

Chairperson: Thomas Lutzow
Vice-Chairperson: Maria Perez
Secretary: Michael Davis
Senior Executive Assistant: Jodi Mapp, 257-5202

2

MILWAUKEE COUNTY MENTAL HEALTH BOARD

Thursday, June 20, 2019 - 9:00 A.M.
Zoofari Conference Center
9715 West Bluemound Road

MINUTES

PRESENT: Michael Davis, Kathie Eilers, Rachel Forman, Sheri Johnson, *Walter Lanier, Jon Lehrmann, Thomas Lutzow, Mary Neubauer, Maria Perez, and Brenda Wesley

EXCUSED: Duncan Shrout

ABSENT: Robert Curry

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

SCHEDULED ITEMS:

NOTES: Meeting Time Change to 9:00 a.m.

All Informational Items are Informational Only Unless Otherwise Directed by the Board.

1. **Welcome.**

Chairman Lutzow greeted Board Members and welcomed everyone to the June 20, 2019, Mental Health Board meeting.

2. **Approval of the Minutes from the April 25, 2019, Milwaukee County Mental Health Board Meeting.**

MOTION BY: (Perez) Approve the Minutes from the April 25, 2019, Milwaukee County Mental Health Board Meeting. 7-0

MOTION 2ND BY: (Neubauer)

AYES: Davis, Eilers, Forman, Lutzow, Neubauer, Perez, and Wesley – 7

NOES: 0

EXCUSED: Lanier – 1

SCHEDULED ITEMS (CONTINUED):

<p>3.</p>	<p>Introduction of the County Executive’s New Director of Community Relations Providing an Update on Vacant Board Seats.</p> <p>Schinika Fitch, Community Relations Director, Office of the County Executive</p> <p>Ms. Fitch introduced herself as the County Executive’s new Community Relations Director replacing Evans Gant. She explained her role as it relates to the Mental Health Board and the assistance she will provide with filling seat vacancies and will ensure reappointments are submitted in a timely manner. She stated a reappointment letter for Board Member and Vice-Chairwoman Maria Perez has been submitted and forwarded to Chairman Lutzow. She also discussed the upcoming appointment of Dr. James Stevens, who will replace Dr. Robert Chayer as the Child Psychiatrist/Psychologist representative on the Board.</p> <p>Questions and comments ensued surrounding Board Member Curry and the seat he occupies.</p> <p>Chairman Lutzow indicated he reached out to Board Member Curry and is awaiting a response.</p> <p>Ms. Fitch will make an appearance at the August Board meeting to formally introduce Dr. Stevens, the Board’s newest member.</p>
<p>4.</p>	<p>Department of Administrative Services Quarterly Update on the State of Milwaukee County’s Interests and Matters Related to the Behavioral Health Division.</p> <p>Joseph Lamers, Director, Office of Performance, Strategy, and Budget (PSB), Department of Administrative Services</p> <p>Mr. Lamers stated there has been no significant change in structural deficit calculations presented at the February meeting. Milwaukee County is facing a budget gap estimate of \$28 million for Fiscal Year 2020. Tax levy targets have been issued to departments. All departments will be expected to follow the levy target directive. If a department does not meet their levy target within their request, the County Executive’s recommended budget will make the adjustments accordingly. The Behavioral Health Division’s (BHD) target is \$2.7 million. This is because BHD makes up 25% of the County’s overall tax levy. Growth in revenue is not sufficient to keep pace with inflationary operating cost growth. He elaborated on the specifics that contributed to the deficit and discussed the broad options for closing the 2020 Budget gap. Mr. Lamers indicated major changes are needed at the State level.</p> <p>Questions and comments ensued at length.</p>

SCHEDULED ITEMS (CONTINUED):

5.	<p>Behavioral Health Division Annual Risk Management Report and Presentation.</p> <p>Paul Schwegel, Loss Control Manager, Milwaukee County Risk Management</p> <p>Mr. Schwegel explained the basic principles of risk management consist of identifying all organizational exposures, analyzing these risks, controlling liabilities through a risk management plan, and continually monitoring the plan for effectiveness.</p> <p>Mr. Schwegel presented a high-level five-year analysis. Last year, recommendations for the Behavioral Health Division’s workers’ compensation claims were made. As a result, claim numbers from 2014 – 2018 reflect a significant reduction. Claim frequency and severity from 2017 – 2018 decreased. General liability claims are down and first-party auto physical damage claims are extremely low. He reviewed the claim financial summary, top claim accident types, monthly claim distribution by occurrence, the experience modification factor, loss control initiatives, and the transitional duty bank and its impact on Family Medical Leave (FML) usage.</p> <p>Mr. Schwegel indicated the report reflects BHD’s efforts in following Risk Management’s recommendations put forth in last year’s report.</p> <p>Questions and comments ensued.</p>
6.	<p>Administrative Update.</p> <p>Michael Lappen, Administrator, Behavioral Health Division (BHD) Jennifer Bergersen, Chief of Operations, BHD</p> <p>Mr. Lappen highlighted key activities and issues related to BHD operations. He provided updates on Psychiatric Crisis Redesign efforts and interest earned on BHD’s reserve accounts. Board Member Lanier was appreciative of the information provided and requested a legal opinion from Corporation Counsel addressing the Board’s fiduciary duty to examine further and/or pursue the reserve account issue.</p> <p>Chairman Lutzow suggested a meeting with the County Board Chairman may be helpful. Mr. Lappen agreed to facilitate a meeting between the two.</p> <p>Mr. Lappen continued with an update on State Budget reimbursement rates for mental health and Alcohol and Other Drug Abuse (AODA) services and the Universal Health Services (UHS) site location announcement.</p> <p>Ms. Bergersen discussed the Town Hall meetings held on June 13, 2019, where a UHS Representative was present to assist with fielding questions from employees related to the site location announcement.</p> <p>Attachment A, the DRAFT version of the Fair Deal recommendation letter, in support of Medicaid expansion, addresses shared revenue, and requests additional local revenue</p>

SCHEDULED ITEMS (CONTINUED):

	<p>funding options was referenced. Board Members were asked to review the letter and provide feedback, edits, and revisions to Mr. Lappen no later than Friday, June 28, 2019.</p> <p>Questions and comments ensued.</p>
7.	<p>Mental Health Board Finance Committee Purchase-of-Service Contracts Recommendation.</p> <ul style="list-style-type: none">• 2019 Contract Amendments <p>Amy Lorenz, Deputy Administrator, Community Access to Recovery Services, Behavioral Health Division (BHD)</p> <p>Purchase-of-Service Contracts for the Provision of Adult and Child Mental Health Services and Substance Use Disorder Services were reviewed. Ms. Lorenz provided an overview detailing the various program contracts and their respective services.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the 2019 Purchase-of-Service Contract Amendments.</p> <p>Board Member Wesley requested separate action be taken on the two Wisconsin Community Services, Inc., contracts.</p> <p>MOTION BY: (Eilers) Approve the TWO Wisconsin Community Services, Inc., Contracts Delineated in the Corresponding Report. 7-0-1</p> <p>MOTION 2ND BY: (Perez)</p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, and Perez - 7</p> <p>NOES: 0</p> <p>ABSTENTIONS: Wesley - 1</p> <p>MOTION BY: (Neubauer) Approve the Balance of Purchase-of-Service Contracts Delineated in the Corresponding Report. 8-0</p> <p>MOTION 2ND BY: (Davis)</p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, and Wesley - 8</p> <p>NOES: 0</p> <p>ABSTENTIONS: 0</p>
8.	<p>Mental Health Board Finance Committee Fee-for-Service Agreements Recommendation.</p> <p>Amy Lorenz, Deputy Administrator, Community Access to Recovery Services, Behavioral Health Division (BHD)</p> <p>Brian McBride, Director, Children’s Community Services and Wraparound Milwaukee, BHD</p>

SCHEDULED ITEMS (CONTINUED):

	<p>Fee-for-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 program agreements, which provide a broad range of support services to adults and children with serious emotional disturbances.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of 2018 and 2019 Agreement Amendments delineated in the corresponding report.</p> <p>Board Member Neubauer requested separate action be taken on the Mental Health America of Wisconsin, Inc., contract.</p> <p>MOTION BY: (Perez) Approve the Mental Health America of Wisconsin, Inc., Contract Delineated in the Corresponding Report. 7-0-1</p> <p>MOTION 2ND BY: (Wesley)</p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Perez, and Wesley - 7</p> <p>NOES: 0</p> <p>ABSTENTIONS: Neubauer - 1</p> <p>MOTION BY: (Davis) Approve the Balance of Fee-for-Service Agreements Delineated in the Corresponding Report. 8-0</p> <p>MOTION 2ND BY: (Eilers)</p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, and Wesley - 8</p> <p>NOES: 0</p> <p>ABSTENTIONS: 0</p>
9.	<p>Mental Health Board Finance Committee 2020 Budget Update.</p> <p>Matt Fortman, Interim Fiscal Director, Behavioral Health Division</p> <p>Mr. Fortman presented a high level overview of the Behavioral Health Division's (BHD) 2020 Recommended Budget. As was previously stated by the Department of Administrative Services (DAS), Milwaukee County, as a whole, has structural deficit issues. For the past approximately two years, departments have been directed to cut their budget by a set amount determined by the DAS Office of Performance, Strategy, and Budget. This year, BHD's budget cut, in the form of a local property tax levy revenue reduction, was \$2.7 million. With this directive comes the struggle to maintain funding and services at current levels and in some instances, limits the expansion of services.</p> <p>There were no significant or measurable cuts made to services. This was achieved by identifying new revenue opportunities and ways to increase current revenue streams. Expenses include increased funding in the following areas: Comprehensive Community Services, ongoing placements at Community Based Residential Facilities and State institutes, inpatient staffing, and security. Expenses also include expansion of Crisis Resource Center and Federally Qualified Health Center services and Oxford House model</p>

SCHEDULED ITEMS (CONTINUED):

	<p>funding. Big ticket items the State's budget will consider and would be beneficial in the area of mental health services were not a factor in balancing BHD's budget.</p> <p>Mr. Fortman explained the amendment process. He stated the amendment template will be forwarded by email to the full Board. Once completed, amendments should be submitted to Finance Committee Chairwoman Maria Perez or Matt Fortman, Interim Fiscal Administrator. Amendments can only be submitted by or through a Mental Health Board Member and should be received no later than Friday, June 21, 2019. Amendments will be discussed and voted on at the June 27, 2019, meeting of the Finance Committee.</p> <p>Questions and comments ensued.</p>
10.	<p>Employment Agreement Amendment.</p> <p>Michael Lappen, Administrator, Behavioral Health Division</p> <p>Mr. Lappen explained advancement of psychiatrist staff and hourly psychiatrist staff from junior pay status to senior pay status occurs upon achieving ten years post-residency and with a supervisor recommendation. The incumbent has met the Behavioral Health Division's (BHD) threshold for advancement. Compensation for this advancement is supported by currently funded and authorized positions within BHD's 2019 Operating Budget. This comes with no impact on tax levy.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the Employee Agreement Amendment delineated in the corresponding report.</p> <p>MOTION BY: (Davis) Approve the Employment Agreement Amendment Delineated in the Corresponding Report. 8-0</p> <p>MOTION 2ND BY: (Neubauer)</p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, and Wesley - 8</p> <p>NOES: 0</p>
11.	<p>Mental Health Board Quality Committee Update.</p> <p>Jennifer Bergersen, Chief of Operations, Behavioral Health Division</p> <p>Board Member Neubauer, Chairwoman of the Quality Committee, reviewed topics addressed at the Quality Committee's quarterly meeting. She discussed the key performance indicator (KPI) dashboard and Community Access to Recovery Services (CARS) quarterly narrative; core data development; the quality assurance performance improvement plan; the 2018 Sentinel Event Committee quality summary; first quarter KPI inpatient metrics; the seclusion and restraint summary; Centers for Medicare and Medicaid Services (CMS) analysis of readmission rates and survey update; and the status of updated policies and procedures.</p>

SCHEDULED ITEMS (CONTINUED):

	<p>Questions and comments ensued.</p> <p>Board Member Forman made comments regarding Item 4 of the Quality Committee packet, Page 6, referencing statements related to the Comprehensive Community Services program and Clubhouses.</p>
12.	<p>Kane Communications Update.</p> <p>Kimberly Kane, Kimberly Payne, and Eric Sandoval (Kane Communications Team)</p> <p>Ms. Kane formally introduced Kane Communications Group staff and described the organization’s approach as goal driven and future focused. Goals identified for BHD included keeping employees informed and engaged, continued nurse recruitment, and community engagement. The methods used to accomplish the goals identified were explained in detail.</p>
13.	<p>Medical Executive Report Appointment and Privileging Recommendations.</p> <p>Dr. Shane Moisio, Medical Staff President, Behavioral Health Division</p> <p>MOTION BY: <i>(Perez) 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 of the information discussed may also be subject to confidentiality under Section 146.38, Stats. as it relates to Item 13. 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. 7-0</i></p> <p>MOTION 2ND BY: <i>(Eilers)</i></p> <p>AYES: Davis, Eilers, Forman, Lutzow, Neubauer, Perez, and Wesley – 7</p> <p>NOES: 0</p> <p>EXCUSED: Lanier - 1</p> <p>The Board convened into Closed Session at 9:09 a.m. to discuss Item 13 and reconvened back into Open Session at approximately 9:13 a.m. The roll was taken, and all Board Members were present.</p> <p>MOTION BY: <i>(Eilers) Approve the Medical Staff Credentialing Report and Medical Executive Committee Recommendations. 8-0</i></p> <p>MOTION 2ND BY: <i>(Neubauer)</i></p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, and Wesley – 8</p> <p>NOES: 0</p>

SCHEDULED ITEMS (CONTINUED):

14.	<p>Medical Staff Organization Governing Body's Proposed Changes to its Rules and Regulations.</p> <p>Dr. Shane Moisio, Medical Staff President, Behavioral Health Division</p> <p>Dr. Moisio stated the change is related to inpatient programs is being made to conform with current Centers for Medicare and Medicaid Services (CMS) regulations.</p> <p>Questions and comments ensued.</p> <p>MOTION BY: <i>(Davis) Approve the Medical Staff Governing Body's Proposed Rules and Regulations Changes. 8-0</i></p> <p>MOTION 2ND BY: <i>(Lanier)</i></p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, and Wesley – 8</p> <p>NOES: 0</p>
15.	<p>Provider Network Credentialing Program for Community Access to Recovery Services and Wraparound Milwaukee.</p> <p>Dr. John Schneider, Chief Medical Officer, Behavioral Health Division (BHD)</p> <p>Dr. Schneider explained the responsibility of BHD to require licensed independent practitioners to undergo a comprehensive credentialing review seeking to participate in BHD's provider network. Certain credentialing processes have not been fully applied to the Wraparound and Community Access to Recovery Services program areas. The BHD Provider Network Credentialing program will address this issue.</p> <p>Questions and comments ensued.</p> <p>MOTION BY: <i>(Neubauer) Approve the New Behavioral Health Division Provider Credentialing Program for Wraparound Milwaukee and Community Access to Recovery Services. 8-0</i></p> <p>MOTION 2ND BY: <i>(Forman)</i></p> <p>AYES: Davis, Eilers, Forman, Lanier, Lutzow, Neubauer, Perez, and Wesley – 8</p> <p>NOES: 0</p>
16.	<p>Adjournment.</p> <p>Chairman Lutzow ordered the meeting adjourned.</p>

SCHEDULED ITEMS (CONTINUED):

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.

Length of meeting: 9:03 a.m. to 10:44 a.m.

Adjourned,

Jodi Mapp

Jodi Mapp

Senior Executive Assistant
Milwaukee County Mental Health Board

**The next meeting for the Milwaukee County Mental Health Board will be on
Thursday, July 11, 2019, @ 8:00 a.m. at the
Zoofari Conference Center
9715 West Bluemound Road**

TOPIC: 2020 Budget Presentation and Approval

Visit the Milwaukee County Mental Health Board Web Page at:

<https://county.milwaukee.gov/EN/DHHS/About/Governance>

The June 20, 2019, 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.

Michael G. Davis

Michael Davis, Secretary
Milwaukee County Mental Health Board

Chairperson: Thomas Lutzow
Vice-Chairperson: Maria Perez
Secretary: Michael Davis
Senior Executive Assistant: Jodi Mapp, 257-5202

**MILWAUKEE COUNTY MENTAL HEALTH BOARD
BUDGET MEETING**

Thursday, July 11, 2019 - 8:00 A.M.
Zoofari Conference Center
9715 West Bluemound Road

MINUTES

PRESENT: Michael Davis, Kathie Eilers, Rachel Forman, Jon Lehrmann, Thomas Lutzow, Mary Neubauer, Maria Perez, Duncan Shrout, and Brenda Wesley

EXCUSED: Walter Lanier and Sheri Johnson

ABSENT: Robert Curry

SCHEDULED ITEMS:

NOTE: All Informational Items are Informational Only Unless Otherwise Directed by the Board.

1. **Welcome.**

Chairman Lutzow greeted Board Members and welcomed everyone to the July 11, 2019, Mental Health Board Budget meeting.

2. **Milwaukee County Behavioral Health Division 2020 Budget Narrative Presentation.**

Michael Lappen, Administrator, Behavioral Health Division (BHD)
Matt Fortman, Interim Fiscal Director, BHD

Mr. Lappen stated there were challenges with meeting the target numbers without cutting any major service programs, which would negatively impact customers. The Fiscal staff was acknowledged for all the hard work put into BHD's 2020 Recommended Budget. Increases in revenue offset tax levy reductions and proved to be imperative in balancing the budget while enabling new services to be implemented. The largest expenditure is related to Comprehensive Community Services (CCS), which appears to be gaining momentum. The service array is becoming more attractive due to more options. There are a few items included to support BHD's continuous effort to build toward the future state of Crisis services and the community-based crisis services continuum. Over recent years, there has been improvement in reimbursement of these services as a result of changes made at the State level.

SCHEDULED ITEMS (CONTINUED):

	<p>Mr. Fortman, provided a high level overview of the Behavioral Health Division's (BHD) 2020 Recommended Budget was presented. As has been previously stated by the Department of Administrative Services (DAS), Milwaukee County, as a whole, has structural deficit issues. For the past approximately two years, departments have been directed to cut their budget by a set amount determined by the DAS Office of Performance, Strategy, and Budget. This year, BHD's budget cut, in the form of a local property tax levy revenue reduction, was \$2.7 million. With this directive comes the struggle to maintain funding and services at current levels and in some instances, limits the expansion of services.</p> <p>There were no significant or measurable cuts made to services. This was achieved by identifying new revenue opportunities and ways to increase current revenue streams. Expenses include increased funding in the following areas: CCS, ongoing placements at Community Based Residential Facilities and State institutes, inpatient staffing, and security. Expenses also include expansion of Crisis Resource Center and Federally Qualified Health Center services and Oxford House model funding. Big ticket items the State's budget will consider and would be beneficial in the area of mental health services were not a factor in balancing BHD's budget.</p>
3.	<p>Mental Health Board Finance Committee's Recommended 2020 Amended Budget.</p> <p>Matt Fortman, Interim Fiscal Director, Behavioral Health Division</p> <p>The Board was informed the Finance Committee, at their meeting on June 27, 2019, unanimously agreed to recommend APPROVAL of the 2020 Budget AS AMENDED.</p> <p>Mr. Fortman explained the amended budget recommended by the Finance Committee includes an approved amendment, which will be discussed further in Item 4, and accounts for the \$75,000 increase in the budget's bottom line.</p>
4.	<p>Mental Health Board Finance Committee Amendment Recommendations.</p> <p>The Board was informed the Finance Committee, at their meeting on June 27, 2019, unanimously agreed to REJECT/DENY recommending approval of Amendment #1 and unanimously agreed to recommend APPROVAL of Amendment #2.</p> <p>Board Member Neubauer indicated Amendment #1 is for a Living Room model. She requested, however, that Amendment #1 be WITHDRAWN from consideration at this time. The Living Room model concept, which was highly favored by the Finance Committee, will be resubmitted in the form a report to the Finance Committee to include their recommendations for more information and further clarification.</p> <p>Board Member Forman presented Amendment #2. Concerns were raised regarding a potential conflict of interest. It was deemed the vote on the Amendment would be for an award process and not the actual contract.</p>

SCHEDULED ITEMS (CONTINUED):

	<p>MOTION BY: (Davis) Approve Amendment #2 as Recommended by the Finance Committee. 8-0</p> <p>MOTION 2ND BY: (Shrout)</p> <p>AYES: Davis, Eilers, Forman, Lutzow, Neubauer, Perez, Shrout, and Wesley – 8</p> <p>NOES: 0</p>
5.	<p>Milwaukee County Behavioral Health Division 2020 Budget Consideration.</p> <p>MOTION BY: (Neubauer) Approve the Behavioral Health Division’s 2020 Recommended Budget AS AMENDED Inclusive of Amendment #2. 8-0</p> <p>MOTION 2ND BY: (Perez)</p> <p>AYES: Davis, Eilers, Forman, Lutzow, Neubauer, Perez, Shrout, and Wesley – 8</p> <p>NOES: 0</p>
6.	<p>Adjournment.</p> <p>MOTION BY: (Perez) Adjourn. 8-0</p> <p>MOTION 2ND BY: (Shrout)</p> <p>AYES: Davis, Eilers, Forman, Lutzow, Neubauer, Perez, Shrout, and Wesley - 8</p> <p>NOES: 0</p>
<p>This meeting was recorded. 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: 8:04 a.m. to 8:38 a.m.</p> <p>Adjourned,</p> <p><i>Jodi Mapp</i></p> <p>Jodi Mapp Senior Executive Assistant Milwaukee County Mental Health Board</p>	

SCHEDULED ITEMS (CONTINUED):

**The next regular meeting for the Milwaukee County Mental Health Board is
Thursday, August 22, 2019, @ 9:00 a.m. at
The Sojourner Family Peace Education Center**

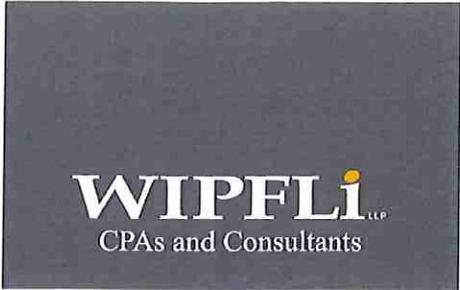
Visit the Milwaukee County Mental Health Board Web Page at:

<https://county.milwaukee.gov/EN/DHHS/About/Governance>

The July 11, 2019, 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.



Michael Davis, Secretary
Milwaukee County Mental Health Board



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August 14, 2019

TO: Milwaukee County DHHS and Health System Sponsors of the Psychiatric Crisis Redesign Fiscal Assessment
Milwaukee County Behavioral Health Division

Wipfli LLP's Healthcare Practice very much appreciated the opportunity to help support Milwaukee Health Care Partnership, Milwaukee County Behavioral Health Division, and other key stakeholders in their efforts to explore new and innovative options related to the Psychiatric Crisis Service Delivery Model to serve residents of Milwaukee County and the surrounding area.

The enclosed Executive Summary Report summarizes our work related to the Fiscal Assessment of Phase 1 Recommendations regarding the Milwaukee County Crisis Redesign Project. The Fiscal Assessment, described as Phase 2.1 of the Crisis Redesign Project, was intended to estimate the financial outcome of a new centralized psychiatric emergency department (ED) and compare that estimated financial outcome to a decentralized model of care for emergency psychiatric crisis services. The scope of Phase 2.1 also included an assessment of licensure options for the proposed centralized psychiatric ED in order to gauge reimbursement rates for a centralized approach. Finally, Phase 2.1 included an evaluation of Milwaukee County's tax levy funding that would potentially be available to the new psychiatric crisis service continuum, including the ED and expected investments in enhanced and new preventative/early intervention and restorative psychiatric crisis services identified in the Phase 1 model.

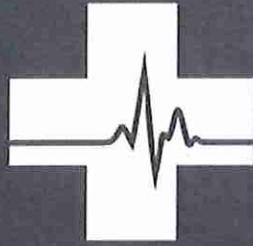
Should you have any questions related to this report please contact Jane Jerzak at 920.662.2821 or jjerzak@wipfli.com.

Sincerely,

Wipfli LLP

Wipfli LLP

Enc.



Milwaukee County
Psychiatric Crisis Redesign Summary

Fiscal Assessment of Phase 1 Recommendations

Executive Summary Report

August 2019

WIPFLI^{LLP}
CPAs and Consultants
HEALTH CARE PRACTICE

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Background and Current Situation

Milwaukee County Department of Health & Human Services (DHHS) Behavioral Health Division (BHD) along with other Milwaukee Health Care Partnership (MHCP) members have been challenged with the question of how to shape the future service delivery model for behavioral health services provided primarily to residents of Milwaukee County. The behavioral health needs of residents have been escalating, and service funding is a continuous challenge. The planned closure of Milwaukee County's Mental Health Complex brought about a recent sense of urgency regarding how to better serve the future needs of Milwaukee County residents, including how best to organize and deliver psychiatric crisis services.

Universal Health Services ("Universal") has been secured to be the future provider for Milwaukee County's high acuity, behavioral health inpatients who are legally detained (involuntary patients). However, Universal is not planning to develop outpatient or ED services as part of its new 120-bed facility scheduled to be opened in 2021. To understand how to address future outpatient and emergency crisis services, Milwaukee County DHHS collaborated with health system members of MHCP to study this issue.

Specifically, BHD collaborated with MHCP's health system members to commission an analysis aimed at redesigning Milwaukee County's full continuum of psychiatric crisis services. This Milwaukee Psychiatric Crisis Redesign Project (the "Psychiatric Crisis Redesign Project") was facilitated by Human Services Research Institute, Technical Assistance Collaborative, and Wisconsin Policy Forum. Phase 1 of the Psychiatric Crisis Redesign Project focused on crisis services provided by private health systems and the continuum of services provided by BHD; including its psychiatric emergency department ("Psychiatric ED") and observation unit.

The Phase 1 Report concluded that despite increased investment in all other continuum components, a dedicated Psychiatric ED will be needed. The vision for a future dedicated Psychiatric ED included the following key elements:

- Would have appropriate clinical expertise, physical environment/milieu, and legal acumen.
- Would serve a narrower patient population — mainly individuals under emergency detentions with highly complex needs, assuming a broader array of community-based walk-in and urgent care options.
- BHD would retain the County's legal Treatment Director function, providing stabilization, assessment, treatment, legal and clinical disposition, and transition care management services to patients under emergency detention.

The scope of Phase 1 did not include a fiscal assessment of the proposed psychiatric crisis system nor a dedicated Psychiatric ED; thus Phase 2 was launched to understand the potential financial implications of a new dedicated Psychiatric ED to inform the Psychiatric Crisis Redesign Project planning process. Given the significant issues to be addressed in the implementation phase of the Psychiatric Crisis Redesign Project, Phase 2 was compartmentalized, with the work completed to date and summarized in this Executive Summary Report, focusing on the activities described as a Fiscal Assessment of Phase 1 recommendations or Phase 2.1 of the Psychiatric Crisis Redesign Project.

Fiscal Assessment of Phase 1 Recommendations

BHD and MHCP health system members reached out to Wipfli LLP (“Wipfli”) to support their efforts to develop a set of financial model assumptions related to a “centralized Psychiatric ED model of care.” Wipfli was also asked to develop an alternative financial model for a “Decentralized Psychiatric ED”, which would entail four specialty psychiatric emergency centers of excellence; each affiliated with one of Milwaukee-based health system hospitals (the “Decentralized Psychiatric ED model”).

This phase of work was led by a Project Management Team, which included Joy Tapper (MHCP), Richard Canter (volunteer attorney), Michael Lappen (BHD), and Steve Gorodetskiy and Mary Jo Meyers (DHHS), and a larger Steering Committee comprised of behavioral health providers and operations representatives from Milwaukee County and private health systems.

Future work related to this project may include a detailed demand assessment for community-based psychiatric crisis services and expected downstream impact on more intensive interventional services such as inpatient psychiatric care and restorative services, as well as a broader financial assessment of the overall implications to the Psychiatric Crisis Redesign Project from the view of multiple stakeholders. In addition, it is expected that a detailed business plan for Psychiatric ED services will be needed once the series of options have been narrowed to a selected option.

The fiscal assessment of Phase 1 was intended to address, at a high level, operational, clinical, and financial aspects of a potential new Psychiatric ED, as well as a high-level financial assessment of a Decentralized Psychiatric ED model of care. This phase of work also included assessing options for licensing a new Psychiatric ED in order to gauge ED revenue and operational costs and a high-level assessment of Milwaukee County tax levy funding that would potentially be available to support the Psychiatric ED and the full continuum of psychiatric crisis services described in the Phase 1 model.

Conclusion

Development of a new freestanding Psychiatric ED in Milwaukee County will require funding support over and above reimbursement expected from payors for services rendered. Staffing and other operating costs, together with an investment in a new facility, is expected to outpace the level of available service-based reimbursement by an estimated \$12M to \$16M per year under a Centralized Psychiatric ED model and \$21M to \$30M under a Decentralized Psychiatric ED model of emergency crisis care.

At current rates of state funding and payor reimbursement, it is estimated that no more than approximately \$7.3M will be available from Milwaukee County tax levy to support the full continuum of psychiatric crisis services described in the Phase 1 report, including new and enhanced community-based services, as well as dedicated Psychiatric ED.

Recommendations regarding next steps in the Psychiatric Crisis Redesign Project are pending based on future discernment with key stakeholders and other key steps in the process.

Centralized Psychiatric ED

Wipfli LLP Report Scope and Limitations

The financial information provided as part of this engagement is intended solely to assist in making strategic decisions regarding the organization and should not be shown to a third party for any purpose. This financial information is not intended to present a financial position in accordance with accounting principles generally accepted in the United States and may be incomplete. Wipfli did not compile or examine the prospective information and will not express assurance on it. In addition, Wipfli did not perform procedures to verify the accuracy or completeness of the information provided by management. Future events may cause material differences between prospective financial information provided as part of our engagement and actual results, because events and circumstances frequently do not occur as expected.

The contract sponsors are responsible for assuming all management responsibilities and overseeing these services. The contract sponsors are also responsible for evaluating the adequacy and results of the services performed and accepting responsibility for them.

Overview

Phase 1 recommendations related to the Psychiatric Crisis Redesign Project in Milwaukee County included a **Centralized Psychiatric ED** to serve high-acuity patients with emergent mental health and substance abuse disorder conditions. The Centralized Psychiatric ED, as initially envisioned, would be focused on serving a narrower patient population and be augmented by a more robust set of community-based preventative, early intervention, and restorative services to serve individuals and families in need of psychiatric crisis support in the most therapeutic, patient-centered, and least restrictive environment possible.

An initial high-level financial model was developed to understand the potential reimbursement, operating costs, and capital costs required for the Centralized Psychiatric ED, as envisioned. However, given the significant uncertainties and variables surrounding the future state of Milwaukee County's psychiatric crisis system and projected increase in behavioral health needs/service demands; the financial model reflected volumes approximating the volumes currently experienced by Milwaukee County's ED.

The financial information as developed for this phase of work is considered an internal use document, not sufficient for financing or other external uses. It was developed pursuant to the following scope and limitations:

For the purpose of this Executive Summary Report, the projected income statements for the potential Psychiatric ED are reflected. More detailed information regarding balance sheets, cash flow statements, and assumptions have not been included in this document.

Centralized Psychiatric ED (Continued)

Summary of Assumptions

- **Volumes, Payor Mix, and Reimbursement:** 6,000, 8,000, and 10,000 patient encounters were assumed for the low-, moderate-, and high-volume models, respectively. Payor mix reflected the current BHD Psychiatric ED mix of patients. Reimbursement was estimated based on Medicare, Medicaid, commercial payor, and self-pay/other per-encounter estimates.
- **Staffing and Compensation:** BHD and private health system administrative and clinical leaders provided input to staffing models for the low-, moderate-, and high-volume scenarios by shift. Benchmark data was used for staffing comparisons to other similar facilities. Pay rates were assumed to be similar to current market rates with benefits at 30% for staff and 25% of salaries for physicians. A turnover factor of 7% was also considered in the model.
- **Transportation:** 50% of patients were assumed to require secure or nonsecure transportation post-ED discharge with cost estimates determined based on available transportation options.
- **Security:** Assumptions included contracting for security 24/7/265.
- **Other Operating Expenses:** Included pharmacy, food, housekeeping, etc. based on historical trends.
- **Facility:** A 12,000-square-foot facility was assumed with cost estimates provided by facilities management from a local health system. Debt financing was assumed for 90% of the project at a 4.5% interest rate for 25 years.
- **Start-up Costs:** Start-up costs, including an information technology build, training/orientation time for staff, and legal/operational start-up costs, were estimated and considered to be expensed as incurred.
- **Overhead Costs:** Overhead for this phase of work was based on 50% of facility-related expenses and 20% of professional expenses based on historical Medicare cost report estimates of MHCP health system members.
- **Initial Working Capital and Other:** A balance sheet was prepared to estimate the level of initial working capital, start-up costs, and facility-related equity required for the project.

Two scenarios were developed based on licensure of the future Psychiatric ED. The "on campus" scenario assumed the Psychiatric ED to be part of a licensed hospital and eligible to receive hospital-based reimbursement from Wisconsin Medicaid and other payors. The second scenario was developed to estimate the financial outcome of a future "off campus" Psychiatric ED from the licensing hospital; therefore, it would not be eligible to receive hospital-based reimbursement from Wisconsin Medicaid. Reimbursement rates for other payors would likely be impacted as well.

Centralized Psychiatric ED (Continued)

Summary of Assumptions (Continued)

Many key decisions are yet to be determined for the potential development of a Centralized Psychiatric ED supporting Milwaukee County, including but not limited to the following:

- Licensure (refer to next section for discussion)
- Location
- Scope of services
- Allocation of start-up costs and ongoing projected operating losses
- Governance model and organizational structure
- Operations structure and potential for purchase of services from MHCP and Milwaukee County
- Professional services model
- Timing

Projected Income Statements - "On Campus" and "Off Campus" Psychiatric ED

(based on low-, moderate-, and high-volume assumptions)

Milwaukee County Centralized Behavioral Health Model (On and Off Campus)

Projected Income Statement

Annual Volumes - ED Annual Volumes - Observation (reflected in Millions)	Centralized Income Statement - On Campus				Centralized Income Statement - Off Campus			
		6,000	8,000	10,000		6,000	8,000	10,000
	Start-up	Low	Moderate	High	Start-up	Low	Moderate	High
Total revenue	\$ 0	\$ 1.7	\$ 2.3	\$ 2.9	\$ 0	\$ 1.0	\$ 1.3	\$ 1.6
Expenses								
Salaries and benefits	0.3	7.4	8.3	8.9	0.3	7.4	8.3	8.9
Direct expense:								
Security	0.1	1.3	1.3	1.3	0.1	1.3	1.3	1.3
Transportation	0.0	0.3	0.4	0.6	0	0.3	0.4	0.6
Food	0.0	0.1	0.1	0.1	0	0.1	0.1	0.1
Pharmacy	0.0	0.2	0.2	0.3	0	0.2	0.3	0.4
Turnover and training	0.0	0.4	0.4	0.5	0	0.0	0.4	0.5
Clothing	0.0	0.0	0.0	0.1	0	0.0	0.0	0.1
Other expense	1.7	0.1	0.1	0.2	1.7	0.1	0.1	0.2
Total direct expense	1.8	2.4	2.7	2.9	1.8	2.1	2.7	3.0
Indirect expense	1.0	3.7	4.1	4.6	1.0	3.8	4.2	4.7
Depreciation	0.0	0.4	0.4	0.4	0	0.4	0.4	0.4
Interest expense	0.0	0.5	0.5	0.5	0	0.5	0.5	0.5
Total expense	3.0	14.4	16.0	17.4	3.0	14.2	16.1	17.5
Net loss	\$ (3.0)	\$ (12.7)	\$ (13.7)	\$ (14.5)	\$ (3.0)	\$ (13.2)	\$ (14.8)	\$ (15.9)

Decentralized Psychiatric ED

Phase 1 recommendations for the Psychiatric Crisis Redesign Project in Milwaukee County included a Centralized Psychiatric ED. However, for comparison purposes only, the Project sponsors requested the development of a high-level financial model to understand the potential financial and operational impact of a Decentralized Psychiatric ED model.

While numerous scenarios may be possible, the initial vision for this Decentralized Psychiatric ED model included the development of four designated specialty Psychiatric EDs at one hospital at each of the following Milwaukee-based health systems:

- Advocate Aurora Health
- Ascension Wisconsin
- Children's Hospital of Wisconsin
- Froedtert Health

Each Milwaukee-based health system provided information regarding reimbursement and expenses relating to current psychiatric patients served in their respective system. This information was used as the basis for extrapolating the financial impact of a Decentralized Psychiatric ED. In addition to current expenses related to the care of these patients, a "higher staffing option" psychiatric care model (to include 24/7 psychiatric staffing of psychiatrists and other psychiatric team members) was used for the financial impact analysis of each of the four designated sites. An alternative "lower staffing option" is also included for comparative purposes.

A high-level financial impact summary is provided in this document. The detailed financial analysis was reviewed individually with designated representatives of the health systems.

Limitations to this analysis are significant since it assumed each health system would receive a similar volume, acuity and payor mix of incremental psychiatric patients. The analysis also assumes each of the four designated sites would require an investment in 24/7 psychiatric staffing and BHD Treatment Director services to augment current ED and BHD staff and provide the same standard of care across all EDs.

Decentralized Psychiatric ED (Continued)

Incremental Impact of Decentralized Psychiatric ED Model - "Higher Staffing Option"			
(in Millions)			
Volume Model	Combined Health System Impact	County Investment	Community Impact
Low	(\$22.9)	(\$7.0)	(\$29.9)
Moderate	(\$23.1)	(\$7.0)	(\$30.1)
High	(\$23.6)	(\$7.0)	(\$30.6)

Assuming 24/7 psychiatric staff in each designated hospital

Incremental Impact of Decentralized Psychiatric ED Model - "Lower Staffing Option"			
(in Millions)			
Volume Model	Combined Health System Impact	County Investment	Community Impact
Low	(\$14.3)	(\$7.0)	(\$21.3)
Moderate	(\$14.6)	(\$7.0)	(\$21.6)
High	(\$15.0)	(\$7.0)	(\$22.0)

In addition to the estimated financial outcome of the Decentralized Psychiatric ED model as reflected above, representatives from the clinician community, DHHS, BHD, Milwaukee-based health systems, and others expressed significant concern about the ability to operationalize and sustain a Decentralized Psychiatric ED model of care for patients experiencing a psychiatric crisis.

Key Issues Identified With the Decentralized Psychiatric ED Model:

<u>Workforce</u>	Lack of availability for specialized psychiatric personnel required to adequately staff each site (physician, nursing, social works, etc.)
<u>Standardization of patient care</u>	Health systems would likely provide psychiatric care in an inconsistent manner with respect to admission, stabilization, treatment, and observation practices, which may impact the overall quality of care.
<u>Legal concerns</u>	Concern over BHD's timely and consistent fulfillment of Treatment Director responsibilities, including assessments, legal and clinical disposition determinations, and processing of civil commitments across multiple EDs.
<u>Patient flow</u>	Concern with patient flow issues, primarily the risk of boarding patients while awaiting the assessment and disposition determination of the Treatment Director.

Decentralized Psychiatric ED (Continued)

Key Issues Identified With the Decentralized Psychiatric ED Model: (Continued)

<u>Law enforcement</u>	Law enforcement would likely transport patients to the most geographically convenient hospital ED, which could create patient risk and EMTALA issues and maldistribution of patients across hospital systems.
<u>Distribution of patients</u>	This financial impact analysis assumes a relatively equal distribution of patients among designated hospitals in each health system (with child/adolescent patients going to Children's Hospital of Wisconsin). It is highly likely the actual distribution of patients will be more dependent on law enforcement preference, where patients live, or other variables. Health systems may be faced with planning for high-acuity psychiatric and legal services at all hospitals within Milwaukee County rather than only the designated hospitals with a specialized Psychiatric ED. This would significantly alter the financial impact analysis.
<u>Space</u>	Health systems expressed concern regarding the lack of availability of 3,000 to 4,000 incremental square feet on campus for specialized Psychiatric ED services. In addition, planning for observation services would be necessary; likely in a medical unit as stabilization care and placement/other transition planning occurs.
<u>Financial/cost efficiency</u>	Duplication of 24/7 psychiatric and support staff at each site causes the Decentralized Psychiatric ED model to be less productive and more expensive relative to volumes compared to a centralized Psychiatric ED model.
<u>Lack of clinical support</u>	The Decentralized Model was not widely supported by Milwaukee County or private health system ED physicians.

LICENSING OPTIONS

An assessment of licensing options was completed to develop reimbursement and other financial estimates for the potential future Psychiatric ED. Our review of licensing options included the use of an existing hospital license (on campus or off campus), as well as other possible licensing alternatives available in Wisconsin and elsewhere.

This issue is currently being discussed by the Steering Committee and other key stakeholders to determine the best course of action for a potential public/private joint venture to operate a Psychiatric ED.

MILWAUKEE COUNTY TAX LEVY ANALYSIS

As reflected in the Phase 1 Psychiatric Crisis Redesign Report, Milwaukee County will not invest additional property tax levy, above the amount currently expended, on the psychiatric crisis continuum of services (interpreted for this analysis as 2019 budget). Future use of crisis service funding is intended to support a number of enhancements to existing prevention/early intervention and restorative psychiatric crisis services, new services that can support crisis needs before they escalate to a level that an emergency level of service, as well as future Psychiatric ED services.

Wipfli was requested to review a number of documents prepared by Milwaukee County DHHS/BHD that would assist in understanding the following:

- Potential Milwaukee County tax levy funds available for future crisis services given the closure of the inpatient psychiatric facility and related outsourcing of inpatient psychiatric services to Universal.
- Potential Milwaukee County tax levy funds available for future crisis services given the closure of the BHD Psychiatric ED.
- Potential need for Milwaukee County tax levy funding to support expansion, enhance existing crisis prevention, early intervention, and restorative programs.
- Potential need for funding of new programs intended to support community members with behavioral health needs pre- and post-crisis to minimize the number of crisis-related encounters required in an emergency level of care.

As reflected on the following page, it is estimated that no more than approximately \$7.3M per year in tax levy would be available from Milwaukee County BHD to support future crisis services including a potential future Psychiatric ED service, enhancements to existing crisis prevention and early treatment services, new crisis services and cross-cutting functions such as a centralized navigation system, health information exchange, telepsychiatry, and enhanced transportation services. This level of funding assumes no increase in Medicaid or Medicaid Managed Care Organization reimbursement rates, state funding share for community crisis services or other funding to support crisis services, including the provisions in the 2019-2021 state's biennial budget. The exact amount of funding available specifically for a potential future Psychiatric ED service has yet to be determined.

As part of Phase 2.1, Wipfli reviewed the key assumptions and information used to develop the analysis of estimated tax levy available to support crisis services.

MILWAUKEE COUNTY TAX LEVY ANALYSIS

Milwaukee County Behavioral Health Division
 Outsourcing Analysis
 Inpatient Services - Adult, Child and Adolescent and PCS ED/Observation
 (\$ in Millions)

	Inpatient	PCSED/ Obs	Total
2019 Budget Total Cost/Tax Levy	\$ 21.0	\$ 15.8	\$ 36.8
¹ Less: 2020 Budget County Tax Levy Reduction (52% of \$2.7M Reduction)	\$ (0.5)	\$ (0.9)	\$ (1.4)
Tax Levy Available for Planning Purposes:	\$ 20.5	\$ 14.9	\$ 35.4
BHD Tax Levy Funds Committed:			
Legacy costs of employees	\$ 7.2	\$ 3.3	\$ 10.5
² Admin, clinical, facilities, and IT continuing costs for FTEs and expenses	2.6	2.8	5.4
³ Psychiatry for CARS/crisis (+3.0 medical director for total of 4.0)		1.2	1.2
³ Community provider development and training (3.0 psychology)		0.3	0.3
UHS estimated cost of contract 15 beds x \$950 x 365 days	5.2		5.2
State institutes (Mendota/Winnebago)	3.7		3.7
Long-term placements/community services (8 @ \$600/day, 365 days)	1.8		1.8
Total BHD Funding Committed	\$ 20.5	\$ 7.6	\$ 28.1
⁴ Potential Funding Available for Crisis Redesign	\$ -	\$ 7.3	\$ 7.3

¹ 52% of BHD's Tax levy is allocated to these programs. Inpatient breakeven could only absorb \$0.5M, remainder to PCS.

² Reduced admin, clinical, facilities, and IT costs by \$10.7M from \$16.1M to \$5.4M.

³ Initial assumption is that ALL FTE' from the inpatient units and PCS (ED/OBS) are eliminated. Leadership identified positions to add as follows with \$1.5M cost:

- Medical Director of Crisis
- Medical Director of Wraparound
- Medical Director CARS
- Director Clinical Workforce (Chief Psychologist 1.0) and Psychology Postdoc Fellow 2.0 positions

⁴ BHD funding for adult and children's crisis redesign and enhancements such as Mobile and CART team expansion.

Source: Milwaukee County

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

DATE: August 14, 2019

TO: Thomas Lutzow, Chairman – Milwaukee County Mental Health Board

FROM: Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: Report from the Administrator, Behavioral Health Division, Providing an Administrative Update

Background

The purpose of this standing report is to highlight key activities or issues related to the Milwaukee County Behavioral Health Division since the previous Board meeting and provide ongoing perspectives to the Milwaukee County Mental Health Board regarding the work of the organization and its leadership.

Discussion

High Quality and Accountable Service Delivery

- **Crisis Resource Center (CRC) Expansion**

The CRC expansion that was funded in the 2020 Recommended Budget is moving forward. In a recent note from Whole Health Clinical Group, it was conformed that the project is proceeding with a location on the North Side and is on track to be operational by the second quarter 2020. The Behavioral Health Division (BHD) is providing a \$250,000.00 match to a Milwaukee Health Care Partnership grant for the renovations and other start-up costs. BHD has also pledged to provide “payer of last resort” support to expanded CRC in 2020 and beyond.

Additionally, there are ongoing efforts to expand third party reimbursement for CRC, which has already experienced a significant increase in Health Management Organization (HMO) Medicaid reimbursement over the past year, which will help offset the cost of expansion. CRC expansion was one of several recommendations for a more preventative continuum of community-based mental health care in the Wisconsin Policy Forum/Human Services Research Institute (HSRI) study that was completed in late 2018. Through this expansion, along with our partnerships with community health centers, BHD is moving forward with our pledge to provide services in the community, closer to where our customers live, in an effort to reduce dependence on emergency care.

- **Grant Awards**

BHD continues to participate in the MacArthur Foundation Safety and Justice Challenge (SJC) effort (**See Attachment A**). The Milwaukee County Community Justice Council was recently awarded Phase Three funding of \$2.3 million over two years. This phase builds on lessons learned from our Post Booking Stabilization pilot and includes a BHD (Community Access to Recovery Services) staff person who acts as a liaison to the jail, Public Defender's Office and District Attorney's Office to coordinate for access to mental health care, provide alternatives to charging, and incarceration for those whose mental health and substance use disorder related needs are driving their entanglement in the criminal justice system.

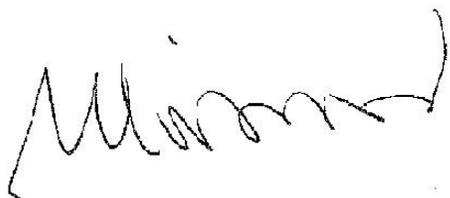
- **Cross Discipline Workgroup**

BHD leadership is convening a cross discipline workgroup to explore what can be done to explore our role as mental health providers in light of recent high profile mass shooting events. This is a very complex issue, where stigmatization of people with mental illness, personal liberties, access to care, and public safety all overlap. Our challenge is to balance all concerns without an unnecessary negative impact and further stigmatization of people with mental illness.

Other Topics of Interest

- **Kane Communications Update**

See **Attachment B**.



Mike Lappen, Administrator
Milwaukee County Behavioral Health Division
Department of Health and Human Services

Attachment A



Milwaukee County SJC Phase III Application - Executive Summary

In 2008, facing an average daily jail population (ADP) of 3079, the Milwaukee Community Justice Council (MCJC) launched reforms to reexamine use of the local jail. Expanding on initial efforts, the County requested support from MacArthur Foundation and its Safety & Justice Challenge (SJC) initiative. This nationwide initiative has three goals:

- Reduce overreliance on local jails
- Address racial and ethnic disparities (RED) in the criminal justice system
- Engage the wider community in system change

SJC Phase I (2015) engaged jurisdictions across the country, including Milwaukee County, to participate in the planning and development of site-specific improvements. Phase II (2016 to 2018) provided technical assistance and funding to implement the strategies that were identified in Phase I.

During Phase II, the Milwaukee SJC team worked to identify persons who could be appropriately released from jail by reviewing information on arrests, special populations, individuals in custody with low cash bail, and other factors. Few low-risk individuals were found in custody, so Milwaukee turns its attention towards improving system efficiency, introducing recommended practices, and boosting existing successful programs to further reduce unnecessary use of the jail. Since joining the SJC Network, Milwaukee has seen a 9% decline in its jail population¹, a 33% drop from 2008.

Phase III Proposal

In 2018, Milwaukee was invited to apply for a third SJC phase. The MCJC submitted an application for overall continuation funds and a separate proposal to support community engagement. The Phase III continuation grant outlines a two-year proposal, focusing on four key strategy areas:

- *Refined Case Processing*: Increases efficiency and streamlines movement of cases through the system
- *Mental Health Diversion*: Identifies people with mental health conditions and links them to community resources
- *Reentry Support*: Introduces community-based interventions to prevent persons from cycling through the system
- *Expanded Data Capacity*: Allows MCJC to monitor and address RED, community, and criminal justice trends

By May 2020, Milwaukee County aims to have an ADP of 1833, a 19.3% reduction from the SJC baseline.

Phase III redesigns existing efforts, adds new approaches, and invests in process changes and resources. With these changes, Milwaukee can continuously strive towards and ultimately maintain an appropriate balance of jail usage.

Racial & Ethnic Disparities

Reflecting on recommendations from the W. Haywood Burns Institute, Milwaukee County will monitor RED data at key system decision points and across SJC strategies. The MCJC will expand its governance structure to include diverse voices in its collaborative work, including formerly incarcerated individuals and communities of color. In its Community Engagement proposal, the MCJC also requested resources for trainings and leadership development to sustain ongoing RED dialogue between system and community stakeholders.

¹ Based on monthly aggregate jail data, a baseline ADP of 2272 was set for Milwaukee County in May 2016. As of December 2018, the ADP was 2063.

Strategy	Description
<p>Refined Case Processing 3.34% Projected Reduction</p>	<p>The Milwaukee County District Attorney's (DA's) Office will increase diversions and deferred prosecution agreements through two programs: <i>Early Interventions (EI)</i> and <i>Domestic Violence Deferred Prosecution Agreements (DV DPA)</i>. Case management, treatment programming, and risk assessment will be added to the DV DPA Program.</p> <p>Milwaukee will launch an enhanced court hearing reminder program to increase appearance rates among persons charged with criminal misdemeanor offenses.</p> <p>Weekly time slots will be offered by the Milwaukee County Circuit Courts to prevent long delays in scheduling <i>Return on Doctors Report (RDR)</i> hearings.</p> <p>Milwaukee will introduce <i>Charging & Settlement Conferences</i> to allow early information exchange, reduce the number of court hearings, inform sentence recommendations, and expedite case resolution.</p> <p>The jail now provides a daily report to the DA's Office, listing individuals booked on certain non-violent charges to be considered for expedited release and diversion.</p>
<p>Mental Health Diversion 1.53% Projected Reduction</p>	<p>A <i>Behavioral Health Division Liaison</i> will conduct assessments in the jail and work with designated attorneys from the DA and Public Defender Offices. The Liaison will link persons with mental health conditions to community resources and services.</p> <p>A <i>Forensic Discharge Coordinator</i> will support reentry into the community for persons who have competency hearings. To prevent unnecessary cycling of individuals through the criminal and civil court systems, the Coordinator will engage service providers and connect individuals to local community resources.</p> <p>Milwaukee will launch a <i>Mental Health Diversion Team</i>. This team will analyze system data, review mental health-related case processing, and identify suitable interventions to meet the unique needs of system-involved persons with mental health conditions.</p>
<p>Reentry Support ²</p>	<p>The MCJC will partner with a local health care provider and the <i>Transitions Clinic Network</i> to support persons returning to the community from incarceration. Using a nationally recognized model, community health workers provide peer support and help individuals navigate health and social challenges, as they return to the community after incarceration.</p>
<p>Expanded Data Capacity</p>	<p>Data personnel will be hired to capture strategy progress and foster a better understanding of the system-involved population through data. Personnel will include a <i>Jail Utilization Analyst</i> to track population-specific trends, identify system bottlenecks, and inform policy.</p>

² The Transitions Clinic Network impact is not included in the 4.87% projected reduction, as it will not be realized by May 2020 due to the implementation timeline.

Attachment B

Milwaukee County Behavioral Health Division

COMMUNICATIONS UPDATE

Mental Health Board Report / August 2019

EMPLOYEE ENGAGEMENT

BHD Newsletter

- The Q2/Summer Newsletter was distributed in June and featured a recap of the recent success of Parachute House, an employee spotlight about Stephanie Townsend, the new BHD project manager, monthly top town hall questions, an article from Dr. Schneider, a calendar of upcoming events, a Mental Health Board Member Highlight featuring Tom Lutzow, and BHD's recent media coverage. The Q2 Newsletter analytics follow:
 - Distribution - 1237
 - Open Rate - 43.8%
 - Poll Question (Did this newsletter provide useful information?) - 94% of respondents said yes to indicate they feel the newsletter provided useful information.
- The Q3/Fall Newsletter will be sent out at the end of September to BHD staff, Mental Health Board members and providers.

Town Hall Meetings

- Town Hall Meetings
 - June
 - The agenda for the June Town Hall Meetings included answers to the questions employees submitted using the BHD question boxes.
 - Round-Up analytics
 - Sent - 661, deliveries -497
 - Open rate - 52.9%
 - July - The agenda for the July Town Hall Meetings included Town Hall Questions, the Water Management Plan and a Q&A open session.
 - August - Town Hall Meetings will take place on Thursday, August 15 at 7:15 a.m. and 1:45 p.m.

COMMUNICATIONS COLLATERAL

Fact Sheet - developed a one-page, general BHD fact sheet for sharing/distribution at public facing meetings. The fact sheet reflects the comprehensive nature of BHD's programs and services and emphasizes community-based programming.

Brand Standards Guide - updated the BHD brand standards guide to align with the DHHS Brand Standards Guide. The brand standards serve as a guide for BHD communications.



TRANSITION COMMUNICATIONS

UHS Hospital announcement e-blast - On June 3, a BHD employee e-blast was distributed to staff to announce that UHS submitted an offer to the City of West Allis Community Development Authority to purchase the site at 1706 South 68th Street for the new behavioral health hospital.

NURSE RECRUITMENT CAMPAIGN

- The next Nurse Recruitment Job Fair is September 9th from 1 - 4 p.m. at the Behavioral Health Division.
- To date, the nurse recruitment campaign resulted in:
 - 16 nursing leads through the website for June and July
 - 15 RN candidates applied in June, 5 of those were leads generated by Kane

MEDIA COVERAGE

Milwaukee Courier	Mental Health Through a New Perspective	Mental Health Month	May 24, 2019
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MEDIA IN THE PIPELINE

- Milwaukee Journal Sentinel - Crisis Redesign
 - Interview with John Schmid - Mike Lappen, Joy Tapper, Dr. Schneider, Dr. Thrasher talked about the continuum of care and the crisis redesign work
 - The story is anticipated to run the week of 7/22
- FOX6 - Children's Mobile Crisis Team
 - Feature story about the mobile crisis team and the innovations of providing mental health services in Milwaukee County.
 - Participants include: Dr. Dykstra, a family who has used the services and a clinician or Chris to talk about the importance of these services.
- WUWM - Benefits of Mental and Physical Health
 - Maayan Silver would like to do a story with BHD and UHS about the benefits of including physical fitness and therapy into progress to help with mental health recovery.





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MELINDA S. LAWRENCE
KEITH L. REESE-KELLEY
Assistant Corporation Counsel

August 12, 2019

Thomas Lutzow
Chairman
Milwaukee County Mental Health Board
C/o Milwaukee County Behavioral Health Division
Department of Health and Human Services
9455 Watertown Plank Road
Milwaukee, WI 53226

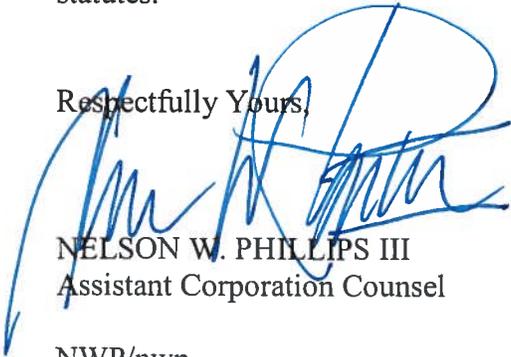
Re: Mental Health Board Query Regarding Fiduciary Duty of the Board

Dear Chairman Lutzow,

On behalf of the Milwaukee County Office of the Corporation Counsel (“OCC”), I am writing this letter in response to a question posed to the OCC regarding the fiduciary duties of the Mental Health Board (the “Board”). Specifically, the Board has asked whether it has a fiduciary responsibility to seek to establish a trust fund in order to ensure that the interest generated by the mental health reserve fund “stays within the trust.”

The answer is No. The Board is not a fiduciary. See Wis. Stat. § 112.01(1)(b). (Defining fiduciary). Rather, the Board, including each of its members, operates in the role of an appointed public official. As such, the members’ duties are more consistent with a duty of care and honesty as set forth in various ethical rules and bound by the restrictions set forth in the criminal statutes.

Respectfully Yours,



NELSON W. PHILLIPS III
Assistant Corporation Counsel

NWP/nwp

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The Office of Corporation Counsel strengthens the County community and empowers residents through highly competent, creative, compassionate and responsive legal services provided in strategic partnership with County stakeholders to optimize decision making, reduce risks, and maximize public resources.

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
Inter-Office Communication

DATE: July 25, 2019

TO: Thomas Lutzow, Chairperson – Milwaukee County Mental Health Board

FROM: Mary Jo Meyers, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: Report from the Director, Department of Health and Human Services, Requesting Authorization to Execute 2019 and 2020 Professional Services Contracts for Program Evaluation, Staffing, Training and Support, and Grant Management Services

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services is requesting authorization for BHD/CARS/Wraparound/Inpatient Hospital to execute mental health and substance use contracts for 2019.

Background

Approval of the recommended contract allocations will allow BHD/CARS/Wraparound/Inpatient Hospital to provide a broad range of rehabilitation and support services to adults with mental health and/or substance use disorders and children with serious emotional disturbances.

Professional Services Contracts

UW-Milwaukee*- \$350,000

UWM provides program evaluation services to BHD's Community Access to Recovery Services (CARS) as part of the Substance Abuse and Mental Health Services Administration grant for the Adult Treatment Court (ADTC). This is a five-year grant from 5/31/2019 to 5/30/2024. BHD is requesting \$350,000. The total contract amount will be \$350,000.

LocumTenens.com, LLC- \$165,000

The Behavioral Health Division (BHD) is seeking an amendment to the current Agreement with LocumTenens.com. This firm is utilized to fulfill required psychiatrist staffing for BHD inpatient services on a temporary basis. Services include sourcing, screening, and presenting psychiatrist candidates for the purpose of fulfilling essential coverage needs due to vacations, other absences and/or vacancies. This shall be the eighth amendment, since the agreement was initially executed on 11/16/2015. The need to utilize temporary staffing has decreased as a result of permanent hires but remains essential for ongoing coverage of the inpatient service.

We are seeking to amend the existing agreement by an additional **\$165,000** for a new **not to exceed total of \$3,526,750** and to extend the end date through 12/31/2020.

Robert Half International, Inc., DBA Robert Half Technology- \$397,060

This vendor is assisting on the Synthesis Desktop Application Conversion project and provides training and support for the existing Synthesis application for Wraparound Milwaukee. BHD is requesting \$397,060 for 2020. The total contract amount will be \$397,060.

Evaluation Research Services, LLC- \$173,400

This Vendor provides grant management coordination, inclusive of grant writing to Milwaukee County BHD. Using a Lifecycle management approach to grant management, processes and infrastructure is developed and implemented to manage grant proposals from beginning, or 'pre-award', stage of a project implementation, or 'post award', through the termination, or 'closeout', of an award. BHD is requesting \$173,400 for 2020. The total contract amount will be \$173,400.

Fiscal Summary

The amount of spending requested in this report is summarized below.

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
UW- Milwaukee	New		\$350,000	\$350,000
LocumTenems.Com	Amendment		\$165,000	\$3,526,750
Robert Half International, Inc. DBA Robert Half Technology	New	\$397,060	\$397,060	\$397,060
Evaluation Research Services, LLC	New	\$173,400	\$173,400	\$173,400
Total		\$570,460	\$1,085,460	\$4,447,210

*Denotes a Vendor whose funding is supported by a grant.

Mary Jo Meyers, Director
Department of Health and Human Services

Cc: Maria Perez, Finance Chairperson

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
Inter-Office Communication

DATE: July 25, 2019

TO: Thomas Lutzow, Chairperson – Milwaukee County Mental Health Board

FROM: Mary Jo Meyers, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: Report from the Director, Department of Health and Human Services, Requesting Authorization to Execute 2019 and 2020 Purchase-of-Service Contracts with a Value in Excess of \$100,000 for the Behavioral Health Division for the Provision of Adult and Child Mental Health Services and Substance Use Disorder Services

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services is requesting authorization for BHD/CARS/Wraparound/Inpatient Hospital to execute mental health and substance use contracts for 2019 and 2020.

Background

Approval of the recommended contract allocations will allow BHD/CARS/Wraparound/Inpatient Hospital to provide a broad range of rehabilitation and support services to adults with mental health and/or substance use disorders and children with serious emotional disturbances.

Purchase-of-Service Contracts

Alternatives in Psychological Consultation, SC - \$2,500,491

The Vendor provides Care Coordination, REACH, and screening/assessment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$2,500,491 for 2020.

AJA Enterprises, LLC DBA AJA Counseling Center - \$1,400,000

The Vendor provides Care Coordination, REACH, and screening/assessment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,400,000 for 2020.

Family Strong, LLC - \$225,000

The Vendor provides family engagement and advocacy services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$225,000 for 2020.

Christine Shafer DBA SEA Group - \$525,000

The Vendor provides educational advocacy to help enrolled youth obtain an Individual Education Plan (IEP), achieve appropriate school placements, and reduce unnecessary residential and day treatment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$525,000 for 2020.

Oxford House, Inc. - \$150,000

The mission of Oxford House, Inc. is to establish three to five Oxford Houses to provide individuals with a substance use disorder the opportunity to live in the time-tested environment designed to learn sober behavior sufficiently to avoid relapse. To implement this mission successfully in Milwaukee County and the state of Wisconsin. BHD is requesting \$150,000 for 2020.

La Causa, Inc. - \$4,736,424

The Vendor provides Care Coordination, REACH, OYEAH, and screening/assessment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$4,736,424 for 2020.

Lad Lake, Inc. - \$283,720

The Vendor provides OYEAH services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$283,720 for 2020.

M & S Clinical Services, Inc. - \$150,000*

The Vendor provides information, AODA prevention, and education to individuals, their families, and the general public through the Families Moving Forward coalition. BHD is requesting \$150,000 for 2020.

Matt Talbot Recovery Services, Inc. - \$2,572,145*

The Vendor provides residential intoxication monitoring service for CARS consumers. BHD is requesting \$2,572,145 for 2020.

Matt Talbot Recovery Services, Inc. - \$2,196,557*

The Vendor provides residential services in a 5 bed CBRF for CARS consumers. BHD is requesting \$2,196,577 for 2020.

Pathfinders Milwaukee, Inc. - \$141,860

The Vendor provides OYEAH services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$141,860 for 2020.

Community Advocates, Inc. - \$500,000*

The Vendor provides information, prevention education, and training to individuals, their families, and the general public to increase awareness and reduce the stigma related to mental illness, substance abuse, and co-occurring disorders. BHD is requesting \$500,000 for 2020.

Community Advocates, Inc. - \$266,600*

The Vendor provides prevention services for CARS consumers. BHD is requesting \$266,600 for 2020.

St. Charles Youth & Family Services, Inc. - \$350,000*

The Vendor provides training coordination for CARS. BHD is requesting \$350,000 for 2020.

St. Charles Youth & Family Services, Inc. - \$5,652,562

The Vendor provides Care Coordination, REACH, OYEAH, mobile crisis, Peer Specialists, case management and screening/assessment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$5,652,562 for 2020.

Outreach Community Health Centers, Inc. - \$298,866*

The Vendor provides outpatient treatment service for CARS consumers. BHD is requesting \$298,866 for 2020.

Milwaukee Center for Independence, Inc. - \$331,984

The Vendor provides benefit advocacy and assistance for BHD consumers through the Winged Victory program. BHD is requesting \$331,984 for 2020.

Milwaukee Center for Independence, Inc. - \$1,160,000

The Vendor provides a Crisis Resource Center (North) that serves adults with mental health needs who are in need of crisis intervention and/or short-term crisis stabilization versus hospitalization. BHD is requesting \$740,000 for 2020. Additionally, \$420,000 in Medicaid pass-through payments is also being requested to support CRC services.

Milwaukee Center for Independence, Inc. - \$1,160,000

The Vendor provides a Crisis Resource Center (South) that serves adults with mental health needs who are in need of crisis intervention and/or short-term crisis stabilization versus hospitalization. BHD is requesting \$740,000 for 2020. Additionally, \$420,000 in Medicaid pass-through payments is also being requested to support CRC services.

Willowglen Academy-Wisconsin, Inc. - \$1,920,516

The Vendor provides Care Coordination, REACH, OYEAH, and screening/assessment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,920,516 for 2020.

Wisconsin Community Services, Inc. - \$458,913*

The Vendor provides Peer Support via the Office of Consumer Affairs program for BHD. BHD is requesting \$458,913 for 2019.

Wisconsin Community Services, Inc. - \$1,090,140

The Vendor provides Care Coordination, and OYEAH services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,090,140 for 2020.

Our Space, Inc. - \$400,000*

The Vendor runs a peer run respite house for individuals who are experiencing an increase in symptoms, or life needs, and who are in need of support and services to aid in their recovery and thereby avert crises and prevent hospitalization. BHD is requesting \$400,000 for 2020.

Our Space, Inc. - \$250,962

The Vendor provides a psychosocial drop-in center that provides a casual environment for education, recreation, socialization, pre-vocational activities, and occupational therapy opportunities for individuals with severe and persistent mental illness and/or co-occurring disorders. BHD is requesting \$250,962 for 2020.

Grand Avenue Club, Inc. - \$200,000

The Vendor offers pre-vocational, paid employment and supported education opportunities to its members, as well as an evening, weekend, and holiday program involving the arts, writing, film, field trips, and making friends. BHD is requesting \$200,000 for 2020.

Impact, Inc. - \$315,000*

The Vendor the IMPACT 211 services and is the central access point for people in need. During times of personal crisis or community disaster, the free, confidential helpline and online resource directory make it easy for residents to get connected to information and assistance. BHD is requesting \$315,000 for 2020.

La Causa, Inc. - \$559,714

The Vendor provides post hospitalization support by Peer Specialists to increase independence and success following discharge. BHD is requesting to enter into a purchase of service contract for \$279,714 for 2020. Additionally, \$280,000 in Medicaid passthrough payments is also being requested to support these services.

SaintA, Inc. - \$1,861,529

The Vendor provides Care Coordination, REACH, and screening/assessment services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,861,529 for 2020.

La Causa, Inc. - \$250,000

The Vendor provides crisis mobile services. Crisis mobile pairs crisis workers with Police Officers to more effectively handle mental health crisis in the community and decrease involuntary admissions. BHD is requesting \$250,000 for 2020.

Bell Therapy, Inc. - \$298,000

The Vendor provides crisis stabilization home services. BHD is requesting \$298,000 for 2020.

Bell Therapy, Inc. - \$279,135

The Vendor provides crisis stabilization home services. BHD is requesting \$279,135 for 2020.

Wisconsin Council on Children and Families DBA Kids Forward - \$250,000

The Vendor provides program evaluation, training, and consultation services for the Wraparound Milwaukee Program. BHD is requesting \$250,000 for 2020.

Fiscal Summary

The amount of spending requested in this report is summarized below.

Vendor Name	New/Amendment	2019 Amount	2020 Amount	Total Contract Amount 2020
Alternatives in Psychological Consultation, SC	New	\$2,500,491	\$2,500,491	\$2,500,491
AJA Enterprises, LLC DBA AJA Counseling Center	New	\$1,770,372	\$1,400,000	\$1,400,000
Family Strong, LLC	New	\$225,000	\$225,000	\$225,000
La Causa, Inc.	New	\$4,736,424	\$4,736,424	\$4,736,424
Lad Lake, Inc.	New	\$283,720	\$283,720	\$283,720
Pathfinders Milwaukee, Inc.	New	\$141,860	\$141,860	\$141,860
Christine Shafer DBA SEA Group	New	\$525,000	\$525,000	\$525,000

Vendor Name	New/Amendment	2019 Amount	2020 Amount	Total Contract Amount 2020
St. Charles Youth and Family Services, Inc.	New	\$5,596,012	\$5,652,562	\$5,652,562
Willowglen Academy-Wisconsin, Inc.	New	\$1,920,516	\$1,920,516	\$1,920,516
Wisconsin Community Services, Inc.	New	\$1,090,140	\$1,090,140	\$1,090,140
Wisconsin Council on Children and Families DBA Kids Forward	New	\$250,000	\$250,000	\$250,000
Oxford House, Inc.	New	\$82,500	\$150,000	\$150,000
M&S Clinical Services, Inc.	New	\$150,000	\$150,000	\$150,000
Matt Talbot Recovery Services, Inc.	New	\$2,572,145	\$2,572,145	\$2,572,145
Matt Talbot Recovery Services, Inc.	New	\$2,196,557	\$2,196,557	\$2,196,557
Community Advocates, Inc.	New	\$500,000	\$500,000	\$500,000
Community Advocates, Inc.	New	\$266,600	\$266,600	\$266,600
St. Charles Youth & Family Services, Inc.	New	\$350,000	\$350,000	\$350,000
Outreach Community Health Centers, Inc.	New	\$298,866	\$298,866	\$298,866
Milwaukee Center for Independence, Inc.	New	\$331,984	\$331,984	\$331,984

Vendor Name	New/Amendment	2019 Amount	2020 Amount	Total Contract Amount 2020
Milwaukee Center for Independence, Inc.	New	\$1,160,000	\$1,160,000	\$1,160,000
Milwaukee Center for Independence, Inc.	New	\$1,160,000	\$1,160,000	\$1,160,000
Wisconsin Community Services, Inc.	New	\$353,913	\$458,913	\$458,913
Our Space, Inc.	New	\$400,000	\$400,000	\$400,000
Our Space, Inc.	New	\$250,962	\$250,962	\$250,962
Grand Avenue Club, Inc.	New	\$200,000	\$200,000	\$200,000
Impact, Inc.	New	\$315,000	\$315,000	\$315,000
La Causa, Inc.	New	\$559,714	\$559,714	\$559,714
SaintA, Inc.	New	\$1,917,779	\$1,861,529	\$1,861,529
La Causa, Inc.	New	\$200,000	\$250,000	\$250,000
Bell Therapy, Inc.	New	\$298,000	\$298,000	\$298,000
Bell Therapy, Inc.	New	\$279,135	\$279,135	\$279,135
Total		\$32,882,690	\$32,735,118	\$32,735,118

*Denotes a Vendor whose funding is supported by a grant.

Mary Jo Meyers, Director
Department of Health and Human Services

Cc: Maria Perez, Finance Chairperson

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
Inter-Office Communication

DATE: July 25, 2019

TO: Thomas Lutzow, Chairperson – Milwaukee County Mental Health Board

FROM: Mary Jo Meyers, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: Report from the Director, Department of Health and Human Services, Requesting Authorization to Execute 2019 and 2020 Fee-for-Service Agreements with a Value in Excess of \$100,000 for the Behavioral Health Division for the Provision of Adult and Child Mental Health Services and Substance Use Disorder Services

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services is requesting authorization for BHD/CARS/Wraparound/Inpatient Hospital to execute mental health and substance use contracts for 2019.

Background

Approval of the recommended contract allocation **projections** will allow BHD/CARS/Wraparound/Inpatient Hospital to provide a broad range of rehabilitation and support services to adults with mental health and/or substance use disorders and children with serious emotional disturbances.

Fee-for-Service Agreements

A Place for Miracles - \$103,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$103,000 for 2020. The total contract amount will be \$103,000.

Alternatives in Psychological Consultation, S.C. - \$4,512,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$4,512,000 for 2020. The total contract amount will be \$4,512,000.

Access Recovery Mental Health Services - \$295,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$295,000 for 2020. The total contract amount will be \$295,000.

Phoenix Care Systems, Inc. dba Bell Therapy, Inc. - \$9,123,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$9,123,000 for 2020. The total contract amount will be \$9,123,000.

Benedict Center, Inc. - \$118,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$118,000 for 2020. The total contract amount will be \$118,000.

Brotoloc Health Care, Inc. - \$236,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$236,000 for 2020. The total contract amount will be \$236,000.

Creative Counseling of Milwaukee, LLC - \$359,000

This vendor provides CCS for CARS Consumers. BHD is requesting \$359,000 for 2020. The total contract amount will be \$359,000.

East Point Residential Facility, LLC - \$116,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$116,000 for 2020. The total contract amount will be \$116,000.

Easter Seals Southeast WI, Inc. - \$428,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$428,000 for 2020. The total contract amount will be \$428,000.

A Clearer Vision dba Eliana Homes - \$122,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$122,000 for 2020. The total contract amount will be \$122,000.

Empathetic Counseling Services, Inc. - \$173,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$173,000 for 2020. The total contract amount will be \$173,000.

Genesis Behavioral Services, Inc. – 1,510,000*

The Vendor plans to provide the Targeted Case Management (TCM) services for CARS Consumers. BHD is requesting \$1,510,000 for 2020. The total contract amount will be \$1,510,000.

Goodwill Industries of Southeastern Wisconsin - \$444,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$444,000 for 2020. The total contract amount will be \$444,000.

Great Lakes Dryhootch, Inc. – \$308,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$308,000 for 2020. The total contract amount will be \$308,000.

Guest House of Milwaukee - \$2,143,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$2,143,000 for 2020. The total contract amount will be \$2,143,000.

Honey Creek Counseling and Recovery Services, LLC - \$112,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$112,000 for 2020. The total contract amount will be \$112,000.

Integrity Residential Services, Inc. - \$1,094,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$1,094,000 for 2020. The total contract amount will be \$1,094,000.

Jewish Family Services, Inc - \$229,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$229,000 for 2020. The total contract amount will be \$229,000.

Justice Point, Inc - \$4,672,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$4,672,000 for 2020. The total contract amount will be \$4,672,000.

La Causa, Inc. - \$2,726,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$2,726,000 for 2020. The total contract amount will be \$2,726,000.

Matt Talbot Recovery Services, Inc. - \$1,177,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$1,177,000 for 2020. The total contract amount will be \$1,177,000.

MCFI Home Care, LLC - \$324,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$324,000 for 2020. The total contract amount will be \$324,000.

Milwaukee Center for Independence, Inc. DBA Whole Health Medical Group - \$8,350,000*

This vendor provides Residential, Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$8,350,000 for 2020. The total contract amount will be \$8,350,000.

Multicultural Community Services, Inc. - \$297,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$297,000 for 2020. The total contract amount will be \$297,000.

Meta House, Inc. - \$1,542,000*

This vendor provides Residential Services for CARS Consumers. BHD is requesting \$1,542,000 for 2020. The total contract amount will be \$1,542,000.

Mental Health America of Wisconsin, Inc. – \$135,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$135,000 for 2020. The total contract amount will be \$135,000.

Milwaukee Mental Health Associates, Inc. – \$4,143,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$4,143,000 for 2020. The total contract amount will be \$4,143,000.

Mystic Creek, LLC. – \$326,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$326,000 for 2020. The total contract amount will be \$326,000.

Outreach Community Health Centers, Inc. – \$2,580,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$2,580,000 for 2020. The total contract amount will be \$2,580,000.

Our Safe Place, Inc. – \$250,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$250,000 for 2020. The total contract amount will be \$250,000.

Our Space, Inc. – \$235,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$235,000 for 2020. The total contract amount will be \$235,000.

Project Access, Inc. – \$4,090,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$4,090,000 for 2020. The total contract amount will be \$4,090,000.

Professional Services Group, Inc. – 626,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$626,000 for 2020. The total contract amount will be \$626,000.

Sebastian Family Psychology Practice, LLC – \$418,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$418,000 for 2020. The total contract amount will be \$418,000.

St. Charles Youth and Family Services, Inc. - \$108,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$108,000 for 2020. The total contract amount will be \$108,000.

Summit Wellness, Inc. – \$1,288,000

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting an additional \$1,288,000 for 2020. The total contract amount will be \$1,288,000.

United Community Center - \$2,498,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$2,498,000 for 2020. The total contract amount will be \$2,498,000.

Wisconsin Community Services, Inc. - \$5,409,000*

This vendor provides Behavioral Health and/or Social Services for CARS Consumers. BHD is requesting \$5,409,000 for 2020. The total contract amount will be \$5,409,000.

Adkins Counseling Services, LLC - \$662,000

This vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$662,000 for 2020. The total contract amount will be \$662,000.

Alternatives in Psychological Consultation, S.C. - \$500,000

This vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$500,000 for 2020. The total contract amount will be \$500,000.

American United Transportation Group - \$231,000

This Vendor provides transportation services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$231,000 for 2020. The total contract amount will be \$231,000.

Anu Family Services, Inc. - \$650,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$650,000 for 2020. The total contract amount will be \$650,000.

Bell Therapy, Inc. (Willowglen) - \$898,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$898,000 for 2020. The total contract amount will be \$898,000.

Bracy Psychological Services and Stress Management - \$208,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$208,000 for 2020. The total contract amount will be \$208,000.

Butterflyz, LLC, dba Home Away from Home - \$125,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$125,000 for 2020. The total contract amount will be \$125,000.

Children's Service Society of Wisconsin - \$126,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$126,000 for 2020. The total contract amount will be \$126,000.

Community Harbor, LLC - \$162,000

This Vendor provides Crisis/Mentor Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$162,000 for 2020. The total contract amount will be \$162,000.

Connecting Youth Group Home - \$250,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$250,000 for 2020. The total contract amount will be \$250,000.

Creative Counseling of Milwaukee - \$110,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$110,000 for 2020. The total contract amount will be \$110,000.

Dominion Behavioral Health Services, LLC - \$128,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$128,000 for 2020. The total contract amount will be \$128,000.

Eau Claire Academy - \$150,000

This Vendor provides Residential Care Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$150,000 for 2020. The total contract amount will be \$150,000.

Educates, LLC - \$221,000

This Vendor provides Specialized Academic Support Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$221,000 for 2020. The total contract amount will be \$221,000.

Family Options Counseling, LLC - \$340,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$340,000 for 2020. The total contract amount will be \$340,000.

Fresh Start Counseling Center - \$240,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$240,000 for 2020. The total contract amount will be \$240,000.

Genesee Community Services, LLC - \$688,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$688,000 for 2020. The total contract amount will be \$688,000.

Grateful Girls – Safe Haven - \$212,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$212,000 for 2020. The total contract amount will be \$212,000.

Harmony Social Services CPA, Inc. - \$258,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$258,000 for 2020. The total contract amount will be \$258,000.

Harper House-NEHEMIAH PROJECT - \$112,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$112,000 for 2020. The total contract amount will be \$112,000.

Hopgood Youth Home - \$475,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$475,000 for 2020. The total contract amount will be \$475,000.

House of Love Youth Homes, Inc. - \$300,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$300,000 for 2020. The total contract amount will be \$300,000.

Human Development Center, Inc. - \$1,144,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,144,000 for 2020. The total contract amount will be \$1,144,000.

Inspiring Young Women - \$154,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$154,000 for 2020. The total contract amount will be \$154,000.

Integrity Family Services, LLC - \$1,100,000

This Vendor provides Crisis/Mentor Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,100,000 for 2020. The total contract amount will be \$1,100,000.

Journey House - \$190,000

This Vendor provides Housing Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$190,000 for 2020. The total contract amount will be \$190,000.

La Causa, Inc. - \$2,900,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$2,900,000 for 2020. The total contract amount will be \$2,900,000.

Lad Lake, Inc. - \$2,694,180

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$2,694,180 for 2020. The total contract amount will be \$2,694,180.

Lutheran Social Services of Wisconsin and Upper Michigan - \$450,000

This Vendor provides Behavioral Health and Residential Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$450,000 for 2020. The total contract amount will be \$450,000.

M.D. Therapy, LLC - \$460,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$460,000 for 2020. The total contract amount will be \$460,000.

Milwaukee Academy (Clinicare Corporation) - \$620,000

This Vendor provides Residential Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$620,000 for 2020. The total contract amount will be \$620,000.

Mindstar Counseling, LLC - \$210,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$210,000 for 2020. The total contract amount will be \$210,000.

Mt. Castle Transitional Living Services - \$610,000

This Vendor provides Supported Independent Living and Employment Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$610,000 for 2020. The total contract amount will be \$610,000.

New C.H.O.I.C.E.S, LLC - \$280,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$280,000 for 2020. The total contract amount will be \$280,000.

New Horizon Center, Inc. - \$120,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$120,000 for 2020. The total contract amount will be \$120,000.

Norris Adolescent Center - \$560,000

This Vendor provides Behavioral Health and Residential Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$560,000 for 2020. The total contract amount will be \$560,000.

Pathfinders Milwaukee, Inc. - \$123,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$123,000 for 2020. The total contract amount will be \$123,000.

Psychological Assessment Services, LLC - \$135,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$135,000 for 2020. The total contract amount will be \$135,000.

Rawhide, Inc. - \$500,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$500,000 for 2020. The total contract amount will be \$500,000.

Revive Youth & Family Services, LLC - \$250,000

This Vendor provides Group Home and Transitional Living Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$250,000 for 2020. The total contract amount will be \$250,000.

Right Turn, Inc. - \$200,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$200,000 for 2020. The total contract amount will be \$200,000.

RISE Youth and Family Services, LLC - \$400,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$400,000 for 2020. The total contract amount will be \$400,000.

Riverstone Counseling and Crisis Services, LLC. - \$1,300,500

This Vendor provides Behavioral Health and Crisis/Mentor Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,300,500 for 2020. The total contract amount will be \$1,300,500.

Running Rebels Community Organization - \$365,000

This Vendor provides Crisis/Mentor and Employment Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$365,000 for 2020. The total contract amount will be \$365,000.

SaintA, Inc. - \$800,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$800,000 for 2020. The total contract amount will be \$800,000.

Sebastian Family Psychology Practice, LLC - \$1,279,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,279,000 for 2020. The total contract amount will be \$1,279,000.

Servant Manor Strategies, Inc. - \$115,000

This Vendor provides Crisis/Mentor Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$115,000 for 2020. The total contract amount will be \$115,000.

Servant Manor, Inc. - \$625,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$625,000 for 2020. The total contract amount will be \$625,000.

Spahn Clinical Services - \$100,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$100,000 for 2020. The total contract amount will be \$100,000.

St. Charles Youth and Family Services, Inc. - \$3,913,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$3,913,000 for 2020. The total contract amount will be \$3,913,000.

THRIVE Treatment Services, LLC - \$605,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$605,000 for 2020. The total contract amount will be \$605,000.

Tomorrow's Future, LLC - \$310,000

This Vendor provides Group Home Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$310,000 for 2020. The total contract amount will be \$310,000.

Wisconsin Community Services, Inc. - \$1,500,000

This Vendor provides Behavioral Health and/or Social Services for the Wraparound Milwaukee Program serving children/youth and their families. BHD is requesting \$1,500,000 for 2020. The total contract amount will be \$1,500,000.

Fiscal Summary

The amount of spending requested in this report is summarized below.

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
A Place for Miracles	New	\$102,000	\$103,000	\$103,000
Alternatives in Psychological Consultation, S.C.	New	\$2,540,000	\$4,512,000	\$4,512,000
Access Recovery Mental Health Services	New	\$437,000	\$295,000	\$295,000

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
Phoenix Care Systems, Inc. DBA Bell Therapy, Inc.	New	\$7,655,000	\$9,123,000	\$9,123,000
Benedict Center, Inc.	New	\$80,000	\$118,000	\$118,000
Creative Counseling of Milwaukee, LLC	New	\$368,000	\$359,000	\$359,000
East Point Residential Facility, LLC	New	\$105,000	\$116,000	\$116,000
Easter Seals Southwest WI, Inc.	New	\$308,000	\$428,000	\$428,000
A Clearer Vision DBA Eliana Homes	New	\$131,510.32	\$122,000	\$122,000
Empathetic Counseling Services, Inc.	New	\$203,000	\$173,000	\$173,000
Genesis Behavioral Services, Inc.	New	\$911,000	\$1,510,000	\$1,510,000
Goodwill Industries of Southwestern Wisconsin	New	\$350,000	\$444,000	\$444,000
Great Lakes Dryhooch, Inc.	New	\$310,000	\$308,000	\$308,000
Guest House of Milwaukee	New	\$1,770,000	\$2,143,000	\$2,143,000
Honey Creek Counseling and Recovery Services, LLC	New	\$90,000	\$112,000	\$112,000
Integrity Residential Services, Inc.	New	\$165,906	\$1,094,000	\$1,094,000
Jewish Family Services, Inc.	New	\$240,000	\$229,000	\$229,000
Justice Point, Inc.	New	N/A	\$4,672,000	\$4,672,000
La Causa, Inc.	New	\$2,418,000	\$2,726,000	\$2,726,000

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
Matt Talbot Recovery Services, Inc.	New	\$50,000	\$1,177,000	\$1,177,000
MCFI Home Care, LLC	New	\$195,000	\$324,000	\$324,000
Milwaukee Center for Independence, Inc. DBA Whole Health Clinical Group	New	\$4,048,000	\$8,350,000	\$8,350,000
Multicultural Community Services, Inc.	New	\$368,000	\$297,000	\$297,000
Meta House, Inc.	New	\$182,000	\$1,542,000	\$1,542,000
Mental Health America of Wisconsin, Inc.	New	\$30,000	\$135,000	\$135,000
Milwaukee Mental Health Associates, Inc.	New	\$710,000	\$4,143,000	\$4,143,000
Mystic Creek, LLC	New	\$324,000	\$326,000	\$326,000
Outreach Community Health Centers, Inc.	New	\$610,000	\$2,580,000	\$2,580,000
Our Safe Place, Inc.	New	\$226,800	\$250,000	\$250,000
Our Space, Inc.	New	\$25,393	\$235,000	\$235,000
Project Access, Inc.	New	\$772,000	\$4,090,000	\$4,090,000
Professional Services Group, Inc.	New	\$593,000	\$626,000	\$626,000
Sebastian Family Psychology Practice, LLC	New	\$375,000	\$418,000	\$418,000
St. Charles Youth & Family Services, Inc.	New	\$580,000	\$108,000	\$108,000

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
Summit Wellness, Inc.	New	\$1,619,748	\$1,288,000	\$1,288,000
United Community Center	New	\$703,000	\$2,498,000	\$2,498,000
Wisconsin Community Services, Inc.	New	\$1,367,924	\$5,409,000	\$5,409,000
Adkins Counseling Services, LLC	New	\$436,000	\$662,000	\$662,000
Alternatives in Psychological Consultation, S.C.	New	\$500,000	\$500,000	\$500,000
American United Transportation Group	New	\$411,003	\$231,000	\$231,000
Anu Family Services, Inc.	New	\$503,687	\$650,000	\$650,000
Bell Therapy, Inc. (Willowglen)	New	\$99,000	\$898,000	\$898,000
Bracy Psychological Services and Stress Management	New	\$193,000	\$208,000	\$208,000
Butterflyz, LLC, dba Home Away from Home	New	\$200,000	\$125,000	\$125,000
Children's Service Society of Wisconsin	New	\$40,000	\$126,000	\$126,000
Community Harbor, LLC	New	\$193,000	\$162,000	\$162,000
Connecting Youth Group Home	New	\$300,000	\$250,000	\$250,000
Creative Counseling of Milwaukee	New	\$80,000	\$110,000	\$110,000
Dominion Behavioral Health Services, LLC	New	\$185,000	\$128,000	\$128,000
Eau Claire Academy	New	\$120,000	\$150,000	\$150,000

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
Educates, LLC	New	\$165,000	\$221,000	\$221,000
Family Options Counseling, LLC	New	\$490,000	\$340,000	\$340,000
Fresh Start Counseling Center	New	\$350,000	\$240,000	\$240,000
Genesee Community Services, LLC	New	\$162,000	\$688,000	\$688,000
Grateful Girls – Safe Haven	New	\$100,000	\$212,000	\$212,000
Harmony Social Services CPA, Inc.	New	\$41,000	\$258,000	\$258,000
Harper House – NEHEMIAH PROJECT	New	\$200,008	\$112,000	\$112,000
Hopgood Youth Home	New	\$400,183	\$475,000	\$475,000
House of Love Youth Homes, Inc.	New	\$300,000	\$300,000	\$300,000
Human Development Center, Inc.	New	\$1,144,000	\$1,144,000	\$1,144,000
Inspiring Young Women	New	\$60,000	\$154,000	\$154,000
Integrity Family Services, LLC	New	\$1,295,000	\$1,100,000	\$1,100,000
Journey House	New	\$101,071	\$190,000	\$190,000
La Causa, Inc.	New	\$4,680,000	\$2,900,000	\$2,900,000
Lad Lake, Inc.	New	\$2,833,816	\$2,694,180	\$2,694,180
Lutheran Social Services of Wisconsin and Upper Michigan	New	\$320,000	\$450,000	\$450,000
M.D. Therapy, LLC	New	\$460,000	\$460,000	\$460,000

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
Milwaukee Academy (Clinicare Corporation)	New	\$780,000	\$620,000	\$620,000
Mindstar Counseling, LLC	New	\$160,000	\$210,000	\$210,000
Mt. Castle Transitional Living Services	New	\$500,000	\$610,000	\$610,000
New C.H.O.I.C.E.S, LLC	New	\$178,000	\$280,000	\$280,000
New Horizon Center, Inc.	New	\$160,000	\$120,000	\$120,000
Norris Adolescent Center	New	\$1,280,000	\$560,000	\$560,000
Pathfinders Milwaukee, Inc.	New	\$123,000	\$123,000	\$123,000
Psychological Assessment Services, LLC	New	\$137,000	\$135,000	\$135,000
Rawhide, Inc.	New	\$1,000,000	\$500,000	\$500,000
Revive Youth & Family Services, LLC	New	\$166,457	\$250,000	\$250,000
Right Turn, Inc.	New	\$260,000	\$200,000	\$200,000
RISE Youth and Family Services, LLC	New	\$263,000	\$400,000	\$400,000
Riverstone Counseling and Crisis Services, LLC	New	\$1,300,500	\$1,300,500	\$1,300,500
Running Rebels Community Organization	New	\$341,000	\$365,000	\$365,000
SaintA, Inc.	New	\$1,405,000	\$800,000	\$800,000
Sebastian Family Psychology Practice, LLC	New	\$1,279,000	\$1,279,000	\$1,279,000

Vendor Name	New/Amendment	2019 Contract Amount	2020 Contract Amount	Total Contract Amount
Servant Manor Strategies, Inc.	New	\$120,000	\$115,000	\$115,000
Servant Manor, Inc.	New	\$540,000	\$625,000	\$625,000
Spahn Clinical Services	New	\$126,000	\$100,000	\$100,000
St. Charles Youth and Family Services, Inc.	New	\$6,160,000	\$3,913,000	\$3,913,000
Thrive Treatment Services, LLC	New	\$436,000	\$605,000	\$605,000
Tomorrow's Future, LLC	New	\$180,000	\$310,000	\$310,000
Wisconsin Community Services, Inc.	New	\$1,072,000	\$1,500,000	\$1,500,000
		\$65,294,006	\$93,441,680	\$93,441,680

*Denotes a Vendors whose funding is supported by a grant

Mary Jo Meyers, Director
Department of Health and Human Services

Cc: Maria Perez, Finance Chairperson

COUNTY OF MILWAUKEE
Behavioral Health Division Medical Staff Organization
Inter-Office Communication

DATE: July 17, 2019

TO: Thomas Lutzow, Chairperson, Milwaukee County Mental Health Board

FROM: Shane V. Moisia, MD, President of the Medical Staff Organization
Prepared by Lora Dooley, Director of Medical Staff Services

SUBJECT: **A Report from the President of the Medical Staff Organization Requesting Approval of Appointment and Privilege Recommendations Made by the Medical Staff Executive Committee**

Background

Under Wisconsin and Federal regulatory requirements, all physicians and all other practitioners authorized under scope of licensure and by the hospital to provide independent care to patients must be credentialed and privileged through the Medical Staff Organization. Accepting temporary privileges for an immediate or special patient care need, all appointments, reappointments and privileges for each physician and other practitioners must be approved by the Governing Body.

Discussion

From the President of the Medical Staff Organization and Chair of the Medical Executive Committee presenting recommendations for appointments and/or privileges. Full details are attached specific to items A through C¹:

- A. New Appointments
- B. Reappointments
- C. Provisional Period Reviews, Amendments &/or Status Changes
- D. Notations Reporting (to be presented in **CLOSED SESSION** in accordance with protections afforded under Wisconsin Statute 146.38)

Recommendation

It is recommended that the Milwaukee County Mental Health Board approve all appointments and privilege recommendations, as submitted by the Medical Staff Executive Committee.

Respectfully Submitted,



Shane V. Moiso, MD
President, BHD Medical Staff Organization

cc Michael Lappen, BHD Administrator
John Schneider, BHD Chief Medical Officer
M. Tanja Zincke, MD, BHD Vice-President of the Medical Staff Organization
Lora Dooley, BHD Director of Medical Staff Services
Jodi Mapp, BHD Senior Executive Assistant

Attachment

1 Medical Staff Credentialing Report & Medical Executive Committee Recommendations

**MILWAUKEE COUNTY BEHAVIORAL HEALTH DIVISION
GOVERNING BODY REPORT
MEDICAL STAFF CREDENTIALING REPORT & EXECUTIVE COMMITTEE RECOMMENDATIONS
JULY-AUGUST 2019**

The following credentials files were reviewed. Privilege recommendations/actions were made based on information related to qualifications, current competence and ability to perform privileges (health status). All requisite primary source verifications or queries were obtained and reviewed regarding professional training, professional licensure(s), registrations, National Practitioner Data Bank and OIG-List of Excluded Individuals and Entities & System Award Management. Decisions were further based on Service Chief (Medical Director and Chief Psychologist, when applicable) recommendations, criminal background check results, peer recommendations when applicable, focused or ongoing (FPPE/OPPE) professional practice evaluation data, malpractice claims history and verification of good standing with other hospitals/practices. Notations reporting shall be presented at the Board Meeting in closed session.

INITIAL APPOINTMENT	PRIVILEGE GROUP(S)	APPT CAT/ PRIV STATUS	NOTATIONS	SERVICE CHIEF(S) RECOMMENDATION	CREDENTIALING & PRIVILEGING REVIEW COMMITTEE JULY 10, 2019	MEDICAL STAFF EXECUTIVE COMMITTEE JULY 17, 2019	GOVERNING BODY (COMMENT REQUIRED FOR MODIFICATIONS ONLY)
MEDICAL STAFF							
Sara Lindeke, MD	Psychiatric Officer and Medical Officer	Affiliate / Provisional		Dr. Thrasher recommends appointment & privileges, as requested	Committee recommends 2-year appointment and privileges, as requested, subject to a minimum provisional period of 6 months.	Recommends appointment and privileging as per C&PR Committee.	
Ana Navarro-Montoya, MD	Psychiatric Officer and Medical Officer	Affiliate / Provisional		Dr. Thrasher recommends appointment & privileges, as requested	Committee recommends 2-year appointment and privileges, as requested, subject to a minimum provisional period of 6 months.	Recommends appointment and privileging as per C&PR Committee.	
ALLIED HEALTH							
NONE THIS PERIOD							

REAPPOINTMENT / REPRIVILEGING	PRIVILEGE GROUP(S)	APPT CAT/ PRIV STATUS	NOTATIONS	SERVICE CHIEF(S) RECOMMENDATION	CREDENTIALING & PRIVILEGING REVIEW COMMITTEE JULY 10, 2019	MEDICAL STAFF EXECUTIVE COMMITTEE JULY 17, 2019	GOVERNING BODY (COMMENT REQUIRED FOR MODIFICATIONS ONLY)
MEDICAL STAFF							
Jason Burns, MD	General Psychiatry; Child Psychiatry	Affiliate / Full		Dr. Thrasher recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
Jon Lehmann, MD	Privileges Not Requested / Psychiatry Dept.	Consulting / Appointment Only		Dr. Schneider recommends reappointment, as requested	Committee recommends reappointment, as requested, for 2 years.	Recommends reappointment as per C&PR Committee.	
Kevin McSorley, PsyD	General Psychology- Adult	Associate / Full		Drs. Kuehl & Zincke recommend reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
George Monese, MD	General Psychiatry; Child Psychiatry	Active / Full		Dr. Thrasher recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
Michael Montie, DO	General Psychiatry	Affiliate / Full		Dr. Thrasher recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
Susan Powers, MD	General Psychiatry	Affiliate / Full	M#	Dr. Thrasher recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
Kelly Wahlen, MD	General Psychiatry	Affiliate / Full		Dr. Zincke recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
Syed Waliuddin, MD	General Psychiatry; Child Psychiatry	Active / Full	M#	Dr. Thrasher recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	

REAPPOINTMENT / REPRIVILEGING	PRIVILEGE GROUP(S)	APPT CAT/ PRIV STATUS	NOTATIONS	SERVICE CHIEF(S) RECOMMENDATION	CREDENTIALING & PRIVILEGING REVIEW COMMITTEE JULY 10, 2019	MEDICAL STAFF EXECUTIVE COMMITTEE JULY 17, 2019	GOVERNING BODY (COMMENT REQUIRED FOR MODIFICATIONS ONLY)
Miriam Tanja Zincke, MD	General Psychiatry	Active / Full		Dr. Schneider recommends reappointment & privileges, as requested	Committee recommends reappointment and privileges, as requested, for 2 years. No changes.	Recommends reappointment and privileging as per C&PR Committee.	
ALLIED HEALTH							
Anna Golembiewski, MSN	Advanced Practice Nursing-Adult Health	Allied Health / Full		Dr. Puls recommends privileges, as requested	Committee recommends privileges, as requested, for 2 years. No changes.	Recommends privileging as per C&PR Committee.	
Leanne Pahl-Jakab, MSN	Advanced Practice Nursing-Family Practice	Allied Health / Full		Dr. Puls recommends privileges, as requested	Committee recommends privileges, as requested, for 2 years. No changes.	Recommends privileging as per C&PR Committee.	

PROVISIONAL STATUS CHANGE REVIEWS	PRIVILEGE GROUP(S)	CURRENT CATEGORY/ STATUS	RECOMMENDED CATEGORY/ STATUS	SERVICE CHIEF RECOMMENDATION	CREDENTIALING & PRIVILEGING REVIEW COMMITTEE JULY 10, 2019	MEDICAL STAFF EXECUTIVE COMMITTEE JULY 17, 2019	GOVERNING BODY (COMMENT REQUIRED FOR MODIFICATIONS ONLY)
<i>The following applicants are completing the required six month minimum provisional period, as required for all initial appointments and/or new privileges.</i>							
MEDICAL STAFF							
Samantha Lavarda, PsyD	General Psychology	Associate / Provisional	Associate / Full	Drs. Kuehl and Moiso recommend full privileges	Committee recommends change in privilege status from provisional to full for remainder of 2-year appointment period.	Recommends privileging status change, as per C&PR Committee.	
ALLIED HEALTH							
NONE THIS PERIOD							

AMENDMENTS / CHANGE IN STATUS	CURRENT PRIVILEGE GROUP(S) OR APPOINTMENT CATEGORY	RECOMMENDED CHANGE	SERVICE CHIEF RECOMMENDATION	CREDENTIALING & PRIVILEGING REVIEW COMMITTEE JULY 10, 2019	MEDICAL STAFF EXECUTIVE COMMITTEE JULY 17, 2019	GOVERNING BODY (COMMENT REQUIRED FOR MODIFICATIONS ONLY)
MEDICAL STAFF						
Elizabeth Holcomb, MD	Psychiatric Officer and Medical Officer	General Psychiatry	Dr. Thrasher recommends amending privileges, as requested	Committee recommends amending privileges, as requested, subject to a minimum provisional period of 6 months.	Recommends amending privileges, as per C&PR Committee.	
Sally Lohs, MD	Psychiatric Officer and Medical Officer	General Psychiatry	Dr. Thrasher recommends amending privileges, as requested	Committee recommends amending privileges, as requested, subject to a minimum provisional period of 6 months.	Recommends amending privileges, as per C&PR Committee.	
Cynthia Love, MD	Active Staff	Consulting Staff	N/A- Appointment amendment only, in accordance with Bylaws regarding status change from part-time to pool staff	Committee recommends change in appointment from Active to Consulting Staff for remainder of current appointment biennium.	Recommends amending appointment, as per C&PR Committee.	
Sarah Slocum, MD	Psychiatric Officer and Medical Officer	General Psychiatry	Dr. Thrasher recommends amending privileges, as requested	Committee recommends amending privileges, as requested, subject to a minimum provisional period of 6 months.	Recommends amending privileges, as per C&PR Committee.	

CHAIR, CREDENTIALING AND PRIVILEGING REVIEW COMMITTEE
(J OR PHYSICIAN COMMITTEE MEMBER DESIGNEE)

DATE

PRESIDENT, MEDICAL STAFF ORGANIZATION
CHAIR, MEDICAL STAFF EXECUTIVE COMMITTEE

DATE

BOARD COMMENTS / MODIFICATIONS / OBJECTIONS TO MEC PRIVILEGING RECOMMENDATIONS:

RECOMMENDATIONS OF THE MCBHD MEDICAL STAFF CREDENTIALING & PRIVILEGING REVIEW AND MEDICAL STAFF EXECUTIVE COMMITTEES WERE REVIEWED. ALL PRIVILEGE AND APPOINTMENTS ARE HEREBY GRANTED AND APPROVED, AS RECOMMENDED BY THE MEC, UNLESS OTHERWISE INDICATED ABOVE.

GOVERNING BOARD CHAIRPERSON

DATE

BOARD ACTION DATE: AUGUST 22, 2019