

COUNTY OF MILWAUKEE, WISCONSIN

Balance Sheet
Behavioral Health Division Fund
As of December 31, 2019
(In Thousands)

Assets

Current Assets:

Cash	\$ 34,644
Patient Receivables	27,234
Allowance for Uncollectible Accounts	(16,476)
Accounts Receivable - Other	12
Due from Other Governments	5,367
Prepaid Items	15
Total Current Assets	50,796

Noncurrent Assets:

Capital Assets:	
Land Improvements	1,625
Construction in Progress	13
Buildings and Improvements	35,154
Machinery, Vehicles and Equipment	3,061
Total Capital Assets	39,853
Less: Accumulated Depreciation	(35,652)
Total Capital Assets (Net)	4,201
Total Assets	54,997

Deferred Outflows of Resources

Deferred Loss on Refunding of Debt	3
Total Assets and Deferred Outflows of Resources	\$ 55,000

Liabilities

Current Liabilities:

Accounts Payable	\$ 10,984
Accrued Payroll	2,087
Due to Other Governments	6
Bonds and Notes Payable - General Obligation	239
Compensated Absences Payable	2,886
Other Current Liabilities	1,337
Total Current Liabilities	17,539

Long-Term Liabilities:

Bonds and Notes Payable - General Obligation	567
Compensated Absences Payable	1,189
Total Long-Term Liabilities	1,756
Total Liabilities	19,295

Net Position

Net Investments in Capital Assets	3,398
Restricted for:	
Commitments	1,593
Operational Reserve	19,075
Capital Reserve	5,155
Title XIX Capitation	9,080
Compensated Absences	1,479
Unrestricted (Deficit)	(4,075)
Total Net Position	35,705
Total Liabilities and Net Position	\$ 55,000

COUNTY OF MILWAUKEE, WISCONSIN

Schedule of Revenues, Expenses and Changes in Net Position
Behavioral Health Division Fund
For the Year Ended December 31, 2019
(In Thousands)

Operating Revenues:	
Charges for Services	\$ 109,457
Other Revenues	1,286
Total Operating Revenues	<u>110,743</u>
Operating Expenses:	
Personnel Services	65,392
Client Service Costs	43,391
Contractual Services	8,965
Intra-County Services	2,147
Commodities	3,319
Depreciation and Amortization	1,105
Maintenance	2
Provider Network Services	88,210
Total Operating Expenses	<u>212,531</u>
Operating Income (Loss)	<u>(101,788)</u>
Nonoperating Revenues (Expenses):	
Intergovernmental Revenues	44,624
Interest Expense	(50)
Total Nonoperating Revenues (Expenses)	<u>44,574</u>
Income (Loss) Before Transfers	(57,214)
Transfers In	56,250
Transfers Out	<u>(2,359)</u>
Changes in Net Position	(3,323)
Net Position -- Beginning	39,028
Net Position -- Ending	<u>\$ 35,705</u>

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
Inter-Office Communication

DATE: August 28, 2020

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

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

SUBJECT: **Report from the Interim Director, Department of Health and Human Services, Notifying the Milwaukee County Mental Health Board of Financial Risks, Vulnerabilities, and Progress on Budget Initiatives**

Issue

At the 2021 Budget Meeting, board members requested a standing item on financial vulnerabilities, risks, and progress on budget items be added to the Finance Committee Agenda. This list will be updated as risks and vulnerabilities shift.

Background

The Milwaukee County Behavioral Health Division has

Risks & Vulnerabilities

1) Milwaukee County General Financial Health

Milwaukee County has struggled with stagnant revenues for several decades. The pandemic has brought sales and property tax revenues into further turmoil. The Behavioral Health Division is somewhat isolated from these issues with a statutory tax levy floor of \$53 million. The 2021 requested budget includes \$53,453,991 in local tax levy funds; \$453,991 above the tax levy floor.

However, the 2021 budget also includes an expenditure reduction of \$2 million. This is a structural deficit included in BHD's budget to help mitigate Milwaukee County's financial strain. When this was initially put into BHD's budget, it was assumed that it would be removed when Milwaukee County achieved success through Fair Deal initiative. It now seems unlikely that Milwaukee County will be in a position to remove the \$2 million reduction before BHD's surplus is reduced to the \$10 million required balance. BHD may have to reduce spending to overcome to the \$2 million structural deficit.

2) BHD Systems Improvement Agreement Costs

The hospital is currently participating in a System Improvement Agreement (SIA) with the Centers for Medicare and Medicaid Services (CMS) to address all facility deficiencies now scheduled for completion by March 30, 2021. The Mental Health Board approved an amount not to exceed \$3 million in March 2020. This was in addition to the \$1.5 million in consulting costs related to the SIA. As work proceeds, there is a possibility that additional funds will be needed in addition to the \$3 million in capital costs already approved. BHD Administration is working with Wisconsin DHS to identify opportunities for waivers to some improvements and is exploring lower-cost options to others. Additional capital costs due to regulatory and building code issues will remain a risk until the aged Mental Health Complex fully closes in 2022.

3) BHD Inpatient Revenue Loss due to Bed Capacity Reduction

Due to COVID-19 mitigation efforts, BHD has been running at approximately 60% bed capacity of what was budgeted since March 2020:

2020 BHD Acute Inpatient Average Daily Census		
Month	Average Daily Census	
	Acute Adult	CAIS
Jan	43.9	7.9
Feb	39.3	9.0
Mar	42.0	3.9
Apr	27.7	0.7
May	28.0	2.9
Jun	28.1	4.0
Mid-Year Average	34.9	4.7

BHD is currently projecting a \$4.4m deficit in inpatient revenue over 2020 budgeted amounts. This is partially offset by one-time CARES Act Provider Relief funds of \$2.0m. It is unlikely additional Provider Relief funds will be available in 2021 if the reduced bed capacity continues.

4) Wraparound Milwaukee Capitated Rate

Wraparound Milwaukee’s capitated rate has been an ongoing source of concern. The SFY 2021 rate represents a 0.2% decrease over prior year rate. Wraparound is working closely with DHS on assumptions around cost allowability in the rate setting process.

SFY 2021 CAPITATION RATES

Table 1 summarizes the SFY 2021 capitation rates compared to the SFY 2020 capitation rates.

Table 1 State of Wisconsin Department of Health Services Children Come First and Wraparound Milwaukee Programs SFY 2021 Monthly Capitation Rate Summary (July 2020 through June 2021)					
Program	SFY 2021		SFY 2020		Rate Change
	Capitation Rate PMPM	Capitation Rate per Day ¹	Capitation Rate PMPM	Capitation Rate per Day ¹	
CCF Dane	\$2,428.64	\$79.85	\$2,238.38	\$73.59	8.5%
Wraparound Milwaukee	\$2,005.41	\$65.93	\$2,008.61	\$66.04	-0.2%

¹Daily capitation rate is calculated as the monthly capitation rate divided by the average number of days per month (365/12). DHS pays a pro-rated capitation rate for individuals enrolled for a partial month.

Table 2 summarizes the capitation rate changes by component:

Table 2 State of Wisconsin Department of Health Services Children Come First and Wraparound Milwaukee Programs Summary of PMPM Capitation Rate Changes by Rate Component						
Contract Period	Projected Claims	Children Come First		Wraparound Milwaukee		
		Projected Administrative Expenses	Total Capitation Rate	Projected Claims	Projected Administrative Expenses	Total Capitation Rate
SFY 2021	\$2,141.85	\$286.79	\$2,428.64	\$1,734.53	\$270.88	\$2,005.41
SFY 2020	\$1,952.33	\$286.05	\$2,238.38	\$1,761.47	\$247.15	\$2,008.61
Change	9.7%	0.3%	8.5%	-1.5%	9.6%	-0.2%

Respectfully Submitted,



Shakita La Grant, Interim Director
Department of Health and Human Services

BEHAVIORAL HEALTH DIVISION

DASHBOARD REPORT

Year End 2019

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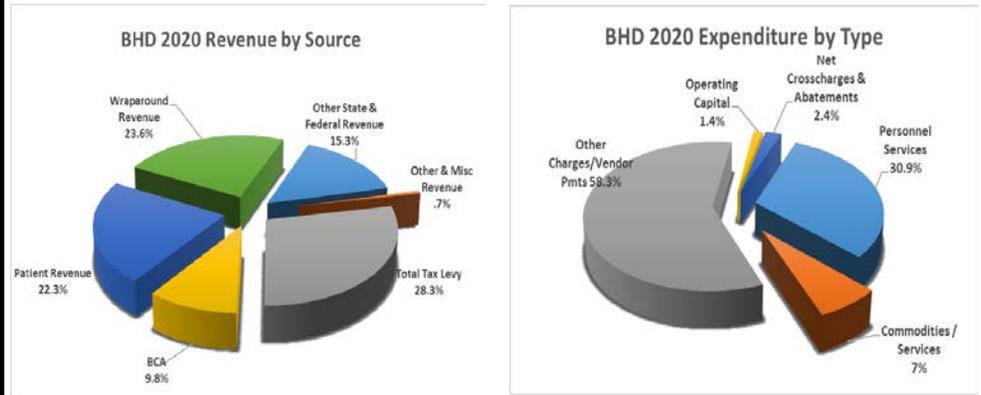
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BHD COMBINED DASHBOARD

2nd Quarter June 2020

	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	77,600,951	163,000,648	165,527,402	(2,526,754)
Expense				
Personnel	37,646,774	70,346,951	70,106,871	(240,080)
Svcs/Commodities	7,527,527	15,927,245	14,710,819	(1,216,426)
Other Chgs/Vendor	68,107,191	132,698,391	130,898,564	(1,799,827)
Capital	-	3,088,700	2,663,504	(425,196)
Cross Charges	24,795,665	50,476,067	45,910,786	(4,565,281)
Abatements	(21,858,534)	(45,087,091)	(41,530,392)	3,556,699
Total Expense	116,218,624	227,450,262	222,760,152	(4,690,110)
Tax Levy	38,617,673	64,449,614	57,232,750	(7,216,864)

2020 Projected Annual Revenues & Expenses by Percentage



Note: "Other Charges" in Expenditures include all Provider Payments - Fee For Service, Purchase of Service and other contracted services.

Financial Highlights

- Inpatient revenue deficit from COVID-19 bed limit (\$4.4m)
- SIA Capital and Consulting costs (\$4.0m)
- State Institutions \$.7m surplus
- CCS (youth & adult) surplus due to better write-off experience & WIMCR \$0.8m
- TCM surplus due increased crisis billing \$0.4m
- Structural deficit partially offset by position vacancies and furlough savings for net (\$0.2m) deficit

2020 Budget Initiatives

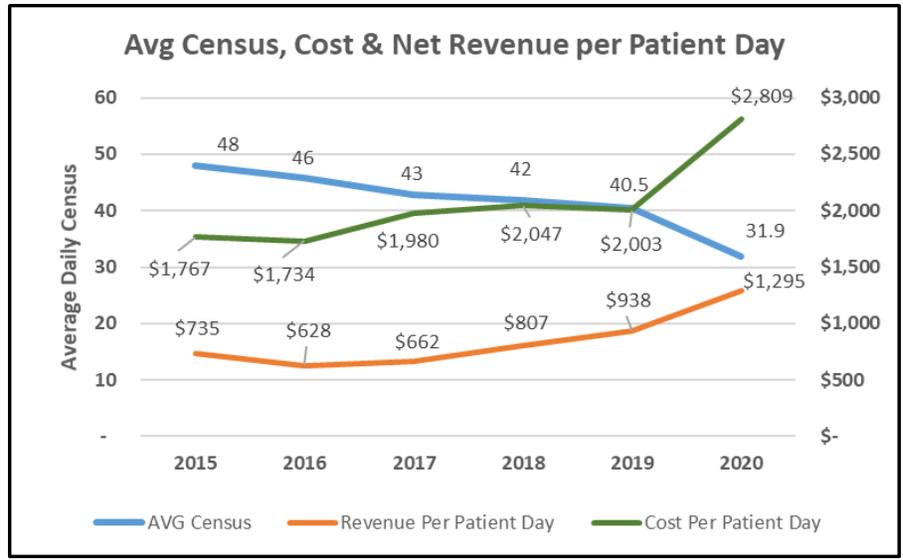
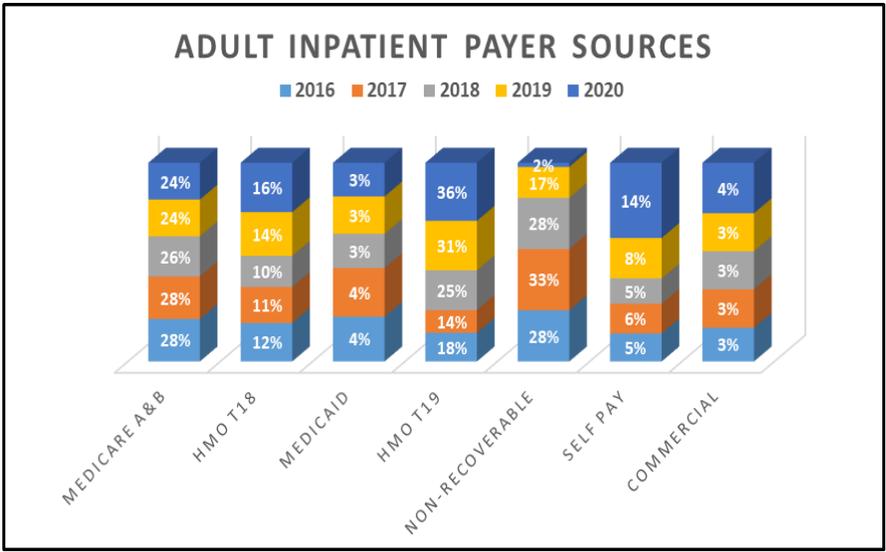
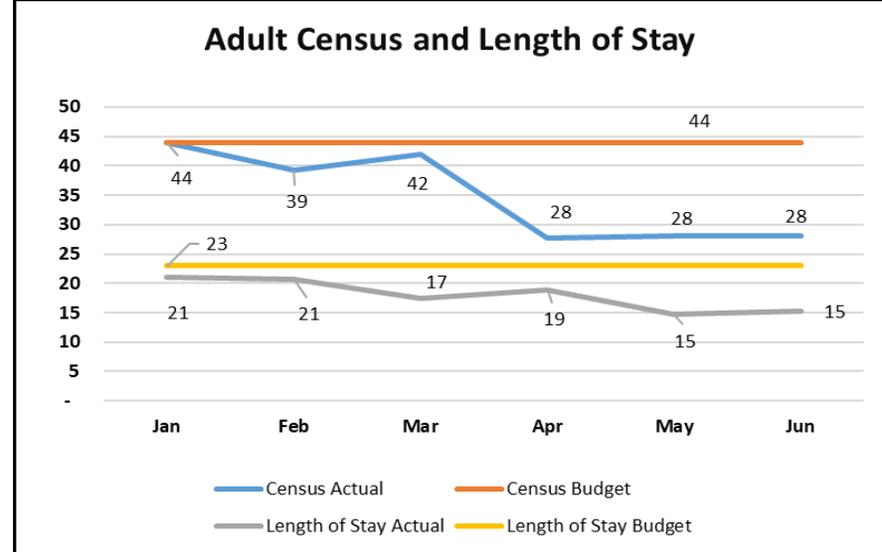
Initiative	Status
FQHC Partnership	➡ In progress
CCS Expansion	⬆ Enrollment increase on track
Third CRC Location	➡ In progress
State Instiutes under budget	⬆ Positive trend

Complete	⬆	Not Done	⬇	Progressing	➡
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ACUTE ADULT INPATIENT DASHBOARD

2nd Quarter June 2020

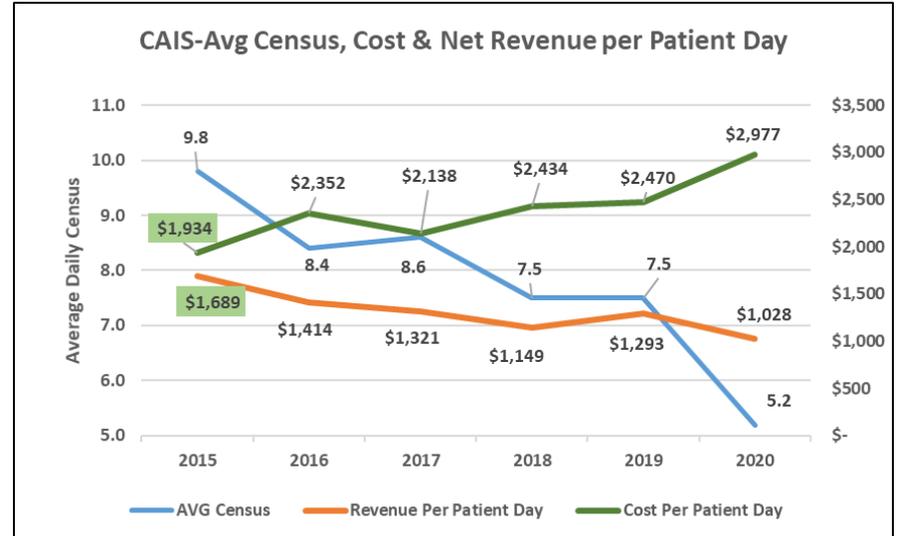
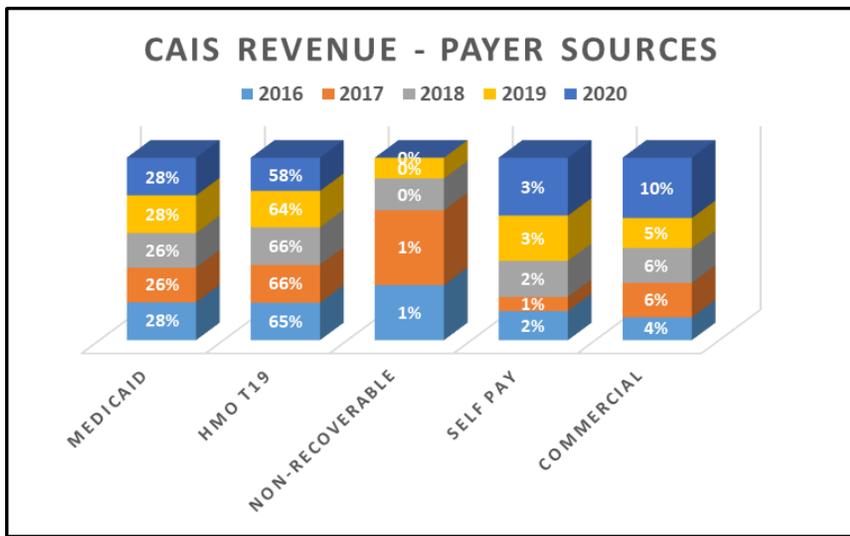
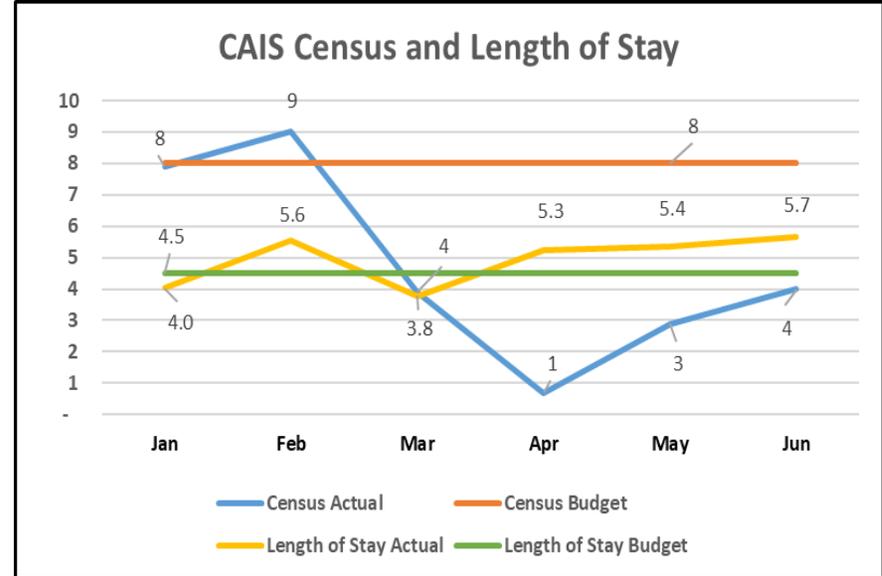
	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	8,985,956	15,129,659	16,355,583	(1,225,924)
Expense				
Personnel	8,993,916	17,073,608	16,961,310	(112,298)
Svcs/Commodities	1,176,229	2,723,462	2,582,826	(140,636)
Other Chgs/Vendor	1,771,811	3,153,962	3,849,001	695,039
Capital	-	-	-	-
Cross Charges	4,766,503	9,858,211	8,769,988	(1,088,223)
Abatements	-	-	-	-
Total Expense	16,708,459	32,809,244	32,163,125	(646,119)
Tax Levy	7,722,502	17,679,584	15,807,542	(1,872,042)



CAIS (Child & Adolescent Inpatient) DASHBOARD

2nd Quarter June 2020

	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	1,225,829	1,869,409	4,052,472	(2,183,063)
Expense				
Personnel	2,561,040	4,273,569	4,178,417	(95,152)
Svcs/Commodities	95,622	206,658	270,743	64,085
Other Chgs/Vendor	-	-	-	-
Capital	-	-	-	-
Cross Charges	1,470,507	3,047,983	2,810,114	(237,869)
Abatements	-	-	-	-
Total Expense	4,127,169	7,528,211	7,259,274	(268,937)
Tax Levy	2,901,340	5,658,801	3,206,802	(2,451,999)

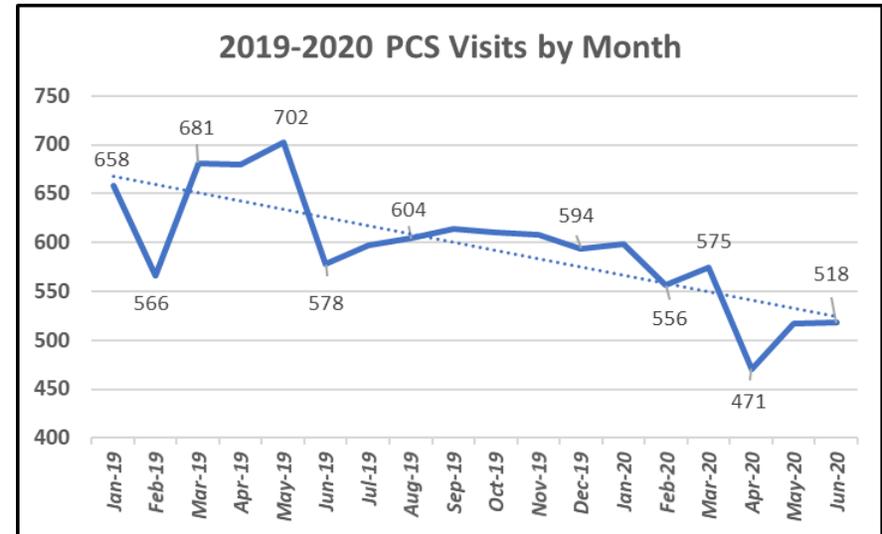


PCS - ER and Observation DASHBOARD

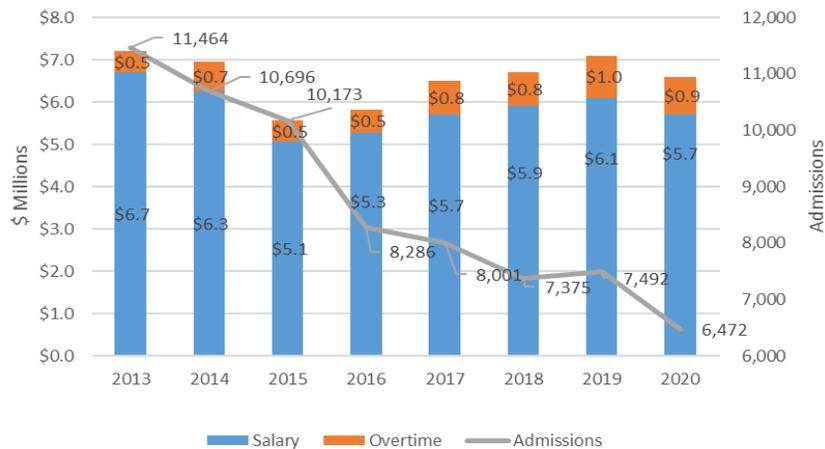
2nd Quarter June 2020

	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	6,137,254	8,909,573	8,959,547	(49,974)
Expense				
Personnel	6,578,082	12,442,751	12,172,526	(270,225)
Svcs/Commodities	188,434	439,579	529,199	89,620
Other Chgs/Vendor	-	-	-	-
Capital	-	-	-	-
Cross Charges	3,124,746	6,458,742	5,833,717	(625,025)
Abatements	-	-	-	-
Total Expense	9,891,262	19,341,072	18,535,442	(805,630)
Tax Levy	3,754,008	10,431,499	9,575,895	(855,604)

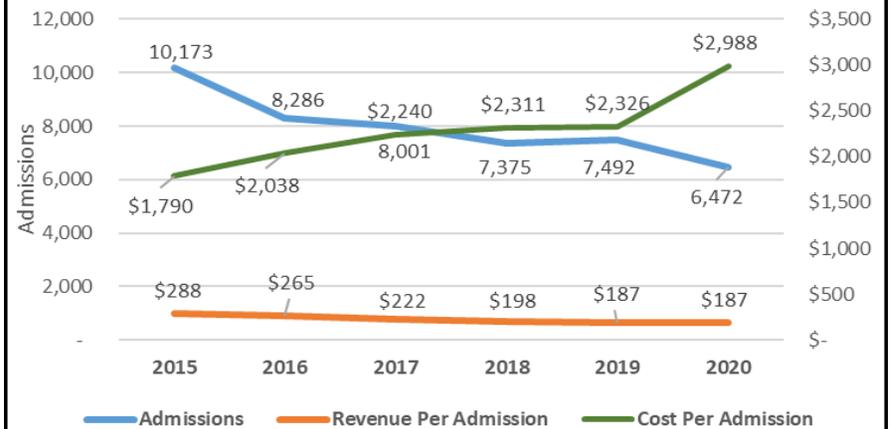
Number of PCS visits plateaued/decreased for the 10 months from June 2019 through March 2020 prior to the Covid related drop in April 2020:



PCS/OBS Salary Trends and Admissions



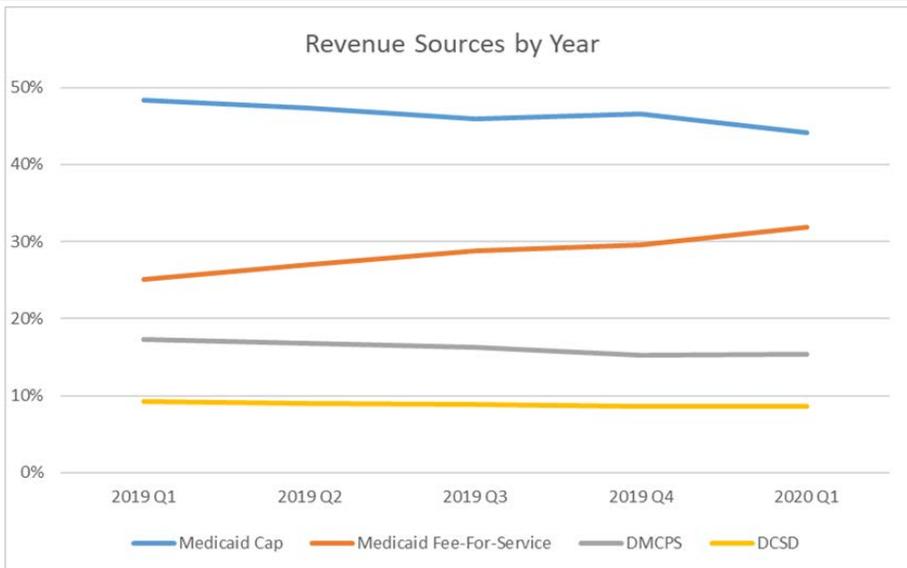
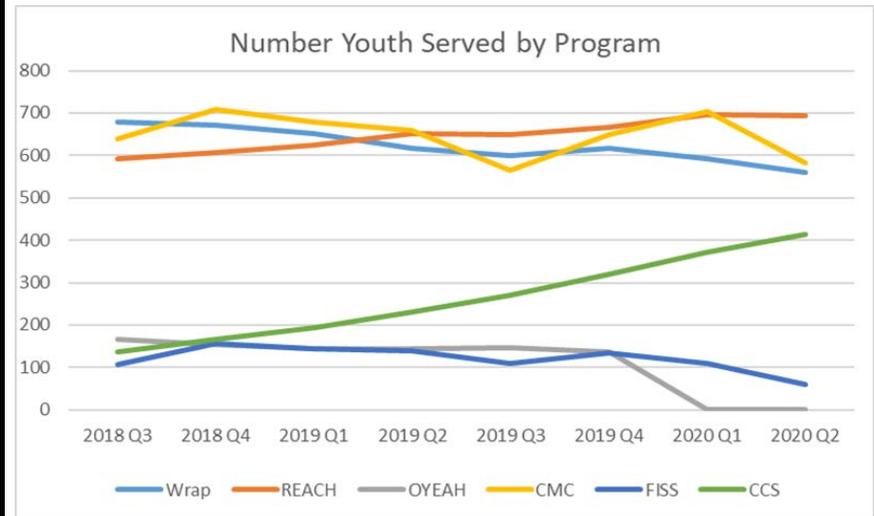
Admissions, Cost and Revenue Per Admission



WRAPAROUND DASHBOARD

2nd Quarter June 2020

	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	28,503,648	58,170,059	58,248,350	(78,291)
Expense				
Personnel	3,253,820	6,144,784	6,562,010	417,226
Svcs/Commodities	411,676	887,216	758,988	(128,228)
Other Chgs/Vendor	25,121,165	50,909,420	51,919,725	1,010,305
Capital	-	-	-	-
Cross Charges	3,803,698	7,847,917	6,597,654	(1,250,263)
Abatements	(2,795,455)	(5,483,263)	(6,887,447)	(1,404,184)
Total Expense	29,794,904	60,306,074	58,950,930	(1,355,144)
Tax Levy	1,291,256	2,136,014	702,580	(1,433,434)



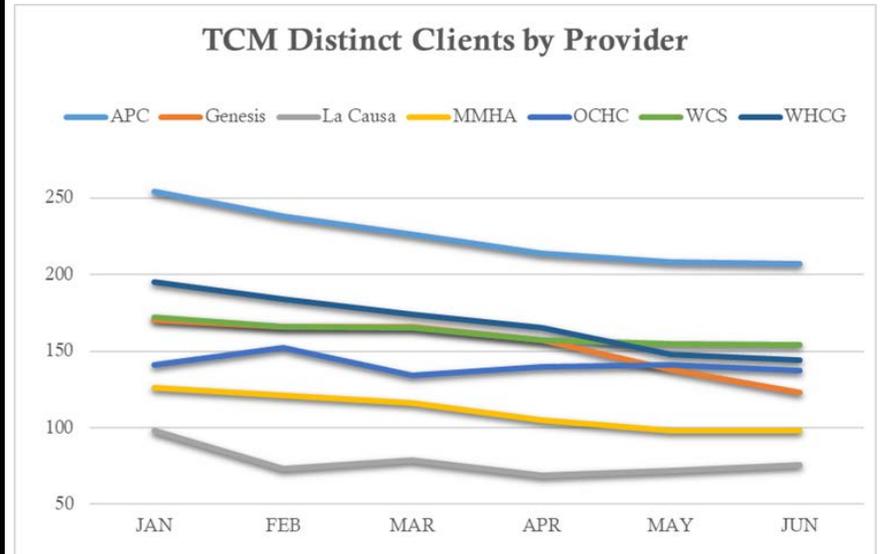
WRAP by Low Org

	Projected 2020		
	Wrap (6474)	CCS (6477)	FIS (6483)
REVENUE:			
State and Federal Revenue	1,245,441	938,138	260,292
Other Direct Revenue	49,012,319	6,713,870	0
Revenue Total	50,257,760	7,652,008	260,292
EXPENDITURE:			
PERSONAL SERVICES	6,013,283	0	131,501
COMMODITIES/SERVICES	680,202	207,013	0
OTHER CHARGES	43,404,869	7,161,461	343,090
CAPITAL OUTLAYS	0	0	0
CROSSCHARGES	7,578,137	191,964	77,816
ABATEMENTS	(5,483,263)	0	0
Expenditure Total	52,193,229	7,560,439	552,407
TAX LEVY	1,935,469	(91,569)	292,115

TCM (Targeted Case Management) DASHBOARD

2nd Quarter June 2020

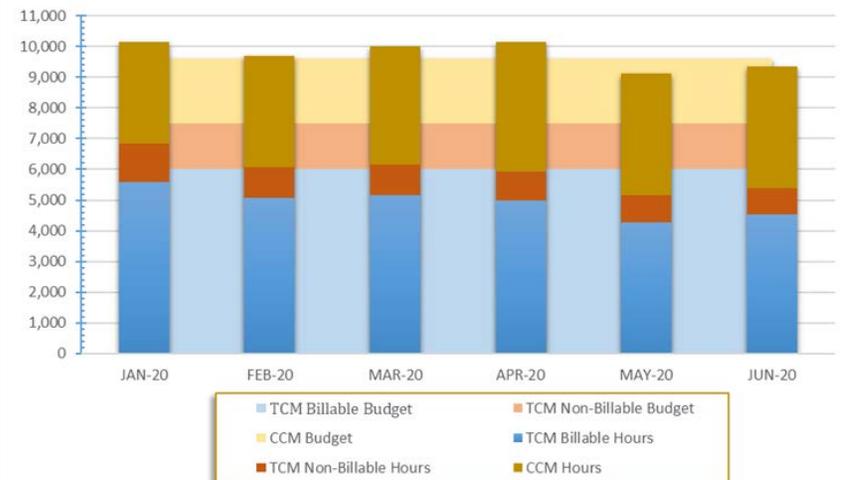
	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	1,991,830	4,414,566	3,452,193	962,373
Expense				
Personnel	131,919	224,753	269,925	45,172
Svcs/Commodities	-	-	-	-
Other Chgs/Vendor	3,886,538	6,662,636	6,176,707	(485,929)
Capital	-	-	-	-
Cross Charges	339,103	704,491	583,222	(121,269)
Abatements	-	-	-	-
Total Expense	4,357,560	7,591,880	7,029,854	(562,026)
Tax Levy	2,365,730	3,177,315	3,577,661	400,346
Average Enrollment	1,037	1,037	1,500	



	2020 Q2			2020 YTD		
	Billable	Non-billable	% Non-billable	Billable	Non-billable	% Non-billable
APC	4,303	1,089	20%	27,753	7,520	21%
Horizon	2,364	605	20%	18,170	3,861	18%
La Causa	1,161	233	17%	7,469	1,595	18%
MMHA	2,262	476	17%	14,475	3,538	20%
OCHC	1,998	29	1%	11,334	612	5%
WCS	3,630	780	18%	20,971	5,057	19%
WHCG	2,377	233	9%	18,226	1,646	8%
TOTAL	18,094	3,446	16%	118,397	23,829	17%

*** Non-billable services are paid to Providers, but not billable to Medicaid

Total TCM and CCM HOURS Compared Budget over Time



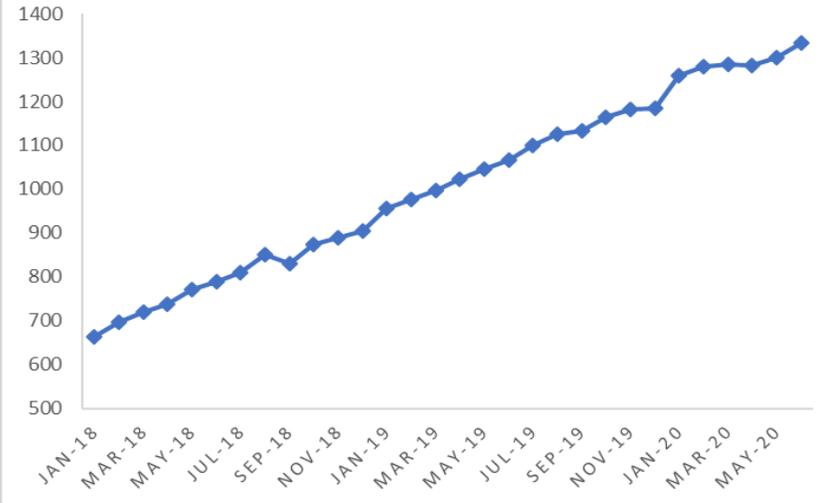
CCS (Comprehensive Community Services) DASHBOARD

2nd Quarter June 2020

	2020 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	13,705,598	25,495,311	22,226,708	3,268,603
Expense				
Personnel	433,730	770,050	769,623	(427)
Svcs/Commodities	9,800	16,800	-	(16,800)
Other Chgs/Vendor	13,573,367	23,268,629	21,317,172	(1,951,457)
Capital	-	-	-	-
Cross Charges	1,239,039	2,572,847	2,208,486	(364,361)
Abatements	-	-	-	-
Total Expense	15,255,936	26,628,326	24,295,281	(2,333,045)
Tax Levy	1,550,338	1,133,015	2,068,573	935,558

Average Enrollment	1,334	1,424	1,340
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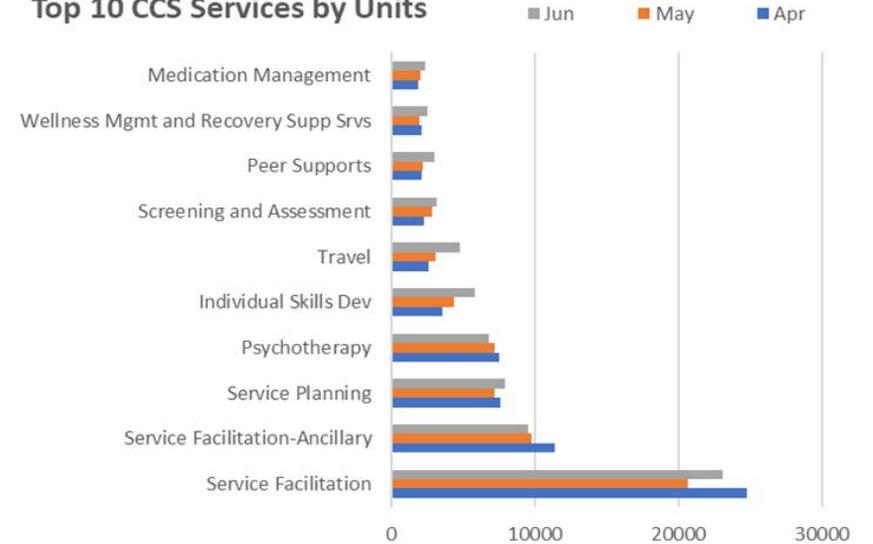
DISTINCT CLIENTS SERVED 2018 TO 2020 Q2



Number of Billable to Nonbillable Units - Top 10 Providers

	2020 Q2 Totals			2020 YTD Totals		
	Billable	Non-Billable	% Non-Billable	Billable	Non-Billable	% Non-Billable
APC	25,770	189	0.7%	50,322	569	1.1%
WHCG	19,774	31	0.2%	44,578	158	0.4%
Guest	18,304	170	0.9%	43,214	309	0.7%
Proj	19,527	216	1.1%	40,023	832	2.1%
Just	18,034	191	1.1%	37,883	429	1.1%
WCS	18,053	293	1.6%	35,867	746	2.1%
Broad	6,262	27	0.4%	22,223	46	0.2%
Summit	8,083		0.0%	20,513	-	0.0%
OCHC	9,375	196	2.1%	20,059	537	2.7%
MMHA	8,080	23	0.3%	19,387	131	0.7%

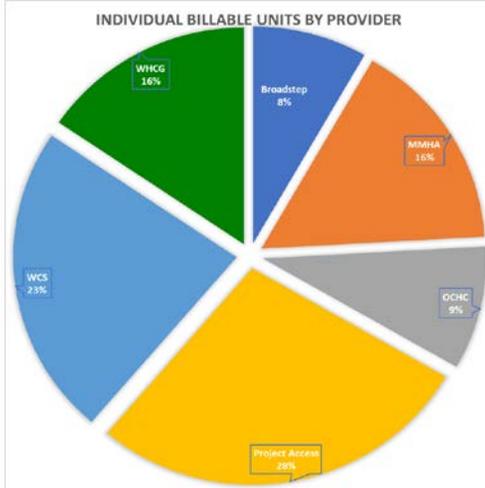
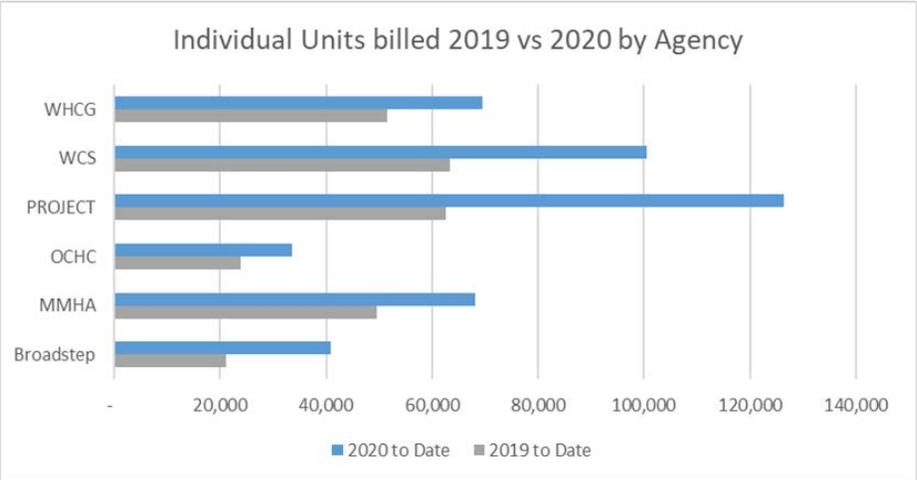
Top 10 CCS Services by Units



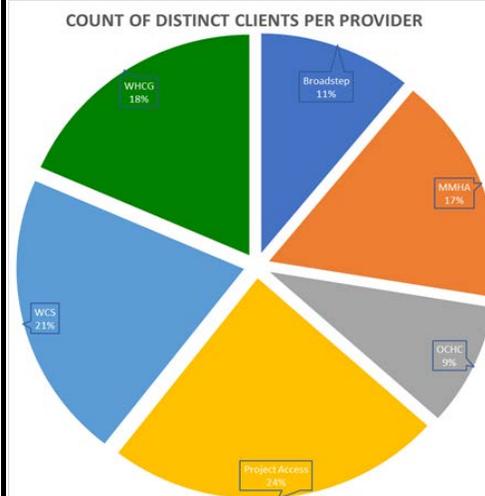
CSP (Community Support Program) DASHBOARD 2nd Quarter June 2020

	Actual YTD	2020 Annual Projection		
		Projection	Budget	Variance
Revenue	4,972,268	9,686,684	8,729,866	956,818
Expense				
Personnel	103,688	241,183	285,711	44,528
Svcs/Commodities	-	-	-	-
Other Chgs/Vendor	8,079,181	14,714,000	14,218,353	(495,647)
Capital	-	-	-	-
Cross Charges	766,116	1,590,979	1,322,830	(268,149)
Abatements	-	-	-	-
Total Expense	8,948,985	16,546,162	15,826,894	(719,268)
Tax Levy	3,976,717	6,859,479	7,097,028	237,549

Average Enrollment	1,291	1,286	1,293
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Agency	December	YTD Total
Broadstep	6,808	40,917
MMHA	12,456	68,039
OCHC	5,388	33,539
Project Access	21,657	126,287
WCS	18,720	100,415
Whole Health	10,563	69,415
Grand Total	75,592	438,612



Agency	December	YTD Ave per Month
Broadstep	137	138
MMHA	209	211
OCHC	118	117
Project Access	310	309
WCS	274	271
Whole Health	244	241
Grand Total	1,292	1,286



DHHS

MILWAUKEE COUNTY

Department of
Health & Human
Services

WS126 - DHHS Relocation Capital Project

DHHS Future State Strategies



Strategy #1

No Wrong Door /
Integrated
Services

- Focus on family health; individual + support persons
- Orchestrate care across a continuum
- Look to get to “yes” on addressing needs, no matter where a participant enters
- Address root causes of needs
- Partner with agencies that address social determinants

Strategy #2

Population
Health /
System Change



- Focus on collective health
- Lead human services systems to address structural racism and prevention
- Look to re-direct more DHHS resources up-stream
- Enhance community voice in DHHS and broader community discussions
- Advocate for system change that promotes health outcome achievement



Key Reasons for Move

- Successful implementation of “No Wrong Door” enhanced customer approach & population health strategy
- Closure of BHD’s inpatient hospital and sale of Behavioral Health complex
- Increased visibility in community

Scope



2021 Phase 1:

- ~230 Total Employees

BHD: Admin, Contracts, QA/QI, Crisis Mobile, CARS, Fiscal

Children's Integration: Wrap, Disabilities Services (children's programs) & Youth & Family Services (community services)

- Location – City of Milwaukee
- Size – approx. 54,000 square feet

2022 Phase 2 – Renovation of Coggs Center or new location for remaining DHHS employees

Target Area





Timeline

Refine Schematic Fit Plans

October 2020

Select Site & Execute Lease

December 2020

Design Tenant Improvements

June 2021

Construct Tenant Improvements

February 2022

Relocate Staff

April 2022

Hospital Closure

Q1 2022

Preliminary Estimate

Phase 1



Expense	Amount
Build out	\$4.6M
Furniture, Fixtures & Equipment	\$1.1M
IMSD	\$.3M
Project Management & A&E	\$.3M
Total	\$6.3M

Revenue	Amount
BHD Reserves	(\$3.7M)
Tenant Improvement Allowance ¹	(\$1.7M)
Capital Cash Financing	(\$.9M)
Total	(\$6.3M)

¹ Initial estimate based on analysis of lease market – will be refined through future negotiations with landlord.

Behavioral Health Division
Combined Reporting
2020 Annual Projection as of June 2020

	2020 Budget				2020 Annual Projection				2020 Projected Surplus/(Deficit)			
	Hospital	Community Services	Mgmt/ Ops/Fiscal	Total BHD	Hospital	Community Services	Mgmt/ Ops/Fiscal	Total BHD	Hospital	Community Services	Mgmt/ Ops/Fiscal	Total BHD
Revenue												
BCA	7,700,026	14,636,560	-	22,336,586	7,700,026	14,636,560	-	22,336,586	-	-	-	-
State & Federal	-	22,334,559	-	22,334,559	-	23,020,887	-	23,020,887	-	686,328	-	686,328
Patient Revenue	21,587,576	94,757,302	50,000	116,394,878	18,208,615	97,852,954	-	116,061,569	(3,378,961)	3,095,652	(50,000)	(333,309)
Other	80,000	1,653,578	2,727,801	4,461,379	-	1,249,469	332,138	1,581,606	(80,000)	(404,109)	(2,395,663)	(2,879,773)
Sub-Total Revenue	29,367,602	133,381,999	2,777,801	165,527,402	25,908,641	136,759,869	332,138	163,000,648	(3,458,961)	3,377,870	(2,445,663)	(2,526,754)
Expense												
Salary	15,580,572	10,340,199	7,762,237	33,683,008	14,338,062	8,637,017	7,134,298	30,109,377	1,242,510	1,703,182	627,939	3,573,631
Overtime	626,088	3,276	137,664	767,028	2,269,147	293,635	240,721	2,803,504	(1,643,059)	(290,359)	(103,057)	(2,036,476)
Fringe	17,105,593	11,177,371	7,373,871	35,656,835	17,182,719	11,048,718	9,202,633	37,434,070	(77,126)	128,653	(1,828,762)	(1,777,235)
Services/Commodities	3,382,768	2,308,988	9,019,063	14,710,819	3,369,700	1,099,233	11,458,312	15,927,245	13,068	1,209,755	(2,439,249)	(1,216,426)
Other Charges/Vendor	3,849,001	127,049,563	-	130,898,564	3,153,962	129,544,429	0	132,698,391	695,039	(2,494,866)	(0)	(1,799,827)
Capital	-	-	2,663,504	2,663,504	-	-	3,088,700	3,088,700	-	-	(425,196)	(425,196)
Cross Charges	17,413,819	19,302,967	9,194,000	45,910,786	19,364,937	22,299,828	8,811,302	50,476,067	(1,951,118)	(2,996,861)	382,698	(4,565,281)
Abatements	-	(6,894,326)	(34,636,066)	(41,530,392)	-	(5,483,263)	(39,603,829)	(45,087,091)	-	(1,411,063)	4,967,763	3,556,699
Total Expense	57,957,841	163,288,038	1,514,273	222,760,152	59,678,527	167,439,597	332,137	227,450,262	(1,720,686)	(4,151,559)	1,182,136	(4,690,110)
Tax Levy	28,590,239	29,906,039	(1,263,528)	57,232,750	33,769,886	30,679,728	(0)	64,449,614	(5,179,647)	(773,689)	(1,263,528)	(7,216,864)

Hospital includes Adult Inpatient, Child and Adolescent Inpatient and Crisis ER/Observation.

Mgmt/Ops/Fiscal includes administrative functions includes all support functions such as: management, quality, contracts, legal, dietary, fiscal, admissions, medical records and facilities.
 The projected cost of these functions which is allocated out to the BHD programs is: \$ 39,603,829

Community includes Wraparound, AODA and Community Mental Health.

Community Mental Health includes major programs: TCM, CCS, CSP and CRS in addition to CBRF, CCC, IOP, Day Treatment, Community Administrative functions and Community Crisis programs including Mobile Teams, Access Clinic and contracted crisis services.

Behavioral Health Division

Community Services (CARS & Wraparound)

2020 Annual Projection as of June 2020

	2020 Budget				2020 Annual Projection				2020 Projected Surplus/(Deficit)			
	AODA	Mental Health	WRAP	Total CARSD	AODA	Mental Health	WRAP	Total CARSD	AODA	Mental Health	WRAP	Total CARSD
Revenue												
BCA	2,333,731	12,302,829	-	14,636,560	2,333,731	12,302,829	-	14,636,560	-	-	-	-
State & Federal	11,077,302	9,270,751	1,986,506	22,334,559	11,441,588	9,135,428	2,443,871	23,020,887	364,286	(135,323)	457,365	686,328
Patient Revenue	-	38,585,458	56,171,844	94,757,302	0	42,134,917	55,718,037	97,852,954	-	3,549,459	(453,807)	3,095,652
Other	550,000	1,013,578	90,000	1,653,578	401,542	839,774	8,152	1,249,469	(148,458)	(173,804)	(81,848)	(404,109)
Sub-Total Revenue	13,961,033	61,172,616	58,248,350	133,381,999	14,176,861	64,412,949	58,170,059	136,759,869	215,828	3,240,333	(78,291)	3,377,870
Expense												
Salary	150,663	6,964,334	3,225,202	10,340,199	105,136	5,733,454	2,798,427	8,637,017	45,527	1,230,880	426,775	1,703,182
Overtime	-	-	3,276	3,276	0	269,261	24,374	293,635	-	(269,261)	(21,098)	(290,359)
Fringe	104,379	7,739,460	3,333,532	11,177,371	119,068	7,607,666	3,321,984	11,048,718	(14,689)	131,794	11,548	128,653
Services/Commodities	448,955	1,101,045	758,988	2,308,988	59,076	152,941	887,216	1,099,233	389,879	948,104	(128,228)	1,209,755
Other Charges/Vendor	13,840,146	61,289,692	51,919,725	127,049,563	13,759,309	64,875,700	50,909,420	129,544,429	80,837	(3,586,008)	1,010,305	(2,494,866)
Capital	-	-	-	-	0	-	-	-	-	-	-	-
Cross Charges	1,375,951	11,329,362	6,597,654	19,302,967	1,604,517	12,847,394	7,847,917	22,299,828	(228,566)	(1,518,032)	(1,250,263)	(2,996,861)
Abatements	-	(6,879)	(6,887,447)	(6,894,326)	-	-	(5,483,263)	(5,483,263)	-	(6,879)	(1,404,184)	(1,411,063)
Total Expense	15,920,094	88,417,014	58,950,930	163,288,038	15,647,107	91,486,416	60,306,074	167,439,597	272,987	(3,069,402)	(1,355,144)	(4,151,559)
Tax Levy	1,959,061	27,244,398	702,580	29,906,039	1,470,246	27,073,467	2,136,015	30,679,728	488,815	170,931	(1,433,435)	(773,689)

Community Mental Health includes the following major programs: TCM, CCS, CSP and CRS in addition to CBRF, CCC, IOP, Day Treatment, Community Administrative functions,

Behavioral Health Division

Inpatient - Hospital

2020 Annual Projection as of June 2020

	2020 Budget				2020 Annual Projection				2020 Projected Surplus/(Deficit)			
	Adult	CAIS	Crisis ER/Obs	Total Inpatient	Adult	CAIS	Crisis ER/Obs	Total Inpatient	Adult	CAIS	Crisis ER/Obs	Total Inpatient
Revenue												
BCA	-	-	7,700,026	7,700,026	-	-	7,700,026	7,700,026	-	-	-	-
State & Federal	-	-	-	-	-	-	-	-	-	-	-	-
Patient Revenue	16,355,583	3,972,472	1,259,521	21,587,576	15,129,659	1,869,409	1,209,547	18,208,615	(1,225,924)	(2,103,063)	(49,974)	(3,378,961)
Other	-	80,000	-	80,000	-	-	-	-	-	(80,000)	-	(80,000)
Sub-Total Revenue	16,355,583	4,052,472	8,959,547	29,367,602	15,129,659	1,869,409	8,909,573	25,908,641	(1,225,924)	(2,183,063)	(49,974)	(3,458,961)
Expense												
Salary	7,339,790	2,014,092	6,226,690	15,580,572	6,653,314	2,015,888	5,668,860	14,338,062	686,476	(1,796)	557,830	1,242,510
Overtime	404,496	41,304	180,288	626,088	1,162,828	170,226	936,093	2,269,147	(758,332)	(128,922)	(755,805)	(1,643,059)
Fringe	9,217,024	2,123,021	5,765,548	17,105,593	9,257,466	2,087,455	5,837,798	17,182,719	(40,442)	35,566	(72,250)	(77,126)
Services/Commodities	2,582,826	270,743	529,199	3,382,768	2,723,462	206,658	439,579	3,369,700	(140,636)	64,085	89,620	13,068
Other Charges/Vendor	3,849,001	-	-	3,849,001	3,153,962	-	-	3,153,962	695,039	-	-	695,039
Capital	-	-	-	-	-	-	-	-	-	-	-	-
Cross Charges	8,769,988	2,810,114	5,833,717	17,413,819	9,858,211	3,047,983	6,458,742	19,364,937	(1,088,223)	(237,869)	(625,025)	(1,951,118)
Abatements	-	-	-	-	-	-	-	-	-	-	-	-
Total Expense	32,163,125	7,259,274	18,535,442	57,957,841	32,809,244	7,528,211	19,341,072	59,678,527	(646,119)	(268,937)	(805,630)	(1,720,686)
Tax Levy	15,807,542	3,206,802	9,575,895	28,590,239	17,679,585	5,658,802	10,431,499	33,769,886	(1,872,043)	(2,452,000)	(855,604)	(5,179,647)

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
Inter-Office Communication

DATE: August 28, 2019

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

FROM: Shakita La Grant, Interim Director, Department of Health and Human Services
Approved by Mike Lappen, Administrator, Behavioral Health Division

SUBJECT: **A Report from the Interim Director, Department of Health and Human Services, Notifying the Milwaukee County Mental Health Board of Fund Transfers Processed in the Previous Quarter**

Issue

Per the “BHD Fund Transfer Policy” adopted by the Mental Health Board, the BHD Fiscal Administrator will provide a quarterly informational report notifying the MHB as to any administrative fund transfers that have occurred during the previous quarter.

Background

Wisconsin Statutes 51.41 authorizes the Milwaukee County Mental Health Board (MHB) to propose an annual budget to the County Executive for the Behavioral Health Division (BHD). Once this budget is approved by the County Executive, the budget provides the total spending authority for BHD for one calendar year. This budget reflects total expenditures, revenues and property tax levy required for the operation of programs and services within BHD.

Throughout the course of the year, certain adjustments to the budget may be necessary to better reflect BHD’s actual experience. In most cases, these adjustments, or appropriation transfers, would increase or decrease BHD’s expenditures and revenues compared to its base budget while maintaining the same tax levy as established in the original budget.

2020 Fund Transfers

Title	Description	Total Funds Transferred
SIA Building Repairs	<p>Planning, design and construction costs for active patient units and emergency room Code Compliance Remodel at Milwaukee County BHD. These improvements are requirements under BHD's Systems Improvement Agreement (SIA) with the Centers for Medicare and Medicaid Services (CMS). If not completed, BHD risks losing \$16m+ in annual patient revenue. These costs are funded through BHD's capital (infirmary) reserve fund.</p>	\$2,474,804
FEP Year 2 Grant	<p>The purpose of DHS State of WI grant is to develop and implement the Coordinated Specialty Care Program providing early intervention for First Episode Psychosis (FEP) services.</p> <p>Program period: Oct 2019 - Sept 2020. This fund transfer reflects Jan 2020 through Sept 2020.</p>	\$580,226
SOR Additional Funds	<p>State Opioid Response (SOR) provides comprehensive treatment and recovery support services for opioid use disorders to individuals currently on or anticipated to be placed on the AODA transitional residential waiting list for whom opioids are the primary drug of choice. Treatment services include residential treatment, recovery house/outpatient plus, day treatment and individual and family counseling.</p> <p>This transfer is to account for additional SOR funds awarded. Budget period ends 09/29/2020.</p>	\$497,789

<p>SEP Year 1</p>	<p>The purpose of the Supported Employment Program (SEP) is to support state and community efforts to refine, implement, and sustain evidence-based supported employment programs and mutually compatible and supportive evidence-based practices (e.g., supported education) for transition-aged youth/young adults (ages 16-25) with serious emotional disturbance (SED), and adults with serious mental illness (SMI) or co-occurring mental and substance use disorders (COD). SAMHSA expects that this program will increase state and community capacity to implement and sustain Supported Employment Program (SEP) models and integrated supports to improve competitive employment outcomes for individuals with SED, SMI, or COD.</p> <p>Budget Period: 09/30/2019 – 09/29/2020 and Project Period: 09/30/2019 – 09/29/2024. This fund transfer covers year 1.</p>	<p>\$779,146</p>
<p>SEP Year 2</p>	<p>The purpose of the Supported Employment Program (SEP) is to support state and community efforts to refine, implement, and sustain evidence-based supported employment programs and mutually compatible and supportive evidence-based practices (e.g., supported education) for transition-aged youth/young adults (ages 16-25) with serious emotional disturbance (SED), and adults with serious mental illness (SMI) or co-occurring mental and substance use disorders (COD). SAMHSA expects that this program will increase state and community capacity to implement and sustain Supported Employment Program (SEP) models and integrated supports to improve competitive employment outcomes for individuals with SED, SMI, or COD.</p> <p>Budget Period: 09/30/2020 – 09/29/2021 and Project Period: 09/30/2019 – 09/29/2024. This fund transfer covers partial of year 2 (sept-dec '20)</p>	<p>\$199,266</p>

<p>SOC Year 1</p>	<p>Funds awarded by SAMHSA to support the redesign and implementation of the psychiatric crisis service System of Care (SOC) for youth and young adults by expanding early intervention, prevention, and response services, while also working to enhance the crisis SOC for youth and their caregivers through infrastructure development. Budget Period: 09/30/2019 – 09/29/2020 and Project Period: 09/30/2019 – 09/29/2023. This transfer is to cover year 1.</p>	<p>\$972,185</p>
<p>SOC Year 2</p>	<p>Funds awarded by SAMHSA to support the redesign and implementation of the psychiatric crisis service system of care (SOC) for youth and young adults by expanding early intervention prevention, and response services, while also working to enhance the crisis SOC for youth and their caregivers through infrastructure development. Budget Period: 09/30/2020 – 09/29/2021 and Project Period: 09/30/2019 – 09/29/2023. This transfer is to cover partial of year 2 (Sept - Dec 2020)</p>	<p>\$249,970</p>

Respectfully Submitted,



Shakita La Grant, Interim Director
Department of Health and Human Services

2020 Projected BHD Reserve Balances

	Year End 12/31/2018	2019 Contribution	2019 Balance	2020 Contribution	2020 Balance (Proj)
0785 Encumbrance Reserve	2,649,227	(1,363,976)	1,285,251	-	1,285,251
0904 Wrap Reserve	9,091,752	(11,896)	9,079,856	(700,000)	8,379,856
0906 Capital Reserve	5,154,733	-	5,154,733	(3,000,000)	2,154,733
0905 Surplus Reserve	21,285,469	(2,210,907)	19,074,563	(3,516,864)	15,557,699
Total Reserves	38,181,182	(3,586,779)	34,594,403	(7,216,864)	27,377,539

Reserve Commitments

	Surplus Reserve	Capital Reserve
Committed		
CART Annual Expense	\$ 500,000	
Board Analyst Annual Expense	\$ 100,000	
Additional SIA Capital Improvements		\$ 1,400,000
Future Commitments		
Retention / Severance Payments	\$ 4,000,000	
Relocation Costs	\$ 3,700,000	
2021 Expenditure Reduction	\$ 2,000,000	
Total	\$ 10,300,000	\$ 1,400,000
Future Balance after Known Commitments/Risks	\$ 5,257,699	\$ 754,733