reflected in ISK financial position reporting
Objective 2:	Determine clinical pathways by level of care.		
	2. Clinical Pathways are developed for all service areas.	9/30/2026	Level Of Care tools (MichiCANS and LOCUS) are used to ensure appropriate level of care based on medical necessity and is monitored by the Utilization Management Department.

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Objective 3:	Use Community Needs Assessment to develop model for predicting future service demand and needs.		
	3. Model for predicting future service needs and demand (cost) is developed, tested and implemented.	9/30/2026	Department Insights report has been developed to identify service utilization by service area and areas that need increased engagement. Increased outreach to communities and individuals experiencing barriers to increasing access to services has occurred through the Engagement Team and Care Coordination.
Objective 4:	Establish our staffing teams based on clinical need and service delivery expectations.		
	4. Strategy developed and implemented to address current and future staffing needs, both ISK and provider network.	9/30/2027	Ongoing analysis occurs to monitor and address current and future needs of ISK and the provider network. ISK Finance Department and Leadership ensures consistent and effective communication to remain abreast of state and national funding changes, opportunities, and barriers.
Value: Trust			
WE ARE: Excellent and transparent communicators, both internally and externally, providing timely, proactive, and transparent communication. (Incorporate objectives to persons served.)			
Goal 1:	Demonstrate an effective, open, and timely communication strategy.		
Objective 1:	ISK will develop a written communication plan to provide guidance towards consistent and transparent communication.		
	1. A communication plan with expectations and standards, including soliciting and incorporating feedback on strategies, will be established. Communication plan will be monitored at least every 6 months through ISK Interdepartmental Leadership Team.	Ongoing and monitoring	Completed with ongoing monitoring
	1a. Add to agenda by 10/1/2024 for each SET meeting to identify audiences and methods for communicating updates to relevant teams and staff.	Ongoing and monitoring	Item has been added to the Senior Executive Team as a standing agenda and assessed at each meeting. Completed
Objective 2:	Establish and distribute guides to ISK staff for types and methods for internal and external communication. For example, when to use email vs TEAMS messaging vs posting announcements on the ISK portal.		
	2. A "How to Guide", including ways to differentiate between communication methods and other considerations will be developed. Guide will be updated as needed.	12/31/2024	Completed and will be updated as needed

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Goal 2:	Deliver respectful, accurate, and concise information.		
Objective 1:	Targeted use of social media and marketing/promotional efforts to provide education, current trends, and opportunities for engagement on social media platforms. Lead staff will involve ISK staff in suggesting topics to communicate to the public and stakeholders.		
	1. Develop and complete a marketing plan that incorporates outreach and engagement.	12/1/2025 - ongoing	Proposals were received for consideration by three potential vendors for the development of a marketing plan. Action on this goal has been placed on hold due to the current financial condition of ISK
Objective 2:	Staff will be educated on and utilize culturally appropriateness and humility throughout all communication.		
	2a. Explore evidence based models for culturally appropriate communication. Completion of training to ISK staff.	Ongoing	ISK remains aware of potential opportunities and models to support culturally appropriate communication. This is ongoing.
	2b. Consider an addition to the ISK staff third party survey the question - "Do you feel cultural humility was used through your supervision?"	12/31/2025	HR is in process of exploring potential vendors to complete third party surveys for staff.
Goal 3:	Make information accessible.		
Objective 1:	ISK will hold all staff meetings virtually at least quarterly.		
	1. All staff meetings will be held quarterly or as needed based on priorities.	Ongoing	Complete and ongoing
Objective 2:	ISK will develop a centralized space on the portal for correspondence and newsletters for all staff and providers to access.		
	2. Internal correspondence location on the portal will be identified, developed, and communicated to staff by 12/31/2024.	12/31/2024	Completed and communicated through All staff and department meetings
Value: Community Partnerships			
WE ARE: Collaborative, inclusive, effective community partners, engaged in planning, outreach, and engagement with underserved populations - Diversity, Equity, Inclusion, and Belonging			
Goal 1:	Be active listeners to our diverse community needs.		
Objective 1:	An Outreach and Engagement workplan will be developed as a part of the developed marketing plan and identified strategies.		
	1. Work plan will be developed and implemented.	1/30/2025	A community engagement plan was completed to outline the scope and activities of the Community Engagement Manager. A broader Community Engagement Plan is in process of development to demonstrate initiatives and commitment of ISK engagement with the community and partners as an organization.

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Objective 2:	We will complete a Community Needs Assessment and targeted surveys (Annually).		
	2. Complete/update the community needs assessment annually and focus surveys every 3 years.	9/30/2027	Community Health Needs Assessment was completed and the updated FY25 plan with the updated MDHHS template was submitted to MDHHS.
Objective 3:	We will actively collaborate with targeted community/neighborhood associations.		
	3. Attend 5 community groups / neighborhood association meetings(develop relationships) per year. The groups / association meetings will be determined by the leadership team, including review of the purpose for attendance.	9/30/2026	Multiple community group events were attended throughout the year, including neighborhood associations and other community partners.
Objective 4:	We will create and participate within targeted focus group (community forums), public listening sessions.		
	4. Explore the establishment of situational response teams within ISK after reviewing the work within the first year.	Ongoing	ISK has established an Engagement Team to support individuals as they are entering into services. ISK staff have also joined a community partnership and collaboration called Blue Print for Peace. Additional teams and initiative will continue to be considered based on feedback shared by stakeholders from surveys and focus groups as needed.
Goals 2:	Be active participants in community initiatives.		
Objective 1:	To be intentional and actively participate in our community, by attending events and/or co-sponsoring events that align with our vision and mission in accordance with the developed marketing plan.		
	1. Co-sponsor and/or participate in a minimum of 2 events per year.	9/30/2027	ISK has participated in 38 events this year. ISK co-sponsored Coming Together and Breaking the Stigma events.
Objective 2:	Allow staff volunteer time per month to partner with local nonprofits and community groups that align with our vision and mission.		
	2. Develop a policy identifying staff's ability to have volunteer time to be active participants within the community for ISK sponsored events and conduct analysis of financial impacts	9/30/2025	Offering ISK staff hours to volunteer for community events was explored and discussed. Additional hours and compensation to attend these events was determined to not be approved and further communication to staff is in process.

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Goal 3:	Actively involve community partners in change initiatives.		
Objective 1:	Intentionally inviting or seeking opportunities for community partners to be collaborative in conversations and sessions, regarding change initiatives.		
	1. The community has identified through survey results that they feel heard within the strategic direction aligning with the community needs.	9/30/2027	The next Community Needs Assessment is due 9/30/2027 and surveys will occur during that process.
Objective 2:	Set up town hall (virtual meetings) to promote conversations with our community regarding changes with service delivery or establishment of new services that support and empower individuals to succeed.		
	2. Hold a town hall/virtual meeting 1 time per year.	9/30/2026	A townhall meeting is intended to discuss and obtain feedback for new programs, initiatives, and expansions. There were no initiatives that met this criteria during the initial year. Additional opportunities to share information and obtain feedback occurred through ISK Board meetings, all provider meetings twice per year, and at the ISK Mental Health Breakfast.
Value: Respect			
WE ARE: Hospitable - Supporting persons served and our staff in honorable spaces (trauma informed and welcoming spaces)			
WE ARE: Committed to effective and efficient access to crisis services and follow up care			
Goal 1:	Ensure that our spaces meet the needs of individuals we serve and staff needed to deliver the services.		
Objective 1:	Complete trauma focused environmental walk-through assessments.		
	1. Complete a trauma walk through assessment of each site 1 time per year	Ongoing	The Customer Advisory Committee (CAC) participated in a walk through prior to the opening of the Behavioral Health Urgent Care and Access Center and this group is being considered to complete walk throughs of other ISK sites. ISK is participating in a Trauma Informed Care MiFAST fidelity review and the review team will complete walk throughs as a part of their review. In anticipation of Crisis Stabilization Unit opening, the CAC will conduct a walk through of that site on 1/20/2026.

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Objective 2:			
	1. Hold 1 listening session with staff regarding workplan safety and satisfaction with consideration of cultural perspectives	9/30/2027	Listening sessions were offered and held for all ISK staff as facilitated by the Clinical Operations Team. The results were aggregated and shared with Clinical Operations and was distributed to the agency as the ISK Employee satisfaction survey for FY25.
Goal 2:	Expand and grow Mobile Crisis Response (MCR) in partnership with law enforcement, community partners and dispatch.		
Objective 1:	Build out a dispatch system for MCR teams		
	1. Dispatch system implemented	10/31/2024	Implemented and complete
Objective 2:	Expand MCR to serve all populations		
	2. New Staff are hired and trained in the MCR model.	12/31/2024	All needed staff are hired and being trained in the crisis module
Objective 3:	Develop an engagement team that will include individuals with lived experiences.		
	3. New staff are hired and roles/responsibility are developed.	12/31/2024	Engagement team has been hired and processes are in process of finalization for July 2025 implementation.
Value: Diversity Competency			
WE ARE: Invested in growth (capacity and trainings) and development of our workforce and leaders.			
Goal 1:	Formalize a succession plan for key positions.		
Objective 1:	Identify key positions.		
	1. Key positions identified	12/31/2024	Key positions have been identified. Positions include CEO, CMO, CFO, CIO, CHRO, Administrators, Senior Executives, Director of Finance, Director of Recipient Rights

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Objective 2:	Create succession planning process using an equity lens.		
	2. Succession plan developed	12/31/2025	<p>Existing Board Policy Emergency Executive Succession V.05</p> <p>In development - Key positions identified. While formal succession planning documentation is being developed, we have begun taking proactive steps to ensure smooth transitions when key personnel leave the agency.</p> <p>Additionally, we are maintaining open dialogue with employees approaching retirement eligibility to better understand their timeline and transition preferences. This allows us to identify critical knowledge that needs to be captured and transferred, assess internal readiness for role transitions, and determine where external recruitment may be necessary. Our department heads are actively observing and developing high-potential employees who could step into leadership roles, while also documenting key processes and institutional knowledge that might otherwise be lost.</p>
Goals 2:	Develop competent, caring, confident supervisors.		
Objective 1:	Provide training for supervisors in trauma-informed, culturally inclusive supervision.		
	1. Identify at least 1 trauma informed culturally inclusive training by 3/1/25 and implement as budget allows	3/1/2025	Training for the JETT team and ISK staff continues to be explored. Dollars have been budgeted through the Training department for FY26 for training to be completed once one is selected and coordinated.
Objective 2:	Offer opportunities and tools for professional development.		
	2a. Turnover rate will decrease	Ongoing	Turnover rates are monitored ongoing. Formal analysis will occur annually now with the available data through UKG. Data will be analyzed by HR and presented to the Interdepartmental Leadership in January 2026.

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	2b. Number of opportunities and tools provided	Ongoing	<p>October 2024 - Advanced Effective Management Class (26 attendees)</p> <p>December 2024 - Practicing Effective Management Class (33 attendees)</p> <p>Monthly supervisor drop-in sessions offer focused leadership topics and support for supervisors.</p> <p>Crucial Conversations is returning in November 2025</p> <p>All new hires complete the DISC and Supervisors are encouraged to use for improving communication and building teams and rapport.</p>
Goal 3:	Establish creative strategies to recruit and retain quality staff.		
Objective 1:	Implement a third party employee engagement survey biannually		
	1. Third party survey implemented.	5/31/2025	The employee satisfaction survey for 2025 was conducted through 1:1 Listening Sessions with leadership staff. HR is in process of exploring potential vendors to complete third party surveys for staff in the future.
Objective 2:	Intentional outreach to informal networks and community organizations.		
	2. Collect responses about how candidates heard about positions.	Ongoing	Responses are captured in the recruitment system. Common referral sources include: employee referrals, Indeed.com, and the ISK website.

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Objective 3:	Develop accountability structure to ensure hiring is performed through an equity lens and according to ISK policy		
	3. Develop accountability structure, train supervisors and implement.	12/31/2025	<p>Documented protocols and guidelines regarding hiring and best practices are available to supervisors.</p> <p>Implemented recruitment intake process with HR and the hiring managers</p> <p>Consultation and training provided by CHRO to the Clinical Operations team ongoing</p> <p>Onsite ISK career fairs occur.</p>
Goal 4:	Offer opportunities and tools for workforce development and advancement.		
Objective 1:	Identify paths for employees that build on strengths.		
	1. Formal career paths created.	12/31/2026	Not started
Objective 2:	Develop a mentorship program for employees seeking out advancement opportunities.		
	2. Formal mentorship program developed and communicated to staff.	12/31/2026	Not started
Objective 3:	Create a formalized professional development plan. and process		
	3. Professional development plan created.	12/31/2026	Not started
Goal 5:	Be an inclusive, equitable, supportive, and trauma-informed workplace for all.		
Objective 1:	Continue and expand existing efforts such as JETT, Affinity Groups, Wellness Works, equity reviews, etc.		
Objective 2:	Ensure staff behavior supports an inclusive, equitable, supportive, and trauma-informed workplace.		
	1. Trauma-informed care self scoring kit will be implemented and reviewed for gaps and opportunities.	Ongoing	<p>The Trauma Informed Care Sub-committee completed the self-scoring tool. ISK is scheduled to participate in a Trauma Informed Care MiFAST fidelity review that will take place in February 2026. The JETT and Trauma Informed Care Sub-committee are in process of preparing for this consultative review and continue efforts in accordance with the JETT annual workplan to ensure ISK is a trauma informed organization.</p>

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	2. Anti-Racist Continuum Scoring will be identified, implemented and reviewed for gaps and opportunities.	Ongoing	Ongoing monitoring and discussion through the JETT committee. Formal work on the continuum scoring is not yet started.