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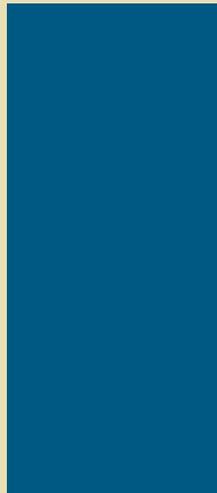
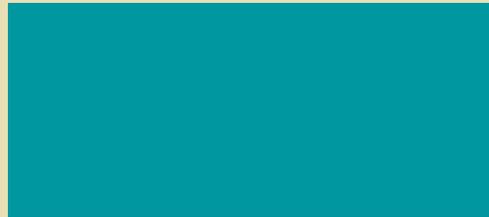



DHHS | Department of Health & Human Services

Together, creating healthy communities.

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DEAR FRIENDS,

The Milwaukee County Department of Health and Human Services (DHHS) has transformed over the past few years into a national best-practice leader that innovates in delivery of services and sets the bar for other communities to follow. Being part of that transformation is one of the things I am most proud of since becoming County Executive in 2011.

I have said for years that the hiring of Héctor Colón to lead DHHS was one of my best decisions as an elected official. His departure in July of 2017 left a big hole to fill for both County residents and employees.

However, the exemplary work of Interim Director Jeanne Dorff showed me just how tremendously deep the talent pool at DHHS is, and it's within that pool that I found our next director, Mary Jo Meyers.

Mary Jo possesses an incredible dedication to children in need of care and to our County as a whole. Her vision for integrating services and improving outcomes for the most vulnerable in our community, as well as for embracing our need to engage with communities of color to address equity issues, gives me confidence that we've once again found an outstanding leader for DHHS.

I know Mary Jo will continue DHHS's dedication to innovation. Her work at Wraparound Milwaukee, part of the DHHS Behavioral Health Division, is already being shared nationwide with other agencies in charge of children's mental health.

Coming into the leadership at DHHS, she brings a track record of success in creating and nurturing a culture of teamwork, both within a program and across governments, agencies, and businesses. I have every confidence that she will continue that success in leading DHHS.

Chris Abele
Milwaukee County Executive



DEAR FRIENDS,

The year 2017 was a momentous year of success and transition for the Milwaukee County Department of Health and Human Services.

In January 2018, I was nominated by County Executive Chris Abele to lead the Department after more than thirty years of service, most recently as the Director of Children's Services and Wraparound Milwaukee at the Behavioral Health Division. I was unanimously confirmed in May 2018, and am grateful for the support of both the County Executive and County Board of Supervisors.

As you read further, you will find a number of successes achieved by our Department in 2017.

Our Behavioral Health Division, led by Administrator Mike Lappen, continued the reduction in inpatient admissions to our Acute Care Hospital by further improving and increasing our presence in the community. We have known for years that serving people with behavioral health needs as close to home as possible improves outcomes, but seeing it work in real time is inspiring.

Our Housing Division, led by Administrator Jim Mathy, not only brought Milwaukee County closer than ever before to ending chronic homelessness, but instituted plans and policies that go a long way toward preventing people from becoming homeless, chronic or otherwise, in the first place.

Our newly-renamed Division of Youth and Family Services (formerly Delinquency and Court Services Division), led by Administrator Mark Mertens, proved we can accomplish reductions in the number of youth in detention and the state Department of Corrections, while also reducing the number of offenses committed by youth, including auto-related crimes.

Our Disabilities Services Division, led by Geri Lyday, showed we can

GREETINGS FROM MARY JO

serve more people and provide more economic benefit to people with disabilities while also providing better quality service.

Finally, our Management Services Division, led by Jeanne Dorff, showed how innovation in service delivery can provide a record number of people with life-saving energy, while also improving how we interact with vendors and other agencies.

I am proud to be leading this talented group of individuals now. Being able to lead a team that has spent many years inspiring me is humbling and motivating at the same time.

Here is to an even more successful 2018.

Mary Jo Meyers, MS
Director, Milwaukee County
Department of
Health & Human Services

DHHS BY THE NUMBERS

7.9%
decrease in use of
Milwaukee County tax
levy from 2016

2.3
our assessment on the
Human Services Values
Curve (out of 4), making
us an integrative agency
able to tackle root
causes of problems

Together, creating healthy communities.
Empowering safe, healthy, meaningful
lives.

**OUR
VISION
OUR
MISSION**



4.4%
increase in overall
employee engagement
department-wide from
2016-2017



2017 DHHS BUDGET



5,600
Milwaukee County
residents served daily
by our Housing Division

70%
increase in Disabilities
Services revenue simply
by reforming our
practices

	MANAGEMENT	YOUTH & FAMILY	DISABILITIES	HOUSING	BEHAVIORAL	GRAND TOTAL
EXPENDITURES	\$3,343,510	\$56,424,406	\$26,773,081	\$27,394,455	\$207,321,124	\$393,734,212
REVENUES	\$2,953,389	\$47,784,618	\$24,736,982	\$22,954,068	\$149,935,413	\$248,364,470
TAX LEVY	\$390,121	\$8,669,788	\$2,036,099	\$4,440,387	\$57,385,711	\$72,922,106



BHD Behavioral Health Division

A Division of the Department of Health & Human Services



OUR PURPOSE:
Empowering safe, healthy, meaningful lives through connections that support recovery.



BHD Behavioral Health Division

A Division of the Department of Health & Human Services

KEY ACCOMPLISHMENTS:

In being responsive to public concern about transparency at the Milwaukee County Mental Health Board, **board members opted to host three public comment sessions in 2017.** The effort was so successful it was continued into 2018.

3

By the end of the year, **BHD established five Crisis Assessment and Response Teams (CARTs)** throughout Milwaukee County.

5

In 2017, **BHD brought on 50 new nurses to the clinical staff,** both for inpatient and community service programs. This allows us to better serve our community, both from a clinical and tax stewardship standpoint.

50

JOURNEY TO RECOVERY

The journey to recovery for people in need of behavioral health care in Milwaukee County has been a journey for the Milwaukee County DHHS Behavioral Health Division itself. The task put before BHD leaders, and the Milwaukee County Mental Health Board, is nothing short of historic. However, DHHS and BHD have shown themselves to be up to the task.

The need to get Milwaukee County government out of the direct provision of inpatient behavioral health care, first documented by BHD leaders in the early 1970s, is finally being met.

The need to get first responders to consider behavioral health and personal trauma when responding to calls is being met.

The need to partner with medical care providers to provide better whole health care to residents of Milwaukee County is being met.

The journey to recovery for behavioral health care in Milwaukee County is progressing like never

before, and the mission of empowering safe, healthy, meaningful lives is getting closer to realization.

There have been parts of this journey where we have had to pave roads and build bridges, but the path laid out by BHD over recent years has secured the journey to recovery for County residents in need of care for decades to come.



“If you need help, it’s okay to ask.”
-Felicia

HELPING FELICIA LIVE HER BEST LIFE

Growing up, Felicia’s grandparents shared words of advice that would stick with her for life, “One day, you are going to need help from somebody.” In 2016, Felicia found herself in dire need of help.

While being enrolled as a sociology student at MATC so she could “find out what makes me tick,” Felicia was involved in a devastating car accident. Not only did the crash leave her with severe injuries that required multiple surgeries, the accident also significantly impacted Felicia’s mental health.

Felicia was unable to work or

continue her schooling as a result of the accident. Soon after she found herself living in her truck with no place to go.

“You have to know yourself, especially if you are having a problem,” she explains. Knowing she needed the help of others, Felicia reached out to the Crisis Resource Centers (CRC) available through the Milwaukee County Behavioral Health Division. Through CRC, Felicia was voluntarily connected with our Comprehensive Community Services (CCS) team and learned that she was eligible for assistance through CCS.

Today, Felicia works closely with her care coordinator, Phylece, on following a recovery plan that is designed around Felicia’s needs. This includes using services offered by CCS, such as psychiatry, psychotherapy and medication management.

Remaining as independent as possible is also a priority for Felicia. As a result, we have connected her to My Home through the Milwaukee County Housing Division’s Supportive Housing program. “I am grateful for having a place to live, and I have a great support system,” Felicia explains.

THE FUTURE OF CARE

THE END OF INSTITUTIONAL CARE

In 2016, the Milwaukee County DHHS Behavioral Health Division completed its long-awaited closure of long-term care provision at the Charles W. Landis Mental Health Complex. This brought BHD into compliance with national best practices of serving those with persistent, acute mental illness as close to home, and in the least restrictive setting, as possible.

In 2017, BHD took the first major steps in the full closure of the Mental Health Complex when it issued a Request for Information for acute inpatient hospital operators to erect and establish a new mental health hospital in Milwaukee County for those with the greatest need, and without an ability to pay.

The completion of this project will move this patient population out of a building that is no longer suited for the best available care, move our ability to care for these individuals to a new state-of-the-art facility, all while saving Milwaukee County taxpayers millions of dollars each year.

CARE IN THE COMMUNITY

Part of our ability to improve the level of care as we have, while saving taxpayers millions, comes from our dramatic improvement in community-based care.

BHD's 2017 creation, and expansion, of Crisis Assessment and Response Teams (CARTs) has played a critical role in reducing unneeded visits to our psychiatric emergency room. In partnership with the Milwaukee Police Department and Milwaukee County District Attorney's Office, there is no one in crisis in Milwaukee County that we cannot reach.

Further, the continued development of the Community Access Hub concept will soon allow those in need of care to access not just behavioral health care, but medical and dental care at the same facility located close to home.

Our continued pursuit of partnerships with Federally Qualified Health Centers for this hub project means our patients can find health, mind and body, in one place.

CONNECTIONS THAT SUPPORT RECOVERY

Many people who receive care from the Behavioral Health Division may never see a BHD clinician, or step through the doors of the Charles W. Landis Mental Health Complex at all.

Our connection with a growing number of public safety and rescue agencies means more Milwaukee County first responders than ever are professionally trained to assist individuals they come in contact with who are experiencing mental trauma, and get them into care instead of custody.

Our connection with peer governments and agencies at every level helps those in the throes of addiction, and at risk of morbidity or mortality, reach care sooner, access resources that are more durable, and have a better shot at recovery than ever before.

Our own new connections with other County agencies are keeping the formerly homeless housed, and those on the road to recovery safe from new harm.

OUR SMART GOALS

70.9%
reduction in adult admissions since 2010

45.4%
reduction in 30-day readmissions following acute inpatient services since 2010

40.5%
reduction in Psychiatric Crisis Service visits since 2010

51.9%
reduction in emergency detentions since 2010

17.8%
fewer individuals served through BHD community service programs since 2010 (due to more people being insured)



45.6%
reduction in Acute Inpatient Average Daily Census since 2010

244%
increase in recovery-oriented supportive housing since 2010

3.3%
increase in Acute Adult Inpatient satisfaction survey ratings since 2010



HD | Housing Division

A Division of the Department of Health & Human Services



OUR PURPOSE:
Empowering safe, healthy, meaningful lives by supporting individuals with accessing and maintaining housing.



KEY ACCOMPLISHMENTS:

The number of homes in twelve different municipalities served by the **Milwaukee County Home Repair** program. More than a half million dollars of work, one-fifth of which going to make homes accessible to people with disabilities.

26

Additional affordable housing units created by changing our **Milwaukee County HOME Investment Partnerships program**,

30

Townhome units created, including 11 three-bedroom affordable units, at our newest development, **1633 On The Park**, in Glendale. This project was developed from a disused nursing home facility that sat empty for nearly ten years.

56

DIGNITY OF HOUSING

Our Housing Division continues to be a center for innovation in government and human services nationwide.

Through our efforts at **Milwaukee County Housing First**, the overall homeless population went from more than 1,400 individuals, down to 900...a more than sixty percent reduction.

Overall, for every dollar invested in Milwaukee County Housing First, Milwaukee County and State of Wisconsin taxpayers receive, on average, \$1.56.

Those savings from from reduced Medicaid use, reduced need for law enforcement and justice interactions, and reduced visits to our Behavioral Health Division psychiatric crisis services. These reductions are created by the fact that permanent, supportive housing supports both mental and physical health, wraparound services provided by the Housing Division reduces need for emergency and crisis services, and the ability to simply "be at home" reduces police interactions, and jail stays.

We also launched our **Key to Change** program, in partnership with the Downtown Milwaukee Business Improvement District #21, to generate private donations to continue expanding the dignity of housing to more and more homeless, and near-homeless, individuals in a financially sustainable way. This effort has already brought in thousands of dollars.



"This program has been a blessing to me."
-Peggy

HOME IS WHERE PEGGY'S HEART IS

A home is the starting place of love, hope and dreams. These words hold true for Peggy, a long-time client of the Milwaukee County DHHS Housing Division.

In 1990, through encouragement of her own mother, Peggy contacted the Housing Division for assistance in finding an apartment for herself and her two children. After filling out the application and becoming qualified, Peggy recalls that the Housing Division was able to quickly help her find an apartment. "It was pretty awesome," Peggy remembers.

As Peggy's family continued to grow with another child, so did her dreams of owning a home she could call her own. Working with the Housing Division, Peggy became our very first client to purchase a house through the Milwaukee County Section 8 Homeownership Program.

By this time Peggy's oldest children were on their way to college and starting their own lives, but she wanted a place where she could comfortably live and raise her youngest daughter who is autistic. Peggy researched houses and found the one that was the perfect fit. She contacted the Housing Division about her interest in buying the home and filled out the necessary paperwork. The home passed inspection, and she was quickly approved to for assistance to purchase!

"When you see an opportunity to better yourself or help your children, do whatever you can that's possible. Assistance through the Housing Division helped me and my family, and I am very grateful for that," Peggy recalls with a smile. "Without their help, I don't know where we would be now."

We do know where she is now, though: Safe, in a home she owns, and just around the corner from her older daughter and two grandchildren.



DYFS Division of Youth & Family Services

A Division of the Department of Health & Human Services



OUR PURPOSE:

Empowering safe, healthy, meaningful lives by providing youth and families with supervision and support in pursuing a pro-social future.

Educator Henrietta Mears was once quoted saying, “Youth does not think into the future far enough; therefore, we must encourage them to dream of great tomorrows.”

The Division of Youth & Family Services is helping many of Milwaukee County’s youth who are involved with the justice system learn how to think ahead and look forward to becoming success adults. Will, age 17, and Nicolas, age 16, are proof of that.

Will’s connection to a shooting crime and Nicolas’s participation in motor vehicle theft led to their involvement

with the justice system. The judges in each case determined post-arrest intervention was needed to help these youth make positive moves in their lives. Court-ordered participation in the Intensive Monitoring Program/ Milwaukee County Accountability Program was a critical next step.

As part of the process, both Nicolas and Will participated in Juvenile Cognitive Intervention Programming. This is designed to help youth evaluate the effects of their thoughts on their behaviors and work to avoid problem behaviors, such as offending, through

changing the thinking that encourages those behaviors.

The youth were also connected with Running Rebels, which provided Will and Nicolas with access to additional programs and services they needed to succeed.

“Running Rebels is the best program I’ve been in since I got in trouble,” Nicolas explains. “The staff is great! They check up on me, take me places and make me feel comfortable.”

Will agrees, “I have somebody to talk to and get advice from.”

KEY ACCOMPLISHMENTS:

Detention admissions reduced 19 percent in 2017. This continued success stems from our youth justice reform efforts that have been in place since 2011, and is the result of positive partnerships with all other law enforcement agencies.

19

While there has been plenty of concern about auto-related crime in Milwaukee County, DYFS saw a 35 percent reduction in auto-related offense referrals, spurred by improved internal practices, and police communication.

35

Referrals from law enforcement agencies fell 4 percent in 2017. That adds to a 19.7 percent drop in referrals that occurred from 2011-2016. That means the number of youth being brought to us by police is down nearly a quarter.

4

FOCUS ON HEALING

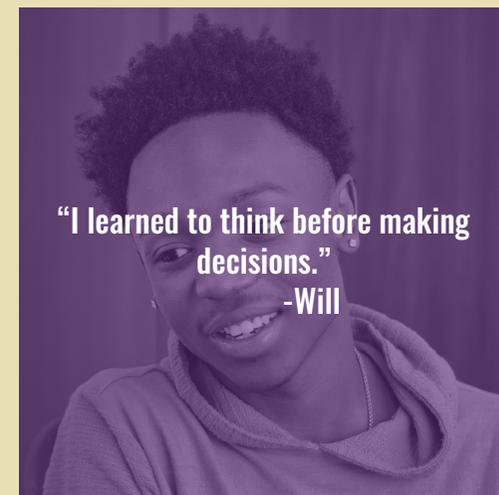
In just a few short years, the Milwaukee County DHHS Division of Youth and Family Services hasn’t just made significant strides in youth justice reform, but has started turning the page on how we view youth involved in the justice system as a whole.

The biggest change came in 2017 when we, with help from the Milwaukee County Executive and Milwaukee County Board of Supervisors, changed our name from the Delinquency and Court Services Division to the Division of Youth and Family Services. That effort was borne of a philosophy to start thinking of the youths in our care first.

Second was the traction gained in our effort to get the public to think less of “What’s wrong with these kids?” and start thinking, “What happened to these kids?” That effort was given a significant boost by John Schmid of the *Milwaukee Journal Sentinel* and his intrepid reporting on the trauma that generations of poverty has inflicted on concentrated

areas of Milwaukee.

We have also begun implementing recommendations from the Robert F. Kennedy National Resource Center for Juvenile Justice. They helped us increase access to kids in our care from supportive adults, make better assessments of youth on intake, better train our correctional officers, and share better data with law enforcement.



“I learned to think before making decisions.”
-Will

A BETTER FUTURE FOR WILL & NICOLAS



DYFS Division of Youth & Family Services

A Division of the Department of Health & Human Services



DSD Disabilities Services Division

A Division of the Department of Health & Human Services



OUR PURPOSE:
Empowering safe, healthy, meaningful lives by connecting individuals with disabilities to resources that promote independence and inclusion.



GETTING KYLE TO ADULT SERVICE

Turning 18 is an exciting rite of passage for many young people. It's a time to adventure out into the world, live independently and welcome the responsibilities of adulthood.

As this milestone birthday approached for Kyle, a fun-loving senior year at Oak Creek High School who lives with cognitive disabilities, his mother, Dawn, began to wonder what the future would hold for her son.

"Kyle has a fabulous transition coordinator at the high school," explains Dawn. "She let me know there was going to be a meeting that would help us look ahead and explore what services may be available once Kyle turned 18." Attending that event was very eye opening.

During the meeting Dawn started to learn about the Milwaukee County Disabilities Services Division and the assistance available for eligible adults ages 18-59. "I would have never thought to contact Milwaukee County," she recalls. "You want the best for your child and wish was more, and then you realize there is!"

Once Kyle turned 18, Dawn connected with the Disabilities Services Division to ensure he met the requirements needed to qualify for adult assistance. "Everything happened in a timely fashion," she recalls. "It was like immediate!"

Today, Dawn is working with the staff to plan for Kyle's long-term and short-term needs. They are exploring opportunities for transportation assistance, job shadowing and job coaching, and caregiver services to name a few.

With resources such as these in place, Dawn, Kyle and the rest of their family can look forward to this young man's bright future and find peace of mind knowing there are services available to assist him every step of the way.



DSD Disabilities Services Division

A Division of the Department of Health & Human Services

KEY ACCOMPLISHMENTS:

Our Disability Benefits Specialists have created more than \$4 million in monetary impact to the lives of individuals with disabilities in Milwaukee County. That's nearly twice as much as in 2016!

4M

DSD Disability Resource Center staff conducted 67 outreach events in Milwaukee County throughout 2017. That allowed us to make connections with 1,921 individuals with disabilities, and family members.

67

Our Disabilities Services Division staff, after polling individuals we have served, **earned a customer satisfaction score of 4.4 out of 5 in 2017.** We are proud of the work our DSD staff does!

4.4

IT'S ABOUT INCLUSION

Living with a physical or cognitive disability, or caring for a loved one with a disability, can be taxing, and tremendously expensive. Enter the Disabilities Services Division. The dedicated DSD team helps support, protect, and empower the lives of individuals with disabilities and their families, to allow everyone to experience independence and inclusion.

In June 2017, administration of the GO Pass transferred from the Milwaukee County Transit System to DSD, placing a daily enrollment office in our help center. After that transfer, our team helped more than 3,500 people access transit, and independence, by issuing nearly 1,600 GO Pass cards, and helping others connect with fare reduction and other services.

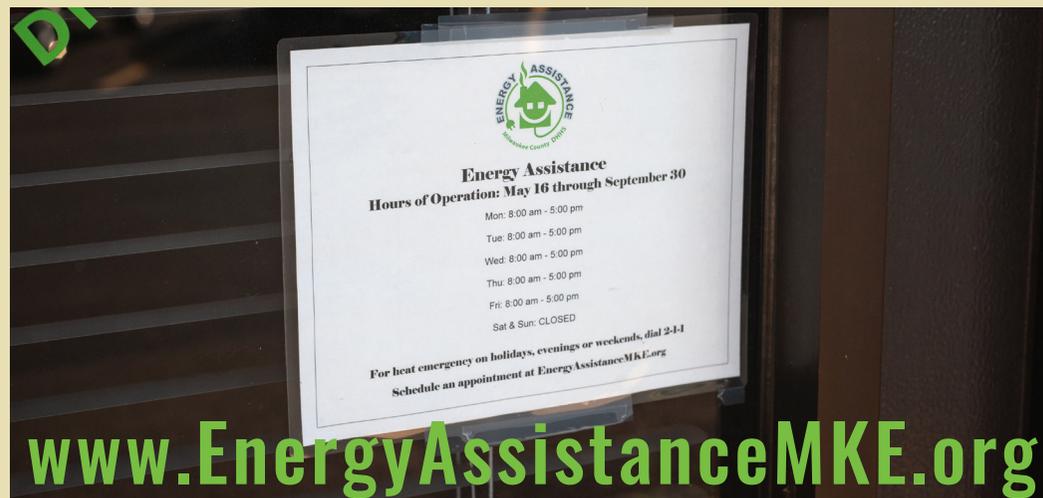
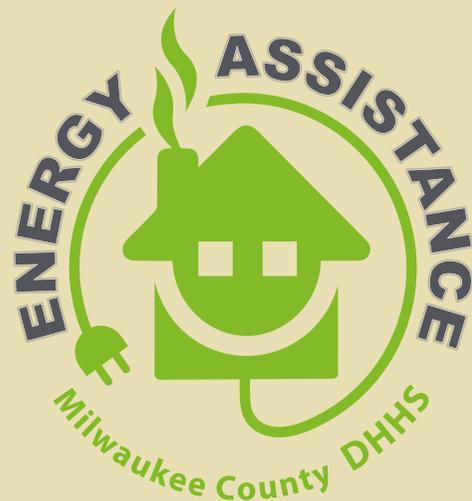
In that effort, we fielded more than 5,300 phone calls at the Aging and Disability Resource Center. That was in addition to the 30,000 non-transit calls for assistance by Disability Resource Center professionals.

We are also proud of having connected 2,300 more individuals to long-term disability care, and nearly 400 individuals with disabilities to employment services.

The DSD team believes independence and inclusion is the key to a safe, healthy, meaningful life, and excel at connecting people to both.



"He has a disability, but we look more at his abilities."
-Kyle's parents



KEY ACCOMPLISHMENTS:

67k

Nearly 67,000 applications for Energy Assistance were processed in the 2016-2017 season, beating all records for the program.

More than \$35 million in benefits were provided to Milwaukee County residents in the form of energy assistance, furnace repairs, and emergency help to prevent disconnection.

35

The Milwaukee County Energy Assistance Program repaired or replaced 645 furnaces in Milwaukee County for people who had no-heat emergencies in the winter.

645

KEEPING CONNECTED

In its third full year of providing Energy Assistance to Milwaukee County residents in need, the Energy Assistance Program broke significant, long-standing records.

In eliminating all-day waits, having multiple locations throughout the county and providing easy access, the Milwaukee County Energy Assistance Program was able to serve 66,650 individual applicants with average wait times below an hour. Online appointment-setting, extended hours, phone applications and outreach events allowed the program to reach more working people.

Energy Assistance is a significant economic benefit for recipients, as it protects their ability to keep a home (power shutoffs can quickly result in evictions and condemnations), keep a job, while ensuring the connected utility company can keep their infrastructure up and their books balanced.

The amazing partnerships DHHS established with Community Advocates and United Migrant

Opportunity Services (UMOS) have allowed us to treat a diverse community of people in need with respect and dignity.

In modernizing the program, DHHS was able to provide more benefits to more people through less overhead and less waste. The Milwaukee County Energy Assistance Program is a model for government effectiveness.



KEEPING MARIE'S PASSION POWERED

It's been said that giving a hand up is the way forward. For Marie, the help she is able to receive through the Energy Assistance program not only offers her much-needed financial relief, but also made her an energy advocate.

"I have multiple health problems," she explains. This has limited Marie's ability to work. Working with the Energy Assistance team, Marie is able establish her eligibility, and receive a one-time, annual payment toward her heating and electric bills.

Marie is very appreciative of the assistance and is determined to make

sure her home wastes as little energy as possible.

"The Energy Assistance program gives me tips on energy conservation and has also connected me to the Weatherization Program to help me conserve energy and be green," Marie recalls. In fact, Marie recommends conserving energy by upgrading appliances when possible, switching to energy-efficient bulbs, and turning off computers and electronics when they are not being used.

This has also sparked Marie's passion for inspiring others about energy

conservation. She has even been involved in volunteer networking with senior citizens and other individuals living with disabilities in their time of need during minor power outages.

"I feel that people who are Energy Assistance customers, as well as the community, should also put the work in by conserving energy," Marie explains. "The Energy Assistance program does an excellent and outstanding job. In addition to sharing my story, I want to thank them because the Energy Assistance program has helped me in a lot of positive ways."



KEY ACCOMPLISHMENTS:

720

DHHS staff and providers were recognized 720 times in 2017. That means there has been nearly one recognition for every full-time staff member of DHHS.

61 percent, or 436 recognitions, were completely unique. That means more than half of all DHHS staff were recognized by their peers, and ultimately, by their leaders.

61

In a special event held in November, 30 DHHS staff members were recognized as living our PRIDE values to such a high level, they were nominated for our 1st Ever PRIDE Awards, an annual recognition of our values.

WORKING OUR P.R.I.D.E.

The Department of Health and Human Services has been a values-driven organization for years. Our values: Partnership, Respect, Integrity, Diversity, and Excellence, inform everything we do, and everything we will do. Our Do the Right Thing Committee reinforces that.

Do the Right Thing takes partners from each of the divisions of DHHS and tasks them with working together to help our department work better together.

Through mutual respect for each other and the mission and vision of DHHS, the Do the Right Thing Committee took it upon themselves to make sure those that live and work our core values are recognized.

Do the Right Thing isn't simply a top-down, or bottom-up system. It engages the whole organization. Our senior-most leaders have shown the integrity needed to personally recognize each person nominated by their peers, no small feat.

Led by a diverse group of

individuals committed to doing more, Do the Right Thing celebrates individuality in addition to individual good works.

The results show through the excellence of DHHS. DHHS has become the most engaged, most innovative, and most future driven government agency of any size in Milwaukee County.






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DSD | Disabilities Services Division

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DYFS | Division of Youth & Family Services

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HD | Housing Division

A Division of the Department of Health & Human Services

