

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF HEALTH AND HUMAN SERVICES –
BEHAVIORAL HEALTH DIVISION

UNIT NO. 6300
FUND: General - 0077

OPERATING AUTHORITY & PURPOSE

Pursuant to Sections 46.03(1), 46.21, 51.08, 51.35, 51.42 and 51.437 of the Wisconsin Statutes, the Milwaukee County Department of Health and Human Services-Behavioral Health Division provides care and treatment of persons with disorders related to alcohol and substance abuse and developmentally, emotionally and mentally ill adults, children and adolescents through contracts with community agencies, outpatient care, day treatment services and inpatient care. Services include intensive short-term treatment, as well as extended care of persons with serious mental illness. Acute hospital admissions are initiated by voluntary application or through legal detention methods such as court commitment. The Adult and Child Inpatient Services require Title-XIX certification and appropriate State licensing to capture Title-XIX and other third-party reimbursement. The extended care portions of this agency require Federal certification

as a Skilled Nursing Facility and Facility for the Developmentally Disabled, allowing for State reimbursement. Day treatment is offered to patients who have progressed to the stage where inpatient hospitalization is no longer indicated, but who require more intensive treatment than is available in an outpatient facility. The Community Services Branch provides both mental health and AODA services through contracts with community service providers or at community clinics. Programs are managed by the Behavioral Health Division Administrator under the jurisdiction of the Director of the Department of Health and Human Services, the Combined Community Services Board, the County Executive and the Milwaukee County Board of Supervisors.

BUDGET SUMMARY				
Account Summary	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Personal Services (w/o EFB)	\$ 46,989,811	\$ 46,749,011	\$ 47,012,626	\$ 263,615
Employee Fringe Benefits (EFB)	28,154,835	29,662,735	28,440,476	(1,222,259)
Services	9,843,891	9,157,622	11,547,685	2,390,063
Commodities	7,857,351	7,461,072	7,763,653	302,581
Other Charges	71,835,693	71,676,569	71,338,614	(337,955)
Debt & Depreciation	0	0	0	0
Capital Outlay	127,713	237,500	250,700	13,200
Capital Contra	0	0	0	0
County Service Charges	38,239,391	39,292,726	40,269,510	976,784
Abatements	(34,964,662)	(33,069,579)	(34,874,922)	(1,805,343)
Total Expenditures	\$ 168,084,023	\$ 171,167,656	\$ 171,748,342	\$ 580,686
Direct Revenue	63,542,347	55,704,025	59,531,545	3,827,520
State & Federal Revenue	62,415,018	60,681,757	59,559,177	(1,122,580)
Indirect Revenue	2,101,285	10,201,323	10,144,340	(56,983)
Total Revenue	\$ 128,058,650	\$ 126,587,105	\$ 129,235,062	\$ 2,647,957
Direct Total Tax Levy	40,025,373	44,580,551	42,513,280	(2,067,271)

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ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Central Service Allocation	\$ 1,390,167	\$ 0	\$ 0	\$ 0
Courthouse Space Rental	0	0	0	0
Tech Support & Infrastructure	941,577	0	0	0
Distribution Services	12,674	0	0	0
Telecommunications	140,124	0	0	0
Record Center	8,477	0	0	0
Radio	20,469	0	0	0
Computer Charges	90,277	0	0	0
Applications Charges	758,640	0	0	0
Apps Charges - Network	0	0	0	0
Apps Charges - Mainframe	0	0	0	0
HRIS Allocation	272,544	0	0	0
Total Charges	\$ 3,634,949	\$ 0	\$ 0	\$ 0
Direct Property Tax Levy	\$ 40,025,373	\$ 44,580,551	\$ 42,513,280	\$ (2,067,271)
Total Property Tax Levy	\$ 43,660,322	\$ 44,580,551	\$ 42,513,280	\$ (2,067,271)

* In 2007, these costs were included in other charging departmental and non-departmental budgets. They were reflected here to show the "total" amount of tax levy support for this Department. In 2008 and 2009, these costs are budgeted within the receiving department to show the tax levy cost in the department.

PERSONNEL SUMMARY				
	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Personal Services (w/o EFB)	\$ 46,989,811	\$ 46,749,011	\$ 47,012,626	\$ 263,615
Employee Fringe Benefits (EFB)	\$ 28,154,835	\$ 29,662,735	\$ 28,440,476	\$ (1,222,259)
Position Equivalent (Funded)*	886.8	890.9	858.8	(32.1)
% of Gross Wages Funded	94.7	93.2	95.0	1.7
Overtime (Dollars)**	\$ 4,194,603	\$ 2,776,793	\$ 2,355,826	\$ (420,967)
Overtime (Equivalent to Position)	94.3	51.4	47.4	(4.0)

* For 2007 Actuals, the Position Equivalent is the budgeted amount.

** Delineated for information. (Also included in personal services.)

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PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Social Security & Fringe)
Office Support Assistant 2	Abolish	2/1.5	Position Reconciliation	\$ (48,762)
Mental Health Assistant	Abolish	1/1.0	Position Reconciliation	(34,022)
Clerical Assistant 1	Create	1/1.0	Position Reconciliation	34,481
Clerical Specialist	Unfund	1/1.0	Position Reconciliation	(\$36,414)
Clinical Psychologist 3	Unfund	1/1.0	Position Reconciliation	(\$75,734)
Occupational Therapist 2	Fund	1/1.0	Position Reconciliation	\$49,632
Occupational Therapist 2	Unfund	1/1.0	Position Reconciliation	(\$53,728)
Admin Coord	Fund	1/1.0	Position Reconciliation	\$63,516
Psych LPN	Fund	1/1.0	Position Reconciliation	\$43,213
RN 1	Fund	1/5	Position Reconciliation	\$29,112
Office Support Asst 2	Fund	1/1.0	Position Reconciliation	\$32,460
Clinical Psychologist 3	Unfund	1/5	Position Reconciliation	(\$37,526)
Clinical Prog Director Psych	Fund	1/8	Position Reconciliation	\$64,688
Quality/Util Review Spec	Unfund	1/1.0	Position Reconciliation	(\$50,571)
RN 2	Fund	1/1.0	Position Reconciliation	\$64,345
Secretarial Asst	Unfund	1/1.0	Position Reconciliation	(\$38,041)
Clerical Specialist	Fund	1/1.0	Position Reconciliation	\$41,045
Staffing Asst	Unfund	1/1.0	Position Reconciliation	(\$38,001)
Admin Asst (NR)	Fund	1/1.0	Position Reconciliation	\$41,541
Staff Psychiatrist	Create	1/1.4	Acute Adult	\$220,048
Certified Nursing Asst	Abolish	1/1.0	Acute Adult	(\$30,270)
Cert Occ Therapy Asst	Abolish	1/1.0	Acute Adult	(\$39,196)
Psych Social Worker (Pool)	Create	1/5	Acute Adult	\$40,000
Musical Therapist 2*	Abolish	1/1.0	Acute Adult	(\$49,632)
Music Therapy Program Coord	Create	1/1.0	Acute Adult	\$54,170
Unit Clerk	Abolish	1/5	Acute Adult	(\$15,489)
Spirituality Integration Coord (Hrly)	Create	1/5	Acute Adult	\$25,000
Medical Prog Dir - CATC	Create	1/5	Child and Adol	\$93,319
RN 2	Create	1/1.0	Child and Adol	\$66,326
Advanced Practice Nurse Prescriber	Abolish	1/1.0	Community Services	(\$86,504)
Secretary	Abolish	1/1.0	Community Services	(\$41,045)
SAIL Prog Coord*	Abolish	1/1.0	Community Services	(\$77,379)
Integrated Services Coord*	Abolish	1/1.0	Community Services	(\$74,908)
Ex Dir 1 - SAIL operations Coord	Create	1/1.0	Community Services	\$87,178
House Physician 3	Abolish	2/1.9	Crisis Services	(\$336,724)
Medical Prog Dir - CATC	Create	1/5	Crisis Services	\$93,319
Community Service Nurse	Abolish	2/2.0	Crisis Services	(\$124,218)
RN 2 - MH	Abolish	1/1.0	Crisis Services	(\$65,593)
Psych Social Worker	Transfer Out	1/1.0	Housing - DHHS	(\$55,634)
Clerical Asst 2 (NR)	Transfer In	1/1.0	HR Unit - DHHS	\$36,616
Payroll Assistant	Transfer In	2/2.0	HR Unit - DHHS	\$73,220
Fiscal Asst 2	Transfer-In	4/4.0	Accounting-DHHS	\$148,632
Fiscal Spec	Transfer-In	1/1.0	Accounting-DHHS	\$35,825
			SUB-TOTAL	\$ 76,598

* Abolish Upon Vacancy

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Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Social Security & Fringe)
Accountant 2	Transfer-In	1/1.0	Accounting-DHHS	\$ 43,101
Accountant 3	Transfer-In	1/1.0	Accounting-DHHS	\$49,754
Accountant 4 (NR)	Transfer-In	1/1.0	Accounting-DHHS	\$54,170
Accountant 4 - Hospital	Transfer-In	1/1.0	Accounting-DHHS	\$54,458
Admin Asst (NR)	Create	1/1.0	Mgmt/Support Services	\$41,541
Secretarial Asst	Create	1/1.0	Mgmt/Support Services	\$37,237
Admin Specialist	Create	1/1.0	Mgmt/Support Services	\$44,170
Office Support Asst 2	Abolish	1/1.0	Mgmt/Support Services	(\$31,430)
HSW Supervisor	Abolish	1/1.0	Mgmt/Support Services	(\$58,541)
Ed Services Prog Coord	Create	1/1.0	Mgmt/Support Services	\$83,298
Safety Compliance Officer	Create	1/1.0	Mgmt/Support Services	\$70,578
QA Coordinator	Create	2/2.0	Mgmt/Support Services	\$127,982
Contract Services Coordinator	Create	1/1.0	Mgmt/Support Services	\$61,735
Psych LPN	Create	2/1.5	Inpatient Services	\$66,546
RN 1	Unfund	2/2.0	Inpatient Services	(\$115,650)
Office Support Asst 2**	Abolish	2/2.0	Dietary	(\$50,348)
Stores Clerk 1**	Abolish	1/1.0	Dietary	(\$26,236)
Cook 1**	Abolish	7/7.0	Dietary	(\$186,074)
Cook 3**	Abolish	1/1.0	Dietary	(\$30,246)
Dietitian 1	Create	1/1.0	Dietary	\$42,911
Dietitian 2	Abolish	1/1.0	Dietary	(\$43,583)
Dietitian 3	Create	1/1.0	Dietary	\$49,000
Food Service Worker 1**	Abolish	29/29.0	Dietary	(\$645,221)
Food Service Worker 1 - Hrly**	Abolish	13/12.45	Dietary	(\$217,008)
Food Service Worker 2**	Abolish	6/6.0	Dietary	(\$144,024)
Food Service Asst Supervisor**	Abolish	5/5.0	Dietary	(\$118,610)
Food Service Worker 2 - Hrly**	Abolish	2/1.87	Dietary	(\$34,608)
Food Service Supervisor**	Abolish	8/8.0	Dietary	(\$209,560)
			SUB-TOTAL Pg 3	\$ (\$1,084,658)
			SUB-TOTAL Pg 4	\$ \$76,598
			TOTAL BHD	\$ (\$1,008,060)

* Abolish Upon Vacancy

** Abolish as of April 1, 2009

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ORGANIZATIONAL COST SUMMARY					
DIVISION		2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Management / Support Services	Expenditure	\$ 34,676,338	\$ 34,696,038	\$ 39,743,282	\$ 5,047,244
	Abatement	(33,736,694)	(33,068,791)	(34,874,922)	(1,806,131)
	Revenue	910,524	964,100	2,929,579	1,965,479
	Tax Levy	\$ 29,120	\$ 663,147	\$ 1,938,781	\$ 1,275,634
Inpatient Services: Nursing Facility Services	Expenditure	\$ 26,632,550	\$ 25,637,082	\$ 24,153,385	\$ (1,483,697)
	Abatement	(133,027)	0	0	0
	Revenue	9,405,354	9,270,013	9,270,013	0
	Tax Levy	\$ 17,094,169	\$ 16,367,069	\$ 14,883,372	\$ (1,483,697)
Inpatient Services: Acute Adult / Child Services	Expenditure	\$ 35,633,291	\$ 34,208,208	\$ 35,185,724	\$ 977,516
	Abatement	(97,345)	0	0	0
	Revenue	17,804,333	15,600,000	15,670,596	70,596
	Tax Levy	\$ 17,731,613	\$ 18,608,208	\$ 19,515,128	\$ 906,920
Adult Community Services	Expenditure	\$ 35,238,689	\$ 31,907,544	\$ 29,162,481	\$ (2,745,063)
	Abatement	(498,442)	0	0	0
	Revenue	34,878,649	32,436,664	33,809,712	1,373,048
	Tax Levy	\$ (138,402)	\$ (529,120)	\$ (4,647,231)	\$ (4,118,111)
Child and Adolescent Services	Expenditure	\$ 38,149,142	\$ 42,799,009	\$ 42,436,567	\$ (362,442)
	Abatement	(182,779)	0	0	0
	Revenue	39,354,863	42,777,336	42,318,620	(458,716)
	Tax Levy	\$ (1,388,500)	\$ 21,673	\$ 117,947	\$ 96,274
Adult Crisis Services	Expenditure	\$ 13,512,503	\$ 16,217,155	\$ 17,204,717	\$ 987,562
	Abatement	(145,547)	(788)	0	788
	Revenue	8,018,249	8,553,022	8,453,122	(99,900)
	Tax Levy	\$ 5,348,707	\$ 7,663,345	\$ 8,751,595	\$ 1,088,250
AODA Services	Expenditure	\$ 19,206,280	\$ 18,772,199	\$ 18,737,108	\$ (35,091)
	Abatement	(170,856)	0	0	0
	Revenue	17,686,694	16,985,970	16,783,420	(202,550)
	Tax Levy	\$ 1,348,730	\$ 1,786,229	\$ 1,953,688	\$ 167,459

MISSION

The Milwaukee County Department of Health and Human Services Behavioral Health Division(BHD) is a public sector system for the integrated treatment and recovery of persons with serious behavioral health disorders.

VISION

The Milwaukee County Behavioral Health Division will be a Center of Excellence for person-centered, quality best practice in collaboration with community partners.

OBJECTIVES

Please see Org. Unit 8000 – Department of Health and Human Services (DHHS) for a Department-wide listing of objectives.

CORE VALUES

- Patient-centered care
- Best practice standards and outcomes
- Accountability at all levels
- Recovery support in the least restrictive environment
- Integrated service delivery

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Patient-Centered Care: All members of the organization embrace a person-centered approach focused on service that is respectful, individualized and invites active participation. Treatment is goal-directed toward helping persons pursue personal recovery and enjoy independent, productive and healthy lives in the community.

Safe and Cost-Effective Best Practices: Treatment and support services incorporate current best practice standards to achieve effective outcomes. All participants are committed to an environment of care that ensures safety, manages risk and meets or exceeds national patient safety standards.

Accountable Strategic Planning: Service areas participate in strategic planning with accountability for dynamic priority setting and outcome measurement.

OVERVIEW

The Department of Health and Human Services – Behavioral Health Division (BHD) budget is presented in a programmatic format based on seven major programs or service areas:

- a. Management/Support Services
- b. Inpatient Services
 - Nursing Facility Services
 - Acute Adult /Child Services
- c. Adult Community Services
- d. Child and Adolescent Community Services
- e. Adult Crisis Services
- f. AODA Services

Under this format, program costs consist of both direct expenditures and allocated costs that are attributable to the operation of the program. All costs not directly offset by revenue in the Management/Support Sections are distributed to the other six program areas. The allocated or indirect costs are distributed to the program areas using a step-down methodology that operates under Medicare Cost Reporting principles. Those principles involve the use of statistical parameters that represent measures to allocate costs based on resources consumed by a program. For example, parameters include the number of patients served, space used, number of staff, etc.

Revenues for each program consist of both charges directly associated with the provision of services to patients and other operating revenues that are not directly related to patient services.

BUDGET OVERVIEW

- For the 2009 Budget, BHD has focused on the following goals:
 - Preserve core patient services and capacity
 - Promote clinical quality and safety
 - Reduce overhead costs while maintaining high standards of environment of care
 - Operate efficiently and effectively
- The 2009 Budget includes an initiative to modify the delivery of service in the BHD contracted group homes. Under Chapter 51 of the Wisconsin Statutes, HFS - 34, this change will allow BHD to bill Medicaid for crisis services currently being provided within the group homes. This initiative is estimated to generate an additional \$1.5 million in Medicaid revenue.
- An appropriation of \$750,000 is included to purchase additional Crisis Group Home beds. This appropriation will allow Community Services to add mental health capacity to the system, which, in turn, will increase BHD's ability to manage periods of high volume within Crisis Services.
- In order to increase capacity for people experiencing mental health crisis, \$200,00 of funding is allocated to the Crisis Resource Center (CRC).
- The 2009 budget includes a new initiative to help provide flexibility and proper staffing levels to the various patient units. A total of 20.0 FTE of Certified Nursing Assistants are transferred from other program areas to create a housewide nursing staff. These positions will be used, at the discretion of the Director of Nursing, to cover needs throughout BHD. Through this initiative, it is anticipated that hourly staff and overtime will be reduced.
- Total expenditures increase \$580,686, from \$171,167,656 to \$171,748,342. Total revenues increase \$2,647,957, from \$126,587,105 to

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\$129,235,062, due to revised estimates based on 2008 year-to-date actuals.

- Personal Services expenditures without fringe benefits increased \$263,615, from \$46,749,011 to \$47,012,626.
- In the 2009 Budget BHD conducted a thorough reconciliation between budgeted positions and Human Resources position control. As a result, 2.5 FTE are abolished, 6.5 FTE are unfunded, 1.0 FTE is created, and 8.3 FTE are funded for total cost of \$51,234 (salary only).
- An appropriation of \$167,696 is included in the Capital Improvement Budget to replace the nurse call system in the Behavioral Health Division.
- The Behavioral Health Division Administrator will appoint a work group to work with its pharmacy vendor to develop a prescription drug formulary by July 1, 2009. The goal of the formulary is to contain costs and attain efficiencies and consistency in medications. The Division Administrator will report on the formulary plan at the July 2009 meeting of the Committee on Health and Human Needs.
- The Division will prepare a report addressing the necessary steps to become certified by the Joint Commission (on Accreditation of hospitals). A report outlining the advantages and disadvantages shall be prepared and submitted to the Committee on Health and Human Needs in the January 2009 committee meeting cycle.
- Following the completion of a prescription drug formulary at the Behavioral Health Division, the Director of Employee Benefits will facilitate a review of medical purchases, including pharmaceuticals and medical supplies, at the Behavioral Health Division and the Sheriff's Office to determine the potential for cost savings and other efficiencies in purchasing and administration. The development of a formulary in BHD, combined with savings achieved through efficiencies, may produce a substantial positive fiscal impact. An appropriation of \$15,000 is allocated in Org. Unit 1188 – Employee Benefits, to retain outside consultant services as needed for this review. The review

shall be submitted for consideration to the appropriate standing committees of the County Board by September 1, 2009.

- All departments are required to operate within their expenditure appropriations and their overall Budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

INPATIENT SERVICES/ NURSING FACILITY SERVICES

Program Description

The Nursing Home Facilities are licensed Rehabilitation Centers under HFS132 and HFS134 that provide long-term, non-acute care to patients who have developmental disabilities and serious mental illness.

The Rehabilitation Center-Central is a 70-bed, Title XIX certified, skilled-care licensed nursing home. The facility consists of three units, which serve geriatric, as well as young, physically aggressive persons with serious mental illness. The primary source of admission to the program is the Behavioral Health Division Acute Adult Hospital. The facility is one of the few long-term care settings in Southeastern Wisconsin that provides locked-unit settings for extremely aggressive persons with serious mental illness.

The Rehabilitation Center-Hilltop is a 72-bed Title XIX certified facility licensed as a Facility for the Developmentally Disabled (FDD). The facility provides programs and an environment specially

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designed for residents with a primary diagnosis of developmental disability and secondary psychiatric diagnoses. The majority of the facility’s residents are referred from Milwaukee County’s Disability Services Division.

BUDGET HIGHLIGHTS

- Total expenditures decrease \$1,483,697, from \$25,637,082 to \$24,153,385. Revenues are maintained at the 2008 level of \$9,270,013.
- Personal Services without fringe benefits are reduced \$624,005, from \$8,164,126 to \$7,540,121. This reduction is primarily due to a new initiative, which realigns nursing staff between the Hilltop and Central units to provide appropriate staffing of Certified Nursing Assistants (CNA) and other nursing staff on each shift. As part of this initiative, 13.0 FTE CNA positions are transferred to BHD Nursing Administration. In addition, 1.5 FTE Psychiatric LPN positions are created and 2.0 FTE RN 1 positions remain unfunded in 2009 for a total salary and active fringe savings of \$66,323. BHD staff shall present its realignment initiative for review and discussion to the Health and Human Needs Committee prior to implementation.
- A total of \$70,000 is included (\$35,000 for Hilltop and Central) for the purchase of durable medical equipment. This amount includes the possible purchase of specialized chairs, lifts and beds for patients. The amount will help with ongoing equipment upkeep, reducing larger equipment requests in the future.

**INPATIENT SERVICES
ACUTE ADULT / CHILD SERVICES**

Program Description

Hospital inpatient services are provided in five licensed, 24-bed units. Four units include specialized programs in geropsychiatry and general acute adult. One unit includes specialized programs for children and adolescents.

The acute adult units provide inpatient care to individuals over age 18 who require safe, secure short-term or occasionally extended hospitalization.

A multi-disciplinary team approach of psychiatry, psychology, nursing, social service and rehabilitation therapy provide assessment and treatment designed to assist the return of the patient to his or her own community. Admissions to the psychiatric hospital have increased 30 percent between 2000 and 2007, of which approximately 80 percent of the admissions are considered involuntary. The median length of stay of the adult psychiatric hospital is seven days.

The child and adolescent unit provides inpatient care to individuals age 18 and under that require secure short term or occasionally extended hospitalization. While utilization of child and adolescent inpatient services has declined with the emphasis on community-based care through the Wraparound Program, there is still a significant need for short-term assessment and treatment provided by the inpatient services. Child and adolescent units continue to provide all emergency detention services for Milwaukee County as well as inpatient screening for Children’s Court. In 2007, there were 1,557 admissions to the child and adolescent unit or 130 per month. In 2008, this unit is averaging 140 patient admissions per month.

BUDGET HIGHLIGHTS

- Total expenditures increase \$977,516, primarily due to increased internal cross charges and personnel costs. Revenue increase by \$70,596 based on projections.
- In the Acute Adult area, the following position changes are included: 1.0 FTE vacant Certified Nursing Asst position and 1.0 FTE vacant Certified Occupational Therapy Assistant positions are abolished, and 0.5 FTE of Psych Social Worker pool is created. These changes better reflect the staffing needs of the unit and produce a total salary and active fringe savings of \$55,794.
- To help BHD provide oversight and better use of existing Music Therapy staff, 1.0 FTE of Music Therapist 2 position is abolished upon vacancy and 1.0 FTE of Music Therapy Program Coordinator position is created for a salary and active fringe cost of \$5,513.
- In 2009, 0.5 FTE of Spirituality Integration Coordinator (Hrly) position is created for a salary

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cost of \$25,000. This position will help coordinate spiritually-focused activities for both patients and staff.

- As part of an initiative to reallocate psychiatry staff within BHD, 1.4 FTE of Staff Psychiatrist positions are created for a salary and active fringe cost of \$286,007.
- The 2009 Budget includes the rental of five Pyxis medication-dispensing machines for a total cost of \$30,000. These machines reduce medication errors and waste and have been used in other areas of BHD.
- The 2009 Budget includes an increase in contractual services of \$160,000 to cover the cost of client placement in the State Institutes, Winnebago and Mendota, for the most seriously mentally ill. The total budget for these costs is \$660,000, which covers the cost of care for two clients. This increase is based upon actual charges from the State for these placements.
- The Acute Adult unit includes \$35,000 for the purchase of durable medical equipment. This amount includes the purchase of specialized chairs, lifts and beds for patients.

ADULT COMMUNITY SERVICES

Program Description

Adult Community Services is composed of community-based services for persons having a serious and persistent mental illness and for persons having substance abuse problems or a substance dependency. The majority of services in the mental health program area are provided through contracts with community agencies. However, BHD also directly operates several community-based mental health programs. It is the intent of BHD to transition all direct service community contracts to fee-for-service in 2009 in order to take advantage of a new federal initiative within the Medicaid Program. This change could potentially allow more federal financial participation revenue to be recognized beginning in 2010. Access to all long-term community-based mental health services is managed centrally by the Service Access to Independent Living unit (SAIL). Access to all community-based substance abuse

treatment services is managed by several independently contracted central intake units.

The mental health program area consists of the following program areas: Community Support Programs, Community Residential, Targeted Case Management, Outpatient Treatment, Day Treatment and Prevention and Intervention services. The services provided in these program areas include both those directly provided by Milwaukee County and those purchased from community agencies. Services are designed to provide for a single mental health delivery system that reduces institutional utilization and promotes consumer independence and recovery. The Community Services area is dedicated to providing all services in the least restrictive and most therapeutically appropriate, cost-effective setting.

BUDGET HIGHLIGHTS

- Total expenditures decrease \$2,745,063 from \$31,907,544 to \$29,162,481 primarily due to an internal crosscharge decrease.
- Total revenues increase \$1,373,048 from \$32,436,664 to \$33,809,712 due to a new Crisis Billing initiative off-set by reduced TCM revenue.
- The 2009 Budget includes a new Group Home Crisis Billing initiative to modify the delivery of service in the BHD contracted group homes. This initiative will, under Chapter 51 of the Wisconsin Statutes, HFS-34, allow BHD to bill Medicaid for crisis services currently being provided within the group homes, and is estimated to generate an additional \$1.5 million in Medicaid revenue.
- In support of the new Group Home Crisis Billing initiative, 1.0 FTE Economic Support Specialist position is created in DHHS – Economic Support. The cost of this position, along with ten percent of an Economic Support Supervisor, is crosscharged to BHD at a cost of \$68,155. The net cost to BHD, after 50 percent federal revenue match, is \$34,078.
- In the 2009 Budget, the BHD unit of Targeted Case Management continues to provide services to approximately 244 clients.

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- In the 2008 Budget, a new Housing Division was created within DHHS (Org 8000), and all housing related functions and positions were taken out of BHD. To complete the transfer, \$510,168 in housing related contracts remaining in Community Services are transferred to DHHS – Housing. In addition, one position of Psychological Social Worker is transferred to DHHS - Housing to conduct assessments of BHD patients and help find appropriate community placements. Total cost including salary and active fringe for this position is \$80,922.
- In the Community Support Programs (CSP) area, 1.0 FTE vacant Advanced Practice Nurse Prescriber position is abolished for a salary and active fringe savings of \$118,427.
- In 2009, 1.0 FTE Secretary position is abolished for a salary and active fringe savings of \$63,197.
- As part of an ongoing effort within BHD to realign positions and create an efficient management team, 1.0 FTE SAIL Program Coordinator position and 1.0 FTE Integrated Service Coordinator position are abolished upon vacancy, and 1.0 FTE Exec Dir 1 – SAIL Operations Coordinator position is created. Total salary and active fringe savings associated with this initiative is \$92,433.

ADULT CRISIS SERVICES

Program Description

The Adult Crisis Services function is composed of multiple programs that assist individuals in need of immediate mental health intervention to assess their problems and develop mechanisms for stabilization and linkage. The Psychiatric Crisis Service/Admission Center (PCS) serves between 12,000 and 14,000 patients each year. Approximately 65 percent of the persons receiving services are brought in by police on an Emergency Detention. The rest of the individuals seen are Milwaukee County residents who walk in and receive services on a voluntary basis. In addition to PCS, Adult Crisis Services runs a Mental Health Crisis Walk-In Clinic, an Observation Unit, the Crisis Line, Mobile Crisis Teams, an Alcohol and Drug Abuse Team, a Geriatric Psychiatry Team and two

eight-bed Crisis Respite houses. A multi-disciplinary team of mental health professionals provides these services. In 2007, there were a total of over 47,000 clinical contacts between the various program components.

BUDGET HIGHLIGHTS

- Total expenditures increase by \$987,562 from \$16,217,155 to \$17,204,717. This increase is mainly due to increased internal crosscharges and an additional group home bed purchase.
- Total revenues decrease by \$99,900 from \$8,553,022 to \$8,453,122 due to adjustments made based on projections.
- As part of an initiative to reallocate psychiatry staff within BHD, 1.9 FTE House Physician 3 position is abolished and .5 FTE Medical Director – CATC position is created for a salary and active fringe savings of \$314,384.
- 2.0 FTE Community Service Nurse position and 1.0 FTE RN 2 – MH position are abolished for a salary and active fringe savings of \$270,599. Their duties, under a new model of service delivery, will be performed by a collaborative team, including social workers and the Mobile Team.
- Purchase of service contracts are increased by \$750,000 to purchase additional Crisis Group Home beds. This increase will allow Community Services to add mental health capacity to the system, which, in turn, will have an impact on BHD's ability to manage periods of high volume within Crisis Services. This initiative will decrease the number of episodes and duration of delayed status in PCS.
- It is assumed that the four major hospital system partners again will provide \$500,000 to offset the costs associated with 16 crisis respite beds in the Adult Crisis Services area. The availability of these crisis resources has allowed BHD to effectively manage the census on the adult psychiatric inpatient hospital units, which, in turn, has alleviated delays in transferring individuals in psychiatric crisis from local general hospital emergency rooms to the BHD Psychiatric Crisis Service.

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ALCOHOL AND OTHER DRUG ABUSE (AODA) SERVICES

Program Description

The Alcohol and Other Drug Abuse (AODA) Services area includes detoxification, residential, day treatment, outpatient clinical treatment services, prevention, intervention, and recovery support services. The majority of funds provided to community agencies are through a fee-for-service voucher system. Purchase of service contracts that remain are specifically for detoxification, prevention, intervention and central intake unit services.

In the fall of 2007, the Behavioral Health Division, through the State of Wisconsin, received a new federal "Access to Recovery" (ATR) grant in the annual amount of \$4,824,950. The grant includes \$593,068 in administrative support, with the remaining funds being available for treatment. ATR funds are a major component of the AODA system, which is now called Wiser Choice. The Wiser Choice AODA services system provides a range of service access, clinical treatment, recovery support coordination (case management) and recovery support services. The target populations include: 1) the general population, which includes adults seeking assistance in addressing their substance abuse disorder; 2) a population that is involved with the state correctional system, which includes Milwaukee County residents returning to the community from the prison system and individuals on probation or parole and facing revocation; and 3) a population that is involved in the local, Milwaukee County correctional system, i.e., the House of Correction and Jail. Within these three populations are two priority sub-populations: pregnant women and women with children. Revenues derived from the new ATR grant are included in BHD's 2009 budget.

BUDGET HIGHLIGHTS

- The total AODA expenditure budget for 2009 is \$18,737,108, a decrease of \$35,091 from the 2008 budgeted amount of \$18,772,199. This total includes the second 3-year ATR grant award of \$4,824,950 per year.

- The 2009 Budget includes \$100,000 for the Community Information Line (211). DHHS (Org 8000) budgets \$380,000, and the Department on Aging budgets \$20,000, for a total County commitment of \$500,000.
- BHD continues to purchase AODA client services through the Wiser Choice network in 2009. This framework provides increased access, efficiency, capacity and services to individuals to support their recovery from substance abuse.
- An appropriation of \$5,000 is budgeted for the Safe Ride of Milwaukee County program, whose other sponsors include the Tavern League of Wisconsin and Business Against Drunk Driving.

CHILD AND ADOLESCENT COMMUNITY SERVICES

Program Description

The Child and Adolescent Community Services Branch of the Behavioral Health Division functions as a purchaser and manager for the mental health services system for Milwaukee County youth through the Wraparound Milwaukee Program and the Family Intervention Support Services (FISS) Program. Additionally, it provides mental health crisis intervention services to the Milwaukee Public School System, Child Welfare System and to all Milwaukee County families in need of services.

The Wraparound Milwaukee Program contracts with the Wisconsin Medicaid Program, the Bureau of Milwaukee Child Welfare and the DHHS Delinquency and Court Services Division to function as the managed care, HMO entity for Milwaukee County. Services are targeted to children with severe emotional and behavioral problems who are involved with two or more child-serving systems and at risk of residential treatment, correctional or psychiatric inpatient placement.

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The Child and Adolescent Community Services Branch also operates the FISS Services Program for adolescents who have a history of truancy, parent/child conflicts and runaway behaviors. The program, which is funded by the Bureau of Milwaukee Child Welfare and Medicaid, provides mental health and support services to divert youth from formal court intervention.

Besides providing general crisis intervention to all Milwaukee County families, the Mobile Urgent Treatment Team (MUTT) has separate contracts with the Milwaukee Public Schools to provide six crisis intervention workers for youth whose disruptive behavior and emotional needs threaten their school placement. MUTT also has an agreement with the Bureau of Milwaukee Child Welfare to provide crisis services to foster families to maintain the stability of foster homes and reduce “failed foster” placements.

BUDGET HIGHLIGHTS

- Total expenditures decrease \$362,442, from \$42,799,009 to \$42,436,567. This reduction is primarily due to reductions in purchase of service contracts based on actual use.
- Total revenues decrease \$458,716, from \$42,777,336 to \$42,318,620 due to adjustments made based upon revenue projections.
- The 2009 Budget for Wraparound Milwaukee includes approximately \$20.1 million in Medicaid capitation and crisis payments, in addition to the case rate funding from Child Welfare and fixed payments from DHHS – Delinquency and Court Services. Wraparound Milwaukee serves a projected daily enrollment of 624 children in its existing program.
- In 2009, the DHHS-Delinquency and Court Services Division and Wraparound Milwaukee will continue to collaborate on the highly successful FOCUS program for youth who would otherwise be committed to Juvenile Corrections.
- Total State Child Welfare and Medicaid funding for the FISS Program is maintained at \$440,000 to serve approximately 50 families per month in 2009.
- As part of an initiative to reallocate psychiatry staff within BHD, 0.5 FTE Medical Director - CATC position is created for a salary and active fringe cost of \$120,042. Additional position changes are included in Inpatient Services and Child and Adolescent Services for a net cost of \$63,800 (including salary and active fringe).
- Medicaid revenues in 2009 for non-court ordered youth enrolled in the REACH program, in conjunction with MPS, is \$3,905,049. In 2008, Wraparound Milwaukee received Medicaid approval to increase its enrollment by 200 additional youth for a total of 800 Medicaid eligible SED (Severe Emotional, behavioral and mental health Disorders) youth. This increase is to target youth from the Milwaukee Public Schools or other agencies with serious emotional needs who are not currently under a Child Welfare or Juvenile Justice court order. All funds to serve these youth will be state or federal Medicaid funds. An additional request is pending at this time but not yet approved to serve another 200 youth for the REACH program.
- Due to changing program requirements for the REACH program, an expanded Medicaid program for non-court ordered youth, 1.0 FTE RN II (salary and active fringe cost of \$93,912) and .50 FTE Medical Director - CATC position (mentioned above) are created. These positions will provide medication services to all REACH youth.
- Wraparound Milwaukee revenues for the Mobile Urgent Treatment Team for Foster Families and the Safe Schools/Healthy Students Initiative with MPS are \$826,065, which is a reduction of \$82,572 from 2008. The adjustment is based on the actual 2008 contracts.
- Beginning in 2008 and continuing for 2009, Wraparound Milwaukee is providing a mental health liaison for MPS schools under a federal grant called Safe Schools/Healthy Students. \$96,000 of new federal funding has been allocated to BHD-Wraparound by Milwaukee Public Schools to pay for this position and additional training provided by the Mobile Urgent Treatment Team.

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MANAGEMENT/SUPPORT SERVICES

Program Description

Management/Support Services is comprised of centralized programs, services and related costs necessary for the overall operation of the Behavioral Health Division, such as General and Administrative, Fiscal, Patient Accounts and Admissions, Management Information Systems, and Medical Records. The Management/Support Services section has responsibility for management of the environment of care that is composed of Maintenance and Housekeeping, among other environmental services. Contracted services include Pharmacy and Security. Other aspects of overall operation include Dietary and the Store Room. Clinical Administration provides the leadership in directing the quality, appropriateness, and safety of patient care across the Division. The Medical Staff oversees the coordination of the related services of Medical Officer of the Day and professional education. Quality Assurance and Utilization Review are responsible, in collaboration with program administrators/directors, for quality improvement activities and monitoring of compliance with standards. Expenditures are allocated to the Inpatient Services/Nursing Facility, Inpatient Services/Acute Adult/Child, Adult Community, Adult Crisis and Child and Adolescent Programs, according to Medicare and Medicaid cost allocation methodologies reflective of services consumed by the programs.

BUDGET HIGHLIGHTS

- Total expenditures increased \$3,241,113 from \$1,627,247 to \$4,868,360. Total revenues increased by \$1,965,479 from \$964,100 to \$2,928,579 due to a realignment of revenues within the department.
- The utilities budget is increased by \$455,766 based on experience.
- The 2009 appropriations for security (\$978,804) is maintained at the 2008 level.
- The total BHD pharmaceutical budget is maintained at \$4,120,000. BHD is currently in the process of releasing an RFP for pharmaceuticals. It is anticipated that the savings from the RFP will off-set anticipated drug cost increases.
- \$60,000 is budgeted for new and replacement computers, which is in addition to the IMSD five-year replacement computer plan and will help BHD meet specific IT needs within the division.
- The 2009 budget includes an appropriation of \$400,000 to expand existing software to include a Physician Order Entry and Medication Administration Record System.
- In 2009, BHD will contract out for the remaining Dietary Services. In 2007, the purchasing and supervisory duties for Dietary Services were taken over by an outside agency. In 2009, BHD will expand that initiative by contracting out for all personnel in Dietary. The following positions are abolished as of April 1, 2009: 2.0 FTE Office Support Assistant 2, 1.0 FTE Stores Clerk 1, 7.0 FTE Cook 1, 1.0 FTE Cook 3, 29.0 FTE Food Service Worker 1, 12.45 FTE Food Service Worker (Hrly), 6.0 FTE Food Service Worker 2, 1.87 FTE Food Service Worker 2 (Hrly), 5.0 FTE Food Service Asst Supervisor, and 8.0 FTE Food Service Supervisors. In addition, 1.0 FTE Dietician 1 and 1.0 FTE Dietician 3 are created and 1.0 FTE Dietician 2 is abolished to maintain specialized staff for menu planning. Department on Aging and DHHS - Delinquency and Court Services will continue to use BHD Dietary services. Savings for salaries and active fringe for positions eliminated are \$2,683,450. Professional Services increase \$1,468,123. Total savings associated with this initiative is \$1,251,076.
- The 2009 appropriation for food increased by \$43,332 to \$1,875,332 from the 2008 level (\$1,832,000). An RFP for Dietary Services is currently being written and will be released in 2008, which will include purchase of food.

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- To address safety and quality assurance issues within patient care areas, it is recommended that 1.0 FTE Safety Compliance Officer position and 2.0 FTE Quality Assurance Coordinator position are created for a total salary and active fringe cost of \$281,288.
- In 2009, 1.0 FTE Admin Specialist position is created to supervise and manage the Staffing Office. This position will assist BHD in providing proper staff and responding to building needs as quickly as possible. Total salary and active fringe cost is \$66,994.
- Due to the number and volume of contract initiatives included in the 2009 Budget, 1.0 FTE Contract Services Coordinator position is created at a salary and active cost of \$88,334.
- Over the past several years, BHD has hired many new staff members in the patient care areas. As a result, additional training needs have been identified. Staff development assists with establishing clinical best practices and improves safety. To improve education and training for staff, 1.0 FTE Education Services Program Coordinator position is created for a salary and active fringe cost of \$114,532.
- In 2009, the DHHS HR, Payroll, and Accounting staff assigned to the Behavioral Health Division (BHD) are transferred back to BHD. This change is made to reflect that the BHD Associate Administrator for Fiscal Services provides day-to-day supervision of these staff. It also confirms their status as BHD employees under the policies of BHD concerning overtime usage and during snow or other emergencies. The following 12 positions are transferred: 1.0 FTE Clerical Asst 2 (NR), 2.0 FTE Payroll Assistant, 4.0 FTE Fiscal Assistant 2, 1.0 FTE Fiscal Specialist, 1.0 FTE Accountant 2, 1.0 FTE Accountant 3, 1.0 FTE Accountant 4 (NR), and 1.0 FTE Accountant 4 – Hospital.
- In 2009, 0.5 FTE of a vacant Unit Clerk position in Acute Adult is abolished and 1.0 FTE of Secretarial Asst is created to provide more support in Nursing Administration. The total salary and active fringe cost of this change is \$33,087.
- In 2009, 1.0 vacant Office Support Assistant 2 and 1.0 vacant Human Service Supervisor are abolished for a salary and active fringe savings of \$135,969.

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EXPENDABLE TRUST ACCOUNTS

The following, for informational purposes, are expendable trust accounts, which may be utilized only for purposes which are legally mandated or where a formal trust relationship exists. The expenditures from these organizational units are limited to the purpose specifically designated by the donor. These trusts are not included as part of the BHD operating budget.

<u>Org. Unit</u>	<u>Description of Expendable Trust</u>	<u>Projected Balances as of 12/31/08</u>
0701	BHD – Research Fund	\$270,000
	Referred to as the Frieda Brunn Mental Health Research Fund, this fund was created in 1970 for the purpose of supporting mental health research. Expenditure recommendations from this fund are made by the Research Committee at BHD.	
	<u>Expenditure</u> \$25,000	<u>Revenue</u> \$25,000
0702	BHD – Patient Activities and Special Events	\$160,000
	This fund is comprised of various trusts, which stipulate the expenditures should be made to provide for patient activities and special events.	
	<u>Expenditure</u> \$10,100	<u>Revenue</u> \$10,100