

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

MILWAUKEE COUNTY MENTAL HEALTH BOARD

Thursday, December 12, 2019 - 8:00 A.M.
Zoofari Conference Center
9715 West Bluemound Road

MINUTES

PRESENT: *Robert Curry, Michael Davis, Kathie Eilers, *Walter Lanier, Jon Lehrmann, Thomas Lutzow, Mary Neubauer, Maria Perez, James Stevens, and Brenda Wesley

EXCUSED: Rachel Forman, Sheri Johnson, and Duncan Shrout

*Board Members Robert Curry and Walter Lanier were not present at the time the roll was called but joined the meeting shortly thereafter.

SCHEDULED ITEMS:

1. **Welcome.**

Chairman Lutzow greeted Board Members and welcomed everyone to the December 12, 2019, Mental Health Board meeting.

2. **Approval of the Minutes from the October 24, 2019, Milwaukee County Mental Health Board Meeting.**

MOTION BY: (Perez) Approve the Minutes from the October 24, 2019, Milwaukee County Mental Health Board Meeting. 7-0

MOTION 2ND BY: (Wesley)

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

NOES: 0

EXCUSED: Curry and Lanier - 2

3. **Department of Administrative Services Quarterly Update on the State of Milwaukee County's Interests and Matters Related to the Behavioral Health Division (BHD).**

Joseph Lamers, Director, Office of Performance, Strategy, and Budget (PSB), Department of Administrative Services

Mr. Lamers stated the Milwaukee County 2020 Budget was adopted on November 12, 2019, and included \$301 million in tax levy. The Behavioral Health Division's share of that

SCHEDULED ITEMS (CONTINUED):

	<p>tax levy is \$55.9 million. The County's overall budget saw a budget gap of approximately \$20 million. There were a couple of changes made to BHD's budget compared to the 2020 Budget adopted by the Mental Health Board. Those changes include the county-wide 1% Cost of Living wage Adjustment (COLA), which requires the Mental Health Board's approval, and a transfer of approximately \$2 million in Information Technology (IT) central spending costs.</p> <p>Mr. Lamers also provided the Board with a status update on the Fair Deal for Milwaukee. There has been a proposal advanced in both the Senate and State Assembly for a 1% sales tax for Milwaukee County. Under the initial proposal, it will be distributed throughout the County and its municipalities and provides for some property tax relief. If approved, it would be presented in the form of a referendum.</p> <p>Questions and comments ensued at length.</p>
4.	<p>Mental Health Board Membership and Terms.</p> <p>Schinika Fitch, Director of Community Relations, County Executive's Office</p> <p>Ms. Fitch provided the Board with an update on where Board Members are within their terms and terms expiring in 2020. She requested the County Executive's Office be notified if any Board Members with expiring terms do not intend to continue their service to allow the proper vetting of potential replacements. She detailed the process of appointment, removal, and length of service as described and governed by State Statute.</p> <p>Questions and comments ensued.</p>
5.	<p>Corporation Counsel Report on Behavioral Health Division Cross Charges.</p> <p>Anne Kearney, Deputy, Office of Corporation Counsel</p> <p>Ms. Kearney explained the overall concept of cross charging in which efficiency and cost are key factors to keeping department expenditures lower as opposed to using outside resources. Corporation Counsel services were described along with the makeup of their staff. Information was also provided on how cross charges are actually calculated. Charges for the Behavioral Health Division (BHD) have remained consistent over the last four years. An additional slide was circulated reflecting BHD's specific cross charge calculations.</p> <p>Questions and comments ensued.</p>

SCHEDULED ITEMS (CONTINUED):

6.	<p>Administrative Update.</p> <p>Michael Lappen, Administrator, Behavioral Health Division (BHD)</p> <p>Mr. Lappen highlighted key activities and issues related to BHD operations. He discussed community healthcare partnerships (Attachments A and B); the recertification survey for adult and child inpatient and crisis services, which resulted in no citations and a two-year recertification through October 31, 2021; psychiatric crisis redesign efforts and reimbursement from the State related to crisis services; and provided an update on Oxford House.</p> <p>For the Board's information, Mr. Lappen referenced the Kane Communications Update (Attachment C), which is attached to the report.</p> <p>Chairman Lutzow informed the Board the Executive Committee directed Mr. Lappen to draft a letter from the Mental Health Board collectively to State authorities in the form of a complaint, with the assistance of the expert consultant. The document should not dismiss but accept the responsibility BHD has to correct deficiencies and should acknowledge the fact that BHD has already entered into a Systems Improvement Agreement. However, concern over the manner in which the Centers for Medicare and Medicaid Services conducted their audit should not be diminished.</p> <p>Chairman Lutzow also stated in the anticipation of the forthcoming County administration change, there is a growing need to formally put in writing the strategic plan of the Mental Health Board to inform the public of the direction the Board is taking the community. As part of the implementation of a strategic plan for the Board, there will be discussions regarding an amendment to the Bylaws for the establishment of a governance committee whose elements of purview will include the Board's functionality, governance, and authority within the County as an organization. The amendment is expected to be brought before the Board at February 2020 meeting.</p>
7.	<p>Mental Health Board Finance Committee Professional Services Contracts Recommendations.</p> <p>Jennifer Bergersen, Chief of Operations, Behavioral Health Division</p> <ul style="list-style-type: none">• 2020 Contracts<ul style="list-style-type: none">➤ Critical Management Solutions➤ Barrins Consulting and Associates➤ Kane Communications➤ Evaluation Research Services➤ Perceptivity, LLC <p>Ms. Bergersen stated Professional Services Contracts focus on facility-based programming, supports functions that are critical to patient care, and are necessary to maintain hospital</p>

SCHEDULED ITEMS (CONTINUED):

and crisis services licensure. An overview was presented on all services provided. The Board's attention was drawn to three contracts in particular.

Critical Management Solutions was identified and awarded a contract as a result of the competitive bid process. This consulting company's expertise is performing root-cause gap analyses. A plan will then be developed in accordance with the Behavioral Health Division's (BHD) Systems Improvement Agreement (SIA) as it relates to the hospital. The contract amount reflected represents a maximum projection. Consideration of the contract is being sought during the December meeting cycle in order to initiate services beginning in January. Additional costs could be incurred upon completion of the analysis due to the identification of recommendations. The funds to cover these costs will be allocated through BHD's reserve account.

Barrins Consulting and Associates was also identified and awarded a contract as a result of the competitive bid process for a full-time compliance consultant for ongoing monitoring as it relates to the SIA. The contract amount reflected represents a maximum projection. Staff is currently working on the contract and in the process of completing the scope of work. The funds to cover these costs will be allocated through BHD's reserve account.

The Perceptivity, LLC, contract, was approved by the Board in October. The report submitted, however, failed to indicate the contract was a single source award due to the need to expedite the community engagement efforts related to the Psychiatric Crisis Redesign initiative. The Board will need to take separate action and move for reconsideration of this contract.

The Board was informed the Finance Committee unanimously agreed to recommend RECONSIDERATION and APPROVAL of the Perceptivity, LLC, Professional Services Contract and APPROVAL of the balance of 2019 Contract Amendments and 2020 Contracts delineated in the corresponding report.

MOTION BY: *(Eilers) Reconsider the Perceptivity, LLC, Contract Delineated in the Corresponding Report Acknowledging the Award was Single Sourced. 9-0*

MOTION 2ND BY: *(Perez)*

AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens and Wesley - 9

NOES: 0

MOTION BY: *(Eilers) Approve the Perceptivity, LLC, Contract Delineated in the Corresponding Report. 9-0*

MOTION 2ND BY: *(Neubauer)*

AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens and Wesley - 9

NOES: 0

SCHEDULED ITEMS (CONTINUED):

	<p>MOTION BY: (Perez) Approve the Balance of 2019 Professional Services Contract Amendments and 2020 Contracts Delineated in the Corresponding Report. 9-0</p> <p>MOTION 2ND BY: (Eilers)</p> <p>AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley – 9</p> <p>NOES: 0</p>
8.	<p>Mental Health Board Finance Committee Purchase-of-Service Contracts Recommendation.</p> <p>Amy Lorenz, Deputy Administrator, Community Access to Recovery Services (CARS), Behavioral Health Division (BHD) Brian McBride, Director, Children’s Community Services and Wraparound Milwaukee, BHD</p> <p>Purchase-of-Service Contracts for the Provision of Adult and Child Mental Health Services and Substance Use Disorder Services were reviewed. An overview was provided detailing the various adult and children program contracts and amendments.</p> <p>As reflected, 2019 contracts for the Community Access Points are extended until March 31, 2020, as BHD continues to work on the previously posted Request for Proposals (RFP). Appeals were filed and requires specific processes. Once the appeal process is complete, determinations will be made related to awarding 2020 contracts for these services.</p> <p>The La Causa, Inc., contract for the Community Linkages and Stabilization Program (CLASP) is extended through January 31, 2020. The report narrative reflects January 1, 2020, which is an error. The term of the contract is short because an RFP was done for CLASP services, and Wisconsin Community Services won the bid for the 2020 contract. The extension with La Causa will allow time to transition clients.</p> <p>The 2019 contract awarded to Family Strong, LLC, has been terminated based on quality and fiscal concerns. The funds requested with this contract will be used to pay remaining invoices for services provided.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the 2019 Purchase-of-Service Contract Amendments and 2020 Contracts delineated in the corresponding report.</p> <p>Board Member Wesley requested separate action be taken on Wisconsin Community Services, Inc., contracts.</p>

SCHEDULED ITEMS (CONTINUED):

	<p>MOTION BY: <i>(Eilers) Approve the FOUR Wisconsin Community Services, Inc., Contracts Delineated in the Corresponding Report. 8-0-1</i></p> <p>MOTION 2ND BY: <i>(Perez)</i></p> <p>AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, and Stevens - 8</p> <p>NOES: 0</p> <p>ABSTENTIONS: Wesley - 1</p> <p>MOTION BY: <i>(Eilers) Approve the La Causa, Inc., Community Linkages and Stabilization Program Contract Amendment through January 31, 2020. 9-0</i></p> <p>MOTION 2ND BY: <i>(Perez)</i></p> <p>AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley – 9</p> <p>NOES: 0</p> <p>ABSTENTIONS: 0</p> <p>MOTION BY: <i>(Eilers) Approve the Balance of 2019 Purchase-of-Service Contract Amendments and 2020 Contracts Delineated in the Corresponding Report. 9-0</i></p> <p>MOTION 2ND BY: <i>(Perez)</i></p> <p>AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley – 9</p> <p>NOES: 0</p> <p>ABSTENTIONS: 0</p>
9.	<p>Mental Health Board Finance Committee Fee-for-Service Agreements Recommendation</p> <p>Amy Lorenz, Deputy Administrator, Community Access to Recovery Services (CARS), Behavioral Health Division (BHD)</p> <p>Brian McBride, Director, Children’s Community Services and Wraparound Milwaukee, BHD</p> <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 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 the 2019 Fee-for-Service Agreement Amendments and 2020 Agreements delineated in the corresponding report.</p>

SCHEDULED ITEMS (CONTINUED):

	<p>MOTION BY: (Perez) Approve the 2019 Fee-for-Service Agreement Amendments and 2020 Agreements Delineated in the Corresponding Report. 9-0</p> <p>MOTION 2ND BY: (Davis)</p> <p>AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley - 9</p> <p>NOES: 0</p>
10.	<p>2020 1% Cost of Living Adjustment (COLA).</p> <p>Matt Fortman, Fiscal Administrator, Department of Health and Human Services</p> <p>Mr. Fortman informed the Board under normal circumstances, this Body and/or any of its respective Committees would not be required to approve a salary recommendation. However, through the 2020 Milwaukee County Budget process, the County Board approved Amendment 1A011, which states employees will receive a 1% pay increase. The County Board specifically requires the Mental Health Board’s approval as a precondition to accessing these funds. With a recommendation to approve, the Behavioral Health Division (BHD) will transfer funds from the non-departmental budget to BHD salary accounts.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the 1% pay increase for BHD employees.</p> <p>MOTION BY: (Neubauer) Approve the 1% Pay Increase for Department of Health and Human Services Behavioral Health Division Employees as Specified and Directed by Milwaukee County 2020 Budget Amendment 1A011. 9-0</p> <p>MOTION 2ND BY: (Perez)</p> <p>AYES: Curry, Davis, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley - 9</p> <p>NOES: 0</p> <p>The Board broke at 10:05 a.m. and reconvened at approximately 10:20 a.m. The roll call was taken, and all Board Members were present.</p>
11.	<p>Mental Health Board Finance Committee Update.</p> <p>Matt Fortman, Fiscal Administrator, Department of Health and Human Services</p> <p>Vice-Chairwoman Perez, Chairwoman of the Finance Committee, reviewed topics addressed at the Finance Committee’s quarterly meeting. Mr. Fortman discussed the 2019 financial reporting package and third quarter dashboard, crisis services reimbursement, fund transfers, reserve funds, and the 2021 Budget timeline and schedule.</p> <p>Chairman Lutzow questioned the actuarial soundness of Wraparound rates. Mr. McBride stated as part of other programming, enrollment numbers were reviewed from system</p>

SCHEDULED ITEMS (CONTINUED):

	<p>partners and referral sources. Wraparound is seeing an uptick in referrals and enrollments. Part of the success of the overall program, in limiting out-of-home placements, has triggered a review of the fiscal aspect as well. The practice of keeping kids in home and in the community has had an impact on the fiscal side. Generally, the high utilizers of service somewhat average out the low utilizers of service.</p> <p>Comprehensive Community Services (CCS) expansion efforts has also impacted Wraparound contracted services and programs. An analysis of the lower utilizers in the Wraparound Health Management Organization (HMO) resulted in a decision to transition those individuals into the CCS program to provide the same level of care but in a lesser benefit that, at this point, has no cost to the County.</p> <p>It has made it difficult to plan the budget when the capitation rate was changed in July, which is six to seven months into the County's budget process. The rate has been known to fluctuate in the past but not to this extent. All of these factors has had an impact in one way or another.</p> <p>Wraparound is also in the process of working with the State on an update in the form of a contractual change to the current contract based on the Centers for Medicare and Medicaid Services (CMS) 2018 guidelines related to how data is reported and how the contract is governed. As of November 1, 2019, a timeline of eighteen months was put in place to come into compliance with CMS' new regulations and new data reporting structure.</p> <p>Chairman Lutzow requested the Board be provided with a future look forecast on the program reflecting break even or surplus scenarios.</p>
12.	<p>Budget Amendment Policy.</p> <p>Matt Fortman, Fiscal Administrator, Department of Health and Human Services</p> <p>Mr. Fortman stated based on feedback received at the last Mental Health Board Executive Committee meeting, revisions were drafted to update the budget amendment process. A scoring rubric was created for evaluation of each amendment by Behavioral Health Division (BHD) staff based on the criteria listed. Criteria feedback from the Finance Committee is welcomed. Scoring by BHD staff is non-binding and will be used only as a guide for the Finance Committee to consider. Additionally, submitting amendments will be open to Milwaukee County citizens.</p> <p>The Board was informed the Finance Committee unanimously agreed to recommend approval of the Budget Amendment Policy.</p>

SCHEDULED ITEMS (CONTINUED):

	<p>MOTION BY: (Eilers) Approve the Milwaukee County Mental Health Board Budget Amendment Policy. 8-0</p> <p>MOTION 2ND BY: (Neubauer)</p> <p>AYES: Curry, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley - 8</p> <p>NOES: 0</p> <p>EXCUSED: Davis – 1</p>
13.	<p>Mental Health Board Executive Committee Update.</p> <p>Chairman Lutzow indicated the Board, as part of today’s discussions, has already touched on the majority of items from the Executive Committee’s December 6, 2019, meeting agenda. He did provide additional information related to the proposed recommendation to create a governance committee stating the Board is in agreement in developing a practice of recommending potential candidates to consider to the appointing authorities.</p> <p>Chairman Lutzow also expressed interest in redesigning mental health, Alcohol and Other Drug Abuse (AODA), and Emergency Detention rates/programs based on a condition complexity scale. Chairman Lutzow will work with Mr. Lappen to connect with someone who has the knowledge and is willing to work with a team comprised of BHD and health system representatives who will be tasked with creating the request for new additional codes to add to the level of reimbursement. An improvement in the reimbursement structure would facilitate a better continuum of care, and most importantly, benefit the individuals who are not receiving the care needed.</p>
14.	<p>Mental Health Board Quality Committee Update.</p> <p>Jennifer Bergersen, Chief Operations Officer, 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 third quarter 2019 community-based and Wraparound key performance indicator (KPI) dashboard and Community Access to Recovery Services (CARS) summary and metrics, Vistelar training, hospital KPI dashboard and seclusion and restraint data, the Systems Improvement Agreement, status of policies and procedures, the Institutional Review Board report, and contract quality monitoring.</p> <p>Questions and comments ensued.</p>
15.	<p>Behavioral Health Division In-Patient Clinical Capacity Restructuring.</p> <p>Dr. John Schneider, Chief Medical Officer, Behavioral Health Division</p> <p>Dr. Schneider stated scope of service changes are necessary in the area of acute adult inpatient services in preparation for the hospital transition to Universal Health Services. The plan is to change Unit 43C, which is currently a women’s unit, to a mixed gender unit</p>

SCHEDULED ITEMS (CONTINUED):

	because it best supports current and future patient needs in bed capacity, patient experience, and staffing flexibility.
	<i>Pursuant to 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 they relate to the following matter(s):</i>
16.	Medical Executive Report Appointment and Privileging Recommendations. Dr. Shane Moasio, Medical Staff President, Behavioral Health Division 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 16. 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. 8-0</i> MOTION 2ND BY: <i>(Eilers)</i> AYES: Curry, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley – 8 NOES: 0 EXCUSED: Davis - 1 The Board convened into Closed Session at 11:02 a.m. to discuss Item 16 and reconvened back into Open Session at approximately 11:10 a.m. The roll was taken, and all Board Members were present. MOTION BY: <i>(Eilers) Approve the Medical Staff Credentialing Report and Medical Executive Committee Recommendations. 8-0</i> MOTION 2ND BY: <i>(Perez)</i> AYES: Curry, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley – 8 NOES: 0
17.	Mental Health Board and Committee 2020 Final Meeting Schedule. Board Members were informed the calendar before them today is the Board’s finalized 2020 meeting schedule. The finalized version was slightly modified from the draft provided in October. Meeting calendar invitations have been forwarded and are accurate.

SCHEDULED ITEMS (CONTINUED):

18.	<p>Adjournment.</p> <p>MOTION BY: (Perez) Adjourn. 8-0 MOTION 2ND BY: (Neubauer) AYES: Curry, Eilers, Lanier, Lutzow, Neubauer, Perez, Stevens, and Wesley – 8 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: 8:07 a.m. to 11:15 a.m.</p> <p>Adjourned,</p> <p><i>Jodi Mapp</i></p> <p>Jodi Mapp Senior Executive Assistant Milwaukee County Mental Health Board</p>	
<p>The next meeting for the Milwaukee County Mental Health Board will be a Public Hearing On Thursday, January 23, 2020, @ 4:30 p.m. at the Washington Park Senior Center 4420 West Vliet Street</p> <p>Visit the Milwaukee County Mental Health Board Web Page at:</p> <p>https://county.milwaukee.gov/EN/DHHS/About/Governance</p>	

The December 12, 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