

**COUNTY OF MILWAUKEE  
Behavioral Health Division Administration  
Inter-Office Communication**

**DATE:** October 5, 2016

**TO:** Thomas Lutzow, Chairperson  
Finance Committee  
Milwaukee County Mental Health Board

**FROM:** Alicia Modjeska, Chief of Operations, Behavioral Health Division

**SUBJECT:** BHD Contract Approval Requests

**REQUEST:** *Authorization to enter into Fee-for-Service Agreements for Targeted Case Management and Crisis Case Management Services*

**Background**

BHD is in the process of switching Targeted Case Management (TCM) and Crisis Case Management services from purchase-of-service to fee-for-service (FFS) agreements. The FFS agreements contain performance measures and compliance indicators, which improve BHD's ability to track and monitor the quality of services provided to clients. Additionally, the FFS format improves and enhances utilization review at the service code level and allows for the ability to analyze network adequacy.

Starting October 1, 2016, the TCM purchase-of-service agreements with La Causa, Whole Health Clinical Group, Milwaukee Mental Health Associates, and Outreach Community Health Centers will be terminated, and the fee-for-service agreements will take effect. Wisconsin Community Services will remain on the existing purchase-of-service agreement through the end of 2016 and begin a fee-for-service agreement in 2017. The term of the contracts for TCM and Crisis Case Management services with all providers is for three (3) years from the start of the agreement and will automatically renew every year (1) thereafter, unless either party provides notice to the other of its intent to terminate this agreement not less than ninety (90) days before the end of the then current term.

**Fiscal Impact**

<b>Provider Name</b>	<b>Q4 2016</b>	<b>Annual Amount</b>
La Causa	\$163,699	\$720,276
Whole Health Clinical Group	\$294,659	\$1,296,498
Milwaukee Mental Health Associates	\$134,467	\$591,656
Outreach Community Health Centers	\$175,392	\$771,725
Wisconsin Community Services	\$ 9,000	\$1,323,208

Fiscal impact for the annuals amounts were calculated by assuming:

1. A TCM capacity increase of approximately 10% already included in the 2017 Budget and is equally distributed to all providers, and
2. No increase in rate for 2018

The costs listed in the table on the previous page represent not-to-exceed amounts based on projected budgeted volumes. These are not guaranteed payment amounts.

**REQUEST:** *Authorization to Amend the Contract with Reinhart Boerner Van Deuren to Continue Their Assistance with the Mental Health Board's Joint Task Force Due Diligence Process.*

### **Background**

The legal firm of Reinhart Boerner Van Deuren is providing legal services to the Mental Health Board Joint Task Force's evaluation of potential acute psychiatric care vendors. BHD is requesting a \$75,000 increase to the contract for a new total of \$174,000, as well as an extension of the agreement term through December 31, 2018.

### **Fiscal Impact**

The \$75,000 increase is included in the BHD professional services budget. There is no impact on tax levy.

**REQUEST:** *Authorization to Extend Funding of Fee-for-Service Contracts for Community Access to Recovery and WRAP Services for Fiscal Year 2017*

### **Background**

Community Access to Recovery Services (CARS) and Wraparound Milwaukee (WRAP) have numerous fee-for-service contracts. These contracts allow CARS and WRAP to provide a broad range of rehabilitation and support services for individuals with serious emotional, behavioral, and mental health needs. In the last two years, all contracts and requests for funding were advanced to both the Finance Committee and the Milwaukee County Mental Health Board in mass at the December meeting. This year the contracts are being advanced for approval in two separate batches.

The first batch includes all fee-for-service contracts for CARS and WRAP. The second batch consists of purchase-of-service contracts and will be advanced to the Board at the December meeting.

In early 2015, the Board requested all contracts be revised to include performance based measures. Therefore, the work to redesign the contracting and network management process

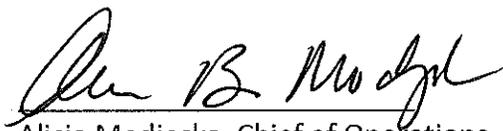
was initiated in March of 2015. The redesign process turned out to be more complex and time consuming than expected. As of October, all TCM contracts have been completed, and BHD is currently working on AODA Residential contracts. The timeline to transition each service provider has been shortened from 18 months, which included the redesign process to the current four-to-six-month process for AODA residential. The goal is to turnaround contract revisions in two months from start to finish.

A detailed description (Attachments A and B) of all programs and projected spending is attached.

**Fiscal Impact**

The request for **CARS** is for \$18,457,932. This amount has been built into the 2017 Budget. The request for **WRAP** is for \$45,409,663. This amount has been built into the 2017 Budget.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Alicia Modjeska". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Alicia Modjeska, Chief of Operations  
Milwaukee County Behavioral Health Division, Department of Health and Human Services

cc: Hector Colon, Director, Department of Health and Human Services  
Michael Lappen, Administrator, Behavioral Health Division

# Attachment A

## CARS 2017 SERVICE/PROGRAM DESCRIPTION SUMMARY

The following is a list of program descriptions for services provided under fee-for-service agreements for MCBHD CARS.

**Anger Management** – The goal of anger management is to help individuals manage their anger, and their behavior when upset, in an effective and appropriate manner. Services teach clients basic problem solving skills in order to more effectively resolve problems, utilize effective communication skills and interventions to promote non-violent conflict resolution, and increase self-awareness and knowledge of stress management concepts.

**AODA Residential Treatment** – AODA Residential treatment service is a clinically supervised, peer-supported, therapeutic substance abuse treatment services delivered in a residential setting with clinical involvement. Counseling is provided to consumers at a rate of 3 to 11 hours per week, in addition to education and monitoring in the areas of personal health and hygiene, community socialization, job readiness, problem resolution counseling, housekeeping, and financial planning in accordance with DHS 75.14. Providers must maintain clinic certification from the State of Wisconsin throughout the entire duration of their contract.

**AODA Outpatient / Day Treatment** – AODA Outpatient and Day Treatment services are clinically supported therapeutic substance abuse treatment services delivered on an outpatient bases in accordance with either 75.12 or 75.13. AODA Day Treatment provides treatment in a structured format for several hours each day, most days of the week, while AODA Outpatient treatment occurs generally no more than one or two times per week in individual, group and/or family format. Providers must maintain clinic certification from the State of Wisconsin throughout the entire duration of their contract.

**Recovery House** – Recovery House provides a safe, clean and sober environment for adults diagnosed with substance abuse and/or mental health disorders. Providers are certified under DHS 83 and provide a structured recovery environment that provides sufficient stability to prevent, or minimize, relapse or continued use, and continued problem potential. Recovery House is intended to assist the individual to integrate relapse prevention and recovery skills to achieve autonomy, including gainful employment and independent living in the community. At this time, all of the providers of this service are also certified under DHS 75.14 as residential treatment providers.

**Bridge Housing / Room & Board (AODA)** – These services provide a safe, clean and sober environment for adults diagnosed with substance abuse disorders, and co-occurring substance abuse and mental health disorders. Individuals receiving housing services are required to be actively engaged in AODA treatment. Room and Board facilities must be licensed under DHS 83 and comply with the regulations of such. Bridge Housing must have staff supervision available and the units must be furnished and compliant with the Housing Quality Standard inspection conducted by the City of Milwaukee. Bridge Housing does have availability for families with children under the age of 18 years old.

**Mental Health Outpatient Treatment** – Mental Health Outpatient Treatment services are clinically supported therapeutic services delivered on an outpatient bases in accordance with DHS 35. Services provided to consumers include intake and assessment, evaluation, diagnosis, treatment planning,

psychotherapy and medication management. Providers must maintain clinic certification under DHS 35 from the State of Wisconsin throughout the entire duration of their contract.

**Domestic Violence-Batterer and Victim Services** – These services are designed to work with either the batterer OR the victim of domestic violence. The goal of batterer services is to end the physical, emotional, sexual and economic violence of an individual towards his/her partner. Program curriculum addresses the batterer’s beliefs and attitudes towards violence, power and control issues, sexism and gender role stereotyping. Personal responsibility is encouraged by challenging batterers about their negative and/or sexist attitudes and beliefs which support their abusive behaviors, and teaching skills for nonviolent behavior. The goal of victim services is to provide support to those individuals who have experienced abuse in intimate relationships, and to assist and support participants to overcome the effects of being victimized by violence. A safety assessment and the development of a Safety Plan for every participant prior to service provision is required.

**Wiser Choice (WC) Ancillary Services** – Ancillary services are those services that assist in an individual’s recovery from alcohol and other drugs such as Daily Living Skills, Parenting Assistance, Peer Mentoring, Spiritual Support, etc.

**Community Living Arrangements (CBRF/AFH/SIL)** – Community Living Arrangements are structured residential living arrangements for the purpose of providing care and support to adult clients whose mental health needs are severe enough that they are unable to safely live independently and require a more structured setting. Services include, but are not limited to, supervision, dietary, personal care, education/training, and medication management. CBRF facilities must be licensed under DHS 83, and AFH facilities must be licensed under DHS 88. Some providers are supported independent living facilities that offer a more personalized option for those suffering from severe and persistent mental illness that make living with others excessively difficult.

**Recovery Support Coordination / Case Management** – Recovery Support Coordination and Case Management services assist consumers in gaining access to, and receiving, a full range of services in a planned, coordinated, efficient, and effective manner. These providers are responsible for locating, managing, coordinating and monitoring all services and informal community supports needed by consumers and their families. Services may include assessment, case planning, monitoring and review, advocacy and referral.

**Comprehensive Community Services (CCS)** – These services are recovery-focused, integrated behavioral health care for adults and children with severe mental illness and/or substance use disorders. CCS provides a coordinated and comprehensive array of recovery services, treatment and psychosocial rehabilitation services that assist individuals to utilize professional, community and natural supports to address their needs. The majority of services are provided in consumers’ homes and communities.

**Spiritual Support** – These are non-clinical supportive services that supports the consumer’s AODA recovery plan, and may cover spirituality in recovery and spiritual growth and development. Spiritual support specific to the provider’s identified faith or denomination is provided under the auspices of an identified church or congregation.

**Employment** – Employment related services are any services that provide assistance to individuals in completing the tasks, or the skills, necessary to obtain employment. This may include completion of an

employability assessment, a job development plan, a completed resume or a completed list of references. Time may be spent on job readiness skills such as mock interviewing, resume building, career exploration, filling out applications, teaching appropriate job behavior, etc. The provider may also provide on the job training for consumers, or may operate job skills certification programs such as custodial/janitorial training. Also included in this are facility- based work services that provide a variety of paid work opportunities at a fair-market hourly rate.

**Medication Assisted Treatment** – Vivitrol is approved by the US Food and Drug Administration for the treatment of alcohol dependence as well as for the prevention of relapse to opioid dependence, following opioid detoxification. One injection per month is all that is needed to maintain therapeutic medication levels in the body. Providers of this service must provide an initial medical assessment and ongoing nursing care associated with the administration of the injection. BHD will only pay for Medication Assisted Treatment in support of the consumers’ recovery activities as listed in their individual Single Coordinated Care Plan. Providers must maintain clinic certification from the State of Wisconsin throughout the entire duration of their contract under DHS 75.12 or DHS 75.13.



# Attachment B

## WRAPAROUND MILWAUKEE 2017 SERVICE/PROGRAM DESCRIPTION SUMMARY

The following is a list of program descriptions for services provided under fee-for-service agreements for MCBHD WRAP.

**AODA Services** – A wide range of programs for persons affected by alcohol or drugs. These programs may include, day treatment, inpatient/outpatient facilities, residential programs, and intervention/prevention efforts and provided to individuals and families.

**Care Coordination** – Designed to deliver services and supports to children with severe emotional and mental health needs in an individualized, strength-based and family focused manner. Care Coordinators are responsible for convening Child and Family Teams from which a Wraparound plan of care is developed based on the child and family's strengths, needs, and goals. Formal and informal resources are utilized to support the child and family's needs.

**Child Care/Recreation** – Programs that offer supervision and structure for youth, which include planned social and life activities to promote health, wellness and independence. Recreation Programming shall be agency-based to allow youth to experience recreational activities in conjunction with other youth. Recreation programming is designed to introduce youth to and engage youth in age-appropriate recreational activities and community-based programs or events that they can become involved in or revisit on their own, with peers or with family members. Child care is provided by a licensed provider/facility.

**Crisis** – These services primarily provided to Wraparound enrolled youth who, due to their emotional and/or mental health needs, are at risk of imminent placement in a psychiatric hospital, residential care center or other institutional placement. This service is used to prevent and/or ameliorate a crisis that could ultimately result in an inpatient psychiatric hospitalization or residential placement if the crisis intervention/supervision had not occurred. Mental health intervention provided in or outside of the youth's home, designed to evaluate, manage, monitor, stabilize and support the youth's well-being and appropriate behavior consistent with the youth's individual Crisis/Safety Plan.

**Day Treatment** – Day treatment services are day time programs that provide integrated and comprehensive treatment to include educational, vocational, activities and mental health services to youth and their families in a licensed facility. Services may include psychiatric consultation and medication management, assessment and diagnostic evaluations, group therapy, individual therapy, family therapy, school coordination and case management.

**Discretion/Flex Fund** – Discretionary or "flexible" funds are intended for the purchase of a service or commodity that is needed to meet a specific client mental health need.

**Family/Parent Support Services** – Family support allows for the development of creative, non-traditional, innovative approaches to securing services that have been identified by the family in response to their specific needs. Family Support is a category that covers the following types of services: Parent Assistant, Parent Coaching/Training, Independent Living Skills, and Household Management/Assistance Services.

**Foster Care** – Full-time substitute care for children who temporarily cannot live with their families. The individual caretaker's home (including the individual and others that reside in the home) must be licensed through the State of WI - Department of Children & Families.

**Group Home** – A licensed group home providing care and 24-hour supervision as an alternative living situation for children who temporarily cannot live with their families.

**Independent Living** – Affordable, well-maintained, accessible community-based housing options for adolescents age 17 to 18 and to provide a range of services to support their successful transition to independent living.

**In-Home** – In-Home therapy encompasses intensive, time-limited mental health and substance abuse therapy services that are provided in the client's place of residence, family's home, or when determined appropriate, in a community-based setting. The service is provided by a licensed clinician.

**Inpatient** – 24-hour care services, delivered in a licensed hospital setting, which is secure, protected and medically staffed, that provides clinical intervention to youth with mental health and/or substance use diagnoses. Admission is defined in DHS State Statute 51.

**Life Skills** – Life-skills interventions are designed to increase academic, social/communicative, and vocational competence for youth with mental/behavioral health needs. Skills to help a youth deal with challenges of everyday life, at school, work and in personal relationships. Focus is on recreation and/or leisure activities, ability to maintain a home and/or personal care and/or the ability to participate in the community.

**Medication Management/Nursing** – Prescription monitoring on an outpatient basis by a licensed Psychiatrist or Certified Advanced Practice Nurse Prescriber, which includes an initial evaluation of the patient's need for medication, prescribing medications and ongoing medical evaluation and monitoring.

**Occupational Therapy** – Occupational therapy is designed to meet functional needs associated with a serious emotional disturbance experienced by the youth. It encourages rehabilitation through the performance of activities required in daily life. Services are delivered by an Occupational Therapist licensed by the State of Wisconsin.

**Outpatient** – Provides intensive, clinical, therapeutic services to children, adolescents and families with identified mental health or substance abuse diagnoses. Treatment can be provided in an office, clinic, or other facility that is licensed by the State of WI.

**Psychological Assessments** – A process of psychological testing that uses a combination of techniques to help arrive at some hypotheses about a person and their behavior, personality and capabilities.

**Residential Treatment** – A licensed residential care facility providing care and 24-hour supervision as an alternative living situation for children who temporarily cannot live with their families. Provides comprehensive evaluation, assessment and treatment of a youth's emotional, behavioral, medical, educational, social and leisure needs.

**Respite** – Planned or emergency temporary care required to relieve the parent/guardian/caregiver of the stress in taking care of the youth or for other reasons that help sustain the family structure or meet the needs of the youth.

**Shelter** – A short-term, non-secured residential care facility. The facility must be licensed through the State of WI - Department of Children & Families.

**Transportation** – Service to transport a youth and/or family member to an activity that is based on their mental/behavioral health needs.

**Youth Support Services** – Youth support allows for the development of creative, non-traditional, innovative approaches to securing services that have been identified by the youth and family. These include, tutoring, mentoring, equine therapy, yoga, psychoeducational and fitness groups, peer support, art, music and dance therapies.



Provider Name	Total Estimated 2017 Expenditure	AODA Services	Care Coordination	Crisis	Day Treatment	Family/Parent Support Services	Foster Care	Group Home	In-Home	Independent Living	Medication Management	Outpatient Therapy	Psychological Assessments	Residential Care	Transportation	Youth Support Services
La Causa, Inc.	\$6,551,262.89		X	X		X	X					X				X
Lad Lake- St. Rose Rosie's Place Group Home	\$259,462.15							X								
Lad Lake, Inc.	\$2,296,987.65		X											X		
Lad Lake-St. Rose	\$259,045.87													X		
Lakeview Neurorehab Center, Inc.	\$118,364.74													X		
Lutheran Social Services-Homme Home Y&F Programs	\$759,708.67													X		
MD Therapy	\$318,698.20	x							X		X					
Milwaukee Academy/Clinicare	\$461,976.10													X		
Moe's Transitional Living Center	\$172,274.65							X								
Mt. Castle Transitional Living Services	\$236,500.00							X	X							
New Horizon Center Crisis/Mentoring Services, LLC	\$1,313,264.76			X												X
New Horizon Center, Inc. (Child Placing Agency)	\$223,236.92						X									
Next Chapter Living Center, Inc.	\$122,817.94							X								
Norris Adolescent Center	\$2,051,450.24										X	X		X		
Oconomowoc Developmental Training Ctr. of WI LLC	\$847,006.89								X					X		
Pathfinders Milwaukee, Inc.	\$117,870.00		X									X				
Pathways Group Home, LLC	\$205,510.00							X								
Psychological Assessment Services, LLC	\$105,600.00												X			
Rawhide, Inc.	\$139,135.50						X				X			X		
Revive Youth and Family Center I	\$138,262.79							X								
Right Turn II	\$211,858.48							X								
Right Turn, Inc.	\$121,804.66							X								
Rights of Passage Living Center	\$162,631.86							X								
Running Rebels Community Organization	\$324,654.15			X											X	X
SaintA, Inc.	\$3,992,269.76		X		X	X	X							X		



## MCBHD Procurement Methodology

Procurement Method	Definition	General Considerations	Financial Considerations
Sole Source	Only one vendor/provider available in market with a specific skill/knowledge/product that is needed	Ensure rationale is clear for utilizing sole sourcing including a search of the marketplace.	➤ \$100,000 need MCBHD Board approval
Single Source	There are multiple vendors/providers available in the market offering the same product or service	<p>Rationale is needed when using the Single Source method. Organization needs to exercise judgement in the process not will.</p> <p>A reasonable person would arrive at the same conclusion.</p> <p>For example:</p> <ol style="list-style-type: none"> <li>1. the vendor/provider has been utilized before, or</li> <li>2. there is a prior positive relationship, or</li> <li>3. the vendor/provider understanding of the organization or has background knowledge of the problem to be solved, or</li> <li>4. There is an immediate need to improve quality/safety</li> </ol> <p>** A single source contract &lt;\$100,000 that later grows to over \$250,000 or a higher potential should be considered for RFP.</p>	➤ \$100,000 needs MCBHD Board approval
Bidding process	Project or service is awarded to the lowest bidder based on price alone	Vendor has to be responsive i.e., completing paperwork, signature process etc. Skills and expertise to perform the job is evident	<p>Public works project &gt; \$25,000 fall under state regulations and require 3 bids.</p> <p>BHD projects &gt; \$10,000 require 3 bids</p> <p>Project &gt; \$100,000 require MCBHD Board approval</p>
RFP	A competitive acquisition process where a “value” determination is necessary. The form and function of what will be provided is an essential part of the evaluation (cost/quality)	Price, responsibility and value	Projects/services >\$250,000

**MCBHD Spending Authority**

<b>Title</b>	<b>Spending Authority (budgeted)</b>	<b>Contract Signature Approvals</b>	<b>County Approvals</b>
Manager	Not to exceed \$5000	Director/Officer/CFO	<b>x</b>
Director	Not to exceed \$10,000	Officer/COO/CFO	<b>x</b>
Officer	Not to exceed \$50,000	COO/Administrator/CFO	<b>x</b>
Chief Operating Officer	Not to exceed \$75,000	Administrator/CFO	<b>x</b>
Administrator	Not to exceed \$99,999	CFO	<b>x</b>
MCBHD Board	\$100,000 +	Administrator/CFO	<b>x</b>

X- County approvals requirement

- Director of DHHS
- Risk Manager
- Corporation Counsel
- Comptroller
- County Executive
- Corporation Counsel