



**HEGIRA**  
**HEALTH, INC.**  
*Wellness First*

# Strategic Plan

Fiscal Years

2023-24 – 2025-26



Meeting the behavioral health needs of  
individuals and families across  
Metropolitan Detroit's communities since 1972.

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## A Letter from the CEO

Thank you for your interest in learning more about Hegira Health.

Whether you are a new or long-standing client, colleague, family member, advocate, community partner or a person with no connection to Hegira Health but are concerned with our community's access to quality behavioral healthcare services, our commitment remains the same and steadfast. We welcome you to review our strategic plan and to provide feedback. We are all better together!



Hegira Health grew out of a vision and commitment that quality behavioral health care services should be available to all individuals and families, regardless of type of problem, financial situation, or severity or urgency of need. Our team works diligently to not only serve those persons who make it to our doorstep but to also ensure our community's members are aware of the importance of recognizing and treating their behavioral health needs. We believe that mental and physical *Wellness* is the *First* priority to maximize achievement of each individual's goals at all stages of life's journey.

Through this strategic planning process, we have gained insights from the many participants, including staff, board members, funders, and other community stakeholders. It is our goal to turn the new ideas, approaches, and strategies shared with us into opportunities toward our ongoing pursuit of higher quality treatment, prevention, and outreach services.

During the COVID-19 pandemic, we were tested like never before; through it all, we proved the sustainability of our infrastructure and gained confidence in our capacity to respond quickly to the challenges faced by our community. These reassurances and reinforcements of our value and response to the people we serve, have made us a stronger organization to take on the challenges of our future.

Strategic planning focuses on establishing vision and goals, execution involves making decisions and taking action. The strategic themes, or pillars, of our plan provide clarity to our staff and stakeholders around our key areas of focus over the next several years. This strategic plan calls for us to play to our strengths, take on calculated risk, be creative and adaptable, while strengthening our community partnerships and keeping a close eye on new opportunities. I am confident we will meet these challenges, continue to improve the lives of those we serve and further develop our identity as an essential contributor to our community.

Carol Zuniga, CEO  
Hegira Health, Inc.

# History of Growth and Service

Hegira Health, Inc. (HHI) is a 501(c)(3) nonprofit located in Wayne County, Michigan. HHI, formerly Hegira Programs, Inc., was founded in 1972, and became a 501(c)3 in 1977. Today, HHI is recognized as a leader of community-based behavioral healthcare in the western and downriver regions of Wayne County, Michigan. HHI has grown its' 1972 adult substance use treatment foundation into a comprehensive services network, offering treatment, prevention, and support services to persons of all ages across a broad spectrum of mental health, substance use, intellectual and developmental disabilities, and primary and preventative health care needs.

Hegira Health has a rich history of successfully seizing opportunities that have provided sustained funding and developed the essential partnerships needed to enrich service delivery for the communities we serve.

From the early stages of deinstitutionalizing persons in our community with serious mental illness and developing community-based programs and services where none existed, to the 2022 merger of Hegira Health and Community Care Services, the vision of Hegira Health's leadership has served to lay the foundation for the next growth opportunity.

## **Some of those opportunities have included:**

- Our 1978 Joint Commission Accreditation was the first behavioral health outpatient clinic to achieve this status in Michigan and the beginning of our focus on quality and safety.
- HHI's integral role in the development of the community mental health managed care system of the early 2000s provided opportunities for leadership among our peers, stability, and growth for more than 15 years.
- The addition of Medicaid eligible services to children and families with serious emotional disorders in 2005, created unending opportunity for expansion and distinguishing Hegira to our community as the most comprehensive behavioral healthcare provider to our community.
- The expansion and recognition of Hegira's crisis services expertise, first as the contracted provider for the CareLink Network in 2002, followed by the DWIHN COPE contract of 2016, solidified Hegira Health as the community's professionals in adult crisis care.
- Early engagement in coordinated mental health and law enforcement contracts in the late 2000-teens, afforded Hegira Health recognition as a leader during a time of nationwide upheaval, and has led to valued engagement with municipalities across our region.
- Achievement of our first of three Federal Certified Community Behavioral Health Clinic (CCBHC) grants in 2020, positions Hegira Health for an invitation into the highly coveted MDHHS Demonstration Project in the future.
- The merger of Hegira Health and Community Care Services in 2022, created the new Hegira Health, not only the largest, most comprehensive non-profit community-based behavioral healthcare provider in Wayne County, MI, but a richer organization of resources with broader scope of service, an enriched talent pool and a broader geographic reach for our clientele.

Currently, HHI's 480 staff serve more than 30,000 residents annually across the Greater Detroit area. To impact service barriers such as transportation, stigma, or lack of service awareness, we have focused on flexibility in how and where services are offered and increased our community education and prevention programs. HHI currently provides services from our 11 clinics, 40+ community partner locations, that include schools, courts, hospitals/emergency departments and police departments, private residences and through telehealth platforms.



Hegira means *journey* and we are here to provide support along the journey of life.



### **Mission:**

Hegira Health is dedicated to achieving wellness first, through our team’s commitment to excellence in service that embraces all people and does so with integrity and resolve.

### **Impact Statement:**

To maximize the capacities of individuals with behavioral health needs, particularly those with serious behavioral health conditions, by providing easily accessible specialized and integrated care.

### **Values:**

Hegira Health, Inc. embraces the following corporate **values**:

**EXCELLENCE**: It is our expectation to provide excellent service to the individuals we serve and to the communities in which they live.

**EMBRACING**: We adhere to a holistic approach to care that is streamlined, seamless and equitable for the individuals we serve, their families and our staff.

**INTEGRITY**: Across our operations we stand for truth, reliability, and accountability.

**COLLABORATION**: We are stronger together. Only with a unified team will we be successful.

**RESOLVE**: We approach each challenge impacting individuals we serve, our staff and community with the commitment to respond with our best efforts.

# Hegira Health Priorities - Fiscal Years 2023-24 thru 2025-26



## CUSTOMER

### Goal 1.0

Ensure rapid access to the appropriate level of care.

### Goal 1.1

Ensure equitable, quality healthcare is available across our communities.

### Goal 1.2

Achieve the highest level of customer (client, staff and payers) satisfaction.



## TALENT

### Goal 2.0

Ensure community access and needs are met.

### Goal 2.1

Develop HR Department tools and resources to optimize departmental efficiency.

### Goal 2.2

Build a culture of enthusiasm and recognition around employee and leadership development.



## FINANCE

### Goal 3.0

Diversify funding opportunities.

### Goal 3.1

Expand through strategic growth opportunities and acquisitions.

### Goal 3.2

Generate and manage essential resources to carry out our mission.



## TECHNOLOGY

### Goal 4.0

Ensure infrastructure meets corporate compute and business continuity needs.

### Goal 4.1

Ensure effective, prudent application of technology innovations.

### Goal 4.2

Leverage data to improve practices.



## IDENTITY

### Goal 5.0

Strengthen relationships with community stakeholders.

### Goal 5.1

Broaden community recognition.

### Goal 5.2

Achieve recognition as a provider of innovation and excellence.



## GOVERNANCE

### Goal 6.0

Ensure our board members are up-to-date on current internal and external events, and have the tools and resources to make informed decisions around organizational policy and direction.