

Quarters 3 and 4 - 2022



MILWAUKEE COUNTY  
DEPARTMENT OF HEALTH  
& HUMAN SERVICES

**BEHAVIORAL  
HEALTH SERVICES**

**CARS Quarterly  
Report**

# CARS Quality Report Summary - Q3 & Q4 2022

Because we are sharing the 2022 Q3 and 2022 Q4 results at the same meeting, we have combined both reports for your convenience.

## POPULATION HEALTH

Similar to prior reports, in both Q3 and Q4, our quality of life (QOL) data suggested that although our Black clients entered services with lower QOL relative to white clients, they ultimately saw the same degree of improvement, if not more, as our white clients as of their last assessment.

We have begun a focus group to take a more in-depth look into deaths of despair. We are hoping to partner with other community stakeholders to address a “shift in perspective” on how we approach this. Historically we have been looking at data in our own system, but we would like to expand this to more of a public health lens. Further, in the spring of 2023 we will be launching a new set of questions related to the social determinants of health that we believe will enable us to better assess the health of our clients and help promote this broader focus on public health. We anticipate this data will be available later this year and look forward to the multiple ways that we can leverage this data to improve the care and health of the clients we serve.

## CLIENT EXPERIENCE

We continue to expand our use of our client experience survey throughout BHS, and now we are in the process of refining its implementation. In the 4th quarter of 2022 we developed a process to review data with agencies and discuss their survey distribution methodologies to ensure that we are getting the most accurate data possible and the voice of the consumer is fully represented. The team has also been working with crisis services to implement a client experience survey in the Mobile Crisis Services.

## COST OF CARE

We note small decreases (.020% and .030%) in the cost per client per month over both quarters. CARS is looking to leverage its funds, including the opioid settlement funds and other braided funding, to expand services related to the social determinants of health, including employment, transportation, and child care services. We also hope to use the settlement funds to increase the availability of harm reduction services as we attempt to respond to the ongoing and growing overdose crisis in Milwaukee County.

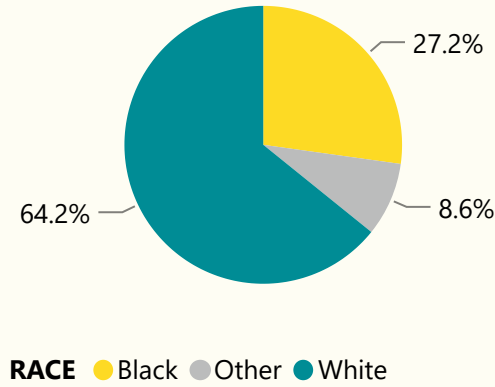
## STAFF QUALITY OF LIFE

CARS understands that staff well-being and recruitment and retention issues do not only impact BHS, but are being acutely felt in our provider network as well. Therefore, in the spring of 2023, a workgroup was developed to address workforce challenges that are experienced by BHS and the contracted providers in our network. This workgroup will seek to better understand the workforce problem and work with providers to support and address labor shortages. Stay tuned for future updates!

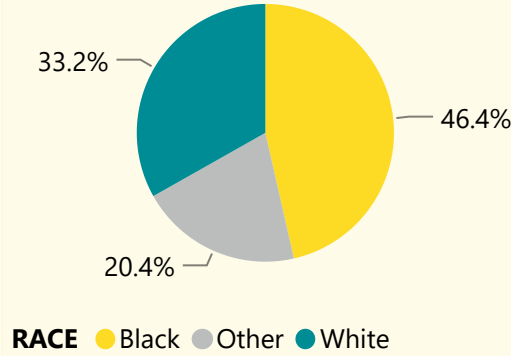
## Demographic Information of the Population We Serve

This section outlines demographics of the consumers CARS served last quarter compared to the County population.

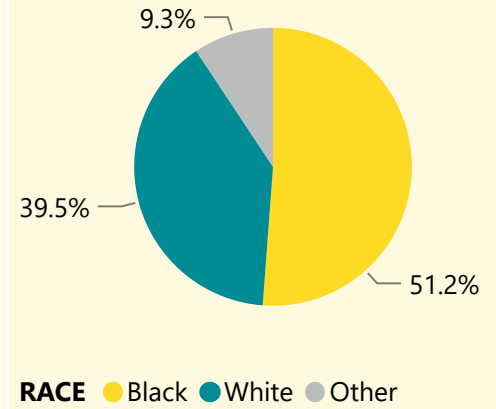
### Race (Milwaukee County)\*



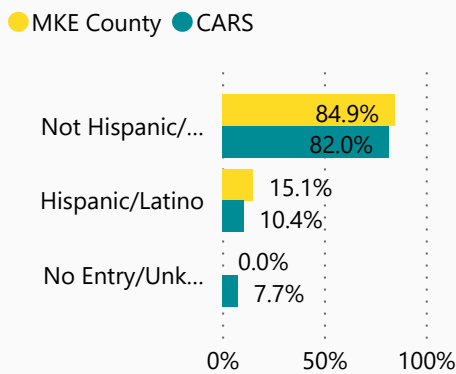
### Race of MKE County at or Below 100% of Poverty Level



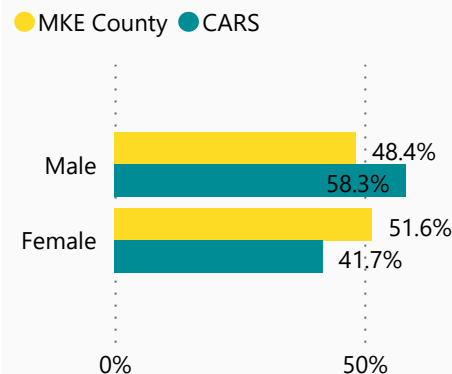
### Race (CARS)



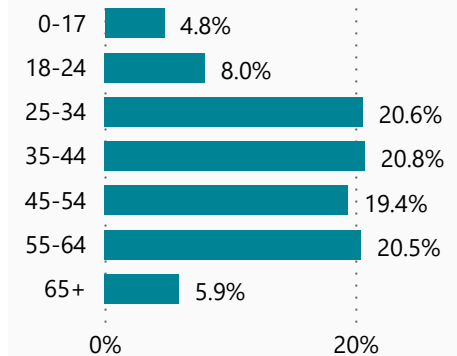
### Ethnicity



### Gender

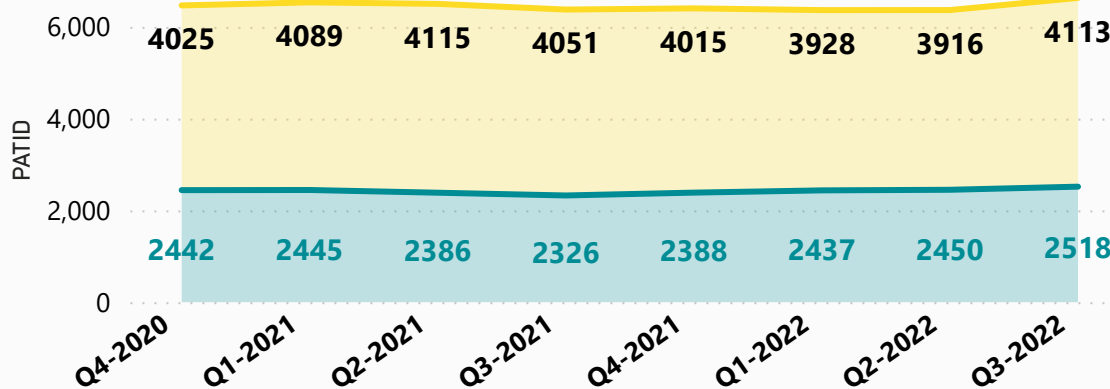


### Age



### Distinct Clients Served Each Quarter by High Need Zip Code

High need ● Focused Zips ● Other Zips



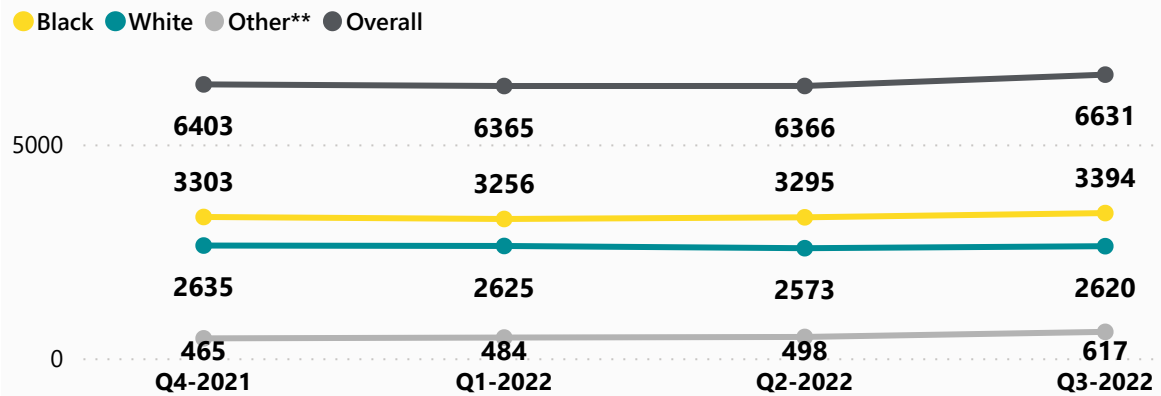
The Focused Zip Codes include 53215, 53205, 53206, 53204, 53233, 53233, 53209 and 53218. These zip codes were selected by CARS because of their significant social and economic needs, and because they have a significant portion of their population in the category of less than 200% of the poverty level. Identifying these high need areas is the first step in our effort to target and concentrate our community outreach and investment initiatives.

\*Comparable data from United States Census Bureau, which can be found at: <https://www.census.gov/quickfacts/fact/table/milwaukeecountywisconsin/PST045217#qf-flag-Z>

\*\*\*"Other" encompasses small percentages of indicated racial identity including "Alaskan Native/American Indian", "Asian", "Biracial", "Native Hawaiian/Pacific Islander", and "Other"

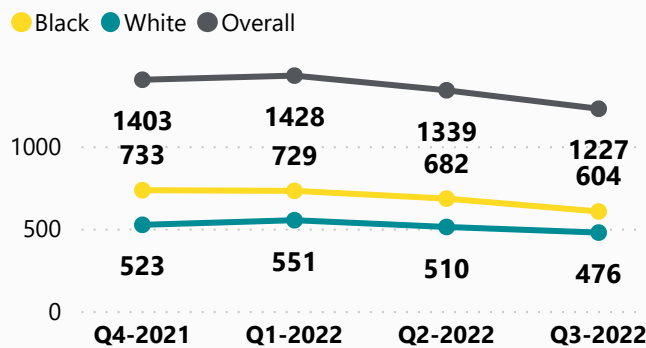
## Volume Served

### Volume Served by Race



## Referrals

### Referrals



### Access to Service

**31.48%**

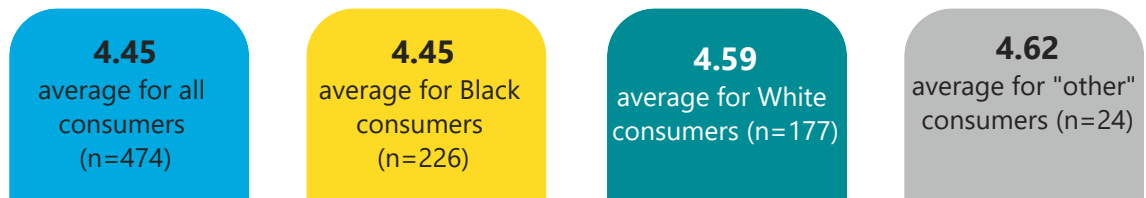
**8.7%**  
change from previous quarter

Percentage\* of clients who began their enrollment at a CARS Access Point who received a CARS community service with the first 30 days (187/594).

\*Please note that not all clients who are assessed need or are eligible to receive CARS community services, therefore the expectation is not 100%. CARS R&E Team is working to develop access targets for future reports.

## Time to First Service

## Average Consumer Satisfaction Score (Range from 1-5)

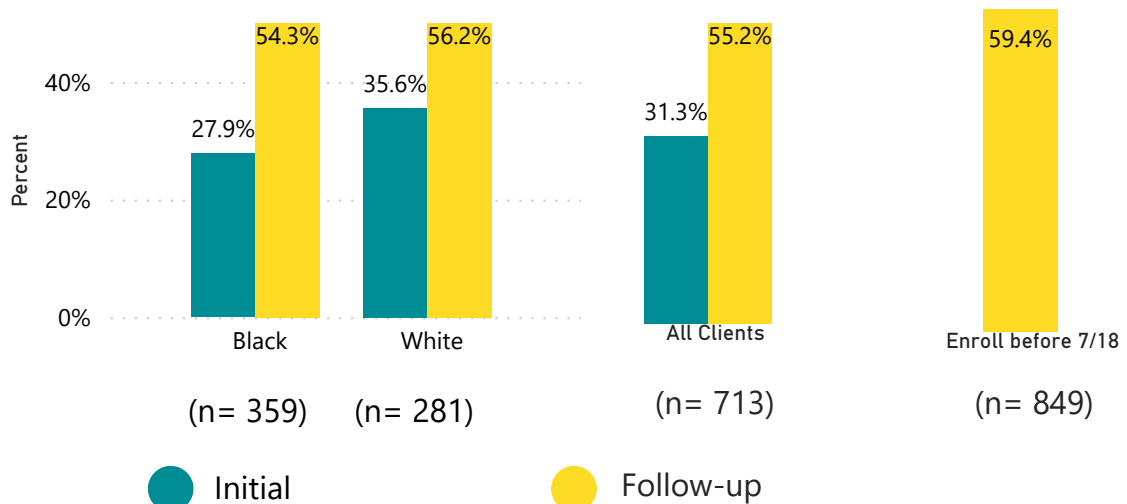


# Population Health

## Change Over Time - Client Enrollment

Percent of clients selecting "Good" or "Very Good" Quality of Life Overall and by Race

Average duration of enrollment: 590.81 days

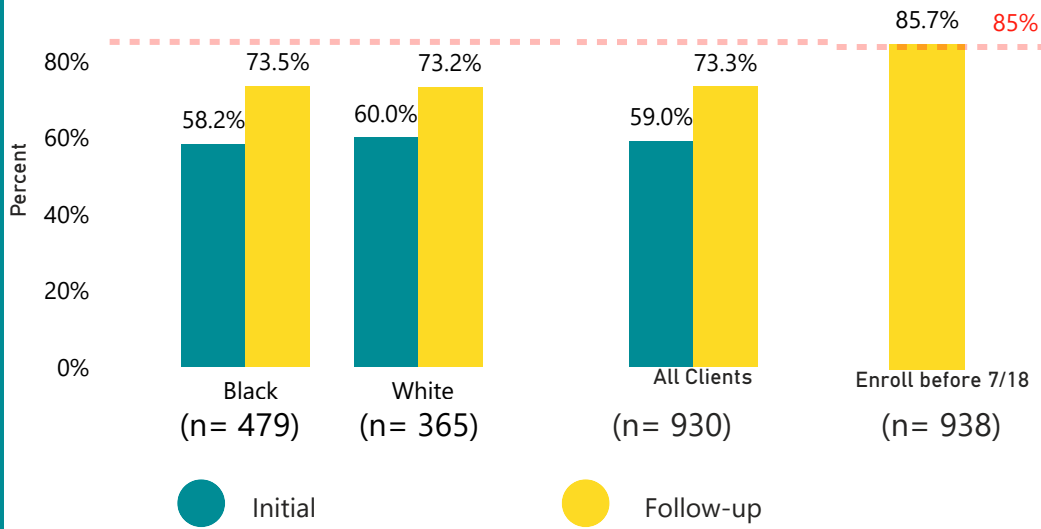




# Domain: Population Health (cont.)

Percent with a Private Residence Overall and by Race

Average duration of enrollment: 568.94 days



Benchmark for State of Wisconsin (n=74,178)

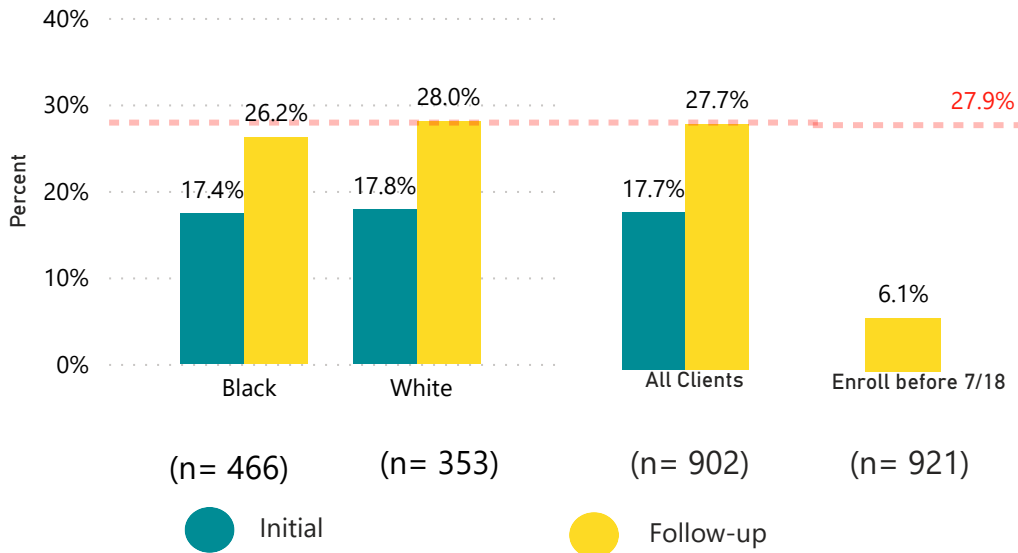
### Benchmarks

Black 79.60% (n=7,947)

White 85.90% (n=56,971)

Percent Employed Overall and by Race

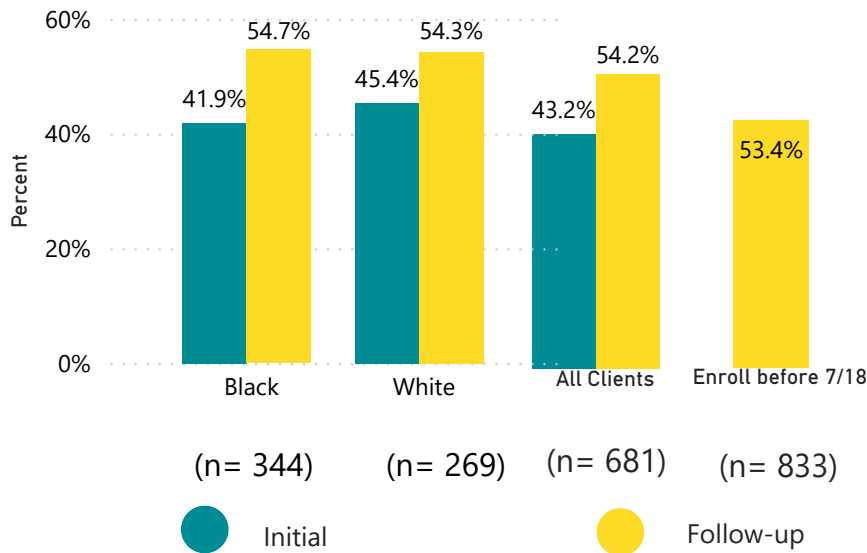
Average duration of enrollment: 566.29 days



Benchmark for State of Wisconsin (n=74,178)

Percent selecting "Good", "Very Good" or "Excellent" Physical Health Overall and by Race

Average duration of enrollment: 584.11 days



Percent selecting "Poor" or "Fair" Physical Health

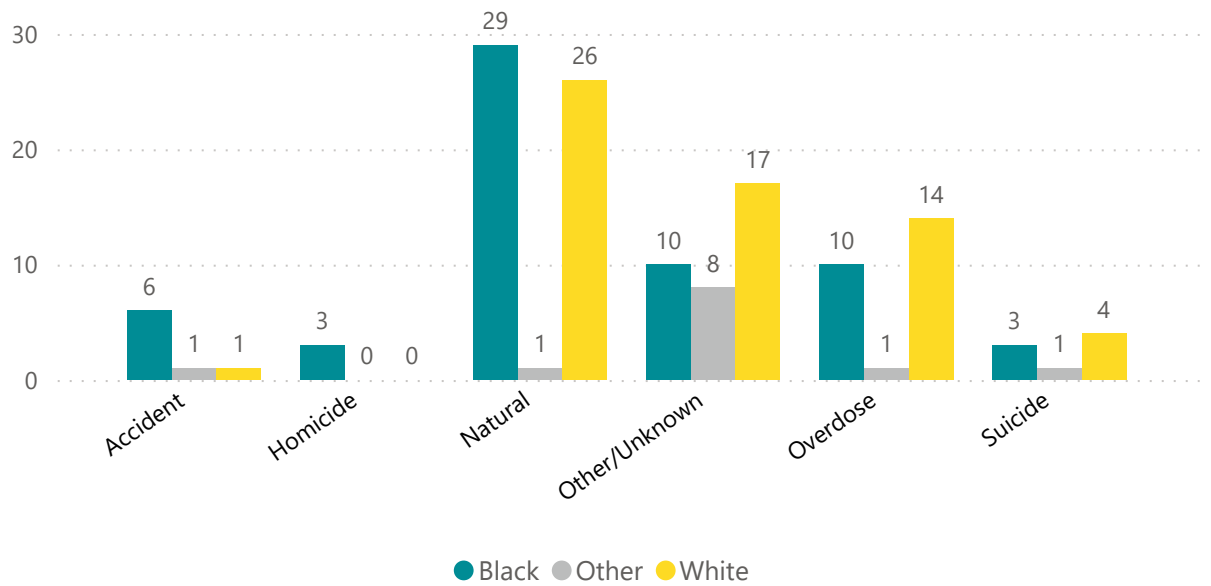
Percent selecting "Poor" or "Fair" Physical Health

Benchmark for Milwaukee County: 20.00%

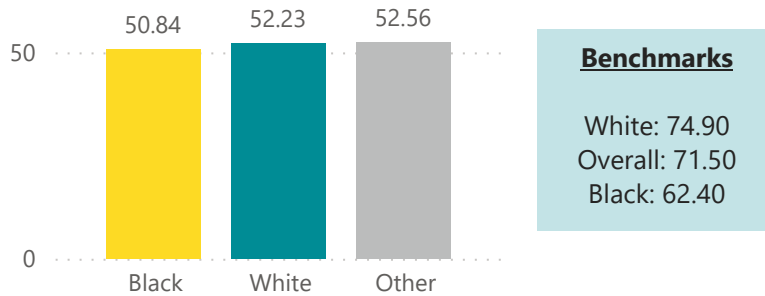


## Cause of Death by Race

One quarter lag in reporting. For deaths between Q2-2021 and Q1-2022

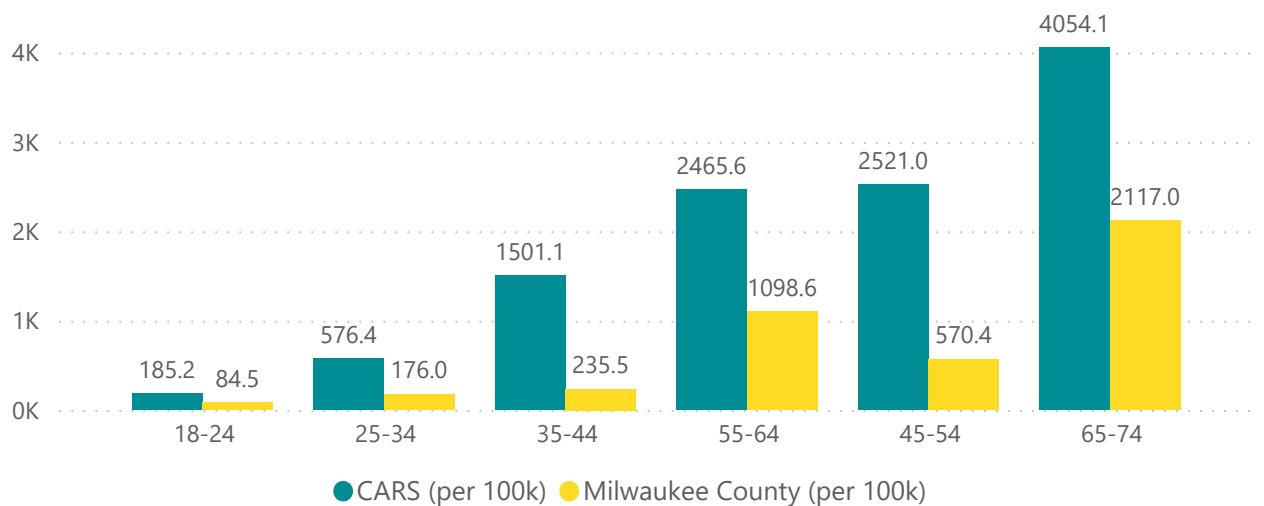


## Average Age at Death



## Death Rate (per 100,000 by Age Range)

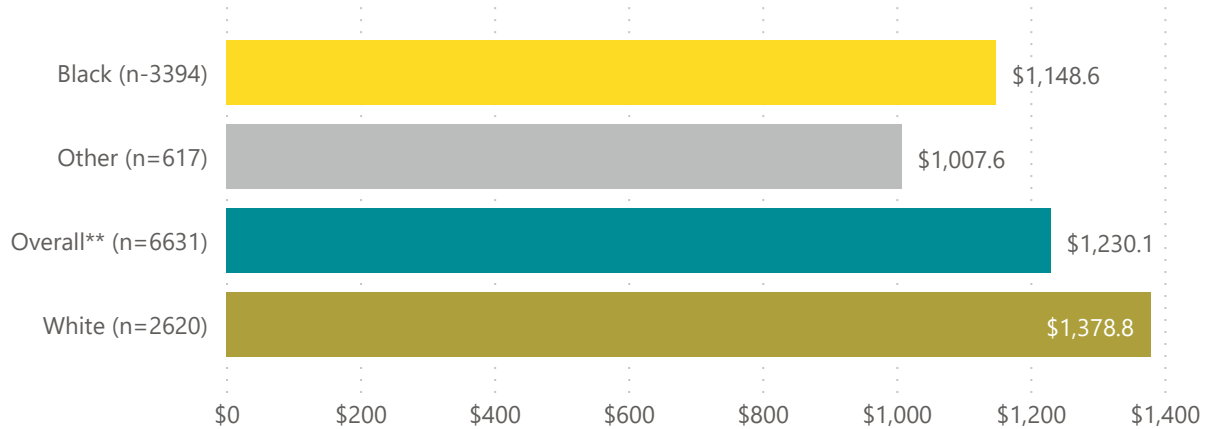
CARS number adjusted for comparison against Milwaukee County^





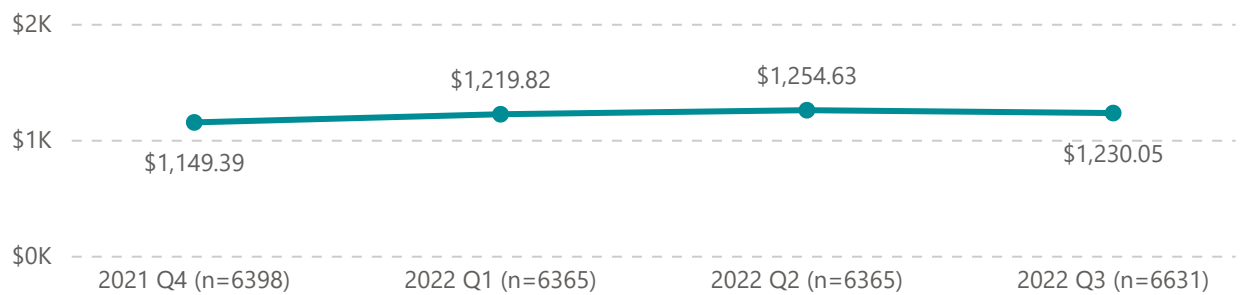
# Domain: Cost of Care

Average Cost per Consumer per Month for Q1 by Race



"n" refers to an average of the number of unique consumers served per month for the quarter

Average Cost per Consumer per Month by Quarter



# Domain: Staff Well-Being

Turnover

## 31.11%

CARS turnover rate

Staff Quality of Life

## 20.00%

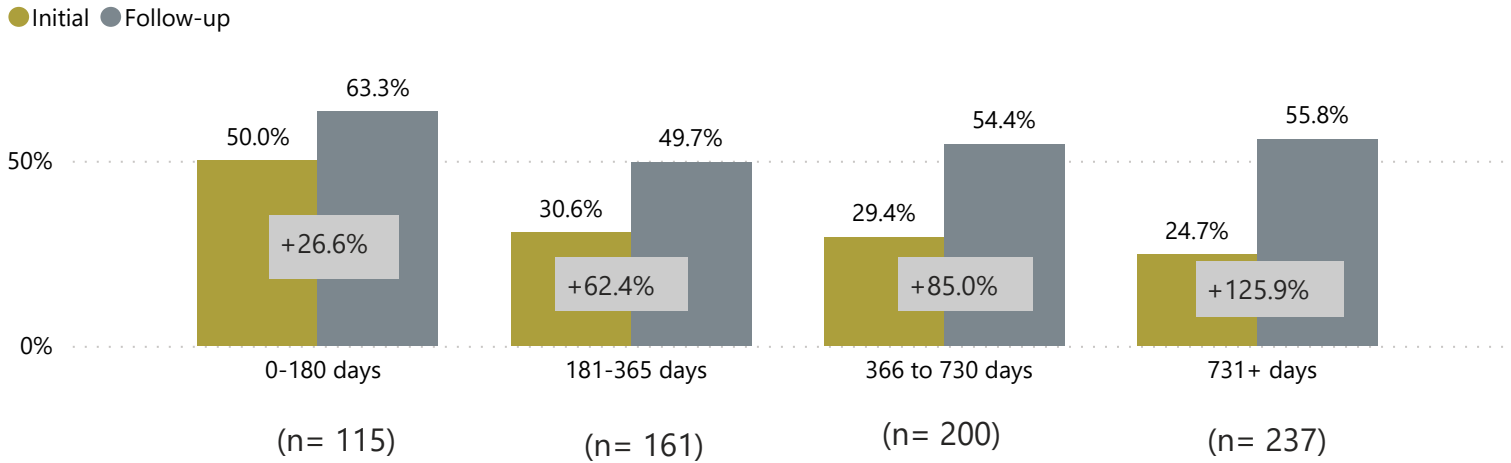
Turnover rates for government employees (per year)^^

While the CARS turnover rate is significantly higher than it has been in previous quarters, a large part of this is due to four staff members being shifted from CARS due to departmental reorganization. If we do not factor these employees in, the actual turnover rate ends up being **21.74%**, which is in line with the prior quarter.



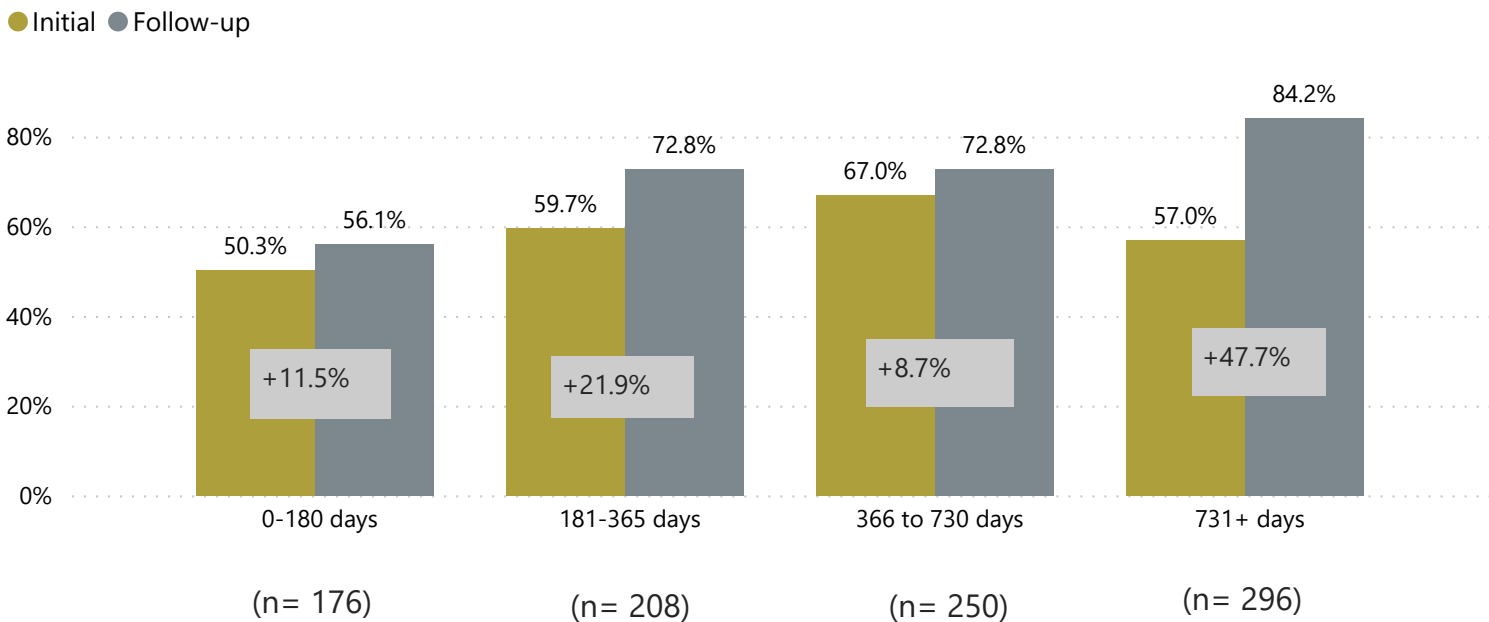
## Percent of Clients selecting "Good" or "Very Good" Quality of Life by Length of Enrollment

The rates of improvement are relatively similar across the various cohorts with the exception of the longest term cohort experiencing the greatest levels of improvement.



## Percent of Clients with a Private Residence

Consistent with previous reports, clients enrolled longer appear to have higher rates of private residence than clients enrolled for shorter lengths of time.

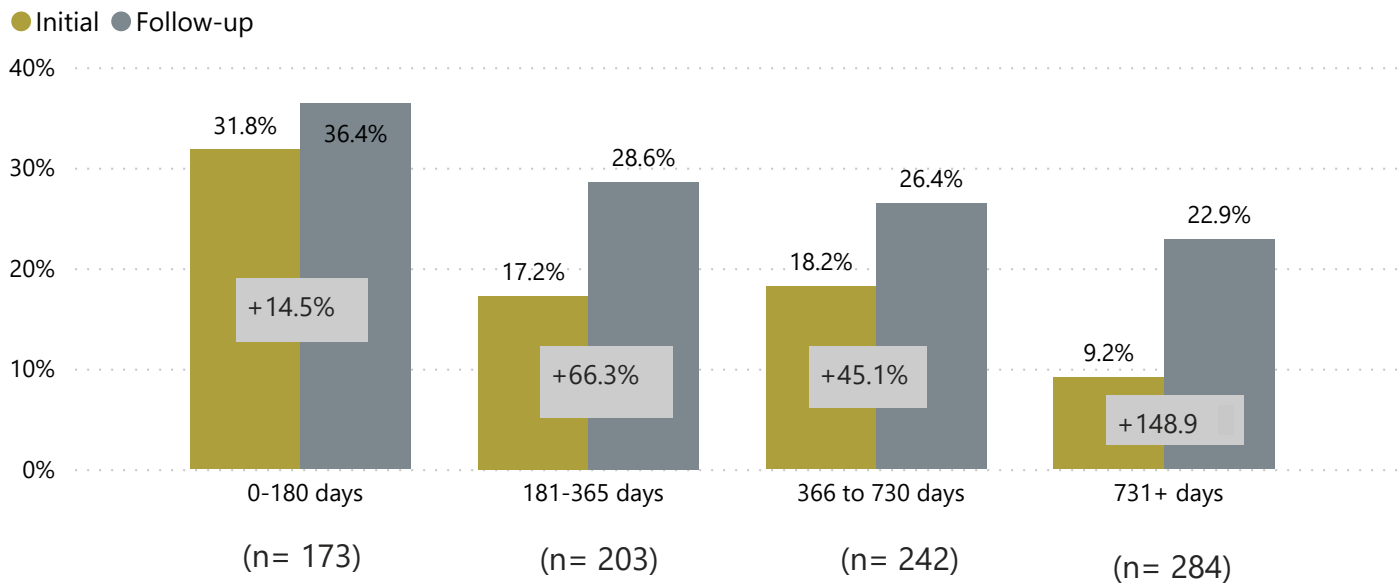






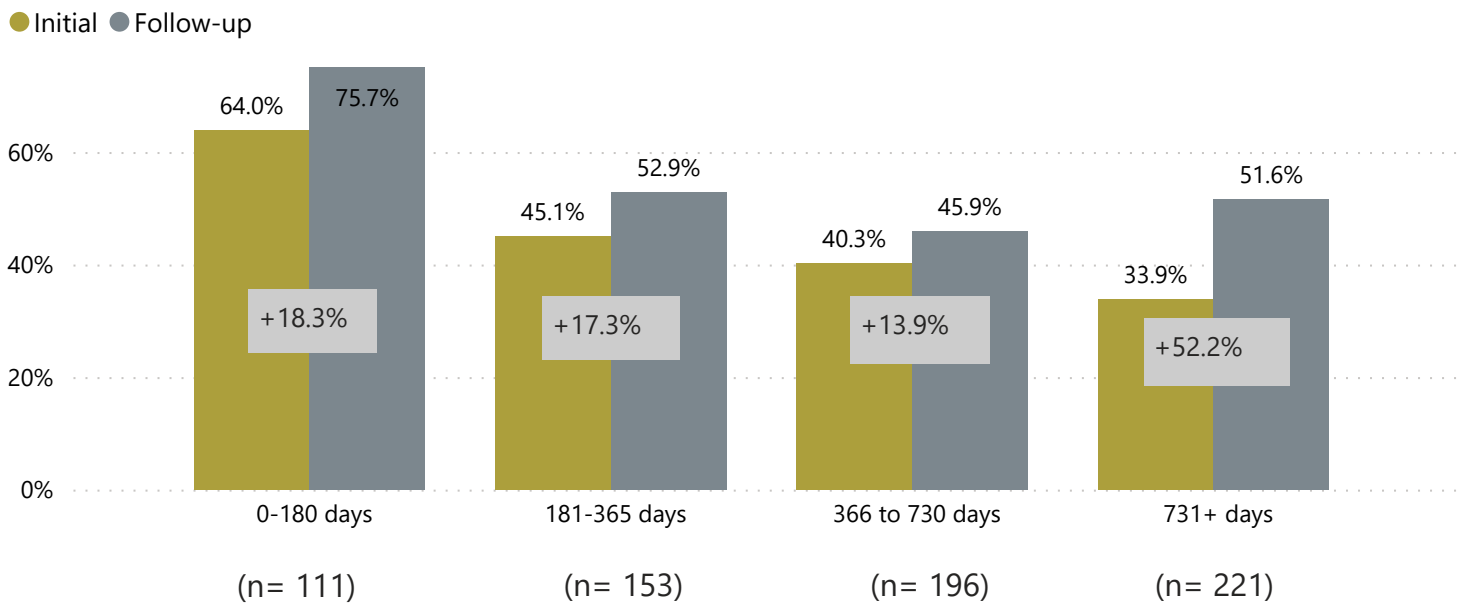
## Percent of Clients Employed

Although the rates of change are higher in longer lengths of enrollment, this is likely due to a larger proportion of individuals in longer enrollment cohorts beginning their enrollments with lower rates of employment.



## Percent of Clients selecting "Good", "Very Good" or "Excellent" Physical Health

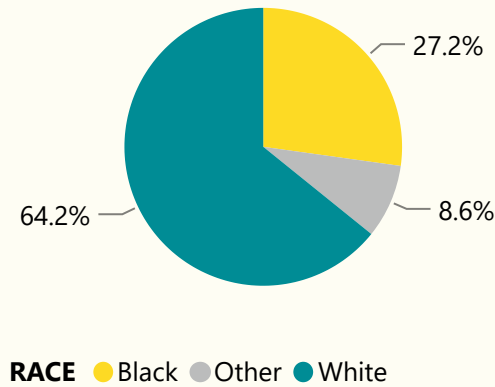
This graph shows no clear trend in terms of rate of change between cohorts. Cohorts with longer enrollments did start with lower ratings of physical health, likely influencing their higher rates of change.



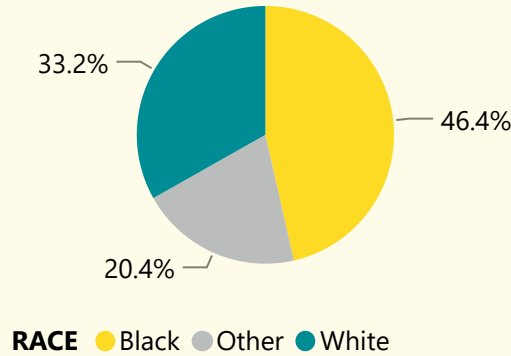
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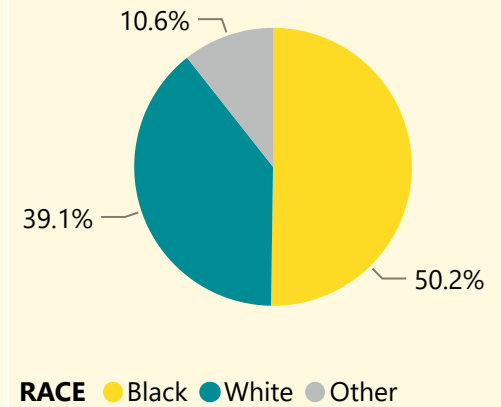
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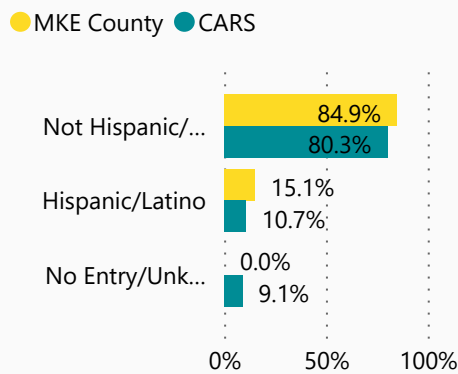
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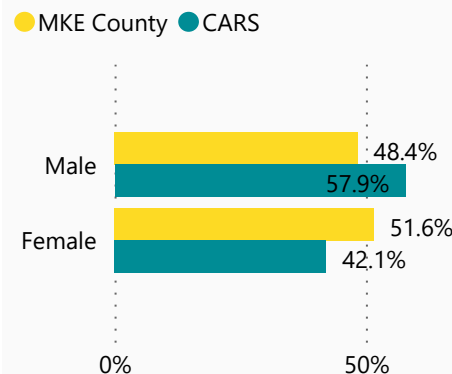
### Race (CARS)



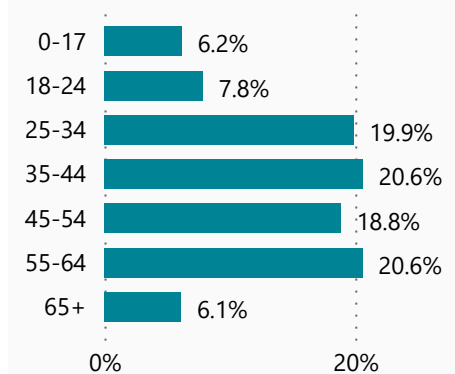
### Ethnicity



### Gender

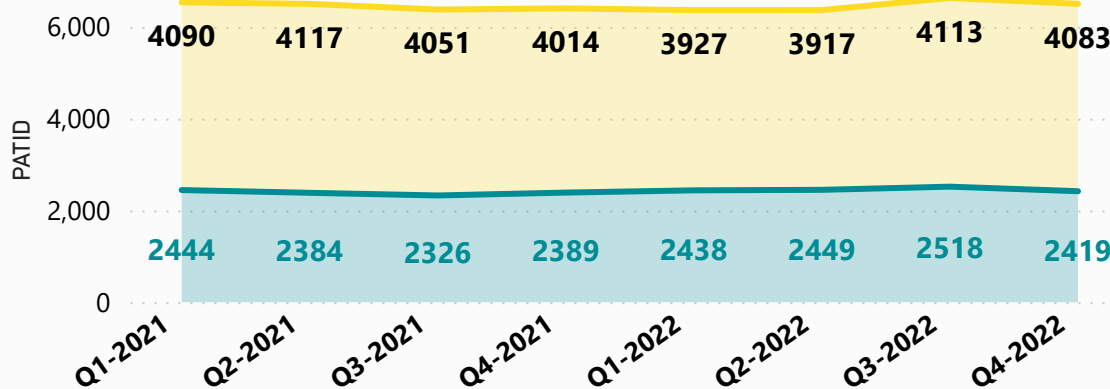


### Age



### Distinct Clients Served Each Quarter by High Need Zip Code

High need ● Focused Zips ● Other Zips



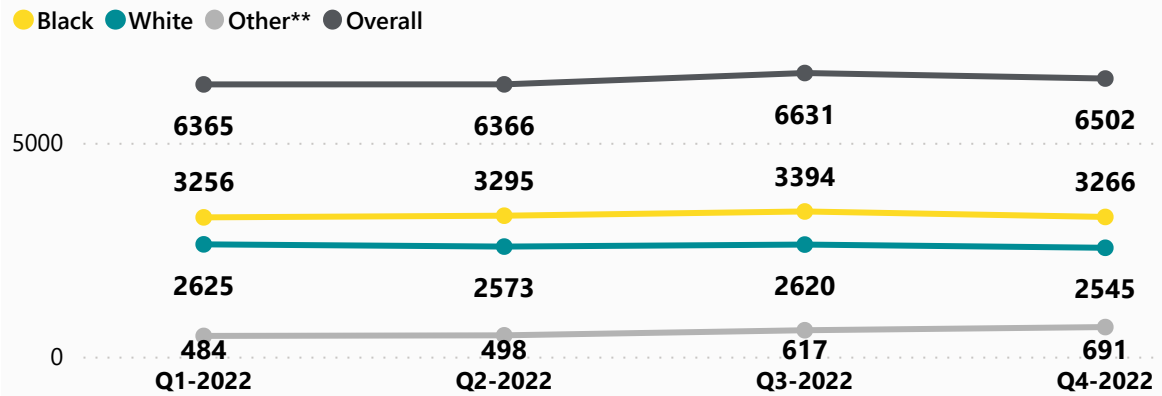
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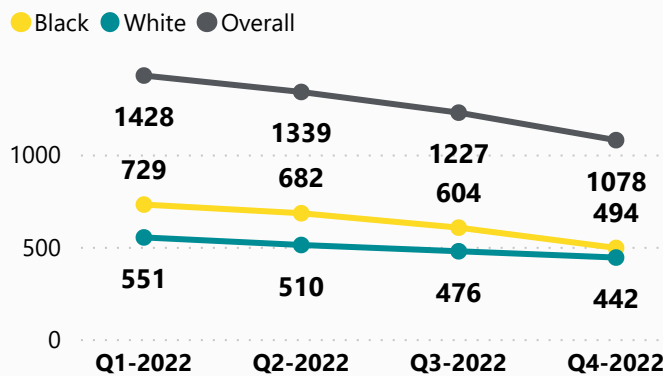
## Volume Served

### Volume Served by Race



## Referrals

### Referrals



### Access to Service

**34.06%**

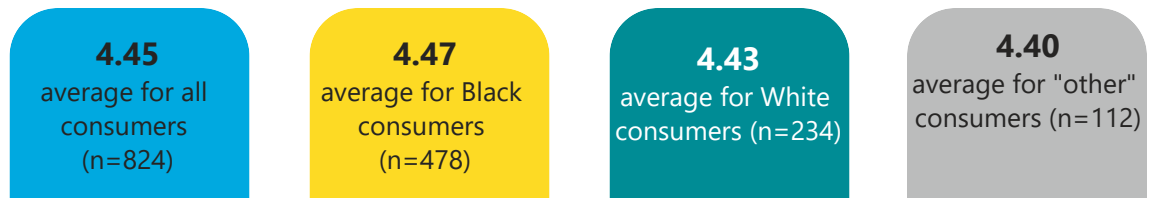
**8.2%**  
change from previous quarter

Percentage\* of clients who began their enrollment at a CARS Access Point who received a CARS community service with the first 30 days (187/549).

\*Please note that not all clients who are assessed need or are eligible to receive CARS community services, therefore the expectation is not 100%. CARS R&E Team is working to develop access targets for future reports.

## Time to First Service

## Average Consumer Satisfaction Score (Range from 1-5)

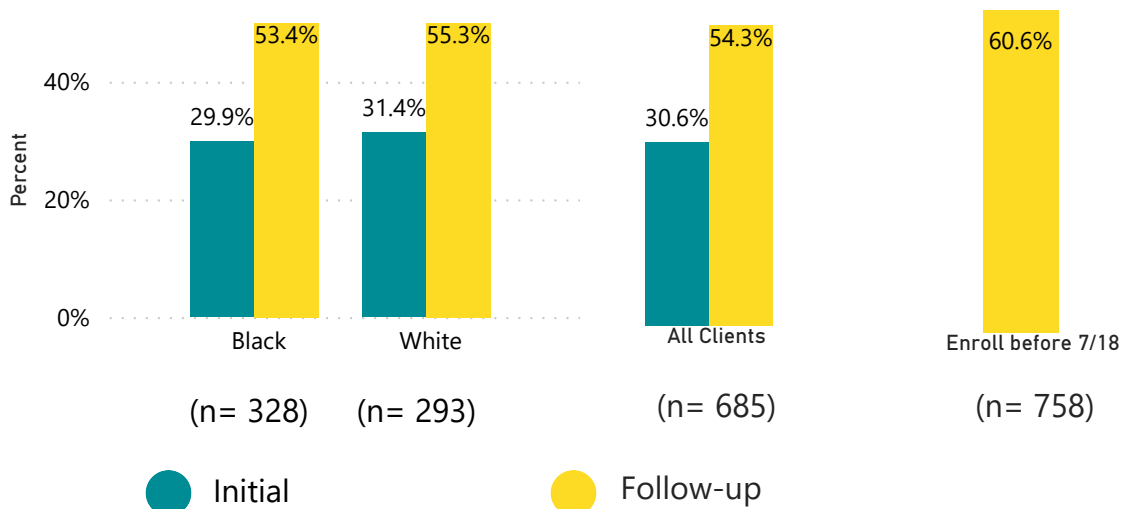


# Population Health

## Change Over Time - Client Enrollment

Percent of clients selecting "Good" or "Very Good" Quality of Life Overall and by Race

Average duration of enrollment: 586.35 days

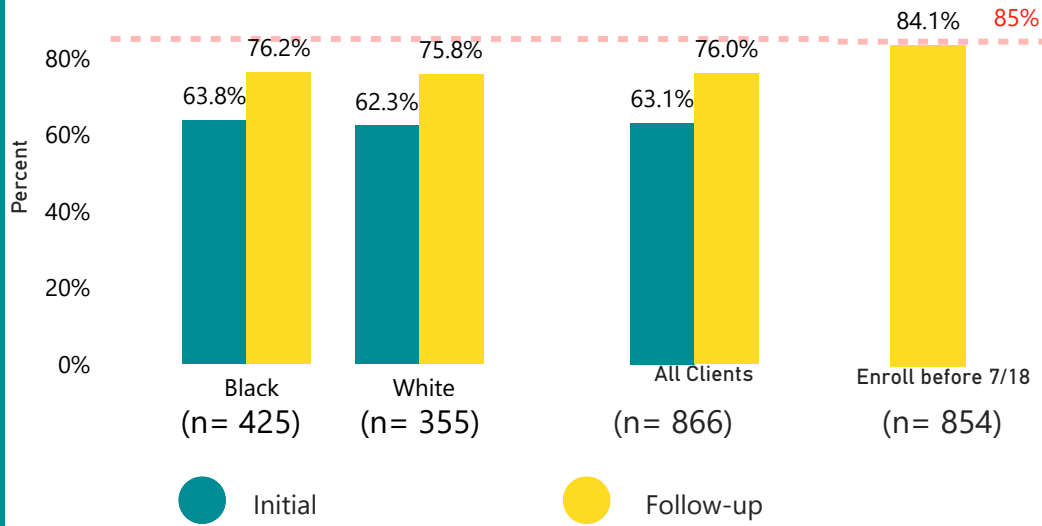




# Domain: Population Health (cont.)

Percent with a Private Residence Overall and by Race

Average duration of enrollment: 562.02 days



Benchmark for State of Wisconsin (n=74,178)

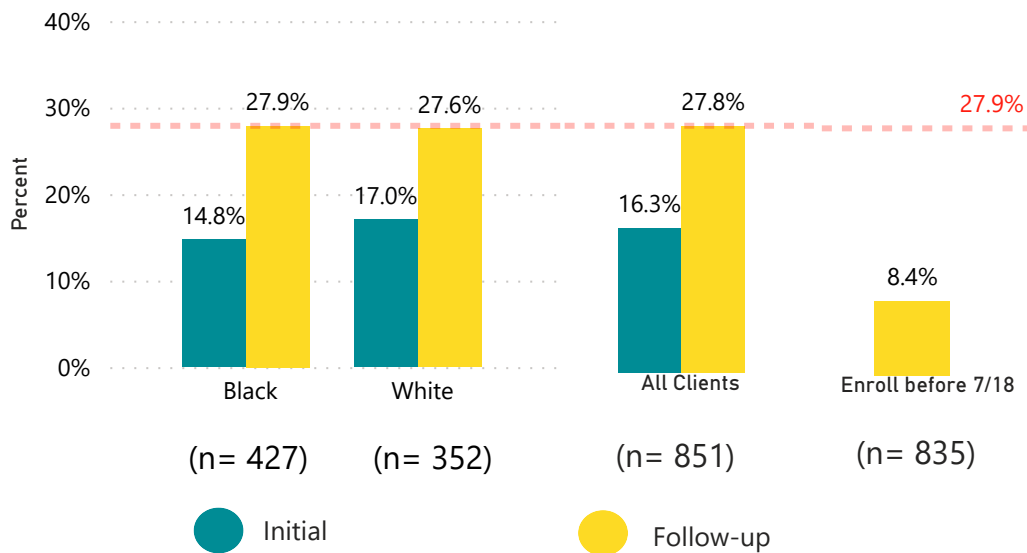
### Benchmarks

Black 79.60% (n=7,947)

White 85.90% (n=56,971)

Percent Employed Overall and by Race

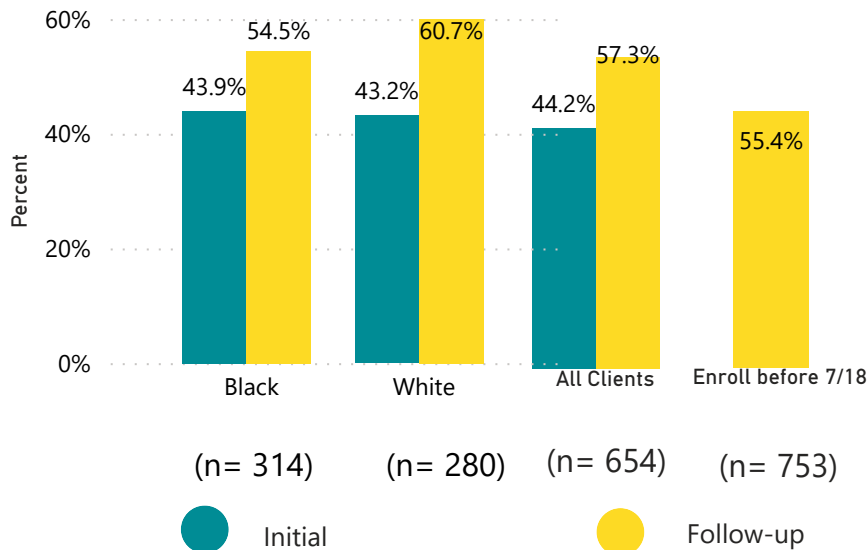
Average duration of enrollment: 556.31 days



Benchmark for State of Wisconsin (n=74,178)

Percent selecting "Good", "Very Good" or "Excellent" Physical Health Overall and by Race

Average duration of enrollment: 573.21 days



Percent selecting "Poor" or "Fair" Physical Health

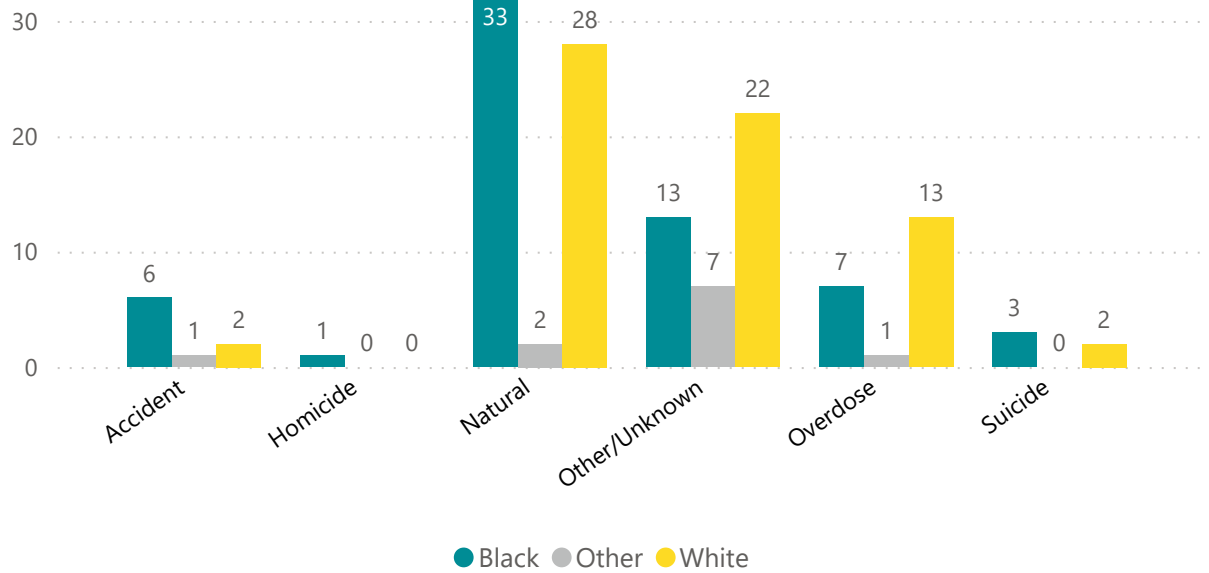
Percent selecting "Poor" or "Fair" Physical Health

Benchmark for Milwaukee County 20.00%

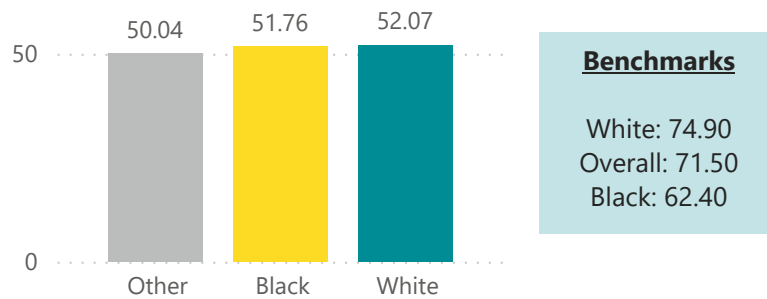


## Cause of Death by Race

One quarter lag in reporting. For deaths between Q2-2021 and Q1-2022

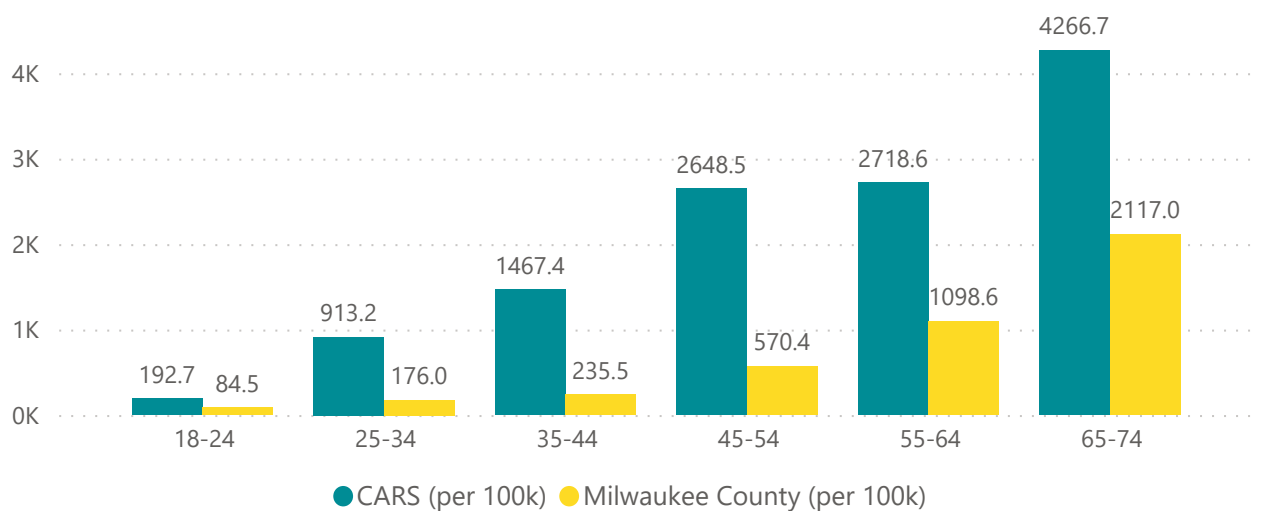


## Average Age at Death



## Death Rate (per 100,000 by Age Range)

CARS number adjusted for comparison against Milwaukee County^

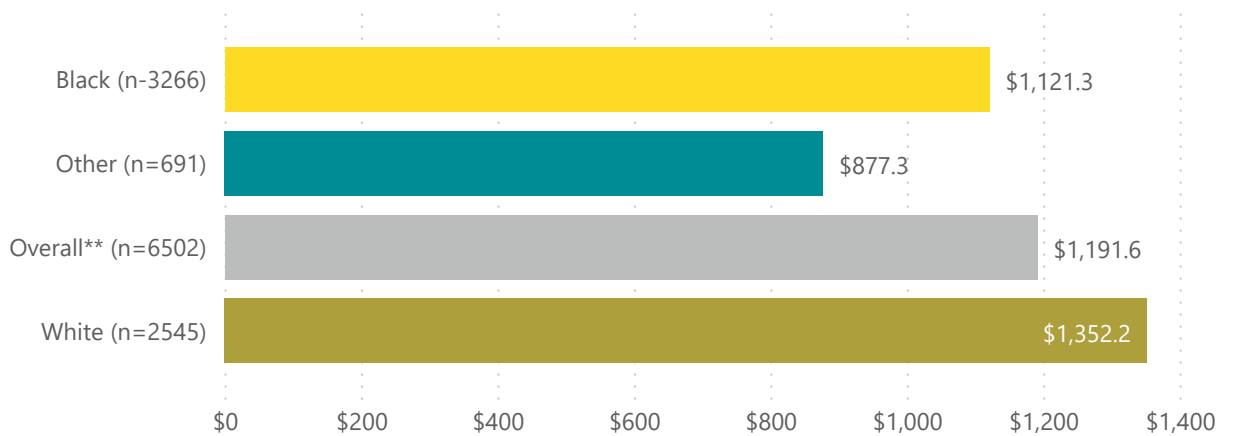




# Domain: Cost of Care

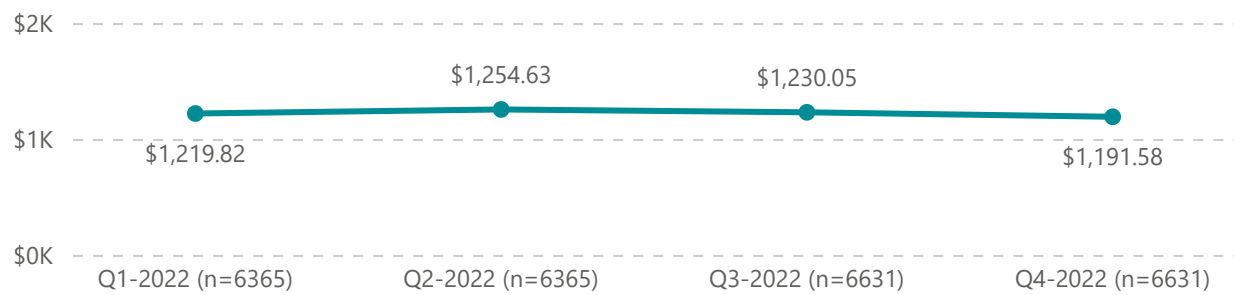
14

Average Cost per Consumer per Month for Q1 by Race



"n" refers to an average of the number of unique consumers served per month for the quarter

Average Cost per Consumer per Month by Quarter



# Domain: Staff Well-Being

Turnover

## 30.06%

CARS turnover rate

Staff Quality of Life

## 20.00%

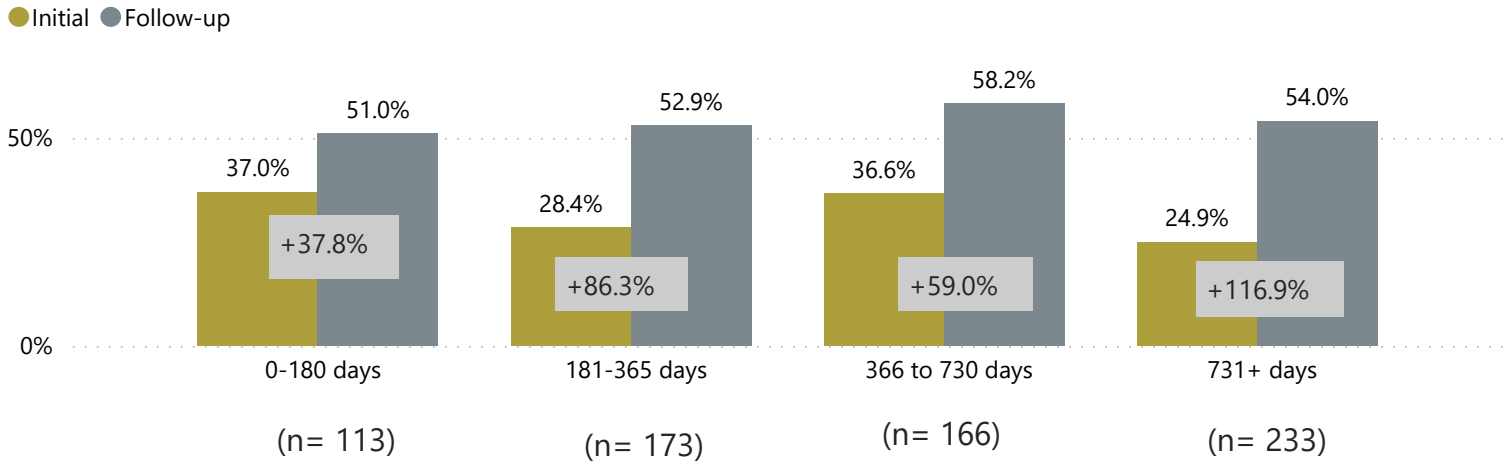
Turnover rates for government employees (per year)^^

As noted for Q3, the turnover rate reported to the left includes several employees that are no longer members of CARS due to departmental shifts. If we do not factor these employees in, the actual turnover rate ends up being **19.89%**.



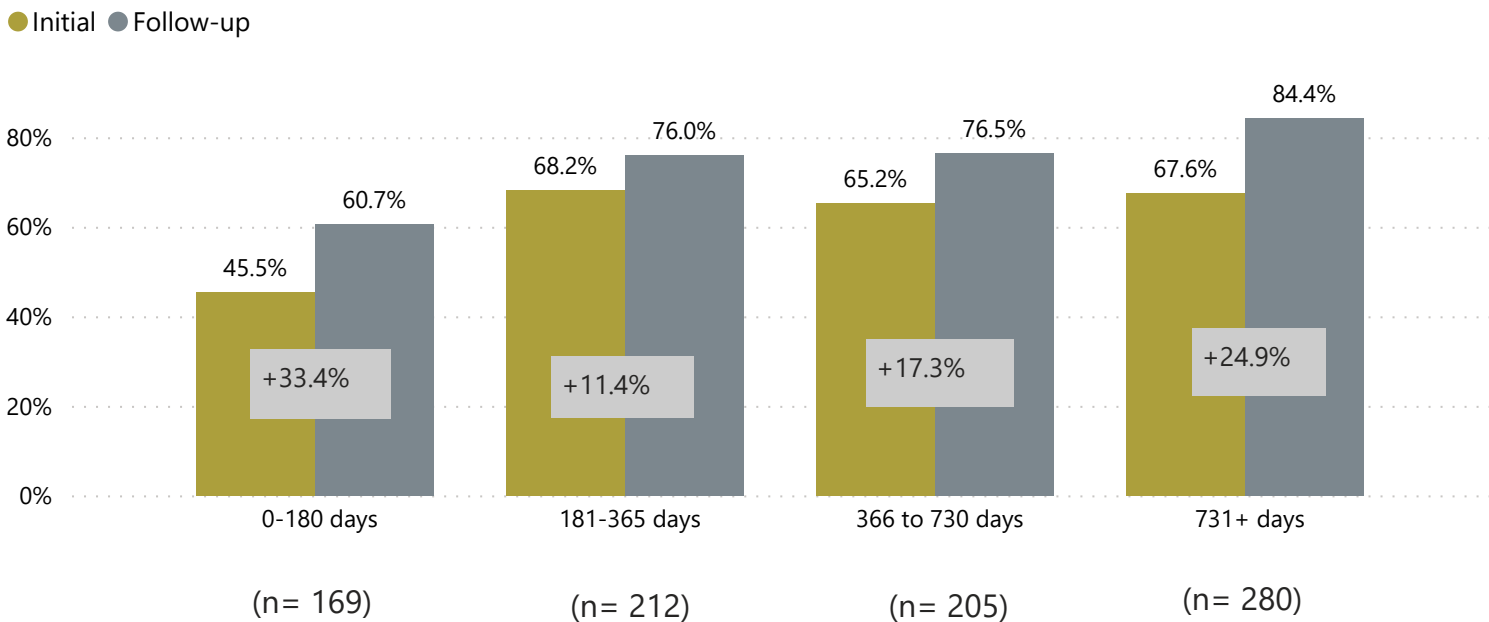
## Percent of Clients selecting "Good" or "Very Good" Quality of Life by Length of Enrollment

The rates of improvement are relatively similar across the various cohorts with the exception of the longest term cohort experiencing the greatest levels of improvement.



## Percent of Clients with a Private Residence

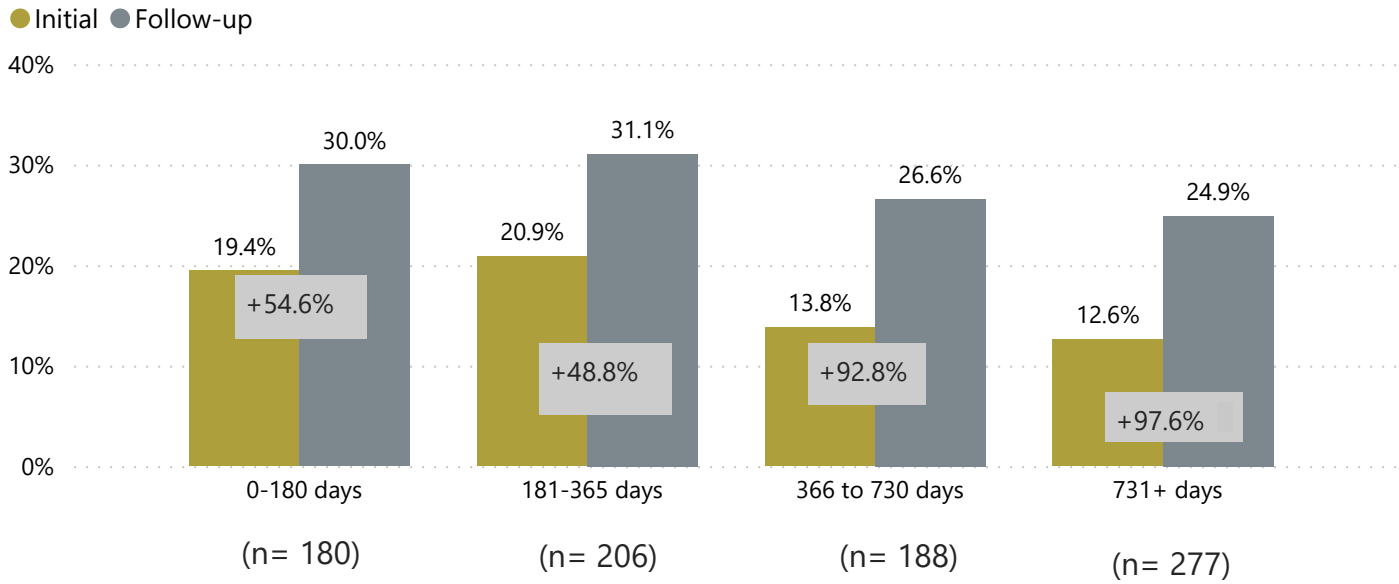
Consistent with previous reports, clients enrolled longer appear to have higher rates of private residence than clients enrolled for shorter lengths of time.





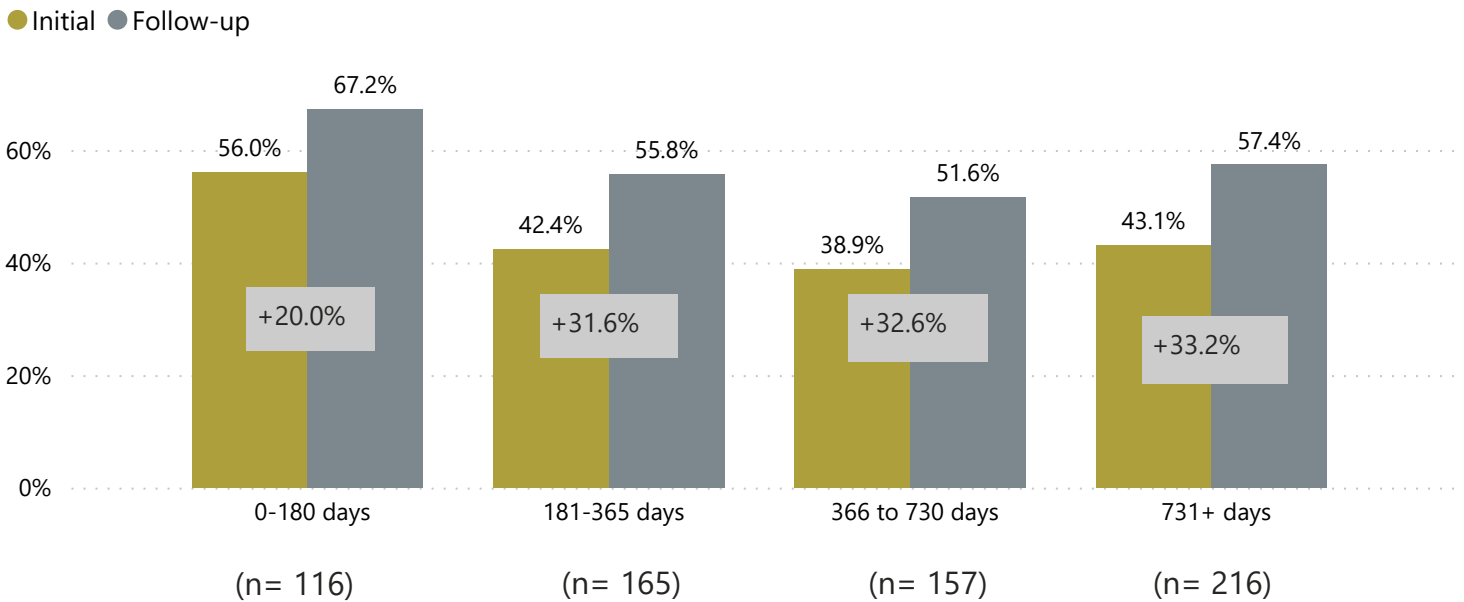
## Percent of Clients Employed

Although the rates of change are higher in longer lengths of enrollment, this is likely due to a larger proportion of individuals in longer enrollment cohorts beginning their enrollments with lower rates of employment.



## Percent of Clients selecting "Good", "Very Good" or "Excellent" Physical Health

This graph shows no clear trend in terms of rate of change between cohorts. Cohorts with longer enrollments did start with lower ratings of physical health, likely influencing their higher rates of change.







Access to Services	This measure examines the number of clients who received their first service at a CARS Access Point and then received a CARS community service within 30 days, divided by the total clients who received their first service at a CARS Access Point.
Average Age at Death	Death data is reported as an aggregate of the past four quarters, with a one-quarter lag. Average age at death for all causes of death. Benchmarks from 2019 Milwaukee County Mortality Data - Wisconsin Interactive Statistics on Health (WISH)
Cause of Death	Death data is reported as an aggregate of the past four quarters, with a one-quarter lag. Causes reported by the Milwaukee County Examiner when available. For those without an examiner report, cause of death reported by CARS is used.
Change Over Time	Change over time, through client enrollment, looks at clients who had their initial PPS within 60 days of enrollment and their follow-up PPS during the observation quarter. Some metrics are broken down by cohorts, which are determined by length of enrollment between their initial PPS and their latest PPS during the observation quarter.
Client Experience	Implementation of the new, more succinct Client Experience has begun. The survey ranges from 4-10 questions, depending on the program, and all questions range from 1="strongly disagree" to 5="strongly agree". The survey is currently being utilized in all CARS programs with the exception of CCS, CBRF, Adult Family Home, and Medication Assisted Treatment (MAT).
Cost of Care	The average cost per consumer per month within each quarter for CARS services received by CARS consumers (not including inpatient and crisis). This is not separated out by funding stream or limited to those dollars spent by Milwaukee County on these services. The "n" is an average of the unique number of consumers served per month for the 3 months in the observation quarter.
Death Rate	The CARS death rate has been adjusted to a rate per 100,000 to compare with Milwaukee County death data. ^^Comparison death data from Wisconsin Interactive Statistics on Health (WISH) data query system, 2019 mortality data
Employment	Percent of current employment status of unique clients reported as "full or part time employment" or "supported competitive employment" State Summary Report ^^Benchmark data from the SAMHSA Uniform Reporting System - Mental Health Community Services Block Grant 2020
Private Residence	Percent of clients who reported their current living situation as a private residence. ^^Benchmark data from the SAMHSA Uniform Reporting System - Mental Health Community Services Block Grant 2020 State Summary Report
Quality of Life	This is a self-reported measure based on the question on the Comprehensive Assessment. Graphs shows the percentage of people that stated that their quality of life was "good" or "very good".
Referrals	Total number of referrals at community-based and internal Access Points per quarter.
Self-Rated Health	This is a self-reported measure based on the question on the Comprehensive Assessment. The graph shows the percentage of people that said that their physical health was "good", "very good" or "excellent". Benchmark from County Health Rankings
Turnover	Turnover is calculated by looking at the total number of staff who have left over the previous four quarters, divided by the average number of employees per month, for the previous four quarters ^^Source: Bureau of Labor Statistics ( <a href="https://www.bls.gov/news.release/jolts.t16.htm">https://www.bls.gov/news.release/jolts.t16.htm</a> )
Volume Served	Service volume has been consolidated into one category to avoid potential duplication of client counts due to involvement in both MH and AODA programs.