

**Chairperson:** Kimberly Walker  
**Vice-Chairman:** Peter Carlson  
**Secretary:** Dr. Robert Chayer  
**Senior Executive Assistant:** Jodi Mapp, 257-5202

## MILWAUKEE COUNTY MENTAL HEALTH BOARD

Thursday, October 22, 2015 - 8:00 A.M.  
Milwaukee County Mental Health Complex Auditorium

### MINUTES

**PRESENT:** Peter Carlson, Robert Chayer, Ronald Diamond, Rochelle Landingham, Jon Lehrmann, Thomas, Lutzow, Jeffrey Miller, \*Mary Neubauer, Maria Perez, Duncan Shrout, Kimberly Walker, and Brenda Wesley

\*Board Member Neubauer was not present at the time the roll was called but appeared shortly thereafter.

#### SCHEDULED ITEMS:

1. Welcome.

Madame Chair opened the meeting by greeting Board Members and the audience.

- Resignation of Lyn Malofsky/Board Vacancies

#### **APPEARANCE:**

Collen Foley, Deputy, Corporation Counsel

Chairwoman Walker stated at the August Board meeting, Ms. Malofsky indicated she was relocating to Madison, Wisconsin. After discussions with Corporation Counsel, it was determined that even with Ms. Malofsky's willingness to continue to serve on the Board, it would not be possible because her specific seat requires that you be a Milwaukee County resident.

Ms. Foley explained this particular vacancy on the Board is covered under Wis. Stat. 51.41(1d)(b)3, which states it must be a representative of the community who is a consumer of mental health services and who is recommended by the Milwaukee County Board of Supervisors. The process for filling this vacancy was explained in detail and has been in process for several weeks.

***The Board took no action regarding this informational item.***

**SCHEDULED ITEMS (CONTINUED):**

2.	<p>Approval of the Minutes from the August 27, 2015, Milwaukee County Mental Health Board Meeting.</p> <p>The minutes from the August 27, 2015, meeting were reviewed.</p> <p>Questions and comments ensued.</p> <p><b>MOTION BY:</b> (Perez) Approve the Minutes from the August 27, 2015, Milwaukee County Mental Health Board Meeting. 8-0-1</p> <p><b>MOTION 2<sup>ND</sup> BY:</b> (Lutzow)</p> <p><b>AYES:</b> Carlson, Chayer, Landingham, Lutzow, Miller, Perez, Shrout, and Walker - 8</p> <p><b>NOES:</b> 0</p> <p><b>ABSTENTIONS:</b> Wesley - 1</p> <p><b>EXCUSED:</b> Neubauer – 1</p> <p style="text-align: center;"><b>A voice vote was taken on this item.</b></p>
3.	<p>Acute Services Request for Proposals Update.</p> <p><b>APPEARANCES:</b> Patricia Schroeder, Administrator, Behavioral Health Division (BHD), Department of Health and Human Services (DHHS) Colleen Foley, Deputy, Corporation Counsel Dr. John Schneider, Chief Medical Officer, BHD, DHHS</p> <p>Ms. Schroeder stated BHD is undergoing a transformational process based on the mental health redesign initiative. The vision created was community-based services rooted in a commitment to the values of the person-centered, recovery-oriented, trauma-informed, culturally intelligent model in the least restrictive environment.</p> <p>Several studies emerged over the last year evaluating BHD operations, the main focus being acute care services, with consistent recommendations encouraging the exploration of other models for delivery of acute care services, inclusive of privatization and/or partnerships.</p> <p>On July 15, 2015, the Request for Proposals (RFP) was posted for operating acute services. The interested providers have a visible image focused on forensic services and less evidence of therapeutic model experience. Administrators and the RFP panel recommended suspending the RFP. Options on moving forward were presented, including exploration of a local partnership and exploration of additional national entity partnerships.</p>

**SCHEDULED ITEMS (CONTINUED):**

<p><b>MOTION BY:</b> <i>(Shrout) Form One Committee Made up of Four Board Members, Three Voting and One Non-Voting, and Three Behavioral Health Division Staff Members to Explore a Local Public/Private Partnership, as well as a National Single Source Partnership. 3-6-1</i></p> <p><b>MOTION 2<sup>ND</sup> BY:</b> <i>(Lutzow)</i></p> <p><b>AYES:</b> Lutzow, Shrout, and Walker - 3</p> <p><b>NOES:</b> Chayer, Landingham, Miller, Neubauer, Perez, and Wesley - 6</p> <p><b>ABSTENTIONS:</b> Carlson - 1</p> <p style="text-align: center;"><b>The Motion Failed.</b></p>
<p><b>MOTION BY:</b> <i>(Shrout) Form One Committee Made up of Four Board Members, Three Voting and One Non-Voting, and Three Behavioral Health Division Staff Members to Explore a Local Public/Private Partnership, as well as a National Single Source Partnership with a Request that Vice-Chairman Carlson and Board Member Lehrmann Have Discussions with Private Sector Hospitals and Report Those Discussions Back to the Newly Formed Committee. 4-5-1</i></p> <p><b>MOTION 2<sup>ND</sup> BY:</b> <i>(Lutzow)</i></p> <p><b>AYES:</b> Lutzow, Perez, Shrout, and Walker - 4</p> <p><b>NOES:</b> Chayer, Landingham, Miller, Neubauer, and Wesley - 5</p> <p><b>ABSTENTIONS:</b> Carlson - 1</p> <p style="text-align: center;"><b>The Motion Failed.</b></p>
<p><b>MOTION BY:</b> <i>(Neubauer) Form Two Committees, Both Made up of Three Voting and Potentially One Non-Voting Board Members, and Three Behavioral Health Division Staff Members, with One Committee Exploring a Local Public/Private Partnership and One Committee Exploring a National Single Source Partnership, Naming a Chairman and Secretary to Each. 7-2-1</i></p> <p><b>MOTION 2<sup>ND</sup> BY:</b> <i>(Landingham)</i></p> <p><b>AYES:</b> Chayer, Landingham, Lutzow, Miller, Neubauer, Perez, and Wesley - 7</p> <p><b>NOES:</b> Shrout and Walker - 2</p> <p><b>ABSTENTIONS:</b> Carlson - 1</p> <p style="text-align: center;"><b>Voice votes were taken on this item.</b></p>

**SCHEDULED ITEMS (CONTINUED):**

4.	<p>Electronic Medical Record/Avatar Overview.</p> <p><b>APPEARANCES:</b> Laurie Panella, Chief Information Officer, Information Management Services Division, Department of Administrative Services Alicia Modjeska, Chief Administrative Officer, Behavioral Health Division, Department of Health and Human Services</p> <p>Ms. Panella provided an overview of the project by summarizing the timeline, milestones, challenges, and costs associated with the implementation of the Electronic Medical Record System. She discussed the live training for community providers and explained upgrades that improve the patient experience and streamlines the process.</p> <p>Ms. Modjeska provided a pharmacy update detailing the various changes, enhancements, and upgrades to the system.</p> <p><b><i>The Board took no action regarding this informational item.</i></b></p>
5.	<p>Post Prosecutory Conversions from Criminal Justice System Update.</p> <p><b>APPEARANCE:</b> Colleen Foley, Deputy, Corporation Counsel</p> <p>Ms. Foley stated criminal conversions pose very serious challenges for the Behavioral Health Division (BHD) in terms of safety of patients and staff. She reviewed statutes related to Discharge Civil Proceedings and Competency Proceedings and 2013-2015 BHD criminal conversion admissions. There is increasing severity of the nature of the crimes committed and the acuity of illness of individuals that are starting to come through these conversions, and per statute, BHD is compelled to admit these individuals.</p> <p>Questions and comments ensued.</p> <p>Chairwoman Walker requested that Ms. Schroeder reach out to the State to plan and schedule their attendance at a regularly scheduled meeting of the Board, preferably the February 2016 meeting and that this occur annually.</p> <p><b><i>The Board took no action regarding this informational item.</i></b></p>
6.	<p>Administrative Update.</p> <p><b>APPEARANCES:</b> Patricia Schroeder, Administrator, Behavioral Health Division (BHD), Department of Health and Human Services (DHHS) Amy Lorenz, Director, Community Access to Recovery Services (CARS), BHD, DHHS</p>

**SCHEDULED ITEMS (CONTINUED):**

	<p>Ms. Schroeder provided highlights of key activities and issues related to Behavioral Health Division (BHD) operations. She discussed the temporary inpatient bed hold related to psychiatry staffing, BHD's new communications team, the Division's organizational chart, Comprehensive Community Services and Community Recovery Services updates, safety audit, the Public Policy Forum report on Outpatient Behavioral Health Capacity, and planning for the North Side Community Based "Place."</p> <p>Board Member Lutzow requested a report on feedback from the Deloitte December 2014 findings be brought before the Board at the December meeting.</p> <p>Questions and comments ensued.</p> <ul style="list-style-type: none"><li>• Request for Resource</li></ul> <p>Ms. Schroeder indicated research on employee engagement and creating a positive work environment often cite the impact of food or an occasional treat in supporting staff. While modestly supporting employees with these gestures, expenses are being paid by leaders and sometimes employees themselves. Support of employee engagement is critical to retention.</p> <p><b>MOTION BY:</b> (Shrout) Approve the Annual Stipend of \$5,000 to Support Employee Engagement Efforts/Expenses. 10-0</p> <p><b>MOTION 2<sup>ND</sup> BY:</b> (Miller)</p> <p><b>AYES:</b> Carlson, Chayer, Landingham, Lutzow, Miller, Neubauer, Perez, Shrout, Walker, and Wesley - 10</p> <p><b>NOES:</b> 0</p> <p><b>ABSTENTIONS:</b> 0</p> <p style="text-align: center;"><b>A voice vote was taken on this item.</b></p>
7.	<p>Combined Community Services Board Update.</p> <p>Board Member Shrout provided background information on the Combined Community Services Board (CCSB) citing its creation, charge, and responsibilities, including oversight of providers and services, budgeting, and program planning evaluation. He went on to state in 2014, the Disability Services Division hired the Human Services Research Institute and the Public Policy Forum to identify a means of improving services for Milwaukee County citizens and residents with intellectual developmental disabilities. A series of recommendations were developed to address system challenges. CCSB will be closely monitoring the following recommendations: 1) investment in self advocacy, 2) assure system transparency, 3) investment in peer support and contribution, and 4) provide direction and oversight.</p> <p>Questions and comments ensued.</p> <p><b>The Board took no action regarding this informational item.</b></p>

**SCHEDULED ITEMS (CONTINUED):**

8.	<p>Mental Health Board Sub-Committees Update.</p> <ul style="list-style-type: none"><li>• Finance Committee</li></ul> <p><b>APPEARANCE:</b> Randy Oleszak, Chief Financial Officer, Behavioral Health Division, Department of Health and Human Services</p> <p>Vice-Chair Carlson stated the Finance Committee addressed Act 203's reporting requirement due March of 2016, which states the Mental Health Board needs to put together a report for the County Board of Supervisors related to alternative revenue opportunities. A proposal was brought forth to contract with Deloitte, and the Finance Committee recommended the Board approve that contract for preparation of the report. The Finance Committee also discussed BHD's two trust funds. One is related to patient activities, and one is related to research. Both trust funds go back anywhere between thirty and forty years.</p> <p>Mr. Oleszak provided an update on the State Budget.</p> <p>Questions and comments ensued.</p> <ul style="list-style-type: none"><li>• Quality Committee</li></ul> <p>Dr. Chayer discussed staffing changes, goals and objectives, the dashboard, Joint Commission, closed loop medication, Hilltop closure, BHD's involvement in Zero Suicide, and the safety on BHD's campus.</p> <p>Board Member Landingham indicated that MC3 is interested in presenting to the Quality Committee.</p> <p>Questions and comments ensued.</p> <p><b><i>The Board took no action regarding this informational item.</i></b></p>
9.	<p>Fiscal Update.</p> <p><b>APPEARANCE:</b> Randy Oleszak, Chief Financial Officer, Behavioral Health Division, Department of Health and Human Services</p> <ul style="list-style-type: none"><li>• 2015 Fiscal Results</li><li>• 2016 Budget Update</li><li>• 2016 Budget Timeline and Changes</li></ul>

**SCHEDULED ITEMS (CONTINUED):**

Mr. Oleszak provided an overview of the Second Quarter June 2015 Fiscal Report detailing 2015 risks and opportunities in the areas of inpatient and Community Access to Recovery Services along with annual 2015 projections. Items highlighted for 2015 that have the most financial importance include Rehab Central closure, adult inpatient bed reduction, State plan amendment revenue, fringe surplus, community based residential facility completion, community billing implementation, Alcohol and Other Drug Abuse (AODA) surplus, Comprehensive Community Services expansion, value-based contracting, Family Care expansion, and WIMCR.

Initiatives in the 2015-2017 State Budget that may or may not have an impact on the Behavioral Health Division (BHD) were identified as future changes related to emergency detentions, changes to Badger Care for childless adults, disproportionate share hospital, State mental health allocation, and residential substance abuse services. This initial assessment of potential changes is based on staff interpretation, so additional information is needed in order to ascertain the full impact on BHD.

The BHD Budget approved by the Mental Health Board was forwarded to the County Budget Office who made changes in an effort to balance the County Budget as a whole. Mr. Oleszak explained those changes, which included a change in compensation to employees, a one-time bonus to employees, an increase to pension costs, and an increase in cross charges. The timeline for the budget process was detailed. The Budget also altered the budget amendment recommended by the Board for third-shift staffing at both Crisis Resource Centers (CRC) to \$150,000, which supports third shift staffing of a clinician only at the North Side CRC at this time.

- Act 203 March 2016 Reporting Requirement and Contract Approval with Deloitte

Mr. Oleszak stated a requirement within Act 203 states a study is to be conducted on alternate funding sources and programs and other funding models with a report of the results of the study due to the Milwaukee County Board of Supervisors and the County Executive on March 1, 2016. Discussions were held with Deloitte to complete the study. Because of Deloitte's experience, it is being proposed that the BHD enter into a single source agreement to complete the research study and report.

**MOTION BY:** (Miller) Approve the Deloitte Contract. 10-0

**MOTION 2<sup>ND</sup> BY:** (Carlson)

**AYES:** Carlson, Chayer, Landingham, Lutzow, Miller, Neubauer, Perez, ShROUT, Walker, and Wesley - 10

**NOES:** 0

**ABSTENTIONS:** 0

**A voice vote was taken on this item.**

**SCHEDULED ITEMS (CONTINUED):**

***Pursuant to Wisconsin Statutes Section 19.85(1)(c), the Board may adjourn into Closed Session for the purpose of considering employment or performance evaluation data for public employees over which the Board has jurisdiction and exercises responsibility. Some or all of the information discussed may also be subject to confidentiality under Section 146.38, Stats. as they relate to the following matter(s):***

10. Medical Executive Report and Credentialing and Privileging Recommendations.

**APPEARANCE:**

Dr. Clarence Chou, President, Medical Staff Organization, Behavioral Health Division, Department of Health and Human Services

**MOTION BY:** *(Carlson) Adjourn into closed session under the provisions of Wisconsin Statutes Section 19.85(1)(c) for the purpose of considering employment or performance evaluation data for public employees over which the Board has jurisdiction and exercises responsibility. Some or all of the information discussed may also be subject to confidentiality under Section 146.38, Stats. as it relates to Item #10. At the conclusion of the Closed Session, the Board may reconvene in open session to take whatever action(s) it may deem necessary on the aforesaid item. 8-0*

**MOTION 2<sup>ND</sup> BY:** *(Lutzow)*

**AYES:** Carlson, Chayer, Landingham, Lutzow, Neubauer, Perez, Walker, and Wesley - 8

**NOES:** 0

**ABSTENTIONS:** 0

**EXCUSED:** Miller and Shrout - 2

**A voice vote was taken on this item.**

The Committee convened into Closed Session at 11:30 a.m. and reconvened back into open session at approximately 11:35 a.m. The roll was taken, and all Board Members were present except for Board Member Shrout, who was excused.

**MOTION BY:** *(Neubauer) Approve the Medical Staff Credentialing Report and Executive Committee Recommendations. 9-0*

**MOTION 2<sup>ND</sup> BY:** *(Perez)*

**AYES:** Carlson, Chayer, Landingham, Lutzow, Miller, Neubauer, Perez, Walker, and Wesley - 9

**NOES:** 0

**ABSTENTIONS:** 0

**EXCUSED:** Shrout - 1

**A voice vote was taken on this item.**

**SCHEDULED ITEMS (CONTINUED):**

11.	<p>Adjournment.</p> <p><b>MOTION BY:</b> (Neubauer) Adjourn. 9-0 <b>MOTION 2<sup>ND</sup> BY:</b> (Carlson) <b>AYES:</b> Carlson, Chayer, Landingham, Lutzow, Miller, Neubauer, Perez, Walker, and Wesley - 9 <b>NOES:</b> 0 <b>ABSTENTIONS:</b> 0 <b>EXCUSED:</b> Shrout - 1</p> <p style="text-align: center;"><b>A voice vote was taken on this item.</b></p>
<p>This meeting was recorded. The official copy of these minutes and subject reports, along with the audio recording of this meeting, is available on the Milwaukee County Behavioral Health Division/Mental Health Board web page.</p> <p>Length of meeting: 8:08 a.m. to 11:38 a.m.</p> <p>Adjourned,</p>  <p><b>Jodi Mapp</b> Senior Executive Assistant Milwaukee County Mental Health Board</p>	
<p><b>The next meeting for the Milwaukee County Mental Health Board will be on Thursday, February 25, 2016, @ 8:00 a.m.</b></p>	

The October 22, 2015, meeting minutes of the Milwaukee County Mental Health Board are hereby submitted for approval at the next scheduled meeting of the Milwaukee County Mental Health Board.



Dr. Robert Chayer, Secretary  
Milwaukee County Mental Health Board