2020

ANNUAL Report

Together, creating healthy communities

DHHS Department of Health & Human Services

MESSAGE FROM THE COUNTY EXECUTIVE

When I took office, in the midst of a pandemic, one of my highest priorities was ensuring our most vulnerable residents had access to critical services. I quickly learned the lengths to which the DHHS staff would go to rise to that challenge. DHHS ensured continuity of service by developing new ways to deliver services. They made sure our residents were getting the support they needed. The innovation deployed was unprecedented and the DHHS team overcame hurdles and became more efficient and effective in the process. Milwaukee County will greatly benefit from the adaptability of DHHS as we work toward our vision of achieving racial equity and becoming the healthiest county in Wisconsin.

DHHS is making tremendous strides in bridging the gap in health disparities by advancing a **No Wrong Door model** of customer service to create easier access to quality care. Each step towards breaking down the silos that currently exist within county government makes the best use of our limited resources by improving the way we work together and increasing access to services for all county residents.

I am continually impressed by this hard working and dedicated group of professionals as they move the needle on social determinants of health, including short-and long-term housing, employment, family and social support, improved healthy behaviors, substance use prevention, access to care, and improved quality of care.

As we look to 2021 and beyond, I am counting on DHHS to lead the way as an outstanding example of partnership, collaboration and inspiration. Milwaukee County will be investing in equity by providing resources for people and communities that have historically been underserved. Our overall strategic priorities are closely aligned with the **DHHS Future State** strategic priorities. This synergy provides tremendous opportunity to advance our vision.

With the implementation of a racial equity focused strategic plan — the first strategic plan to be developed in Milwaukee County government in over 20 years — I'm incredibly optimistic about the future of Milwaukee County.

David Crowley
Milwaukee County Executive

MESSAGE FROM DHHS LEADERSHIP

At the end of 2019, strategic planning to advance DHHS into the future was near completion, plans in place, our sleeves rolled up. Little did we know, these concepts, our vision, and our values would be put to the test much sooner than we thought. Our journey would soon include mountainous challenges from a worldwide pandemic and once-in-a-generation civil unrest. In addition, a leadership change, right at the top.

When the COVID-19 crisis began in March of 2020, each division of DHHS had to immediately mobilize in ways that had never been done before. All at once, discussions about greater efficiency, improving collaboration, and leading with health and racial equity, were suddenly reality. Every aspect of DHHS's service delivery was impacted. We became highly focused on maintaining services without interruption for our most vulnerable populations, while offering added support to the disproportionately impacted communities of color, and ensuring people of all ages and abilities were getting the care they needed in the face of an unprecedented pandemic.

The pressing issue became protecting our customers and staff while focusing on continuity of service. In a very short time, we would need to transition services from in-person to virtual, provide a safe place and access to care for the homeless population, and put safeguards in place for our youth in detention. The dual crises would greatly heighten the need for immediate access to mental health professionals. Parents would need added support now that kids were at home.

The entire DHHS team would rise to the challenge, with extraordinary creativity, innovation, and collaboration. We would turn challenges faced during COVID-19 into opportunities to advance our vision of **No Wrong Door**, creating new partnerships and collaborations, improving efficiency, and adapting service delivery to give customers easier access to quality care. Our innovation would result in historic accomplishments, including the lowest youth incarceration rate ever, and the fewest number of homeless individuals since the program began.

We saw the best in every member of the DHHS team as we worked together toward the common goal of creating a healthy community, all the while staying true to our core values of partnership, respect, integrity, diversity, and excellence.

2020 will be a year we will never forget, not only because of the challenges faced, but because our human spirit and commitment to the residents of Milwaukee County would drive us to triumph over the challenges, and as a department, we are better for it. Join us on the journey that was the year of 2020, we invite you to read on.

Shakita LaGrant McClain
Director

David Muhammad
Deputy Director

SHAKITA LAGRANT MCCLAIN APPOINTED DIRECTOR OF DHHS

In September, Shakita LaGrant McClain was appointed the new Director of DHHS by the County Executive and confirmed by the County Board of Supervisors, filling the role vacated by Mary Jo Meyers, who is now serving as County Executive Crowley's Chief of Staff.

Statement from County Executive's Office

Shakita LaGrant McClain has been with DHHS since 2013, and during this time she has demonstrated the ability to think big picture about the social determinants of health while keeping the true needs of those in our community as her top priority. Throughout her time with the County, her strong leadership has resulted in tremendous success for key initiatives such as the **GO PASS Program** and the **Combined Community Services Board**. Shakita has a strong background in training and development, team building, client relations, performance enhancement and coaching, and facilitation.

> "It is a privilege to appoint Shakita LaGrant McClain as Director of Health and Human Services at a time when Milwaukee County desperately needs her leadership and vision to keep residents safe as we continue to fight the pandemic and achieve our stated goal to achieve racial equity."
>
> —Milwaukee County Executive David Crowley.

DEPARTMENT OF HEALTH & HUMAN SERVICES

Consisting of the Behavioral Health Division, Disabilities Services Division, Housing Division, and Division of Youth & Family Services, as well as Contract Administration and Energy Assistance.

MISSION

Empowering safe, healthy, and meaningful lives.

VISION

Together, creating healthy communities.

VALUES

Partnership, Respect, Integrity, Diversity, and Excellence (P.R.I.D.E.)

80,000+

Number of residents served annually by the Department of Health & Human Services via its 800+ staff members and a network of community-based partner agencies.

No Wrong Door

The **No Wrong Door** approach is how DHHS will realize its vision of "Together, creating healthy communities" and improve health outcomes for Milwaukee County residents by focusing on achieving racial equity to become the healthiest county in Wisconsin. No Wrong Door creates easier access to quality, person-centered care through: ***Intentional Inclusion***, ensuring an improved customer experience; ***Bridging the Gap*** by looking at the unique needs of the individual and providing direct access to tailored services, giving people what they need to thrive; and ***Investing in Equity*** with extra funding for the most needed services such as transportation, caregiver support, housing, and case management services. No Wrong Door means serving people across their lifespan with acceptable care that promotes dignity, regardless of race, gender, age, or socio-economic status. The care and services are driven by the person seeking help.

Implementation of the No Wrong Door model was advanced with the passage of the 2021 County Budget by the Milwaukee County Board of Supervisors, which approved the integration of the Department of Health & Human Services, the Department on Aging and the Department of Veterans Services. This integration breaks down silos that currently exist and makes the best use of limited resources by improving the way staff work together and increasing access to services for county residents. *(For more on the Integration, see page 22.)*

Future State

DHHS will improve Milwaukee County's health by orchestrating services and care for residents, and by working with our system partners to address inequities while investing in prevention. DHHS will need to pursue two unique strategies to do so, both of which take advantage of County government's unique position in the human services ecosystem:

Strategy #1: No Wrong Door/ Integrated Services & Care

- Focus on families, individuals, and support persons
- Orchestrate human care across age 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
- Address racial equity within policies and practices, including within contract network

Strategy #2: Population Health/System Change

- Focus on collective health
- Lead and catalyze human services systems to address structural racism
- Look to re-direct more DHHS resources to prevention
- Influence funders in the allocation of resources
- Amplify community voice in DHHS and broader community discussions

DHHS Practice Model

The DHHS practice model is an integral part of the System of Care. It reflects the department's worldview and philosophical approach to interacting with participants, as well as the mission, vision, and values of the organization. It also helps to combine a series of theories and frameworks to coherently translate concepts from theory to practice in a way that is meaningful to staff, the people served, and other key stakeholders.

THE DEPARTMENT OF HEALTH & HUMAN SERVICES RESPONDS TO THE COVID-19 PANDEMIC

Milwaukee County serves nearly **1 million** people with essential human services that are critically necessary during a crisis, such as mental health support, housing, and nutritional services for seniors. The Department of Health & Human Services acted swiftly and strategically as the COVID-19 crisis unfolded.

DHHS responded by quickly adapting program and service delivery to meet the needs of residents, and provided added support to the disproportionately impacted communities of color. This unprecedented situation required all hands on deck. In addition to maintaining continuity of service, every DHHS employee had to adapt their work in one way or another, including transitioning to telework, wearing PPE and following CDC precautionary guidelines, adapting to virtual home visits, and developing protocols to keep youth in detention safe.

Each division went above and beyond to maintain, and in some cases, expand services during the pandemic. Innovation created efficient service delivery models that will have a lasting impact. Throughout the pandemic, DHHS never waived from its commitment to lead with health and racial equity.

Unified Emergency Operations Center

As the County Executive's office assembled a strategy team, DHHS loaned multiple staff members to a new **Unified Emergency Operations Center (UEOC)/COVID-19 Public Health Collaborative**. The mission of the UEOC is to coordinate and elevate a unified multi-sector public health response to COVID-19's direct and indirect effects, with emphasis on affected vulnerable populations, in collaboration with key sectors in Milwaukee County.

The Public Health Collaborative included **11** public health agencies, **19** municipalities, business leaders, health care partners, and non-profit organizations across Milwaukee County to respond in a coordinated way to the emerging COVID-19 crisis while maximizing resource use and minimizing the spread of the virus.

A robust county dashboard featuring daily updates to the data, frequent midday television briefings, and other communications strategies were quickly launched to inform a worried public. Plans were set in motion to carefully monitor hospital capacity, PPE, data, testing, emergency response, and other key indicators to keep the public safe.

PPE Re-Distributed Based on Need

At the height of the pandemic, DHHS led the critical effort to obtain a countywide inventory of PPE across public, private, and government partners, coordinating between DHHS, the State of Wisconsin, and local community partners, with the goal of improving access to PPE. This major undertaking ensured entities across Milwaukee County had the PPE they needed to safely do their work and provide services. Once an inventory was established, PPE was re-distributed to organizations with the greatest needs.

This grassroots effort resulted in the Division of Youth & Family Services, Milwaukee County Department on Aging, and the House of Correction receiving necessary PPE.

STAY HOME SAVE LIVES MKE

In response to the statewide **Safer at Home Order** issued March 24, 2020, Milwaukee County developed a dynamic public service campaign to encourage residents to ***Stay Home and Save Lives***.

To complement Milwaukee County's Stay Home Saves Lives public service campaign, DHHS worked closely with the County Executive's team to develop a supportive sub-campaign informing people who might not feel safe at home because of abuse or neglect that ***Help Is Available***. This bilingual campaign featured a comprehensive website, billboards, bus ads, and public relations.

HOUSING DIVISION STANDS UP CLARE HALL FOR HOMELESS INDIVIDUALS

At the outset of the pandemic, the Housing Division faced a critical challenge in that there was suddenly a dramatic increase in the demand for emergency housing assistance and other services for individuals experiencing homelessness due to the need to quarantine and practice social distancing.

The Housing Division developed an innovative, collaborative, and highly effective response to provide emergency housing for the homeless population by working with public and private sector partners to address the needs of Milwaukee County's most vulnerable residents. Clare Hall, located on the Saint Francis de Sales Seminary grounds, was stood up in partnership with the City of Milwaukee Health Department, Archdiocese of Milwaukee, and the National Guard, to address the overall health of homeless individuals, link them to permanent housing, and provide additional county services. Three local hotels were also used for the same purpose.

The Housing Division was at the forefront of the County's response to COVID-19, and provided temporary shelter for **175** individuals. As a result of Housing's efforts during the COVID-19 crisis, homeless individuals were given a leg up and set up for future success through Housing First. In May, the homeless population on the street reached its lowest count since Milwaukee County started doing homeless outreach.

Inside Clare Hall, a generous donation from the community, and workers sanitizing the vehicles to transport homeless to isolation facilities.

> "Milwaukee County has been at the forefront of the community response to COVID-19. Providing temporary shelter for 175 individuals is one example of that response."
>
> —James Mathy, Administrator, Housing Division

The 'We Care Crew' Provides Resources to the Community

In June, Milwaukee County, the City of Milwaukee and local community partners launched the We Care Crew, a community resourcing initiative to support communities of color during the pandemic.

The We Care Crew brought together Milwaukee County's Office on African American Affairs, Department of Health & Human Services, Department of Administrative Services, Milwaukee County Parks, Milwaukee County Sheriff's Office, Milwaukee Police Department, City of Milwaukee Health Department & Office of Violence Prevention, 414Life, the PEAK Initiative, and other community partners to provide assistance to those hardest hit by COVID-19.

Throughout the summer, the We Care Crew visited parks to distribute masks and meals, host bike drives, and facilitate additional safe events and programming. The We Care Crew engaged communities in public health education and provided resources using Milwaukee County Parks sites as temporary distribution points. Programming featured physically distanced activities, public health education, Certified Credible Messengers, and supportive community ambassadors.

Credible Messenger Professional Certification gives "credible messengers" – people who work closely with youth – the tools they need to make a difference in the lives of young people in Milwaukee County. Intentional trainings provided tools to connect with young people as credible messengers. The Department of Youth and Family Services, along with the other 11 community-based organizations, participated in the credible messenger training. These credible messengers conducted outreach in the parks over the summer.

Efforts were focused at Brown Deer Park, Lincoln Park, McGovern Park, Moody Park, Rose Park, Sherman Park, Smith Park, Tiefenthaler Park, Washington Park, Clarke Square, King Community Center, and Kosciuszko (Kozy) Community Center.

The We Care Crew community partners organized a bike drive to encourage safe activities during the COVID-19 pandemic.

DIRECTOR'S OFFICE & MANAGEMENT SERVICES

The Director's Office and Management Services provide administrative guidance, accounting support, and contract oversight to all DHHS program areas. This area is also responsible for managing Energy Assistance and 2-1-1 IMPACT.

Work continues in assessing the department's contract procurement strategy, developing additional tactics to address structural barriers to expand provider network and ensure diversity. Moving forward, there will be external evaluation of contracting practices, workgroup facilitation, diversity in DHHS contracting, and DHHS's overall economic impact on communities of color.

2-1-1 IMPACT provides a coordinated entry point for those 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.

Do The Right Thing Committee and Racial Equity Ambassadors

This group of dedicated individuals works tirelessly to generate awareness of **P.R.I.D.E.** Values and the work toward achieving Racial Equity. Racial Equity Vision Week was celebrated at the end of February with daily inspiration and activities to help differentiate equity and equality. The week wrapped up with an event and featured vision boards from each Division.

Despite changes to the working environment, the **Do The Right Thing Committee** continues to recognize DHHS employees across divisions for exemplifying the P.R.I.D.E. Values of Partnership, Respect, Integrity, Diversity, and Excellence through a monthly newsletter celebrating individuals who were nominated by their peers. Once again, the Committee will be accepting nominations for the 4th annual **P.R.I.D.E.** awards, recognizing one outstanding co-worker. The winner will be named in January 2021.

P.R.I.D.E. Values

Partnership

Respect

Integrity

Diversity

Excellence

Wisconsin Home Energy Assistance Program (WHEAP)

The WHEAP is funded by the State Department of Energy, Housing and Community Relations (DEHCR) and is operated by Milwaukee County utilizing two subcontractors, Community Advocates and UMOS, along with three county employees co-located at the agencies and managed by one employee in DHHS. The Home Energy Plus program is Administered by the State of Wisconsin Division of Administration.

In response to the COVID-19 pandemic, the Energy Assistance team members quickly transitioned to telework, which included purchasing technology and tools to assist with working safely from home. Training was created for customer support during the pandemic to further equip team members with knowledge of how to interact with customers and support them in taking care of themselves while offering alternative ways to access services.

Even though physical locations closed their doors to the public, customers continued to be served by phone. Additional electronic tools were implemented and increased one-on-one customer specific strategies to ensure all Milwaukee County residents continued to have access to services that maintain safety and financial benefits, without being put at risk by leaving their homes. For the large population of older customers, no contact drop-off and pick-up was offered for those who do not have access to mail, email, or are not comfortable with use of our recording tools to satisfy their application being processed.

62,028

customers served over $4 million in regular benefits.

10,774

customers received crisis benefits in addition to the regular benefits, which stabilized their utilities and prevented disconnection.

602

residents served furnace repair/replacement totaling $1.2 million.

Weatherization Day 2020

Each year, the Energy Assistance team hosts Weatherization Day to connect people with Milwaukee County's Energy Assistance Program and valuable weatherization benefits to make sure Milwaukee County families stay safe and warm during the winter months. This year, the Weatherization Day events went virtual with more than **3,000** visitors online at **KeepWarmMKE.org**. The following day, free weatherization kits were handed out to **300** Milwaukee County residents at Grab & Go events at our partner locations UMOS and Community Advocates.

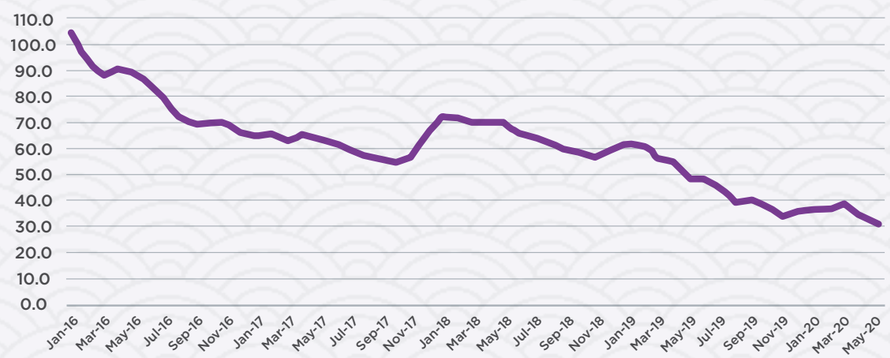
DYFS Division of Youth & Family Services

A Division of the Department of Health & Human Services

The Division of Youth & Family Services (DYFS) works with children involved with the justice system and takes the entire family into account when providing supervision and support in pursuing a prosocial future. DYFS is the thought-leader in the statewide effort to reform youth justice.

In July of 2020, Milwaukee County reached unprecedented milestones of the fewest number of young people incarcerated at the both the Vel R. Phillips Detention Center, operated by the Division of Youth & Family Services (DYFS), and the state-run youth correctional institutions. Since January 2016, the County has achieved an approximately **57%** reduction in the daily census of youth in the Detention Center. In July, there were 25 county-committed youth at the state-run Lincoln Hills and Copper Lake Schools Correctional institutions located in Irma, Wisconsin. This number represents the fewest number of Milwaukee County youth committed to youth corrections in its history, and is a **76%** reduction in the average daily population since January of 2016.

Lincoln Hills School & Copper Lake School Average Daily Population 2016-2020



Since 2016, Milwaukee County has seen a steady decrease in the average daily population of Milwaukee youth at Lincoln Hills and Copper Lake Schools.

Milwaukee County's Division of Youth & Family Services (DYFS) is transforming the juvenile justice system and producing unprecedented results for youth justice reform by moving away from the traditional model of locking up young people to one of rehabilitation. Milwaukee County DYFS has integrated national best practices, developed key partnerships locally and nationally, implemented community-based solutions, individualized service delivery, and family-centered practice. This approach focuses on skill-building and addressing behavioral health and trauma for individuals and communities to ensure all youth regardless of background can experience safe, healthy and meaningful lives.

Zero Youth Corrections

In 2020, DYFS moved forward with a Zero Youth Corrections strategy to provide needed services in the community. The resulting savings are being reinvested into community-based programming targeting prevention and intervention.

Juvenile Detention Alternatives Initiative Community Advisory Board (CAB)

This collaborative community advisory group was revised to be an educational platform that collectively shares and educates the group to inform systematic change efforts. The goal is to make the JDAI CAB a more meaningful and productive space. A survey of the group shows the desired effect. There is an increase in participation and improved knowledge of participants and system partners.

Workload Equity Project

Focuses on providing a centralized tracking mechanism, proactive tickler systems, and lays the foundation for a weighted caseload structure. The goal is to use implementation science to create a tool that provides a common place for tracking compliance measures.

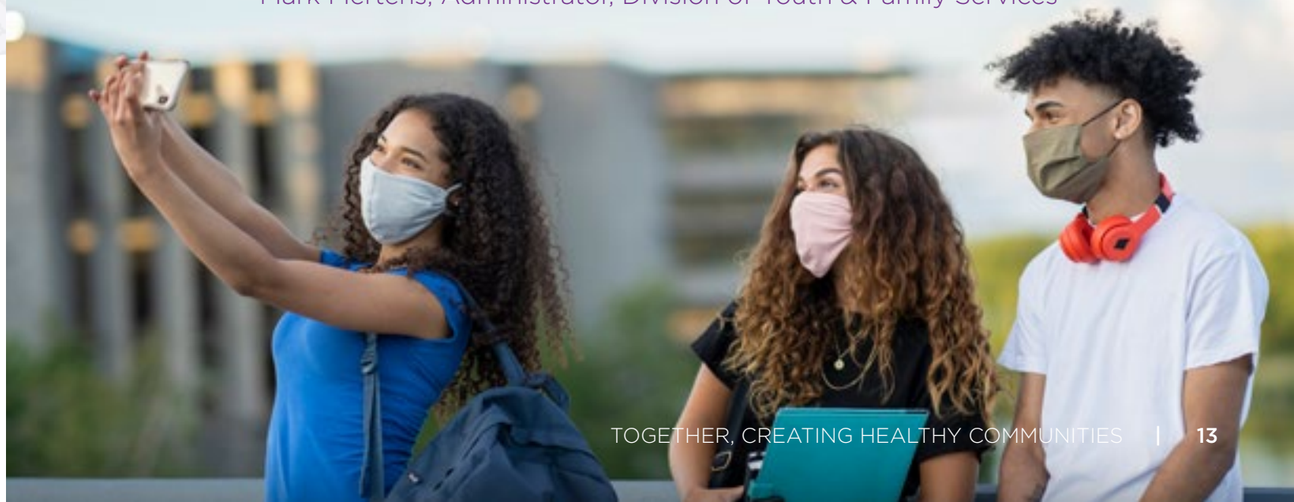
This tool, developed in collaboration with the Urban Institute, will be piloted in early 2021 and centralizes the following components:

- Court Information
- Case Consultation Needs
- YASI Assessment & Case Planning Information
- Youth Phase of Engagement and Milestone
- Extenuating Case Dynamics
- Placement Needs
- Interventions and Rewards

Credible Messenger Training and Pilot Expansion

In June, **50** youth interventionists were trained by the Professional Community Intervention Training Institute in the Credible Messenger community intervention and transformative mentoring model. The organizations represented also participated in community outreach efforts with the "We Care Crew" County Parks initiative. The week-long virtual training provided skills and a framework for DYFS's Credible Messenger pilot that is currently being rolled out with five community-based agencies to work with high risk youth involved with group-based violence, gun charges, and auto theft.

> "For DYFS, family are those that have a 'vested interest' in the youth, 'provide positive support,' and are 'culturally significant'... they are not limited only to those with blood ties."
>
> - Mark Mertens, Administrator, Division of Youth & Family Services



DSD Disabilities Services Division

A Division of the Department of Health & Human Services

The Disabilities Services Division (DSD) serves individuals with disabilities from birth to age 59. Through this division, a call center is available for those in need of services. Individuals can get assistance with benefit navigation and protective services.

This year provided unique challenges in continuing to serve customers at the highest level. The Disability Resource Center had to quickly adapt to a virtual environment to connect with customers, including helping them decrease social isolation and ensuring they have access to needed services and resources. Support from Public Allies staff members proved to be very valuable as they followed-up with customers to make sure their needs were being met. DSD staff went above and beyond to transition to a virtual model including increasing access to resources and community support, and connecting customers virtually to family, friends and medical professionals. Disability Benefits Specialists and the Service Support staff provided virtual meetings and telephone calls for customers to receive help with program enrollment and Social Security benefits.

Moving toward the No Wrong Door approach, DSD merged Adult Protective Services and Elder Abuse (Department on Aging) in June of 2020. This new partnership created a robust team of investigators to respond to reported abuse, including registered nurses and paralegals. This improved referral process addresses the immediate needs of a caller without delay.

DSD Children's Services is part of a large-scale integration project with the Division of Youth and Family Services and the Wraparound Milwaukee program to create a seamless Children's Services system of care to meet the needs of children and families in the Milwaukee community, regardless of how they enter the system.

To increase program enrollments and knowledge of program eligibility, DSD is conducting virtual and in-person community outreach activities for children, youth, and families.

34%

The combined units of Elder Abuse and Adult Protective Services have resulted in a 34% increase in referrals over 2019 Adult Protective Services referrals.

200

Enrollment in the Children's Long-Term Support Waiver program increased by 200 children.

209

In September 2020, the Disability Resource Center hit a record of 209 individuals enrolled in publicly funded Long-Term Care.

DSD is in the community during COVID-19 providing resources to increase knowledge of all DSD programs to produce more program enrollments. DSD staff members accepting Energy Assistance applications, handing out giveaways, and working in partnership with the We Care Crew to connect children, youth, and families to DSD resources.

HD | Housing Division

A Division of the Department of Health & Human Services

The Housing Division (HD) is the lead agency in combating homelessness in the County, and is on track to end chronic homelessness in Milwaukee County.

The Housing Division continued its focus on prevention and looking at the provision of housing as a main social determinate of health. In 2020, the Housing Division received **$10 million** in CARES Act funding for eviction prevention. By October 2020, this program prevented more than **1,700** evictions. Looking through the lens of racial equity, **81%** of program participants are African American. The Division's program not only provides rent payments to ensure evictions are not filed, but also offers case management services to households to ensure that other areas of their lives can be improved on.

The Division has continued to grow its partnerships with HMOs to provide Housing Navigation services to their members who struggle maintaining housing. These struggles had historically led to an increase in emergency service usage as well as increased involvement in the criminal justice system. Through the Division's successful work in this area, data has shown more than a **3:1** return on investment for HMO partners which has increased their participation and attracted additional private dollars to lessen the department's tax levy burden.

Milwaukee County Housing Division and Upstart Kitchen Representatives

1,700

The Milwaukee County Housing Division prevented more than 1,700 evictions with 81 percent being African American households.

200

Provided care to over 200 individuals at Clare Hall, the COVID isolation facility for those facing housing instability.

1,925

Increased lease up in Section 8 to 1,925 households. This is the most households served in the program over the past 10 years due to the program finding additional efficiencies.

Success Story: Housing Division Partners with Upstart Kitchen

In 2020, the Housing Division began a new partnership with Upstart Kitchen, Milwaukee County's first **24/7** commercial kitchen and business incubator located at 4325 W. Fond du Lac Ave. Upstart Kitchen has provided over **7,000** meals free-of-charge to previously homeless individuals who have been placed into permanent housing by the Housing Division. Division staff then arrange for the delivery of the meals. Food insecurity remains an issue for the formerly homeless as many of them have either very low or no income. This partnership provides clients with free and nutritious meals, especially important during the current pandemic.

BHD Behavioral Health Division

A Division of the Department of Health & Human Services

The Behavioral Health Division (BHD) is the key provider for all behavioral health matters in Wisconsin's largest county, providing a combination of inpatient, outpatient, community, and mobile services.

Through the expansion of consumer-driven and recovery-oriented community-based services, such as Comprehensive Community Services (CCS), Individual Placement and Support (IPS), and Crisis Resource Centers (CRC), BHD is moving the needle on social determinants of health (SDOH). Along with AODA residential alternatives like Oxford House and Outpatient Plus, these services are self-directed, evidenced-based services that address key indicators, including short- and long-term housing, employment, family and social support, and improved healthy behaviors around diet and exercise, smoking, alcohol and drug use, access to care, and improving quality of care.

After a short transition period early in the COVID-19 pandemic, BHD community-based services for adults quickly returned to a high level of service—at more than **85%** of service units year over year compared to the same period in 2019. BHD provided technical assistance with telehealth and safety strategies for community workers, and also provided PPE and enhanced reimbursement to help our provider network navigate the crisis. BHD completed a survey of nearly **700** individuals served by telehealth that showed more than half of respondents were as satisfied or more than satisfied with those services compared to face-to-face services.

Children's Community Services and Wraparound Milwaukee have expanded efforts to impact on SDOH. In alignment with a dedicated effort to improve SDOH, Wraparound Milwaukee has expanded the workforce. Funding was allocated to develop a position to assist young adults in securing employment, housing, and health insurance. The Supported Employment grant has been a focal point of expanding employment opportunities for youth and young adults in partnership with community-based organizations. Wraparound Milwaukee has allocated additional funding to provide Certified Peer and Parent Peer Support trainings and implemented Peer Support positions in the system of care expansion, in an effort to provide employment based on lived experience and broaden the scope of the workforce to be more reflective of the communities served. New programs and positions have been developed with the aim of upstream intervention to reduce deepening system involvement and ensure early access to resource connection from a holistic care approach.

Throughout the pandemic, Wraparound Milwaukee has partnered with others to ensure families have access to basic needs and supports. Owen's Place, a Wraparound funded community drop-in center, offers access to food, laundry, recreation, and connections to caring and committed staff and resources. Special attention has been paid to the challenges of online learning through the integration of tutoring services offered in collaboration with other community-based organizations.

Racial equity has been a focus of 2020 as it relates to our efforts to address SDOH through access to programs and supports. Efforts include: analysis and expansion of the racial, geographic, and linguistic demographics of the provider network, participation in Racial Equity Ambassadors, the creation of collaboratively developed racial equity and inclusivity training, leadership and coordination to establish a racial equity policy audit, specified racial equity and inclusivity values, and the inclusion of racial equity in all JEQs. These efforts have helped Wraparound Milwaukee assess and enhance service provision in more equitable and inclusive ways across the workforce and people served.

Community Success: Grab & Go Events at Owen's Place

Children's Community Services & Wraparound Milwaukee provided a community-based response during the health crisis by implementing a variety of outreach strategies. The most popular outreach were the Grab & Go events held at Owen's Place. The Grab & Go's started in May and have continued each month since. This is a great collaboration between Owen's Place and Wraparound Milwaukee staff. Program staff have made significant contributions and donations to make the events a success, even donating clothing, shoes, household goods, food, basic necessities and their own time to staff events.

The Grab & Go events provide families across our community with necessities and some fun activities during the pandemic. Departments across Milwaukee County contributed resources and supplies to the Grab & Go events, including Parks Department We Care Crew, Division of Youth & Family Services and BHD CARS.

L to R: Dr. Samantha Lavarda and Coach Consultant Kurt Maurer advertising Grab & Go | Handing out school supplies at Grab & Go event at Owen's Place | Serving meals at Grab & Go event

BEHAVIORAL HEALTH DIVISION PSYCHIATRIC CRISIS REDESIGN

Milwaukee County, the Milwaukee area private health systems, and community partners began work nearly 10 years ago to redesign the county's behavioral health system, moving away from a system focused on institution-based care and emergency detentions, to one informed by person-centered care, dignity, recovery, principles of prevention, community-based services, and crisis resolution in the least-restrictive environments. The current Psychiatric Crisis Redesign is a continuation of this work. Significant progress has been made in 2020. Key developments include:

New Partnerships with FQHCs

BHD signed leases and operation plans for partnerships with two Federally Qualified Health Centers, also known as Community Health Centers (CHC). These new partnerships are with the 16th Street CHC and Outreach CHC. The partnership embeds BHD Crisis and Access Clinic staff inside the CHC to improve access to mental health and substance use disorder treatment services, and to provide navigation services to help connect people to resources that address their self-identified needs.

Wraparound Milwaukee Expands Youth Programming

In 2020, Wraparound Milwaukee expanded programming in alignment with the Crisis Redesign initiative. This included the development of Youth Connect (YC), and the Youth Crisis Stabilization Facility (YCSF). YC is a short-term intensive Crisis Care Coordination program that serves youth and families with a focus on preventing and responding to mental health crisis in an effort to reduce in-patient hospital stays and deeper system involvement. Community services and supports are coordinated by a Crisis Care Coordinator and a Peer Support in partnership with the youth and family. YC expands access to coordinated mental health care and resource connection to youth who do not qualify for other programming, building an additional bridge to the Wraparound system of care or adult programming.

In partnership with Wisconsin Community Services (WCS), Wraparound Milwaukee opened the first YCSF in Wisconsin. YCSF serves as a diversion from Psychiatric Crisis Services (PCS) and a step-down resource to help shorten hospital stays for young men ages 13-17. The facility offers short term placement – ideally three to five days – to allow for additional resource connection and planning, while youth receive on-site therapeutic support and services from WCS staff. Referrals to the programs can come from a wide variety of community-based entities, thus providing another layer of upstream intervention.

Crisis Assessment and Response Team (CART) Expansion

BHD has an agreement in place, with start-up funding approved by the Mental Health Board, to establish a countywide Crisis Assessment and Response Team (CART) team that will be available **24/7/365**, operational by 2022. This expansion builds on the well-documented success of the BHD Milwaukee Police Department CART teams since 2013 in improving outcomes for individuals that have police contact related to a mental health or substance use disorder related crisis. This expansion was recommended as a key feature of the BHD Crisis Redesign by the Human Services Research Institute (HSRI) in 2019, and will strongly support efforts to reduce arrests and emergency detentions for people experiencing mental health or substance use disorder related challenges.

CHILDREN'S SERVICES INTEGRATION

The Milwaukee County Department of Health & Human Services (DHHS) is integrating Children's Services as part of the No Wrong Door model to create easier access to quality care, which is driven by the families seeking help. Divisions with services targeted to children are the Disabilities Services Division, Children's Mental Health and Wraparound, and the Division of Youth and Family Services.

To ensure Children's Integration results in a model that scales across county departments, all aspects of Children's Services were taken into consideration. DHHS collaborated with the Division of Milwaukee Child Protective Services and the Wisconsin Department of Health Services so children in the child welfare system would be guaranteed access to services. A permanent centralized call center was installed, and staff were cross-trained to complete joint intake for children's mental health and disability services. Challenges were identified and processes were strengthened to assist families of youth transitioning from Children's Services to the adult world, to ensure continuity of care and a smooth transition. An improved relationship with Milwaukee Public Schools allows DHHS to provide critical guidance.

New Positions Added to Facilitate Integration

Through the leveraging of grant funded opportunities, Children's Community Services and Wraparound Milwaukee were able to add multiple positions to foster integration across DHHS Divisions. This includes positions shared between Wraparound Milwaukee and Housing as well as the Disabilities Services Division. Each of these roles will assist in making real connections and eliminating artificial barriers to bringing resources directly to families in need. Additionally, Wraparound was able to fund the Coordinated Intake Manager position, which is designed to bring all three child-serving entities together to work towards the "No Wrong Door" approach, and the overall Children's Integration initiative. Finally, a System of Care Trainer was hired to tie together opportunities to cross-train staff and bolster the overall skill set of staff.

Addressing Social Determinants of Health

Children's Community Services and Wraparound Milwaukee has expanded efforts to impact Social Determinants of Health (SDOH). As part of the Wraparound Milwaukee 5-year strategic plan, SDOH indicators were identified as target areas of influence in education, employment, family and social support, income, community safety, physical environment, housing stability, health and access to health care, and racial equity.

As progress continues toward an integrated system of care for children, the social determinants of health indicators will provide shared metrics to measure impact programmatically and systemically in 2021 and beyond.

THE INTEGRATION OF DEPARTMENT OF HEALTH & HUMAN SERVICES (DHHS), THE DEPARTMENT ON AGING (MCDA), AND DEPARTMENT OF VETERANS SERVICES ADVANCES NO WRONG DOOR

The integration of DHHS and MCDA protects the quality of service for Milwaukee County residents and streamlines services to create faster turnaround times and an overall improved customer experience that continues to advance high quality service for older adults and people with disabilities. The Department of Veterans Services will also move under the umbrella of DHHS. The move gives Veteran residents more direct access to all the available wraparound services offered by DHHS, including accessing and maintaining housing, delivering energy assistance, as well as mental and behavioral health services.

By integrating divisions, programs and services throughout DHHS, there will be improved care to residents of all ages across their lifespan.

Senior Meal Program Moves to a Carry Out and Delivery Model During the Pandemic

At the beginning of the pandemic, there were **27** Senior Dining sites serving over **1,500** older adults throughout Milwaukee County. The program provided more than just a meal to many of these participants; it provided a daily connection to community, social interaction and other vital resources. With this in mind, the Milwaukee County Department on Aging made this a top priority and pivoted the nature of the program to a "carry out and delivery" model without missing a single day of service to older adults. The new delivery model was quickly mobilized through hard work, innovation and strong partnerships with caterers, dining staff, vendors, and volunteers.

Serving Veterans and Their Families with Dignity and Compassion

Throughout the COVID-19 pandemic, Veterans Services was able to provide all of their core services without interruption. They helped **11** Veterans and their families avoid eviction and remain in their homes. Additionally, Veterans Services was a sponsoring organization of the ***2020 Milwaukee Stand Down*** which brought together over **60** organizations that provide resources such as legal assistance, education assistance, health care screening, housing assistance, and food and clothing to more than **183** homeless and at-risk Veterans.

Milwaukee County Executive David Crowley hands out meals; partner organization Serving Older Adults of Southeast Wisconsin transitions to curbside pick-up and virtual wellness check-ins.

MILWAUKEE COUNTY PASSES ORDINANCE TO ADVANCE RACIAL EQUITY AND IMPROVE HEALTH OUTCOMES

Milwaukee County leaders commit to eliminating institutional racism by addressing County polices, practices, and power structures through a racial equity lens.

On April 29, 2020, Milwaukee County leaders signed an ordinance that commits Milwaukee County to advancing racial equity and eliminating health disparities. The ordinance, unanimously passed by the County Board, moves forward Milwaukee County's vision that by achieving racial equity, Milwaukee is the healthiest county in Wisconsin.

The ordinance commits Milwaukee County government to identify and address policies, practices, and power structures that, whether intentionally or unintentionally, work in favor of white people and create barriers for black, brown, and indigenous people. The ordinance ensures racial equity is a top priority of Milwaukee County government and remains larger than any one government leader. Officials signed the ordinance one year after Milwaukee County passed a first-of-its-kind resolution declaring racism a public health crisis in May 2019.

BUDGET SUMMARY

	EXPENDITURES	REVENUE	TAX LEVY
MANAGEMENT	$3,927,889	$3,008,801	$919,088
DISABILITIES	$26,695,577	$22,642,001	$4,053,576
HOUSING	$30,015,595	$24,151,817	$5,863,778
YOUTH & FAMILY	$62,399,317	$42,696,153	$19,703,164
TOTAL	**$123,038,378**	**$92,498,772**	**$30,539,606**
BEHAVIORAL	$218,013,732	$162,071,034	$55,942,698

The Milwaukee County Department of Health & Human Services is the parent agency of four divisions as well as the County's Energy Assistance Program, all of which work to carry out the department's mission of empowering safe, healthy and meaningful lives for Milwaukee County residents.

THE DIVISION OF YOUTH AND FAMILY SERVICES (DYFS) serves children involved with the justice system and takes the entire family into account when providing supervision and support in pursuing a pro-social future. DYFS is also a thought-leader in the statewide effort to reform youth justice.

THE BEHAVIORAL HEALTH DIVISION (BHD) is the key provider for all behavioral health matters in Wisconsin's largest county, providing a combination of inpatient, outpatient, community, and mobile services.

THE DISABILITIES SERVICES DIVISION (DSD) serves individuals with disabilities from birth to age 59. Through this division, a call center is available for those in need of services, as well as help with benefit navigation and protective services.

THE HOUSING DIVISION (HD) is the lead agency in combating homelessness in the County, and is on track to end chronic homelessness in Milwaukee County.

THE ENERGY ASSISTANCE PROGRAM helps more than 60,000 residents keep the lights on.

For more information, please visit:
county.milwaukee.gov/DHHS

DHHS | Department of Health & Human Services