



CHRT

2023 IMPACT REPORT

CONNECTING  
IMPROVING  
TRANSFORMING

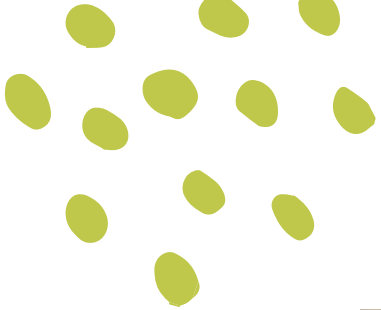
health of people & communities



“CHRT’s 2023 findings, which have been shared broadly in publications, reports, and presentations, are already inspiring evidence-based policy and practice changes that will improve the health of people and communities.”

- Joshua Traylor, Executive Director, CHRT and Dr. Amy McKenzie, Associate Chief Medical Officer, Blue Cross Blue Shield of Michigan





# Reflections on 2023

In 2023, CHRT staff worked on 32 projects for more than a dozen clients such as the Michigan Department of Health and Human Services, the Michigan Opioid Partnership, the Commonwealth Foundation, and more. These projects covered a wide range of important health topics.

- CHRT analyzed the state of the science on how oral health impacts chronic conditions.
- CHRT compiled recommendations from the substance use disorder recovery community on ways to maximize the impact of Michigan’s opioid settlement investments.
- CHRT collected feedback from free clinics across the nation on innovative ways to prevent infectious disease spread.
- CHRT began a detailed evaluation of the impact of Michigan’s Certified Community Behavioral Health Clinics, which are designed to provide mental health and substance use services to persons of all ages, regardless of their ability to pay.

The list of our projects goes on, as does the impact of our work.

CHRT’s 2023 findings have been shared broadly through publications, reports, and presentations. This work has inspired and informed evidence-based policy and practice changes that will improve the health of people and communities.

That’s what’s so gratifying about the work we do together, which seeks to reduce health disparities, improve the health of communities, and extend both the length and quality of life.

Read on to learn more about some of the projects we undertook in 2023, our exceptional staff and board members, and our impact.

Sincerely,



Joshua A. Traylor  
Executive Director  
CHRT.org



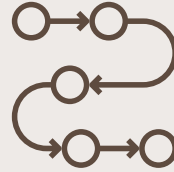
Dr. Amy McKenzie  
Associate Chief Medical Officer  
Blue Cross Blue Shield of Michigan

# 2023 by the numbers



32

active projects managed by our team



\$7

million dollars to community organizations



40

new health policy and public health fellows



4

new publications on pressing policy challenges



9

presentations to hundreds of policy leaders



11

media mentions, interviews, and research citations



# 2023 Impact



Improving access to evidence-based care



Supporting healthy aging



Improving behavioral health



Enhancing health equity



Advancing public health

We are delighted to share just a few of our accomplishments in these areas of focus



## Q How can employer-sponsored insurance best meet the needs of employees?

Comprehensive insurance that covers evidence-based services at affordable rates.

**CHRT'S ROLE:** CHRT analyzed and summarized the state of the evidence, conducted a market scan, and produced a value assessment for the benefits being considered for inclusion during benefit package development at an organization.

**IMPACT:** CHRT rapidly produced white papers analyzing the evidence for 7+ healthcare services and how they are covered in existing insurance offerings.



Market scan on evidence for **7+ proposed healthcare services**

**2** dozen white papers provided during negotiations

**6** new healthcare services insured

**SERVICES:** Market scan, value assessment, evidence analysis.

### IMPACT AREA

# Improving access to evidence-based care

One of CHRT's strategic goals is to promote evidence-based care across all fields of health.



## Q What are the benefits of dental and vision integration?

Improved chronic condition management, early detection of diseases, better health outcomes, and cost savings.

**CHRT'S ROLL:** CHRT analyzed the clinical research on integrating dental and vision benefits into traditional medical plans, and conducted a national landscape analysis of existing benefit programs.

**IMPACT:** CHRT produced two white papers for Blue Cross Blue Shield of Michigan, then Blue Cross published an article on CHRT's work on the link between oral health and overall health.

**90%** of vision loss associated with diabetes can be prevented



Integrated dental benefits can reduce the use of **high cost medical care**



Eye and dental exams contribute to **early detection** of chronic diseases

**SERVICES:** Landscape analysis, healthcare cost analysis, literature reviews.

## Q How can we refer patients to social services they need?

Through equipping staff care teams to screen and refer patients for food and housing needs, increasing physician awareness of existing referral resources, and improving mechanisms for sharing data.

**CHRT'S ROLE:** CHRT assessed the extent to which physicians conducted routine screenings and knew where to refer patients for social needs.

**IMPACT:** CHRT provided recommendations for strategies aimed at enhancing the capacity of physicians and their community partners to address the social determinants of health.

**2,188** physicians surveyed with an 8% response rate

**≤ 50%** routinely screened for housing or food access

**≤ 58%** knew where to refer patients for housing or food access

**SERVICES:** Survey, data collection



## IMPACT AREA

# Supporting healthy aging

By 2030, 1 in 5 people in the United States will be age 65 or older. Many of these seniors will need special support for healthy aging.



## Q How can we simplify access to care for aging residents?

By creating hubs with a No Wrong Door policy.

**CHRT'S ROLE:** CHRT developed a governance structure for Community Care Hubs and provided strategic advice and technical assistance to existing and emerging care hubs in Michigan.

**IMPACT:** CHRT advised Michigan and national organizations on Community Care Hub policy and joined a Michigan government workgroup on community-based hub structures.

**5**

partnership opportunities explored

**4**

Community Care Hub structural models developed

**4**

pillars of a successful Community Care Hub identified

**SERVICES:** Community health needs assessment, report development, dissemination, proposal writing



## Q How can Michigan improve and better integrate Medicare and Medicaid services?

By transitioning the existing Mi Health Link program to a highly integrated, dual-eligible special needs plan in 2026.

**CHRT'S ROLE:** CHRT gathered and analyzed stakeholder feedback from 10 health plans, 133 providers, 229 MI Health Link beneficiaries, and more than 4,500 beneficiaries in dual special needs plans.

**IMPACT:** CHRT is helping state leaders design health plan requirements that will give Michigan's medically frail seniors more choices and benefits with less hassle.

**83%** of MI Health Link respondents reported **satisfaction with their providers**

**80%** of dual-eligible beneficiaries reported easy co-pay management



MI Health Link providers viewed consistent **care and case management** as a best practice in the program

**SERVICES:** Strategic planning, stakeholder engagement, survey design, data analytics, quantitative analysis, topic briefs.



## Q How can people successfully age with long-term physical disability?

Through autonomy and independence, as well as maintaining an active, healthy lifestyle and being part of a community.

**CHRT'S ROLE:** From October 2021 to May 2022, CHRT surveyed 128 organizations serving individuals with long-term physical disabilities to define successful aging.

**IMPACT:** CHRT published a paper to help organizations understand what it means to better support the successful aging of clients with physical disabilities.

**45%** of organizations considered living arrangements an essential component of successful aging

**4** domains for successful aging identified

**34%** of organizations discussed the importance of social connection for successful aging

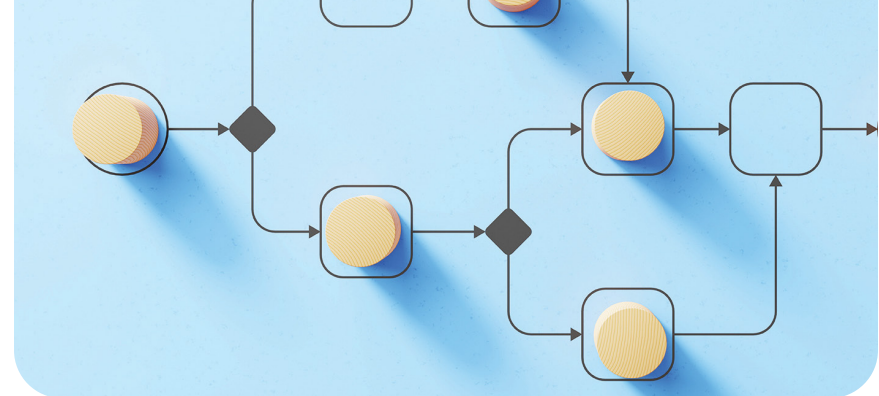
**SERVICES:** Sampling, survey, qualitative measures and analysis



## IMPACT AREA

# Improving behavioral health

CHRT aims to enhance community mental health services by both increasing access to behavioral health services and improving their quality, all while implementing ongoing evaluations.



## Q How should we evaluate Certified Community Behavioral Health Clinics (CCBHCs)?

By developing a comprehensive evaluation design, using input from evaluators and key stakeholders.

**CHRT'S ROLE:** CHRT provided health research, analyses, surveys, demonstration projects, and consulting, drawing on experience with the complexities of Michigan's public behavioral health system.

**IMPACT:** The evaluations considered how community mental health departments benefit from using the CCBHC model, assessed the impact of enhanced access, and compiled lessons learned to help future CCBHCs.



**SERVICES:** Program evaluation



## Q How can we maximize the impact of opioid settlement dollars?

Through evidence-based best practices for programs to address gaps in care.

**CHRT'S ROLE:** CHRT conducted an analysis of the needs of the substance use disorder recovery support and service providers in Michigan and developed recommendations for local and state governments for use of opioid settlement funds to address those gaps.

**IMPACT:** CHRT provided many recommendations including: increased access to medication-assisted treatment, expanded treatment for neonatal abstinence syndrome, warm handoffs, improved treatment for incarcerated individuals, and new prevention programs.

**4** main gaps identified in Michigan

**\$800M**

received by Michigan from the settlement

**\$400M**

distributed across the state for local efforts

**SERVICES:** Community health needs analysis, data collection, key informant interviews, mental health and substance use

## Q What did we learn from Michigan's Promoting the Integration of Primary and Behavioral Health Clinics project?

In 2018, CHRT and the Michigan Department of Health and Human Services worked with three distinct Community Mental Health Service Providers and Federally Qualified Health Center partnerships from underserved Michigan counties to improve primary and behavioral health care integration at their respective sites.

**CHRT'S ROLE:** CHRT conducted a five-year evaluation on the success of integration at the three sites using a mixed methods approach which included interviews, quarterly reports, surveys, and standardized outcome measures.

**IMPACT:** Achieved progress toward integration through increased collaboration and communication between the primary and behavioral health agencies, improved data collection and utilization, increased provider training, and improved ability to sustain services through reimbursable Medicaid codes. The selected sites further demonstrated improvements in daily functioning in follow-up assessments.

**100%** of the participating sites implemented social needs screening and referrals

**73%**

of clients reported ability to deal with crisis, compared to 58% at baseline

**1,567**

clients received integrated services through PIPBHC

**SERVICES:** Evaluation, qualitative analysis, quantitative analysis, quality improvement



## IMPACT AREA

# Enhancing health equity

We apply a health equity lens to every CHRT project and support clients who are pursuing more complex health and social equity initiatives.

## Q How can we improve the health of Medicaid enrollees?

By helping health care providers address the social and behavioral needs of their patients.

**CHRT'S ROLE:** CHRT's health and social equity team continues to facilitate a learning network of Regional Health Collaboratives to address challenges, document lessons learned, and scale best practices for supporting health and social care integration through community information exchange.

**IMPACT:** The learning network reached geographically diverse communities, including urban and rural communities, which helped to reach a more equitable system of integration.

**55,000+**  
Medicaid and uninsured  
people served

**6** Regional Health  
Collaboratives  
participating

**11** communities  
served

**SERVICES:** Backbone support, learning community facilitation, integration planning, community capacity building.



## Q How can we advance health outcomes for people with disabilities from marginalized communities?

By examining the relationship between social determinants of health and healthcare utilization, providing access to data, studying accessibility, and developing equity tools.

**CHRT'S ROLE:** CHRT is providing periodic training at workshops and symposia for key stakeholders interested in learning how to have impact in the health policy processes.

**IMPACT:** In the first year of this project, CHRT will deliver policy trainings for approximately 25 researchers and students. Over the course of the five-year project, CHRT will deliver three policy trainings and develop two issue briefs.



All trainings accessible through **ASL interpreters, open captioning, and braille materials**

**3** policy trainings planned

**25** researcher and student attendees

**SERVICES:** Policy training, issue brief development and dissemination



## Q How can we improve the health of people with transportation barriers?

By providing transportation to people who need help getting to medical and social appointments so they can maintain their independence and health.

**CHRT'S ROLE:** CHRT served as the administrative hub for a transportation pilot co-designed by the MI Community Care network and transportation provider partners.

**IMPACT:** CHRT facilitated community capacity building by strengthening the ability of community partners to address identified community needs and gaps.



**Reliability, scheduling, affordability, and location** were identified as top transportation barriers

**64%**

of MI Community Care participants needed transportation support

**1,047**

rides given between May 2022 and April 2023

**SERVICES:** Backbone support, community capacity building, integration planning, project management



## IMPACT AREA

# Advancing public health

Improving public health by evaluating programs, recommending policy changes, and assessing results.



## Q How can we better prevent infectious diseases in underserved communities?

Through locally informed, accessible, and culturally competent outreach and care delivered by safety net community organizations and by building sustainable processes and partnerships.

**CHRT'S ROLE:** CHRT synthesized lessons learned by a national cohort of federally qualified health centers and free clinics.

**IMPACT:** CHRT's report, Addressing Infectious Diseases in Underserved Communities, was shared with FQHCs and free clinics across the U.S.

**8** lessons from community health innovators

**4** strategies to build sustainable partnerships and programs

**4** approaches for reaching underserved populations

**SERVICES:** Program evaluation, qualitative analysis, communications



## Q How can states strengthen public health through better integration with primary care?

Through goal and structural alignment, strategic partnerships, connecting data systems, strong and effective relationships, and visionary leadership with sustainability planning.

**CHRT'S ROLE:** CHRT analyzed innovations in public health and primary care integration in four states.

**IMPACT:** CHRT's work was published in Health Affairs and highlighted eight key lessons from public health and primary care integration efforts in North Carolina, Oregon, Rhode Island, and Washington state.

**17** key informant interviews

**1** national policy publication

**8** lessons described

**SERVICES:** Key informant interviews, policy analysis and synthesis



## Q How can we advance the work of community paramedics?

By reimbursing providers for community paramedicine services.

**CHRT'S ROLE:** CHRT partnered with a Michigan-based community paramedicine program to identify avenues for long-term fiscal sustainability and opportunities for data integration.

**IMPACT:** Two Medicare Advantage plans committed to reimbursing community paramedicine services.



Improved interoperability and data collection



Enhanced community-level partnerships



New community paramedicine program launched

**SERVICES:** Health policy, stakeholder engagement, quality improvement

# In the media

PUBLICATIONS

CHRT NEWS

MEDIA MENTIONS

PRESENTATIONS



## PUBLICATIONS

December 4, 2023

**Pathways to reform in Michigan: A review of diversion, deflection, and reentry programs in Washtenaw**

Ashya Smith, Nailah Henry, and Kimberly Snodgrass

May 10, 2023

**Organizations' perspectives on successful aging with long-term physical disability**

Marissa Rurka and Melissa Riba

## CHRT NEWS

December 8, 2023

**A Q&A with CHRT's new Executive Director, Joshua Traylor**

August 30, 2023

**Joshua Traylor named executive director of the Center for Health and Research Transformation**

May 10, 2023

**CHRT explores the individual and environmental factors linked to healthy aging for people with long-term disabilities**

March 20, 2023

**New CHRT projects explore the root causes of opioid overdose in one Michigan county and infectious disease control innovations across the U.S.**

August 17, 2023

**CHRT staff in Health Affairs on strengthening public health through collaboration with primary care**

Samantha Iovan, Nancy Baum, and Marianne Udow-Phillips

December 13, 2023

**Providing decision makers with evidence: A Q&A with CHRT's health policy team lead**

Nancy Baum

August 15, 2023

**Introducing CHRT's 2023 Rebecca Copeland**

Jennie Scheerer and Ashya Smith

May 10, 2023

**Introducing CHRT's new health and social equity team: A Q&A with Sharon Kim**

Sharon Kim

February 23, 2023

**Welcoming four new team members**

William Bishop, Jennifer Black, Dana Elobaid, and Sheritha Rayford

August 3, 2023

**Strengthening public health through integration with primary care**

Samantha Iovan, Nancy Baum, and Marianne Udow-Phillips

November 14, 2023

**The important role of human-centered design in healthcare**

Kimberly Snodgrass, Cleoniki Kesidis

August 14, 2023

**CHRT welcomes four new team members**

Jadrienne Horton, Abdullah Hashsham, Janan Saba Landsiedel and Nailah Henry

May 1, 2023

**Center for Disability Health and Wellness shares one-pager based on CHRT research**

Jaquie King and Robyn Rontal

February 3, 2023

**Meet Robyn Rontal, CHRT's interim executive director**

Robyn Rontal

# MEDIA MENTIONS

December 5, 2023

---

**Exhale hopes to bring reimagined respite to area caregivers**

*Suzanne Nolan Wisler*

August 24, 2023

---

**Gum disease doesn't stop at the mouth: The connection between oral health and overall health**

*Blues Perspectives*

April 18, 2023

---

**How can Washtenaw County turn around a startling rise in opioid overdose deaths?**

*Estelle Slotmaker*

February 11, 2023

---

**State health department proposes spending plan for opioid settlement money**

*Priya Vijayakumar*

January 26, 2023

---

**Obamacare in Michigan: How Affordable Care Act tax credits boosted enrollment**

*JC Reindl*

December 5, 2023

---

**Advocating for health equity**

*Ashya Smith (former intern)*

June 27, 2023

---

**Regional Health Collaboratives improving access to behavioral health services**

*Estelle Slotmaker*

March 22, 2023

---

**New system streamlines process of getting substance use disorder treatment in Washtenaw County**

*Natalia Holtzman*

February 7, 2023

---

**Michigan's CCBHCs open mental health access to all**

*Joanne Bailey-Boorsma*

January 23, 2023

---

**More than 700,000 Michiganders could lose Medicaid insurance in the coming months**

*Tracy Samilton*

November 28, 2023

---

**Michigan's community mental health agencies work hard to prevent youth suicide**

*Monique Bedford*

May 30, 2023

---

**Community health workers bring mental health home**

*Rylee Barnsdale*

February 21, 2023

---

**Medicare's \$35-a-month insulin cap still leaves many residents out of luck**

*Ted Roelofs*

January 31, 2023

---

**Washtenaw County program connects low-level offenders to community services instead of jail time**

*Brooke Marshall*

# PRESENTATIONS

November 29, 2023

Preliminary results from CHRT's CCBHC stakeholder interviews

Jonathan Tsao

April 27, 2023

Continuity of care within and beyond the clinical setting

Sharon Kim

January 25, 2023

Screening and referring patients for food and housing insecurity: Findings from a survey of Michigan physicians

Marissa Rurka Wade and Melissa Riba

October 2023

Community health workers and community information exchange

Ayse G. Buyuktur

April 20-21, 2023

Best practices and lessons learned from Michigan's Promoting Integration of Primary and Behavioral Health Care (PIPBHC) project

Jonathan Tsao

January 24, 2023

Creating a supportive climate for community health workers

Ayse G. Buyuktur and Jeremy Lapedis

June 9, 2023

Policy trends impacting behavioral health workforce development in Florida

Nancy Baum

February 9, 2023

Serving those aging with a long-term physical disability during the COVID-19 pandemic

Marissa Rurka Wade and Melissa Riba



# 2023 Partners



BOARD OF DIRECTORS

FUNDERS AND CLIENTS

STAFF AND INTERNS



## BOARD OF DIRECTORS



**Tony Denton, Chair**  
Senior Vice-President and Chief Environmental, Social, and Governance Officer, University of Michigan Health – Michigan Medicine



**Toshiki Masaki**  
President, Detroit Chapter, Japanese American Citizens League



**Todd Van Tol**  
Senior Vice President Health Plan Business, BCBSM



**Lynda Rossi, Vice Chair**  
Executive Vice President, Strategy, Government, and Public Affairs, BCBSM



**Amy McKenzie**  
Senior Vice President and Chief Medical Officer, BCBSM



**Brent Williams**  
Medical Director, University of Michigan Complex Care Management Program



**Rob Casalou, Board Treasurer**  
Regional President and CEO Saint Joseph Mercy Health System



**Fran Parker**  
Retired, Executive Director UAW Retiree Benefit Trust



**Renu Tipirneni**  
Assistant Professor of Internal Medicine, University of Michigan, MD

## THANK YOU TO OUR FUNDERS AND CLIENTS

Ann Arbor Area Community Foundation

Blue Cross Blue Shield of Michigan

Blue Cross Blue Shield of Michigan Foundation

Boys and Girls Club of Lenawee County

City of Ann Arbor

Commonwealth Fund

Community Foundation of Southeast Michigan

Detroit Health Department

Direct Relief

Feonix Mobility Rising

Henry Ford Health System

Home of New Vision

Michigan Department of Health and Human Services

Michigan Health Endowment Fund

Michigan Medicine

Michigan Public Health Institute

Michigan State Medical Society

Southeast Michigan Health Association (SEMHA)

Shelter Association of Washtenaw County

State of Michigan

Tampa Bay Thrives

THC Foundation

Trinity Health Ann Arbor Hospital

Trinity Health Livingston Hospital

United Auto Workers (UAW)

University of Michigan

U.S. Administration for Community Living

Washtenaw County

Washtenaw County Board of Commissioners

## 2023 STAFF



**Nancy Baum**  
Health Policy Director



**Ayse G. Büyüktür**  
Program Manager



**Abdullah Hashsham**  
Associate Analyst



**Diane Bechel Marriott**  
Director, Michigan  
Multipayer Initiative



**Jeni Chapman**  
Project Manager



**Nailah Henry**  
Health Policy Analyst



**Jennifer Black**  
Project and Compliance  
Manager



**Kirsten Cormier**  
Administrative Specialist  
Senior



**Matt Hill**  
WHI Project Manager



**Gudrun Bossmann**  
Associate Director of Finance



**Terrisca Des Jardins**  
Executive Director



**Erin Horne**  
Community Engagement  
Program Manager



**Tiffany Brent**  
Business Development  
Director



**Emma Golub**  
Senior Analyst



**Jadrienne Horton**  
Program Manager



**Samantha Iovan**  
Health Policy Senior  
Project Manager



**Veralynn Klink**  
Administrative assistant,  
Michigan Multipayer Initiative



**Holly Quivera Teague**  
Health Policy Analyst



**Lisa Jeun**  
Senior Accountant



**Janan S. Landsiedel**  
Senior Project Manager



**Sheritha Rayford**  
Program Manager



**Sharon Kim**  
Director of Health  
and Social Equity



**Abigail Lindsay**  
Health Policy Analyst



**Melissa Riba**  
Research & Evaluation Director



**Jaque King**  
Associate Director,  
Health Policy



**Erica Matti**  
Senior Health Policy Analyst



**Robyn Rontal**  
Interim Executive Director



**Brady Kinnersley**  
Financial Specialist



**Tracy Moss**  
Health Communications  
Specialist



**Marissa Rurka Wade**  
Research and Evaluation  
Senior Project Manager

# 2023 STAFF



**Flavia Shuck**  
Senior Administrative  
Assistant



**Joshua Traylor**  
Executive Director



**Andrew Smentkowski**  
Operations and Finance  
Director



**Shaina Tinsey**  
Senior Analyst



**Deana Smith**  
Associate Director, Community  
Initiatives



**Jonathan Tsao**  
Research and Evaluation  
Senior Project Manager



**Kimberly Snodgrass**  
Health Communications  
Analyst



**Poonam Yadav**  
Research and Evaluation  
Analyst



**Erin Spanier**  
Communications Director





# 2023 Financial Position

# Audited statement of financial position

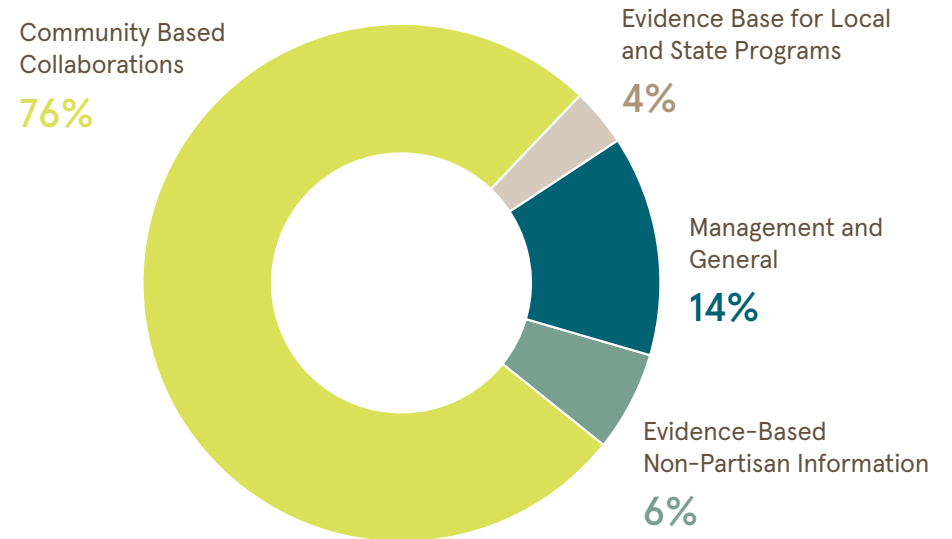
December 31, 2023

ASSETS	2023	2022
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 634,028	\$1,203,795
Contracts receivable	\$282,290	\$311,200
Contributions receivable	\$1,789,990	\$1,754,665
Prepaid expenses and other	\$97,069	\$44,850
<b>Total current assets</b>	<b>\$2,803,377</b>	<b>\$3,314,510</b>
Property and equipment	\$43,595	\$52,915
<b>Total assets</b>	<b>\$2,846,972</b>	<b>\$3,367,425</b>

LIABILITIES AND NET ASSETS	2023	2022
<b>CURRENT LIABILITIES</b>		
Account payable	\$152,799	\$62,397
Grants payable	\$862,929	\$1,025,245
Accrued liabilities and other	\$228,512	\$178,488
Deferred revenue	-	\$1,339
Refundable advance	\$21,008	\$91,834
<b>Total liabilities</b>	<b>\$1,265,248</b>	<b>\$1,359,303</b>
<b>NET ASSETS</b>		
Without donor restrictions	\$1,419,594	\$1,840,540
With donor restrictions	\$162,130	\$167,582
<b>Total net assets</b>	<b>\$1,581,724</b>	<b>\$2,008,122</b>
<b>Total liabilities and net assets</b>	<b>\$2,846,972</b>	<b>\$3,367,425</b>

# Sources of expenditures

12 months ended December 31, 2023 (audited)





# CHRT

[CHRT.ORG](https://www.chrt.org)

Center for Health and Research Transformation  
4251 Plymouth Road  
Arbor Lakes 1, Suite 2000  
Ann Arbor, MI 48105-3640

Tel: 734-998-7555  
Fax: 734-998-7557  
[CHRT-info@umich.edu](mailto:CHRT-info@umich.edu)

[@CHRTumich](https://twitter.com/CHRTumich)