

**Chairperson:** Dr. Maria Perez  
**Vice-Chairperson:** Walter Lanier  
**Secretary:** Mary Neubauer  
**Senior Executive Assistant:** Jodi Mapp, 257-5202

## MILWAUKEE COUNTY MENTAL HEALTH BOARD

Thursday, April 22, 2021 - 9:00 A.M.  
Teleconference Meeting

### MINUTES

**PRESENT:** Shirley Drake, Kathie Eilers, Rachel Forman, Sheri Johnson, Walter Lanier, Jon Lehrmann, Thomas Lutzow, \*Mary Neubauer, Maria Perez, Duncan Shrout, James Stevens, and Brenda Wesley

\*Board Member Neubauer was not present at the time the roll was called but joined the meeting shortly thereafter.

#### SCHEDULED ITEMS:

1. **Welcome.**

Chairwoman Perez welcomed everyone to the Milwaukee County Mental Health Board's April 22, 2021, remote/virtual meeting.

2. **Approval of the Minutes from the February 25, 2021, and March 18, 2021, Milwaukee County Mental Health Board Meeting and Budget Public Hearing.**

**MOTION BY:** (Eilers) Approve the February 25, 2021, and the March 18, 2021, Regular and Budget Public Hearing Meeting Minutes. 9-0

**MOTION 2<sup>ND</sup> BY:** (Lutzow)

**AYES:** Drake, Eilers, Forman, Lanier, Lutzow, Perez, Shrout, Stevens, and Wesley – 9

**NOES:** 0

**EXCUSED:** Neubauer – 1

3. **Oxford House, Inc., Presentation on Behavioral Health Division Contracted Services.**

Ryan Clevenger, Outreach Worker, Oxford House, Inc.  
Misty Clayton, Outreach Worker, Oxford House, Inc.

Oxford House is a concept and system of operations based on the experience of recovering alcoholics and drug addicts who learned behavior change is essential to recovery from alcoholism and drug addiction. It provides a comfortable living environment supportive of abstinent behavior to stay clean and sober without relapse. There is no time limit for how long a resident can stay. The house follows a democratic system of operation, utilizes self-support to

**SCHEDULED ITEMS (CONTINUED):**

	<p>pay all the household expenses, and adheres to the absolute requirement of immediately expelling any resident who returns to using alcohol or illicit drugs.</p> <p>After years of steady growth and successful recovery outcomes, Oxford House has been proven to work. It is a cost-effective way to support long-term recovery from alcoholism, drug addiction, and co-occurring mental illness. At the end of 2020, there were more than 3,000 Oxford Houses with over 20,000 beds throughout the country.</p> <p>Questions and comments ensued.</p> <p>This item was informational.</p>
4.	<p><b>Follow-Up Discussions from the March 18, 2021 Budget Hearing.</b></p> <p>Matt Fortman, Fiscal Administrator, Department of Health and Human Services</p> <p>Mr. Fortman stated the hearing began with a robust conversation about community engagement in general and how to reach a more diverse and broader group of individuals to increase participation in these hearings. Strategies were identified and additional conversations will need to continue around those strategies for future meetings.</p> <p>As far as the feedback is concerned, it revolved around expanding crisis services, employment services, and the geographic base related to where services are provided in Milwaukee County; continue to provide more connection services with other human services benefits; and the continued need for additional multilingual services. These are all priorities to be taken seriously as the Behavioral Health Division reviews its resources for the 2022 budget and beyond. There was also feedback related to the Mental Health Emergency Center and the need for peer specialists in that setting.</p> <p>This item was informational.</p>
5.	<p><b>Corporation Counsel’s Emergency Center Joint Venture (JV) and Crisis Services Update.</b></p> <p>David Farwell, Assistant, Corporation Counsel</p> <p>Mr. Farwell stated from a legal perspective, not much has changed since the last update was given in terms of the member agreement and bylaws. The County provided comments, which are currently circulating amongst the health systems for feedback. There is coordination between the process negotiation document and the management services agreement planned with Advocate Aurora for the management of the JV entity and the emergency facility. The discussions to date have been consistent with the letter of intent and the key pieces set out in the agreement from December.</p> <p>Questions and comments ensued.</p> <p>This item was informational.</p>

**SCHEDULED ITEMS (CONTINUED):**

**6. Administrative Update.**

Michael Lappen, Administrator, Behavioral Health Division (BHD)

Mr. Lappen highlighted key activities and issues related to BHD operations. He provided updates on the Systems Improvement Agreement, COVID-19 vaccinations at BHD, and Access Clinic Community Health Center collaborations.

Mr. Lappen referred the Board to Attachment A, which lays out the pathway for the psychiatric emergency room. It is a high-level collection of decision points detailing the process. The City of Milwaukee Board of Zoning Appeals approved the Walnut Street location on April 1, 2021. Work continues to be done on the final negotiations of the parameters of the Joint Venture (JV) agreement. Concurrently, there is a management services agreement, which is interwoven into the JV agreement, being hashed out with Aurora. The JV agreement will go before the JV Board and then will come before this Board for approval.

Everything appears to be on track; however, it is a very complicated project. There are some challenges related to how the management services arrangement will work. There were some unforeseen challenges in the minutia related to the operational barriers, but there is no loss of enthusiasm for the joint venture. The project continues to get strong support and positive feedback related to the center, its location, and the overall plan going forward. The County is strongly supporting the Mental Health Emergency Center and will bring substantial resources for peer specialists and other needed services. There were questions raised related to Children's Hospital and their role as a member in the JV emergency center. Mr. Lappen clarified Children's Hospital independent urgent care clinic will run like a community health center with a clear distinction in level of need.

Board Member Wesley recommended creating a community advisory committee for the JV emergency center independent of the steering committee currently in place. It will be a discussion for the Community Engagement Committee.

Board Member Eilers indicated it should be made very clear what the committee will be advising on and what the parameters of their influence and decision-making will be. It needs to be clearly delineated what the advisory committee will do.

Mr. Lappen continued his report with the creation of the Milwaukee Police Department Diversion Task Force sponsored by Alderwoman Lewis. It is a City initiative creating a plan for an unarmed response to calls for service not involving threats to public safety, particularly for those involving persons experiencing a mental health, substance abuse, or homeless crisis. After further discussion, the Board directed Mr. Lappen to compose a letter to Alderwoman Lewis detailing the array of non-police response services offered by Milwaukee County. Mr. Lappen indicated he would work with Board Members Neubauer and Wesley on the correspondence and include BHD's recommendations and plans for expansion related to crisis non-police services.

This item was informational.

**SCHEDULED ITEMS (CONTINUED):**

<p>7.</p>	<p><b>Mental Health Board Bylaws Proposed Amendment Package.</b></p> <p>Board Member Eilers, Chairwoman of the Governance Ad Hoc Committee, explained the Governance Committee discussed the bylaws in detail section by section at their meeting. The recommended changes are self-explanatory. There was a recommended change added regarding how a vacant officer position on the Board would be filled not realizing it was already addressed in the bylaws, so the verbiage alluding to this change can be disregarded.</p> <p>Part of the review of the bylaws also included examining the issue of appointments of individuals to boards and commissions such as the Joint Venture Board. Corporation Counsel concluded the process of appointing individuals to boards and commissions does not belong in the Board’s bylaws. It should be a Board policy instead. Devising a policy to address this process will be discussed at the next meeting of the Governance Committee.</p> <p><b>MOTION BY:</b> (Eilers) <i>Approve the Bylaws Amendments as Delineated. 7-0</i> <b>MOTION 2<sup>ND</sup> BY:</b> (Neubauer) <b>AYES:</b> Drake, Eilers, Forman, Neubauer, Perez, Shrout, and Stevens – 7 <b>NOES:</b> 0 <b>EXCUSED:</b> Lanier, Lutzow, and Wesley – 3</p>
<p>8.</p>	<p><b>The Finance Committee’s Professional Services Contracts Recommendation.</b></p> <ul style="list-style-type: none"><li>• 2020 Contract Amendment(s)<ul style="list-style-type: none"><li>➢ Medical College of Wisconsin Affiliated Hospital, Inc.</li><li>➢ Medical College of Wisconsin, Inc.<ul style="list-style-type: none"><li>❖ Department of Psychiatry</li><li>❖ Center of Bioethics</li></ul></li><li>➢ University of Wisconsin - Milwaukee</li></ul></li></ul> <p>Professional Services Contracts focus on facility-based programming, supports functions that are critical to patient care, and are necessary to maintain hospital and crisis services licensure. An overview was presented of all hospital/operations services provided.</p> <p>The Board was informed the Finance Committee unanimously, except for Dr. Lehrmann who abstained from making a recommendation on the Medical College of Wisconsin contracts, agreed to recommend approval of the Professional Services Contracts referenced in the corresponding report.</p> <p>Board Member Stevens requested separate action be taken on the Medical College of Wisconsin contracts.</p>

**SCHEDULED ITEMS (CONTINUED):**

	<p><b>MOTION BY:</b> <i>(Lanier) Approve the Medical College of Wisconsin Affiliated Hospital, Inc., and Medical College of Wisconsin, Inc., Contracts Delineated in the Corresponding Report. 9-0-1</i></p> <p><b>MOTION 2<sup>ND</sup> BY:</b> <i>(Eilers)</i></p> <p><b>AYES:</b> Drake, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, Shrout, and Wesley – 9</p> <p><b>NOES:</b> 0</p> <p><b>ABSTENTIONS:</b> Stevens - 1</p> <p><b>MOTION BY:</b> <i>(Lutzow) Approve the University of Wisconsin – Milwaukee Contract Delineated in the Corresponding Report. 10-0</i></p> <p><b>MOTION 2<sup>ND</sup> BY:</b> <i>(Lanier)</i></p> <p><b>AYES:</b> Drake, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, Shrout, Stevens, and Wesley – 10</p> <p><b>NOES:</b> 0</p> <p><b>ABSTENTIONS:</b> 0</p>
9.	<p><b>The Finance Committee’s Purchase-of-Service Agreements Recommendation.</b></p> <ul style="list-style-type: none"> <li>• 2020 Contract Amendments</li> </ul> <p>Purchase-of-Service Agreements for the Provision of Adult and Child Mental Health Services and Substance Use Disorder Services were reviewed. An overview was provided detailing the various contract amendments.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the 2020 Purchase-of-Service Contract Amendments as delineated in the corresponding report.</p> <p><b>MOTION BY:</b> <i>(Lanier) Approve the Purchase-of-Service Contract Amendments Delineated in the Corresponding Report. 10-0</i></p> <p><b>MOTION 2<sup>ND</sup> BY:</b> <i>(Shrout)</i></p> <p><b>AYES:</b> Drake, Eilers, Forman, Lanier, Lutzow Neubauer, Perez, Shrout, Stevens, and Wesley – 10</p> <p><b>NOES:</b> 0</p>
10.	<p><b>The Finance Committee Fee-for-Service Agreements Recommendation.</b></p> <p>Fee-for-Service Agreements are for the Provision of Adult and Child Mental Health Services and Substance Use Disorder Services. An overview was provided detailing the program agreements, which provide a broad range of support services for adults with mental illness/substance use disorders, children with serious emotional disturbances, and their families.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the Fee-for-Service Agreements to the Board as delineated in the corresponding report.</p>

**SCHEDULED ITEMS (CONTINUED):**

	<p><b>MOTION BY:</b> (Lutzow) Approve the Fee-for-Service Agreements Delineated in the Corresponding Report. 10-0</p> <p><b>MOTION 2<sup>ND</sup> BY:</b> (Shrout)</p> <p><b>AYES:</b> Drake, Eilers, Forman, Neubauer, Lanier, Lutzow Perez, Shrout, Stevens, and Wesley – 10</p> <p><b>NOES:</b> 0</p>
11.	<p><b>Employment Agreement.</b></p> <p>The Department of Human Resources, Corporation Counsel, and the Compensation Division established a personnel policy allowing for employment agreements for specific classified, unclassified, and exempt physician, psychologist, and advanced practice nurse classifications within Milwaukee County.</p> <p>This particular position is assigned to Crisis Services and will help fill one of several vacancies, which are due to retirements, and will transfer to the new Joint Venture.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the Employment Agreement delineated in the corresponding report.</p> <p><b>MOTION BY:</b> (Lutzow) Approve the Employment Agreement Delineated in the Corresponding Report. 10-0</p> <p><b>MOTION 2<sup>ND</sup> BY:</b> (Shrout)</p> <p><b>AYES:</b> Drake, Eilers, Forman, Neubauer, Lanier, Lutzow Perez, Shrout, Stevens, and Wesley – 10</p> <p><b>NOES:</b> 0</p>
12.	<p><b>Report on the Demographic Makeup of the Behavioral Health Division’s Contracted Vendors.</b></p> <p>Dennis Buesing, Contracts Administrator, Department of Health and Human Services</p> <p>Mr. Buesing stated Behavioral Health Division (BHD) leadership continues to work in pursuit of the goal to achieve racial equity and health with a focus on social determinants of health as well as racial and health equity, especially as it relates to provider diversity and representation of the individuals BHD serves. Last year in October, Contracts Administration began to compile this data. A Request for Information (RFI) was done as part of the annual contract renewal process. Responses were received from approximately 162 providers, which is considered a good response rate and represents 95% of the network.</p> <p>Mr. Buesing reviewed the tables and graphs included in the report, which represents provider employee composition by race/ethnicity. He discussed in detail agency leadership and employee demographics and indicated the numbers reflect favorably. However, this is a benchmark or the starting point by which progress will be tracked going forward. Approximately 47% of the leadership of the contracted community providers are people of color. About 49% of the</p>

**SCHEDULED ITEMS (CONTINUED):**

	<p>community providers' workforce are people of color. Approximately 40% of the agencies are minority or women owned and lead.</p> <p>Questions and comments ensued.</p> <p>This item was informational.</p>
13.	<p><b>Mental Health Board Self-Assessment Report and Analysis.</b></p> <p>Glenn Krasker, Critical Management Solutions</p> <p>Mr. Krasker provided highlights of the Board's assessment which included the number of participating Board Members, the Board's composition, education, procedures, scope and responsibilities, personal evaluation, and qualitative comments.</p> <p>Questions and comments ensued.</p> <p>Mr. Krasker encouraged the Board to develop a formal plan to take actions in response to the results. He recommended the Board focus on the areas needing attention and develop some concrete plans of how to address those opportunities that the Board identified to improve.</p> <p>This item was informational.</p>
14.	<p><b>Mental Health Board Executive Committee Update.</b></p> <p>Chairwoman Perez indicated the Board heard the information presented to the Executive Committee related to the Psychiatric Crisis Services Joint Venture in Items 5 and 6. There was no additional information shared. The other topic covered at the meeting related to Wraparound enrollment trends.</p> <p>Wraparound Health Management Organizations (HMO) are declining in numbers and court ordered programs. There has been a decrease in HMO numbers and contracting, and enrollment certainly impacts funding mechanisms overall. The number of referrals received from Child Welfare and Juvenile Justice have decreased. However, there is a key part of the data reflecting a significant increase in Comprehensive Community Services (CCS) enrollment within the total system of care, which includes multiple programs. Those numbers continue to rise. This is one of a few reasons for the HMO decrease. There has been a reduction in cost per enrollee during the pandemic. While the overall capitated revenue has decreased with the enrollment, overall spending has also decreased.</p> <p>This item was informational.</p>

**SCHEDULED ITEMS (CONTINUED):**

15.	<p><b>Mental Health Board Finance Committee Update.</b></p> <p>Matt Fortman, Fiscal Administrator, Department of Health and Human Services</p> <p>Board Member Lutzow, Chairman of the Finance Committee, stated 2020 was a remarkable break-even year at a time when a deficit was expected. The State came through with additional funding, and Behavioral Health Division (BHD) leadership/staff made some adjustments, which helped. It was quite the achievement in the midst of a very difficult year.</p> <p>Mr. Fortman explained 2020 was a very tumultuous year for the organization. The biggest obstacle was going to single patient occupancy on the inpatient units while at the same time not being able to reduce staffing costs. BHD was able to offset some of the loss with higher than anticipated Wisconsin Medicaid Cost Reporting (WIMCR) revenue, CARES Act funding, and much lower than anticipated active healthcare costs. Moving forward, there will still be revenue loss with single patient occupancy, which will stay in place until closure. The operating reserve fund will see the hospital through the next eighteen months during the transition of inpatient services and the psychiatric emergency room.</p> <p>Questions and comments ensued.</p> <p>This item was informational.</p>
16.	<p><b>Mental Health Board Quality Committee Update.</b></p> <p>Secretary Neubauer, Chairwoman of the Quality Committee, drew the Board's attention to the community contract vendor quality updates, which includes any sanctions, holds, or service suspensions imposed. The Multicultural Trauma and Addiction Treatment Center of Wisconsin was cited with infractions and assigned a corrective action plan. St. Charles Youth and Family Services formally appealed a review and determination resulting in a fiscal recoupment. Secretary Neubauer went on to discuss 2020 grievance data and provided a Quality Assurance Performance Improvement (QAPI)/patient safety update.</p> <p>This item was informational.</p>
17.	<p><b>Community Engagement Ad Hoc Committee Update.</b></p> <p>Board Member Wesley stated the Committee will meet again on April 28, 2021, for discussions surrounding how to have the Perceptivity Crisis Redesign Community Engagement Project presentation shown and seen in the community. They are also working on a roadmap for community distribution related to accessing crisis services. The Grand Avenue Club has been selected as the pilot for the presentation. She also discussed the development of a Board/community engagement Facebook page to keep the community abreast of all the Board's activities.</p> <p>This item was informational.</p>

**SCHEDULED ITEMS (CONTINUED):**

18.	<p><b>Perceptivity Community Engagement Report on the Crisis Redesign Project and the Mental Health Emergency Center.</b></p> <p>Kimberly Kane, Kane Communications Carole Pfeil, Kane Communications</p> <p>Ms. Kane provided a presentation outlining the history of the Crisis Redesign Project. She highlighted key milestones occurring to date, stakeholder feedback, and next steps. The community engagement project was created to gather input from stakeholders on important topics to assist with the development of community informed programs and services.</p> <p>There were 144 participants in the community conversations and was made up of law enforcement partners, mental health advocates, consumers, and family members. Women and age groups representing 35-44 and 45-54 (27% each group) represented a majority of the participants.</p> <p>Eight community conversations were held between February and November 2020. During these sessions, participants identified access to service, lack of integration or communication, lack of staff or services, educational services, and lack of diversity as critical issues. The Behavioral Health Division intends to prioritize the feedback and recommendations to inform future strategic direction.</p> <p>This material and information, which includes a video and slide deck, will be presented to the Milwaukee Mental Health Task Force on May 11, 2021.</p> <p>Board Member Forman stated she would like a memo reflecting action steps/deliverables or ways in which we can take this insight and utilize it.</p> <p>Questions and comments ensued.</p> <p>This item was informational.</p>
19.	<p><b>Medical Executive Credentialing and Privileging Recommendations Report.</b></p> <p>Dr. John Schneider, Chief Medical Officer, Behavioral Health Division</p> <p><b><i>MOTION BY: (Lanier) Adjourn into Closed Session under the provisions of Wisconsin Statutes Section 19.85(1)(c) for the purpose of considering employment or performance evaluation data for public employees over which the Board has jurisdiction and exercises responsibility. Some or all the information discussed may also be subject to confidentiality under Section 146.38, Stats. as it relates to Item 19. At the conclusion of the Closed Session, the Board may reconvene in Open Session to take whatever action(s) it may deem necessary on the aforesaid item. 9-0</i></b></p>

**SCHEDULED ITEMS (CONTINUED):**

	<p><b>MOTION 2<sup>ND</sup> BY:</b> (Neubauer) <b>AYES:</b> Drake, Eilers, Forman, Lanier, Neubauer, Perez, Shrout, Stevens, and Wesley – 9 <b>NOES:</b> 0 <b>EXCUSED:</b> Lutzow - 1</p> <p>The Board convened into Closed Session at 12:30 p.m. to discuss Item 19 and reconvened back into Open Session at approximately 12:51 p.m. The roll was taken, and all Board Members were present, except for Johnson, Lehrmann, and Lutzow, who did not rejoin the meeting.</p> <p><b>MOTION BY:</b> (Shrout) Approve the Medical Staff Credentialing Report and Medical Executive Committee Recommendations. 9-0</p> <p><b>MOTION 2<sup>ND</sup> BY:</b> (Forman) <b>AYES:</b> Drake, Eilers, Forman, Lanier, Neubauer, Perez, Shrout, Stevens, and Wesley – 9 <b>NOES:</b> 0 <b>EXCUSED:</b> Lutzow – 1</p>
20.	<p><b>Adjournment.</b></p> <p><b>MOTION BY:</b> (Shrout) Adjourn. 9-0 <b>MOTION 2<sup>ND</sup> BY:</b> (Eilers) <b>AYES:</b> Drake, Eilers, Forman, Lanier, Neubauer, Perez, Shrout, Stevens, and Wesley – 9 <b>NOES:</b> 0 <b>EXCUSED:</b> Lutzow - 1</p>
<p>This meeting was recorded. The aforementioned agenda items were not necessarily considered in agenda order. The official copy of these minutes and subject reports, along with the audio recording of this meeting, is available on the Milwaukee County Behavioral Health Division/Mental Health Board web page.</p> <p>Length of meeting: 9:02 a.m. to 12:54 p.m.</p> <p>Adjourned,</p> <p><i>Jodi Mapp</i></p> <p><b>Jodi Mapp</b> Senior Executive Assistant Milwaukee County Mental Health Board</p>	

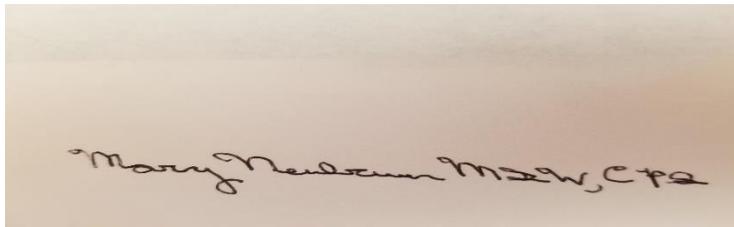
**SCHEDULED ITEMS (CONTINUED):**

**The next meeting for the Milwaukee County Mental Health Board will be on  
Thursday, June 17, 2021, @ 9:00 a.m.**

**Visit the Milwaukee County Mental Health Board Web Page at:  
<https://county.milwaukee.gov/EN/DHHS/About/Governance>**

The April 22, 2021, meeting minutes of the Milwaukee County Mental Health Board are hereby submitted for approval at the next scheduled regular meeting of the Milwaukee County Mental Health Board.

n

A photograph of a handwritten signature in black ink on a light-colored surface. The signature reads "Mary Neubauer MDW, CPE".

---

Mary Neubauer, Secretary  
Milwaukee County Mental Health Board