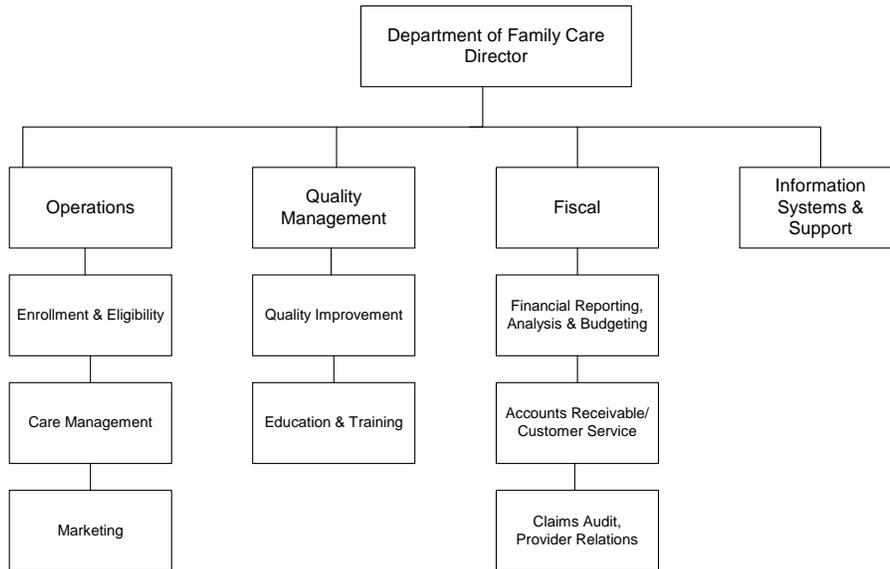


DEPARTMENT OF FAMILY CARE (7990)



MISSION

Milwaukee County's Department of Family Care (MCDFC) respects the dignity and personal autonomy of each member by honoring choice and promoting the member's continued participation in the life of their community, by providing a continuum of quality cost-effective long-term care to its members, and by supporting their families and caregivers. As a comprehensive and flexible long-term care service delivery system, Family Care strives to foster an individual's independence and quality of life while recognizing the need for interdependence and support.

Budget Summary

	2012	2011/2012 Change
Expenditures	233,305,474	(30,259,499)
Revenue	233,305,474	(30,259,499)
Levy	0	0
FTE's	64.4	(14.6)

Major Programmatic Changes

- Enrollment Cap imposed by Wisconsin Department of Health Services
- Continue to compete with other Managed Care Organizations in Milwaukee County as well as the Self-Directed Supports Program - IRIS
- Develop integrated service model to meet future vision of Family Care

OBJECTIVES

- Provide high quality, cost-effective long-term care services to eligible adults and individuals with physical and developmental disabilities age 18 to 59.
- Streamline administrative infrastructure and provider service delivery model to meet the challenges of the freeze on enrollment while maintaining solvency.
- Continue to improve the Self-Directed Supports option that is available within the Family Care benefit.
- Enhance Care Management Unit education and training curriculum.
- Heighten public awareness of the Milwaukee County Department of Family Care.
- By 12/31/12 have a developed integrated model.

COUNTY EXECUTIVE'S 2012 BUDGET

DEPT: Department of Family Care

UNIT NO. 7990
FUND: General - 0001

DEPARTMENTAL PROGRAM DESCRIPTION

The Department administers the Family Care benefit for both the aging (over age 60) and disabled populations (ages 18-59), who are determined to be eligible by a resource center. MCDFC is responsible for creating a comprehensive plan of care for each client; contracting with a wide range of service providers; and monitoring the quality of services that clients receive. MCDFC has and continues to deliver member-centered, community-based, outcome-focused, managed long-term care services and member-centered care planning for all Family Care members. The department has successfully served more than 17,301 members during the past eleven years by embracing a set of core values and a philosophy that is the foundation of the Family Care program.

MCDFC currently meets all statutory requirements for a Family Care Governing Board (the Board), s.46.284 (6), including having a board that reflects the ethnic and economic diversity of the geographic area served. The membership of the Board is required to include representation by at least five people or their family members, guardians, or other advocates who are representative of the membership. The remaining Board membership must consist of people residing in Milwaukee County with recognized ability and demonstrated interest in long-term care and managed care and up to three members of the Milwaukee County Board of Supervisors or other elected officials. The 16 member Governing Board is responsible for providing MCDFC with guidance and oversight in carrying out its mission under the Family Care program to include policy recommendations and other actions meeting improvements in operations, fiscal accountability and reporting, and quality assurance.

MCDFC consists of the following four divisions:

The **Operations Division** includes Enrollment & Eligibility, Care Management and Marketing. This division is responsible for monitoring eligibility for Family Care clients, ensuring MCDFC receives its capitation payments, and ensuring that clients receive the best care management services by assigning them to an Interdisciplinary Team (IDT) upon enrollment. These teams are responsible for identifying member outcomes, developing a comprehensive care plan, authorizing services from the provider network, coordinating the member's health care and monitoring the member's plan of care. In addition the Operations Division oversees all Community Outreach and provides information on Family Care benefits and the Department of Family Care. The Marketing Coordinator also coordinates advertising, meetings, and conferences for the Department and oversees member contact and retention.

The **Quality Management Division** of MCDFC includes the Best Practice Team, Training and Education, Member rights, and Grievance and Appeals. This division is responsible for ensuring the best possible care is provided to members by engaging in a process of continuous quality improvement activities such as improvement initiatives, on the ground support to the care management teams, training and education for staff new to the Family Care model, and quality evaluations. The Best Practice Team, a unit of social workers and nurses, provides ongoing support to the interdisciplinary care management teams. This team also conducts regular quality audits of member records. If quality issues are identified, the Best Practice Team and the Training and Education Unit collaborate to ensure that teams have immediate access to the information they need to improve. Additionally, the Training and Education Unit develops and implements a comprehensive multidimensional training program for all of the interdisciplinary care management teams that includes demonstration of competency in the Family Care - Care Management model. Finally this division conducts and coordinates a variety of quality evaluations. The results of these evaluations and audits assess the relative success of current quality improvement initiatives and identify opportunities for further improving the quality of the Family Care program.

The **Fiscal Division** is responsible for fiscal oversight while assisting with the integration of financial services with operations to support the strategic plan and insure cost effectiveness and that financial solvency is maintained. The major functions of this division are budget preparation, financial accounting and reporting, accounts receivable, customer service to members, developing provider networks and contracting, provider education and training on billing, monitoring departmental expenditures and revenues, reviewing audits and insuring that the program remains in compliance with the Health and Community Supports Contract.

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The **Information Systems & Support Division** manages the department's web-based information system, Member Information Documentation and Authorization System (MIDAS) specific to operating the Family Care Program. This system houses each member's information such as, assessments, case notes, team care plan, eligibility information, level of care information, service authorizations, medication information, advance directives, placement information, support contacts, diagnosis information, wellness information, immunization information, member obligation payment history, state capitation payments received, provider rates and demographics, and cost history.

2012 BUDGET

Approach and Priorities

- Maintain a solvent, high quality, outcome-based program
- Budget to maintain the Family Care benefit in Milwaukee County despite the cap on enrollment
- Develop integrated care model by 12/31/12
- Continue to work towards improving service delivery systems to meet the challenges of the freeze on enrollment.

Programmatic Impacts

- Continue to maintain the program to serve individuals with disabilities ages 18-59 years old and older adults.
- Projected decrease in current enrollment of over age 60 population of 6.65% (approximately 430 members) due to the many long-term care options available as well as another managed care organization that also offers Family Care in the Milwaukee County Service Area.
- State budgetary constraints will likely decrease funding for Family Care.

Budget Highlights¹

Cap on Family Care Enrollment

\$0

The 2011-13 State Biennial Budget includes an enrollment Family Care imposed on July 1, 2011 through June 30, 2013. MCDFC has conservatively budgeted for a decrease in its enrollment for the 2012 budget. In addition, MCDFC anticipates the cap on enrollment to also have an adverse impact to MCDFC's provider network. The department will consolidate its provider network, particularly in the area of case management. This will result in increased efficiencies, cost savings and safeguard the operational and fiscal sustainability of the MCO. Presently, MCDFC has more than 900 service providers in its network.

As a result of this freeze on enrollment and decreased capitation rates, expenditures have decreased (\$30,259,499) from \$263,564,973 in 2011 to \$233,305,474 in 2012.

¹ For purposes of presentation, a change in levy is identified for each budget highlight, however MCDFC's actual levy is \$0 because MCDFC operates within its revenue receipts.

COUNTY EXECUTIVE'S 2012 BUDGET

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Staffing Reductions

(\$929,184)

Due to the State imposed cap on enrollment the following vacant positions have been abolished from the MCDFC's 2012 budget resulting in a savings of salary and active fringe benefits of \$929,184.

- 2.0 FTE Fiscal Assistant 2 (\$106,068)
- 1.0 FTE Financial Analyst – CMO (\$95,802)
- 1.0 FTE Contract Service Coordinator (CMO) (\$82,784)
- 3.0 FTE Human Service Worker Aging (\$173,172)
- 1.0 FTE RC-Child Probation Officer (\$85,840)
- 1.0 FTE Contract Service Coordinator Supervisor (\$83,986)
- 1.0 FTE Info and Outreach Coordinator Aging (\$74,470)
- 1.0 FTE Quality Improvement Coordinator CMO (\$85,352)
- 1.0 FTE Program Coordinator – CMO (\$83,986)
- 1.0 FTE Quality Assurance Specialist (\$57,724)

Capitated Rate

(\$6,368,407)

The Department of Family Care capitated rate in 2012 will decrease, resulting in budgeted revenue at the Nursing home level of care rate and non nursing home level of care to decrease by \$6,368,407. Expenditures for Care Manager Services, Transportation, Day Services, Residential Services, Supportive Home Care, Nursing Home Care and Personal Care are reduced as a result to adjust operating expenses and maintain program financial performance.

Advertising Expenses

(\$130,000)

Although competition for members and providers continues, the State imposed enrollment caps will reduce the need for advertising expenditures, resulting in a reduction in Services expense of \$130,000 to \$95,000. The department will work to maintain the number of enrollees by effective advertising and marketing which includes, printing and distributing brochures, regular newsletters, information sharing, and sponsoring events for the aging and disabled population.

Education/Seminar/Conference Expenses

(\$26,000)

Services expense is reduced via reductions in Education/Seminar expense of \$14,000 and Conference expense of \$12,000 to align with past years expenditures.

Unfund Duplicate Director Position

(\$133,902)

Personal services expense is reduced by unfunding a duplicate position Exdir2 – Asst Dir Dept Aging as the result of a permanent appointment.

Membership Dues

(\$19,500)

Services expense is reduced by \$19,500 in membership dues to align with past year expenditures.

Expenditures Transferred to the Department of Aging

(\$190,000)

The process for obtaining Corporate Guardianships (\$150,000) and WATTS Reviews (\$40,000) and their expenditures are transferred to the Department of Aging, where the service is currently handled.

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Elimination of Step Increases for 2012 for Employees in Certain Pay Grades (\$18,024)

This budget includes an expenditure reduction of \$18,024 based on the elimination of step increases for 2012, as provided for in Chapter 17 of the Milwaukee County General Ordinances, for employees in certain pay grades. (See Appendix B for pay grades affected).

Human Resources Position Consolidation \$0

The 2012 Budget creates a new Department of Human Resources (HR) in order to provide a more coordinated and efficient use of County Resources. As a result, Human Resources staff that were budgeted and deployed throughout various County departments are now budgeted and allocated centrally within the new HR Department. 1.0 FTE Human Res Coord Aging is transferred into the HR Department.

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BUDGET SUMMARY				
Account Summary	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Personal Services (w/o EFB)	\$ 4,037,773	\$ 4,853,615	\$ 3,947,137	\$ (906,478)
Employee Fringe Benefits (EFB)	3,147,343	3,475,741	3,000,818	(474,923)
Services	4,533,125	5,235,867	4,293,393	(942,474)
Commodities	233,177	108,466	128,157	19,691
Other Charges	245,501,366	248,505,859	220,660,175	(27,845,684)
Debt & Depreciation	0	0	0	0
Capital Outlay	112,325	37,000	37,000	0
Capital Contra	0	0	0	0
County Service Charges	2,315,316	1,401,614	1,238,794	(162,820)
Abatements	(84,368)	(53,189)	0	53,189
Total Expenditures	\$ 259,796,057	\$ 263,564,973	\$ 233,305,474	\$ (30,259,499)
Direct Revenue	264,711,921	263,564,973	233,305,474	(30,259,499)
State & Federal Revenue	50,000	0	0	0
Indirect Revenue	0	0	0	0
Total Revenue	\$ 264,761,921	\$ 263,564,973	\$ 233,305,474	\$ (30,259,499)
Direct Total Tax Levy	(4,965,864)	0	0	0

PERSONNEL SUMMARY				
	2010 Actual	2011 Budget	2012 Budget	2011/2012 Change
Position Equivalent (Funded)*	90.1	79.1	64.4	(14.6)
% of Gross Wages Funded	100.0	100.0	100.0	0.0
Overtime (Dollars)	\$ 25,199	\$ 46,056	\$ 32,712	\$ 32,712
Overtime (Equivalent to Position)	0.4	0.9	0.6	(0.3)

* For 2010 actuals, the Position Equivalent is the budgeted amount.

COUNTY EXECUTIVE'S 2012 BUDGET

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PERSONNEL CHANGES						
Job Title/Classification	Title Code	Action	# of Positions	Total FTE	Division	Cost of Positions (Salary Only)
Fiscal Asst 2	04041	Abolish	(2)	(2.00)	CMO	\$ (60,832)
Fiscal Analyst - CMO	04756	Abolish	(1)	(1.00)	CMO	(65,028)
Contract Serv. Coord (CMO)	55733	Abolish	(1)	(1.00)	CMO	(54,494)
Contract Serv. Coord (CMO)Supv.	56705	Abolish	(1)	(1.00)	CMO	(55,466)
Human Service Wkr Aging	56160	Abolish	(3)	(3.00)	CMO	(102,660)
Human Res Coord Aging	65850	Transfer Out	(1)	(1.00)	HR	(67,258)
Program Coord - CMO	58027	Abolish	(1)	(1.00)	CMO	(55,466)
Quality Assurance Specialist	58035	Abolish	(1)	(1.00)	CMO	(34,220)
RC- Child Probation Officer	57300	Abolish	(1)	(1.00)	CMO	(56,962)
Quality Impvt. Coord (CMO)	58011	Abolish	(1)	(1.00)	CMO	(56,572)
Exdir 2-Asst Dir Dept Aging	80091	Abolish	(1)	(1.00)	CMO	(95,858)
Info and Outreach Coor Ag	56711	Abolish	(1)	(1.00)	CMO	(47,766)
					TOTAL	\$ (752,582)

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."