

Milwaukee County Mental Health Board and Joint Task Force 2014-2017 Timeline of Acute Care Options Evaluation Process

The Milwaukee County Behavioral Health Division (BHD) provides the citizens of Milwaukee County with a comprehensive array of the highest quality behavioral health care services - no matter their severity of illness or ability to pay. Today, BHD is transforming to become a national best practice leader in integrated behavioral health care. This means moving from being a hospital-based provider of acute psychiatric care to become a comprehensive provider of preventive, treatment and recovery-oriented care in community-based settings.

Key Mental Health Board Activities

September 2014 - November 2015:	The Administration of the Milwaukee County Behavioral Health Division ("BHD") informs the Milwaukee County Mental Health Board ("MCMHB") about the poor condition of Milwaukee County's acute care facilities, the impact of this on services, and future acute care service needs.
November 2014:	BHD forms a Facility Administrative Committee ("Committee") and hires the architectural firms of Zimmerman Architectural Studios, Inc. and Architecture Plus to assist in developing a space plan for a new behavioral health hospital (the "Program").
April 23, 2015:	Committee presents a Program to MCMHB, and at that meeting, MCMHB votes (as a policy matter) to authorize BHD to pursue a Request for Proposals ("RFP") process to identify one or more parties to partner with BHD to construct and operate a new behavioral health acute care facility.
June 25, 2015:	Committee presents key aspects of the RFP to the MCMHB, and MCMHB votes (as a policy matter) to approve BHD's continued exploration of finding a partner to operate an acute care facility.
July 9, 2015:	MCMHB holds special meeting to solicit input from the public regarding outsourcing acute care services.
July 15, 2015:	BHD issues an RFP.
August 24, 2015:	Interested parties are required to attend a preproposal conference on this day. Only three potential partners come to the conference: Correct Care Recovery Solutions ("CCRS"); Liberty Healthcare ("Liberty"); and Universal Health Services, Inc. ("UHS"). Shortly thereafter, Liberty informs BHD they will not be able to meet the RFP timelines and withdraw from the process.
October 22, 2015:	BHD presents to MCMHB the RFP Review Panel's recommendation to withdraw the RFP due to the limited number of potential respondents. At that meeting, MCMHB appoints two task forces: the Task Force on Local Public/Private Partnership and the Task Force on National Entity Partnership. The two Task Forces decide at their first meeting on November 30, 2015 to convene as a single joint Task Force ("Joint Task Force").

Key Joint Task Force Activities

November 30, 2015:	Joint Task Force holds first meeting.
November, 2015 - April 2016:	BHD administrators and Joint Task Force representatives update Joint Task Force at each meeting regarding ongoing discussions with local health systems about partnership options. These updates are provided in closed session in accordance with Wisconsin Statutes, Chapter 19.85(1)(e), which provides for closed sessions when conducting public business "whenever competitive or bargaining reasons require a closed session."
January 18, 2016:	CCRS presents to Joint Task Force.
January 25, 2016:	Liberty presents to Joint Task Force.
February 5, 2016:	Joint Task Force sends letter to UHS and local providers soliciting responses for potential partnership opportunities.
February 16, 2016:	Local health systems indicate their inability to respond to the letter due to lack of data. They submit a number of recommendations for the Joint Task Force to consider.
March 10, 2016:	Joint Task Force reviews Milwaukee Health Care Partnership ("MHCP") recommendation to hire consultant, Public Policy Forum, to develop comprehensive acute and outpatient plan, including option of developer financing new acute care facility.
March 21, 2016:	Joint Task Force invites MHCP and State of Wisconsin Department of Health and Human Services to meet with Joint Task Force.
April 12, 2016:	UHS presents to Joint Task Force.
May 2, 2016 – December 2016:	Due diligence conducted regarding CCRS and UHS (Liberty withdraws from consideration May 13, 2016, after receiving initial due diligence request). See attached Due Diligence Summary.
June 6, 2016:	Public Policy Forum indicates its inability to perform study without additional resources.
August 2016:	MHCP presents a "MCHP Behavioral Health Workplan" to Joint Task Force.
October 2016 - March 2017:	BHD and local health system discuss use of existing campus space for acute behavioral health care services. BHD evaluates the space and application of IMD exclusion. Options explored are deemed unworkable by the parties for a number of reasons, including financing limitations and capitalization requirements.
February 14, 2017:	Joint Task Force site visit team visits CCRS's South Florida State Hospital.
February 21-22, 2017:	Joint Task Force site visit team visits two UHS facilities - Brook Glen Behavioral Health, Ft. Washington, PA and Hampton Behavioral Health Center, Westhampton, NJ.
March 8, 2017:	BHD reports regarding evaluation of option with local health system. Letter sent to local health systems indicating that any proposals for other options must be received before the April 6, 2017 meeting. No proposals are submitted by this deadline.
April 6, 2017:	Immediately after the Joint Task Force's meeting adjourns, a Joint Task Force Co-Chair receives a telephone call from a representative of a

	group of local providers requesting the opportunity to present a proposal at the Joint Task Force's May 4, 2017 meeting. The representative acknowledges awareness of the April 6, 2017 deadline for proposals.
May 4, 2017:	Milwaukee Coalition presents potential partnership, and interest to provide all behavioral health services to the Joint Task Force. Joint Task Force invites UHS back to Milwaukee to present at the June 1, 2017 Joint Task Force meeting.
May 19, 2017:	Correct Care withdraws from process.
June 1, 2017:	UHS presents to Joint Task Force. In closed session, Joint Task Force requests BHD to work with the Coalition to form a partnership. Joint Task Force requests same between BHD and UHS. Joint Task Force also requests BHD to perform due diligence and develop a financial proforma for a developer to build a new hospital facility. Deadline set for October 5, 2017. Deadline established for Coalition to present their proposal at the October 5, 2017 Joint Task Force meeting.
June 22, 2017:	Timeline of process shared with Mental Health Board.
July 18, 2017:	Joint Task Force determines partnerships with multiple providers is the best current option for the community. Potential partners notified of decision. Joint Task Force sets October 5, 2017 for verbal presentations from Milwaukee Coalition and UHS, and a November 6, 2017 deadline for written proposals. BHD administrative staff attends Coalition due diligence meeting as guests to clarify process used with high intensity patients. Additional due diligence meetings held on July 18, July 31, and August 7, 2017.
August 6, 2017:	BHD administrative staff attends UHS due diligence conference call to clarify processes used by BHD. Additional due diligence conference calls held on August 22 and August 29, 2017.
August 15, 2017:	Joint Task Force makes motion requesting BHD administration to study the feasibility of maintaining operational control and responsibility for Emergency and Intensive Treatment Services.
September 7, 2017:	Joint Task Force makes a motion requesting BHD administration to appoint clinical and a financial proposal evaluation teams.
September 15, 2017:	Coalition withdraws from process.

REVIEW COMMITTEE (RC) PROCESS DRAFT

