



**MILWAUKEE
COUNTY**

DEPARTMENT OF HEALTH & HUMAN SERVICES
BEHAVIORAL HEALTH SERVICES

**MILWAUKEE COUNTY
MENTAL HEALTH BOARD**

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February 22, 2024

Marcelia Nicholson
Milwaukee County Board Chairwoman
Milwaukee County Courthouse
901 North 9th Street, Room 201
Milwaukee, WI 53233

Re: Milwaukee County Mental Health Board
Annual Funding Allocation Study

Dear County Board Chairwoman Nicholson:

Pursuant to 2013 Wisconsin Act 203, the Milwaukee County Mental Health Board (MHB) is required to submit the following study by March 1 annually:

Wis. Stat. 51.41(8)(b): The Milwaukee County Mental Health Board shall arrange for a study to be conducted on alternate funding sources for mental health services and programs including fee-for-service models, managed care models that integrate mental health services into the contracts with an increased offset through basic county allocation reduction, and other funding models. By March 1 annually, the Milwaukee County Mental Health Board shall submit to the Milwaukee County Board of Supervisors, the Milwaukee County Executive, and the State Department of Health Services a report of the results of the study.

Please be advised the study is attached and hereby submitted. I can be reached at Mary.Neubauer@milwaukeecountywi.gov with any questions. Thank you.

Very truly yours,

Mary Neubauer, Chairwoman
Milwaukee County Mental Health Board

cc: Kathie Eilers, Vice-Chair
Mental Health Board

Scott Brown
Corporation Counsel

Michael Lappen, Administrator
Milwaukee County Behavioral Health

Shakita LaGrant, Director
Department of Health and Human Services

Milwaukee County Mental Health Board
1220 West Vliet Street
Milwaukee, WI 53205



DATE: January 24, 2024

TO: Dr. Maria Perez, Chairperson, Milwaukee County Mental Health Board

FROM: Shakita LaGrant McClain, Director, Department of Health and Human Services
Prepared by Amy Lorenz, MSSW, LCSW, Deputy Administrator-Operations,
Behavioral Health Services (BHS)

SUBJECT: Informational Report from the Director, Department of Health and Human Services (DHHS), Identifying BHS' Funding Allocations and Program Efficiencies for Mental Health Programs in Compliance with Ch. 51 of Wisconsin Statutes

Issue

Wisconsin Statute 51.41 (8)(a) requires the Milwaukee County Mental Health Board to submit a report on the funding allocations for mental health programs and services by March 1 every year beginning in 2015.

Per the Statute, the report is to include a description of the funding allocations for mental health functions, services, and programs, as well as describe improvements and efficiencies in these areas. The report is to be provided to the County Executive, Milwaukee County Board of Supervisors, and the State Department of Health Services (DHS). DHS is to make the report available to the public by posting it to the DHS website.

Discussion

I. Funding Allocations

In compliance with the Statute, the table below identifies the 2022 net revenues received by program area for both Inpatient and Community Access to Recovery Services (CARS). Total patient revenue decreased by \$3.6 million over 2021 and is 56% of total revenue due to the closure of the Milwaukee County-operated psychiatric hospital and psychiatric emergency room in September 2022. For Inpatient, patient revenue decreased from 21% to 17% of funding, while tax levy decreased from 61% to 56%. For Community Services, patient revenue remained steady at 69% of funding.

In 2022, BHS used \$42.6 million of the budgeted \$53.1 million tax levy with the remainder flowing to reserves or future fiscal year commitments and encumbrances. In terms of the split between Inpatient and CARS, 74% or \$31.5 million of the tax levy allocation supported Inpatient and Emergency Room Services. CARS received 26% or \$11 million of the BHS's total tax levy allocation, however, with the array of funding sources for Community Services, the tax levy amounts to only 6% of the CARS' funding mix.



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**Milwaukee County Behavioral Health Services
Funding Allocations by Program - 2022 Actuals**

2022 BHD Funding Allocation						
	Patient Revenues	State/Federal Grants	BCA	Other	Tax Levy	Total
Inpatient Hospital	9,302,504	6,931,350	7,700,026	242,391	31,564,038	55,740,309
Community Services	119,536,709	26,683,600	14,636,550	1,495,213	11,041,983	173,394,055
Total BHD	128,839,213	33,614,950	22,336,576	1,737,604	42,606,021	229,134,364
<i>% of total funding</i>	56%	15%	10%	1%	19%	

2022 Inpatient Funding Allocation						
	Patient Revenues	State/Federal Grants	BCA	Other	Tax Levy	Total
Acute Adult	5,627,897	4,379,382	-	-	16,089,081	26,096,360
CAIS	1,954,349	-	-	-	4,975,379	6,929,728
Psychiatry/Fiscal/Other	-	78,532	-	242,391	1,984,325	2,305,248
Psych Crisis (ER/Obs only)	1,720,258	2,473,436	7,700,026	-	8,515,253	20,406,973
Total Inpatient	9,302,504	6,931,350	7,700,026	242,391	31,564,038	55,740,309
<i>% of Inpatient Funding</i>	17%	12%	14%	1%	56%	

2022 Community Services Funding						
	Patient Revenues	State/Federal Grants	BCA	Other	Tax Levy	Total
MH	60,395,750	9,462,919	14,636,550	837,203	6,870,939	92,203,361
AODA	-	12,483,334	-	457,361	2,622,576	15,563,171
Wraparound	59,140,959	4,737,347	-	200,649	1,548,468	65,627,423
Total Community Services	119,536,709	26,683,600	14,636,550	1,495,213	11,041,983	173,394,055
<i>% of Community Funding</i>	69%	15%	8%	1%	6%	



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II. Program and Service Improvements & Efficiencies

BHS has been working diligently to provide outstanding care to its clients while simultaneously making an increased and continual investment in behavioral health services and support in the community. Strongly aligned with County Executive Crowley's vision that Milwaukee County is the healthiest community in Wisconsin, BHS focuses on reducing barriers to mental health and substance use disorder services with a strong focus on racial equity, culturally competent, and upstream services.

Grant and Other Awards

Temporary Assistance for Needy Families (TANF) Substance Use Disorder Treatment.

Beginning January 1, 2023, the State of Wisconsin awarded Milwaukee County the TANF grant for an additional 5-year project period. The first year of this funding was for the amount of \$4,394,595. This grant supports individuals living in Milwaukee County that have children under the age of 18 and are in need of substance use disorder (SUD) treatment and recovery support services. Treatment includes residential, day treatment, and outpatient programs. Recovery support services can include bridge housing, peer support, Recovery Support Coordination (RSC; case management), and transportation. With these funds, a few new initiatives were also introduced, including a housing specialist, supporting Celebrating Families! at Meta House, an outreach specialist, transportation options such as Uber and Lyft, and clinical consultation available to the recovery support coordinators and Family Drug Treatment Court staff/participants. These funds also support Individual Placement and Support (IPS), ancillary services, such as yoga, and trainings for the SUD provider network.

Funding to Cover Room and Board Costs for Medicaid Members with an Opioid Use Disorder in Residential Substance Use Disorder Treatment Programs.

The State of Wisconsin awarded Milwaukee County a one-year grant in 2023 for the amount of \$331,035 to fund the room and board portion of the stay at a residential treatment facility for a consumer that is identified with an Opioid Use Disorder, or at risk for an Opioid Use Disorder and is Medicaid eligible for the treatment portion of their stay in substance use disorder (SUD) Residential Treatment.

Workforce Development Technical Assistance Forum

The State of Wisconsin awarded Milwaukee County a one-year grant in 2023 for the amount of \$100,000 to the Workforce Training and Development Team to develop Diversity, Equity, and Inclusion (DEI) training that would be optional for all Department of Health and Human Services (DHHS) employees, as well as all DHHS contracted agencies/employees.

Opioid Settlement Funds

In September 2023, BHS was awarded an additional \$4,737,606 from the Opioid Settlement Funds awarded to Milwaukee County as supplemental awards to three out of four existing awards. Harm Reduction Supplies for community-based vending machines (\$518,170); Increasing residential SUD treatment (\$750,000); and DHHS Prevention Integration community re-granting (\$3,469,606).



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Building Safer Communities Act

The State of Wisconsin awarded Milwaukee County a one-year grant with the project date of 5/1/2023 – 4/30/2024 for the amount of \$435,786. The purpose of these funds was for expansion and support of the existing Milwaukee County Youth Crisis Stabilization Facilities (YCSF).

Congressionally Directed Spending – Mobile Medication Assisted Treatment (MMAT)

Through a Congressional Directed Spending initiative, SAMHSA awarded Milwaukee County, a one-year grant with a grant period of 9/30/2023 – 9/29/2024. This award funds efforts to offer MAT services in a mobile capacity throughout the community via two projects: one with the Milwaukee County Office of Emergency Management (OEM) and the other with Community Medical Services (CMS). This grant amount is \$2,000,000.

Children’s Mental Health Initiative (CMHI)

SAMHSA has awarded Milwaukee County a 4-year grant for the expansion and sustainability of the comprehensive community mental health services for children with serious emotional disturbances to address the disparity of services within the current system of care (SOC) for children. The project prioritizes: implementation, expansion, and integration of mental health (MH) and essential support services to address and meet the needs of the target population of youth, 12–19 years of age, with complex diagnosis and who are co-enrolled in Wisconsin’s Children’s Long-Term Support (CLTS) Program and the Comprehensive Community Services (CCS) Program. This first year of the grant is from 9/30/2023 and continues through 9/29/2024 for the amount of \$999,957. The four-year project period is from 9/30/2023 until 9/29/2027 for a total project amount of \$3,999,186.

Funding Renewal Applications and Awards

Injection Drug Use Treatment (IDUT) grant from the State of Wisconsin for the calendar year 2023 for the amount of \$532,221. This grant funds direct treatment services for individuals with an opioid use disorder.

Wisconsin Department of Children and Families grants Milwaukee County for the calendar year 2023, funding for AODA (Alcohol and Other Drug Assistance Services) the amount of \$816,600. Of this amount, \$500,000 is designated to direct treatment costs and \$316,600 for prevention costs.

Substance Abuse Prevention and Treatment Block Grant – Supplemental (SAPTBG). Renewed for a third year with the budget period 3/15/2023 – 3/14/2024. This grant required 20% of spending designated to prevention and this was met with the Better Ways to Cope Campaign. This grant requires 10% of spending is designated to women’s treatment and this was met with the Sister’s program at the Benedict Center. The grant also funded Substance Use Disorder direct treatment services, Owen’s Place Southside location, and harm reduction supplies. This grant is from the State of Wisconsin for the amount of \$1,264,131.

Community Mental Health Services Block Grant – Supplemental (CMHSBG). Renewed for a third year with the budget period 3/15/2023-3/14/2024. This grant funded a full-time Suicide Prevention Coordinator



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and NAMI's Ending the Silence program for one school year. It also funded numerous supplies to assist Milwaukee County contracted community workers to enable them to work safely and efficiently and trainings including furthering of Milwaukee County's DEI initiatives. This grant is from the State of Wisconsin for the amount of \$685,914.

Milwaukee County Adult Drug Treatment Court (ADTC) is a SAMHSA grant that began the fifth and final year on 5/31/2023 and continues until 5/30/2024. This last year of funding is for the amount of \$399,998.

Assisted Outpatient Treatment Program (AOT) is a SAMHSA grant that began the fourth and final year of funding on 7/31/2023 and continues until 7/30/2024. This grant funds the CARS Assertive Community Treatment (ACT) Community Support Program (CSP) that is operated by BHS. This last year of funding is for the amount of \$999,863.

National Child Traumatic Stress Initiative (NCTSI-Trauma) is a SAMHSA grant that began the third year of funding in 2023 of a 5-year award. The focus population of this grant is youth, ages 12-17, who are witnesses and victims of violence, homicides, and other traumatic events. In partnership with Children's Wisconsin and Project Ujima, Wraparound Milwaukee is working to build the capacity of child serving systems in Milwaukee County in becoming more trauma informed through ongoing staff development in evidence-based practices (EBP); increasing staff awareness and programming capacity, delivering trauma-specific, gender responsive treatment approaches for young women and men; and partnering with the emergency department (ED) of a local health system to build capacity to respond to acts of violence in a consistent and timely manner. This third year period is 9/30/2023 through 9/29/2024 for the amount of \$399,989.

Transforming Lives Through Supported Employment (SEP) is a SAMHSA grant that began the fifth and final year of funding on 9/30/2023 and continues until 9/29/2024. The project assists with implementing and sustaining an evidence-based practice Supported Employment program, and mutually compatible Supported Education, and Supported Housing for transition-aged youth. Through this grant, Wraparound has been able to partner with Milwaukee County Housing Services and Disability Services Division to offer cross-positions and process and procedures to increase access to critical resources for young adults. This last year of funding is for the amount of \$796,823.

State Opioid Response (SOR) Year 2 is a grant from the State of Wisconsin. The budget period is 9/30/2023 until 9/29/2024 for the amount of \$1,503,450. The majority of this grant funds Substance Use Disorder direct treatment services. Additionally, it also funds harm reduction supplies.

First Episode Psychosis (FEP) is a grant from the State of Wisconsin which assists in funding the Coordinated Opportunities for Recovery & Empowerment (CORE) Program. This program began an eighth year of funding on 10/1/2023 and continues until 9/30/2024 for the amount of \$600,000.



Opioid Settlement Funds

Milwaukee County has been a successful litigant against the makers and distributors of opioids, which has resulted in a \$78 million settlement thus far. In late 2022, all Milwaukee County departments were invited to participate in an application process for available funds, with awards being made in early 2023. BHS applied for and was granted funds for four projects:

- 1) **MAT Behind the Walls:** This project allowed for the continuation of a pilot project that was started in 2019 with a grant from the Bureau of Justice Assistance (BJA). Recognizing that many people are incarcerated as a result of their addiction, and that incarceration is a period of forced remission, offering treatment while individuals are incarcerated has many benefits. Additionally, individuals are up to 40 times more likely to have a fatal overdose within the first week after release from incarceration. The MAT Behind the Walls project has been able to offer evidence-based Medication Assisted Treatment (Vivitrol, Suboxone, and methadone) to individuals who are living with an opioid use disorder. The program has grown exponentially by word of mouth, and 94 individuals were served successfully in the program in 2023.
- 2) **Harm Reduction Vending Machines:** With funds granted by the State Opioid Response (SOR), BHS CARS was able to purchase 25 Harm Reduction Vending Machines (HRVM). The opioid settlement funds have been able to augment this project by ensuring that supplies can be made available to the community free of charge. In 2023, the first 11 HRVM were disseminated strategically throughout Milwaukee County. The life-saving and preventative supplies are being accessed and utilized by people living with opioid use disorder and the people who care for them.
- 3) **Substance Use Disorder (SUD) Residential Treatment Capacity Building:** Recognizing that there are still substantial wait lists for residential treatment in Milwaukee County, funds have been allocated to promote capacity expansion of residential treatment in Milwaukee. An Expression of Interest will be published in early 2024 offering up to four awards to support capacity expansion.
- 4) **Community Regranting:** This project included the successful hiring of a Prevention Integration Manager to ensure that all DHHS prevention efforts are evidence-based and strategically aligned. This project will also include regranting of opioid settlement funds to community organizations focusing on prevention, harm reduction, treatment, and recovery-based services. Upwards of \$1.4 million will be made available as part of this regranting effort, which will launch in 2024.

In addition to the projects being implemented by Milwaukee County Behavioral Health Services, there was also an opportunity for BHS leadership to participate in an Opioid Solutions Leadership Network sponsored by the National Association of Counties (NACo). Thirty communities across the country were selected to participate in this peer learning exchange, all of whom have received opioid settlement funds. Guidance about best and evidence-based considerations for use of the funds has been shared. Milwaukee County had the opportunity to be one of two hosts for the Opioid Solutions Leadership Network, with a three-day visit occurring in August 2023. The opportunity to highlight both the challenges and the successes in our community was well-received and culminated in honoring those who are living with



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opioid use disorder and those we have lost to opioids on August 31, 2023 – International Overdose Awareness Day.

Access Points

In 2023 the CARS Access Points continued down the path toward innovation and redesign. The drivers and guiding influences behind this redesign effort include the desire be more closely aligned with DHHS “No Wrong Door” and BHS strategic goals, to align with state statute as outlined in DHS 34 (Emergency Mental Health Service Programs), to align to evidenced-based practices including Motivational Interviewing and Zero Suicide, and to standardize assessment tools that screen for Social Determinants of Health (SDOH). A Request for Proposal process was completed with an updated statement of work/program description that reflected implementation of the redesign, which will commence in 2024. There are now a total of four CARS Access Points: CARS Intake Team, Sirona Recovery, WestCare, and Wisconsin Community Services.

CARS Criminal Justice Liaison

The CARS Criminal Justice Liaison works in close collaboration with Milwaukee County District Attorneys (DA) and Wisconsin State Public Defenders (PD) to identify justice-involved individuals who have a severe and persistent mental illness (SPMI). The primary goal is to facilitate community-based treatment as opposed to incarceration. The different diversion opportunities offered by the criminal justice system include Early Intervention (EI), Deferred Prosecution Agreements (DPA) and Mental Health Treatment Court (MHTC). In 2023, 302 individuals were specifically identified by the DA or the CARS Criminal Justice Liaison as being possible candidates for diversion opportunities. In addition to those individuals, there were additional referrals submitted by the DA and PD to the CARS Criminal Justice Liaison for consultation, to provide outpatient resources for individuals not eligible for diversion, CARS assessments for potential service linkages, and collaboration.

Assisted Outpatient Treatment (AOT)

BHS started its Assisted Outpatient Treatment (AOT) program in December 2020. The goals of this program are to provide a comprehensive array of services for a targeted population of individuals who have historically been resistant to treatment and are on a recent civil court order for treatment. The treatment that individuals are court-ordered to participate in is provided by the BHS – CARS Assertive Community Treatment (ACT) team. ACT is a nationally recognized evidence-based practice for individuals who are living with a serious and persistent mental illness. Since its inception, the AOT program has enrolled 59 unduplicated individuals. In that time, there have been 28 graduates who followed their court ordered conditions and were determined to not be in need of an extension of their court order. A large majority (89%) of the AOT graduates have continued to work with the ACT program after their court order has ended, speaking to the successful engagement strategies and value of the services delivered to participants.

In January 2023, the AOT program and CARS ACT team moved to a new location at the Marcia P. Coggs Human Services building, which is easily accessed by the consumers and only one block from the Mental Health Emergency Center (MHEC). It is also in close proximity to the courthouse, Milwaukee County Housing Services, and many other social services that are utilized by the AOT participants. In the new



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location, the ACT team has been able to commence offering a Life Skills group, a project that had been on hold during the course of the pandemic.

The ACT Team has continued to have an emphasis on achieving fidelity to the ACT model. In July 2023, the ACT Team participated in its third ACT fidelity review, achieving a score of 3.90 which is considered a moderate rating. The TMACT report identified many strengths of the ACT Team, including that it functions as a truly interdisciplinary team, utilization of the evidence-based model of Enhanced-Illness Management, and Recovery (E-IMR) with program participants, the use of matching stages of change to interventions, and a commitment to focusing on strengths when working with program participants.

The ACT team was surveyed for their Community Support Program (CSP) certification (DHS 63) in June 2023 by the state of Wisconsin Division of Quality Assurance (DQA) and was given a two-year certification. Being certified as a CSP affords the opportunity to bill Medicaid for the services offered by the ACT team and is an essential component for the sustainability of this vital program.

Comprehensive Community Services (CCS)

Throughout 2023, the Comprehensive Community Services (CCS) program continued to experience a growth pattern. This has included both the number of individuals served annually, but also the provider network. With a successful Request for Proposal process implemented, the Adult CCS program is in the process of adding one new Care Coordination agency and upwards of 25 new ancillary providers. A hallmark of the Milwaukee County CCS program is the wide array of services offered that offer ample opportunity for unique paths toward recovery. While traditional mental health and substance use services such as psychotherapy and medication management are offered, the emphasis on other equally important services such as employment, alternative therapies, nutrition, yoga, and physical health services is what often draws people to the program and keeps them meaningfully engaged.

In 2023, under the direction of the CCS Administrator, the Adult and Youth CCS teams were able to further their integration. The entire team, including personnel from both the youth and adult teams, meet on a regular basis together and have three integrated projects underway that are centered on documentation, cultural competency, and training. Furthermore, as changes in the BHS electronic health record are being planned, there will be an opportunity to streamline processes across the network. Finally, system-wide ancillary provider meetings are being held, which is now resulting in many of the ancillary providers preparing to provide services across the lifespan.

There has also been significant progress made in 2023 to integrate the CCS and Children's Long-Term Support (CLTS) support waiver programs. BHS applied for and was awarded a grant through the Substance Abuse Mental Health Services Administration (SAMHSA) to develop a specialty CCS team that will serve individuals who are dually diagnosed with a mental health and another disability (physical or cognitive). Additionally, an Expression of Interest has resulted in plans to move forward with the development of one specialty Care Coordination team that will serve the CCS/CLTS dual enrollees.

The CCS team has continued to grow throughout 2023 so that the quality of services can be ensured. This included the hiring of an additional Administrative Coordinator. It has also included the dedication of one full time team member to provide quality oversight and support to the ancillary network. The technical



support to all network providers has continued as well, with deep dive quality audits being completed for each agency to offer feedback about both successes and opportunities for growth and improvement.

Prevention and Harm Reduction

CARS has a long-standing commitment to the implementation of evidence-based prevention and harm reduction strategies to prevent or minimize the harmful effects of substance use for individuals living in Milwaukee County.

In 2023, the CARS prevention team had a number of noteworthy successes. With the use of opioid settlement funds, a new Prevention Integration Manager position was created to help align the prevention strategies of all DHHS entities. The position was filled via internal promotion in May 2023, with a new Health Prevention Coordinator being hired to fill the vacancy created by that promotion shortly thereafter. With so much important work to be done, the additional staff resources have been very helpful to extend the oversight of the BHS prevention efforts.

The Better Ways to Cope (BWTC) campaign originally launched in 2022 and has continued with its next iteration in 2023. The campaign is a community-centered substance misuse and harm reduction effort that is designed to increase access to information and resources for reducing overdose deaths, preventing substance use disorders, and increasing healthy coping choices. In 2023, CARS has been able to regrant \$460,000 to six organizations to do this important prevention work. This work encompasses a wide range of creative and engaging activities, often reaching sectors of the community that may not be reached through traditional services. This campaign will conclude in March 2024.

The opioid settlement has also afforded the opportunity to significantly expand harm reduction efforts. In July 2023, 11 harm reduction vending machines were deployed throughout Milwaukee County. The community at large was offered the opportunity to apply to host machines, and decisions about where to place the machines were made by interviewing host agency candidates and overlaying placement with fatal and non-fatal overdose data. The machines include nasal Narcan, Fentanyl test strips, Deterra deactivation pouches, medication lock bags, and gun locks, all of which are offered to anyone who needs the supplies free of charge. A contract is in place with Vivent Health to maintain the integrity of the vending machine project and ensure that machines are operational and adequately filled at all times. The launch of the vending machines has been notably successful, with several host agencies already reporting specific instances of lives saved with the materials provided in them. Plans are underway to disseminate another eight machines in 2024.

Substance Use Disorder (SUD) Services

Over the last several years and since the implementation of the 1115 waiver that resulted in Medicaid paying for SUD Residential Treatment, the CARS Substance Use Disorder team has continued to identify opportunities to reallocate existing funding resources in meaningful ways, recognizing that there are many interventions in addition to clinical treatment that can promote recovery. This has made room for a greater emphasis on addressing Social Determinants of Health, since all treatment is now covered by Medicaid and most individuals served by our system have Medicaid coverage. To this end, the SUD ancillary network has grown in 2023 to include providers who can offer yoga, mindfulness, nutrition, and



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additional housing supports such as security deposit, rent, and household needs. The network was also able to expand to include a new bridge housing provider and expand the capacity of existing bridge housing providers.

The bulk of the CARS SUD treatment and ancillary services rely on grant funding. CARS continues to manage a variety of funding streams to contribute to the functioning of the SUD system of care, including TANF, Injection Drug Use Treatment, Adult Drug Treatment Court, Division of Milwaukee Child Protective Services, and the State Opioid Response Unmet Needs grant. Utilizing a braided system of funding, BHS CARS is able to leverage the various fund sources to meet the needs of over 1,500 unique individuals throughout the year.

The CARS SUD team has been in a process of building their team and increasing focus on both quality oversight and technical support for providers throughout 2023. This has included updates to the programmatic scopes of work, creation of process documents to be of assistance to network providers, cross-training of staff so all team members can capably assist with any part of the network management, and providing additional staff supports to key provider partners when the need has been identified.

CARS continues to work closely with SUD Residential Treatment providers for placement of uninsured individuals. CARS also funds the room and board costs related to treatment, as this is not covered by Medicaid. While the providers manage their own waitlists for individuals seeking treatment, they are all reporting that they continue to have more demand for services than they can capably serve at any given time. With an opportunity afforded with opioid settlement funds, plans are underway to release an Expression of Interest for agencies that may be interested in increasing the local availability of SUD Residential Treatment.

Mobile Crisis Integration

Milwaukee Mobile Crisis provides behavioral health response and intervention services on an outreach basis to Milwaukee County residents telephonically as well as in-person, face-to-face in the community. The Milwaukee County Crisis Line (414-257-7222) is typically the initial access point for mobile crisis services which are provided by mental health professionals (Registered Nurses, Behavioral Health Emergency Service Clinicians, Psychologists, and Psychiatrists). A mobile crisis response is directed at achieving the following outcomes: assessment of individuals experiencing behavioral health concerns, stabilization through reduction of risk factors and stressors, assisting law enforcement with evaluation of criteria for emergency detention under s. 51.15, consultation with community mental health providers, providing behavioral health education, linkage to community and hospital-based providers and resources, as well as follow-up contacts.

Historically, Milwaukee County has operated two separate mobile services, one for adults (Crisis Mobile Team - CMT) and one for youth and families (Children's Mobile Crisis – CMC). In quarter one of 2023, these two teams merged into one comprehensive team serving individuals across the lifespan and rebranded as Milwaukee Mobile Crisis. Team members co-located within the same call center, integrated operational workflows, and consolidated documentation of services into one electronic health record. Redesign of the mobile service delivery model supports a “No Wrong Door” approach to serving all



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residents in need and creates operational efficiencies. By dissolving program silos and increasing collaboration amongst crisis clinicians with diverse backgrounds and clinical experience, integration efforts have streamlined crisis intervention services for individuals and their loved ones of all ages. Integration of the mobile services aimed to increase the mobile crisis workforce, thereby improving access to services and decreasing response times. In 2023, Milwaukee Mobile Crisis provided a total of 6,294 initial mobile responses (1,133 of those were for youth aged 17 and under) and 4,212 follow-up contacts (1,099 were for youth).

Crisis Resource Centers

Efforts at the CRC continue to be focused on delivery of support and care for residents and also a continued emphasis on contract performance measures and improvements in service delivery. In the interest of efficiency, CRCs continue to improve with a focus on tracking the source of each referral, their needs, and rate of acceptance. Of equal importance, a NIATX project is in process that will look at discharged client's status to determine the positive impact of services as illustrated by their rate of emergency department visits within 30 days of discharge. Other quality improvement efforts include BHS reviewing cases with a longer length of stay (30 days or more) to identify clinical rationale for the delay in discharge and to work toward clinically indicated next steps.

Other 2023 developments are those related to CRC FFS billing. This includes how the CRC manager/coordinator now requests ongoing authorizations for all BHS funded clients with units lapsing at one time (i.e., submitting a batch of requests at once, which is most efficient for approval purposes). This is to be completed prior to lapse and promptly notifies Utilization Review team of pending authorizations for review/approval. In addition, the CRC enters and submits all billing by the end of the week for timely entry of services into the Provider Connect system.

Workforce Training and Development

Prior to 2023, BHS had an Educational Services department that provided training for all staff with a particular focus on supporting the needs of the inpatient hospital. After the closure of the hospital, the funds for this department were reallocated to support the creation of the Workforce Training and Development (WTD) team. This new team includes six staff members and provides trainings to all DHHS employees and will continue to grow and better serve our community-based partners. In 2023, WTD introduced a new DHHS New Employee Orientation, offered a series of DEI trainings, and designed and/or updated multiple trainings to meet regulatory requirements. WTD also manages the learning management system (LMS), HealthStream, which has been used for many years at BHS to deliver online trainings to employees and contracted providers while also being able to track training attendance and completeness. The team also developed a webpage to further support all staff training needs.

WTD also oversees the "Professional Training Programs (PTP)," which aims to develop and maintain internship opportunities for undergraduate, graduate, and post-graduate students. In the past year, the PTP grew from serving BHS with six internship opportunities to serving all of DHHS with 17 internship

positions. PTP partners with multiple universities and colleges to support students in their educational career while providing exposure to the broad array of services that are provided. The internships offer both paid and unpaid opportunities. The webpage, which launched in September 2023, provides detailed information regarding who we serve, how and when to apply, and testimonials from past interns. [Internships and Practicums \(milwaukee.gov\)](https://www.milwaukee.gov)

Milwaukee County Mental Health Clinic

In 2023, the Milwaukee County Mental Health Clinic (MCMHC) saw continued and expanded service delivery to youth and families. During that time, the clinical team expanded to include a licensed clinician, a psychology post-doc, as well as a QTT intern. This expanded service delivery in the area of assessment and provision of outpatient psychotherapy services has provided the psychiatrists ready access to a multidisciplinary team for prompt assessment and referral for those most in need. This growth is supported by a 32% increase in the number of unique youth clients served (601 in 2022 and 798 in 2023), and a 135% increase in the number of unique youth client visits (1,901 in 2022 and 4,472 in 2023).

As a result, the MCMHC DHS 35 clinic continues to establish itself as a community-based, outpatient clinic providing not only, medication management, but also psychotherapy services to serve youth and young adults enrolled in Wraparound Milwaukee or Comprehensive Community Services (CCS). While these services are beneficial to those in Wraparound and CCS, the need in Milwaukee County far exceeds those enrolled in those programs. To that end, the MCMHC is expediting efforts to ensure services are available for youth needing a lower level of clinical intervention.

2023 also saw the MCMHC bolster services by working with Milwaukee County's Suicide Prevention Coordinator to review and as needed, revise the clinical team's assessment of suicide among those they serve. In doing so, at each point of clinical contact at the MCMHC youth are assessed for risk of suicide, with appropriate and best practice interventions provided by the team. This is in keeping with BHS's "Zero Suicide" initiative.

Children's Community Mental Health Services and Wraparound Milwaukee

Children's Community Mental Health Services & Wraparound Milwaukee (hereby referred to as Wraparound Milwaukee) is a system of care designed to help build strong and healthy communities by enhancing children and families' ability to meet life's challenges and to foster resiliency and hope for a better future. A portion of Wraparound Milwaukee is a specialized HMO created to serve the children and families of Milwaukee County with complex needs who meet the designated enrollment criteria. Additionally, through the provision of Comprehensive Community Services (CCS) for youth and young adults, Wraparound Milwaukee receives funding via this Medicaid benefit. Due to its recognized practice model and flexible funding structure, Wraparound Milwaukee became an umbrella for the programs listed below. Wraparound Milwaukee HMO programming receives funding from Medicaid through a capitation rate for all eligible youth. In addition, funding is received through Medicaid for crisis services on a fee-for-service basis. Wraparound Milwaukee pools those dollars with monies from Milwaukee County Children, Youth and Family Services – Youth Justice area (CYFS) in the form of as case rate payment for the youth they enroll, as well as from the Division of Milwaukee Child Protective Services (DMCPS) for the youth they enroll.



MILWAUKEE COUNTY
DEPARTMENT OF HEALTH
& HUMAN SERVICES
**BEHAVIORAL
HEALTH SERVICES**

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Wraparound Milwaukee has worked progressively over the years to transform their delivery of service and to continuously improve and expand all supports for children and their families. This occurs through consistent engagement with our system partners, such as schools, child protective services, disability, and youth justice services, as well as partnerships with the greater community. Wraparound Milwaukee actively seeks outreach activities to increase awareness, and there are not waiting lists for programming. Wraparound Milwaukee continued to make concrete progress on the previously developed strategic plan, which contains six key initiatives centered around more strongly partnering with families and communities to join collective expertise and resilience to strengthen individuals, homes, and neighborhoods. Wraparound Milwaukee and CYFS – Disabilities Area continue to share the Resource & Referral Line to support a coordinated response for youth and families seeking help from Milwaukee County. This extended to a fully integrated intake team as of January 1, 2022 with Options Counselors being trained and actively screening for all voluntary children’s programs offered under the Milwaukee County Department of Health and Human Services (DHHS) umbrella.

Wraparound Milwaukee Enrollees Served
2017-2023

Wraparound Milwaukee Enrollees Served	2019	2020	2021	2022	2023	% Change 2017-2018	% Change 2018-2019	% Change 2019-2020	% Change 2020-2021	% Change 2021-2022	% Change 2022-2023
Wraparound	875	693	532	465	379	-9.1%	-7.21%	-20.8%	-	-	-18.49%
REACH	860	846	816	736	593	1%	7.23%	-1.6%	-3.54%	-9.80%	-19.42%
Comprehensive Community Services (CCS) *	385	608	715	846	886	163%	387%	57.9%	17.4%	18.32%	4.72%
Grand Total	2120	2147	2063	2047	1858	-2.0%	16.2%	1.2%	-3.9%	-.77%	-9.23%
Children’s Mobile Crisis (CMC), # of youth SERVED **	1765	1519	1417	1311	N/A	-18.4%	-8.64	-139%	-6.7%	-7.4%	N/A
Children’s Mobile Crisis (CMC), # youth SEEN **	1084	853	744	522	N/A	-18%	-12.22	-21.3%	-12.7%	-29.8%	N/A

*CCS Count includes CORE:

- ✓ FEP (First Episode Psychosis) from 2018 and CHR-P (Clinical High Risk for Psychosis) youth from 2020

**CMC data is segmented by the number of youths SERVED & the number of youth SEEN. SERVED data include all contacts including phone. SEEN data includes face-to-face contacts only.



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Overall, Children's Community Mental Health Services & Wraparound Milwaukee are seeing similar levels of enrollment in 2023, as compared to the past few years. It is important to note that programs continue to exhibit distinct trends. HMO-funded programs – Wraparound and REACH – saw an overall decline that were similar amongst the two programs. As predicted, enrollment numbers continue to grow in Comprehensive Community Services (CCS). It is anticipated that CCS enrollment numbers will continue to grow 2024, as the program functions as a life-time benefit, as opposed to Wraparound/REACH which are designed to be a more acute, short-term intervention. It is interesting to note that through the implementation of the integrated intake process, there has been a noticeable increase in the number of youth and young adults dually enrolled in CCS and the Children's Long-Term Support (CLTS) Waiver, a program facilitated by CYFS-Disabilities.

Children's Community Services & Wraparound Milwaukee continues to have a presence at Owen's Place, a community drop-in center for youth. Grab-and-Go events were held once a month, March 2023 thru October 2023, to support the community; over 900 individuals were served as part of this outreach. Family Intervention Support Services (FISS), a contracted program through the Division of Milwaukee Child Protective Services (DMCPS) executed in partnership with St. Charles Youth and Family Services, continued to support families to avoid unnecessary court intervention. In 2023, FISS completed a total of 303 assessments, which is an increase from the 219 assessments completed in 2022. After an assessment, families receive support from FISS staff to help them meet their needs through FISS case management, programming within the Wraparound umbrella, or other community-based services. FISS did sunset at the end of 2023 as the funding from DMCPS shifted to different programming.

Recommendation

The DHHS Director, or her designee, requests permission to submit this informational report to the State of Wisconsin Department of Health Services, Milwaukee County Executive and Milwaukee County Board in compliance with Ch. 51 of the Wisconsin Statutes.

Shakita LaGrant-McClain

Shakita LaGrant McClain, Director
Milwaukee County Department of Health and Human Services

Attachment: Data Dashboard slide show

cc: Secretary Designee Kirsten Johnson, Wisconsin Department of Health Services (DHS)
Milwaukee County Executive, David Crowley
Mary Jo Meyers, Chief of Staff, County Executive Crowley
Milwaukee County Board of Supervisors
Milwaukee County Mental Health Board



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Attachment

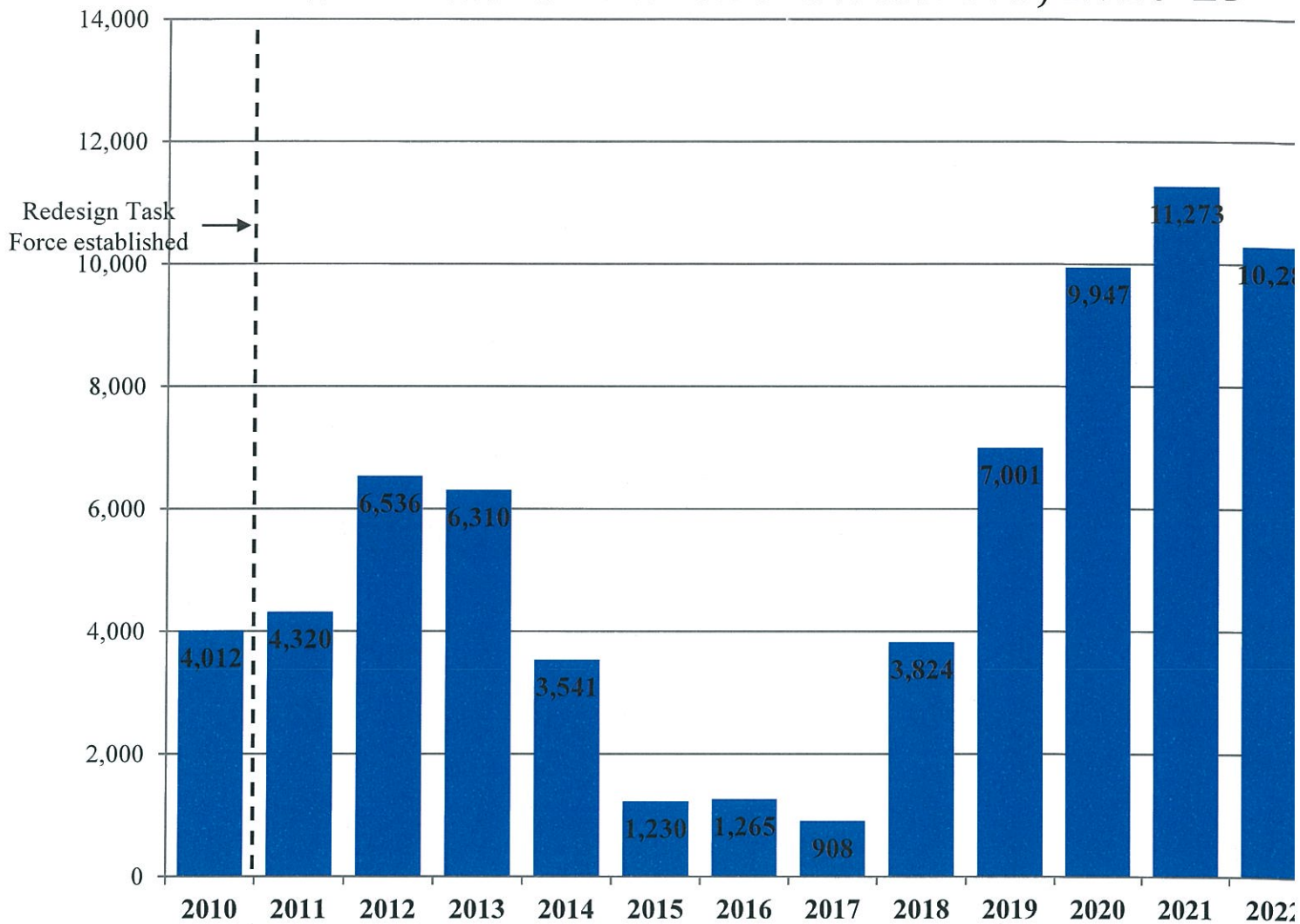
Data Dashboard

Milwaukee County Behavioral Health Services

Revised January 5, 2024

*Please note that the slides related to Psychiatric Crisis Services and the Observation and Inpatient Un were removed as these facilities closed in September of 2022

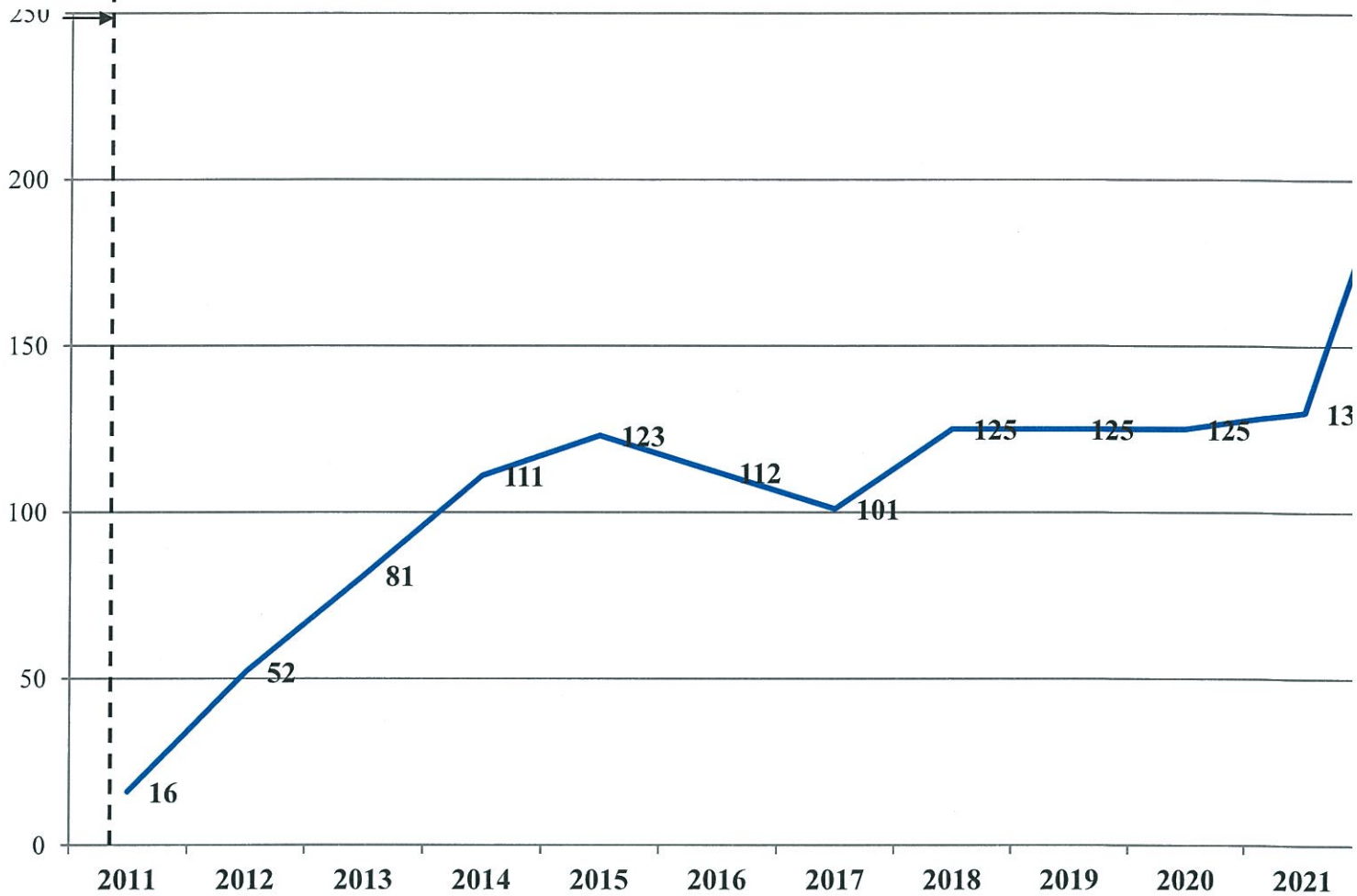
BHS Access Clinic Client Sessions, 2010-23



The Access Clinics (Access Clinic – South, Access Clinic – East, & Access Clinic - Progressive) are walk-in center providing mental health assessment and referral for individuals without insurance. Foot note session count

Certified Peer Specialists in Milwaukee County 2011-23

Redesign
Task Force
established



Certified Peer Specialists in Milwaukee County counts were obtained from [https://www.wicps.org/cps-by-counties/CPS Directory - Wisconsin Peer Specialists \(wicps.org\)](https://www.wicps.org/cps-by-counties/CPS%20Directory%20-%20Wisconsin%20Peer%20Specialists%20(wicps.org))

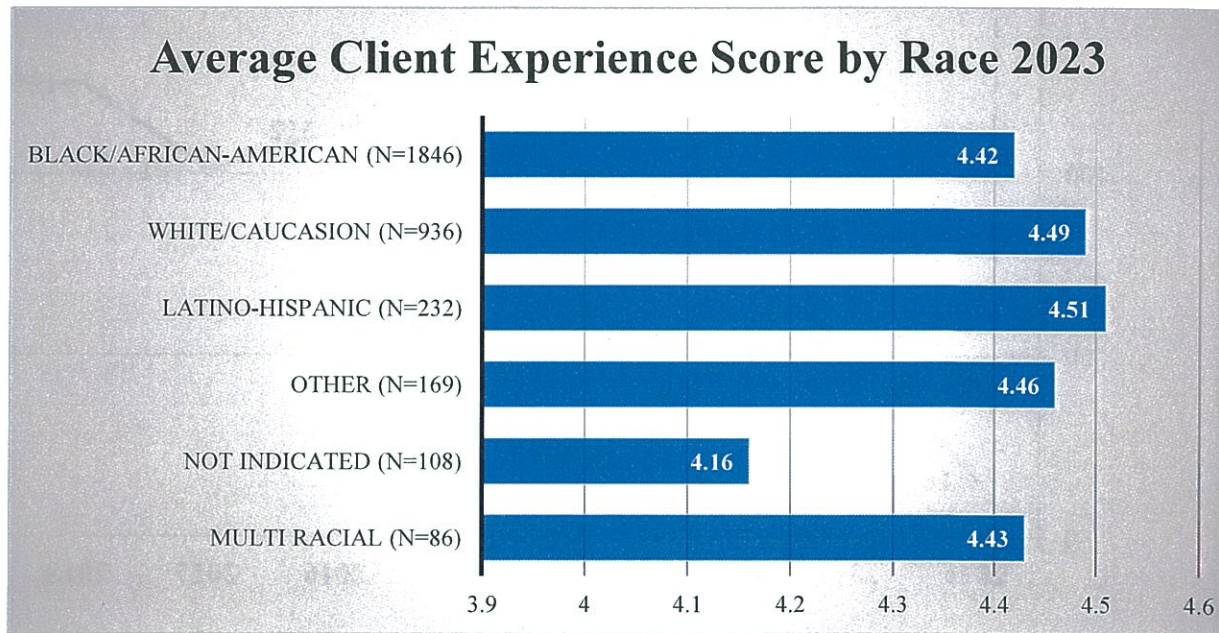
2023 Client Experience Survey Results

4.44

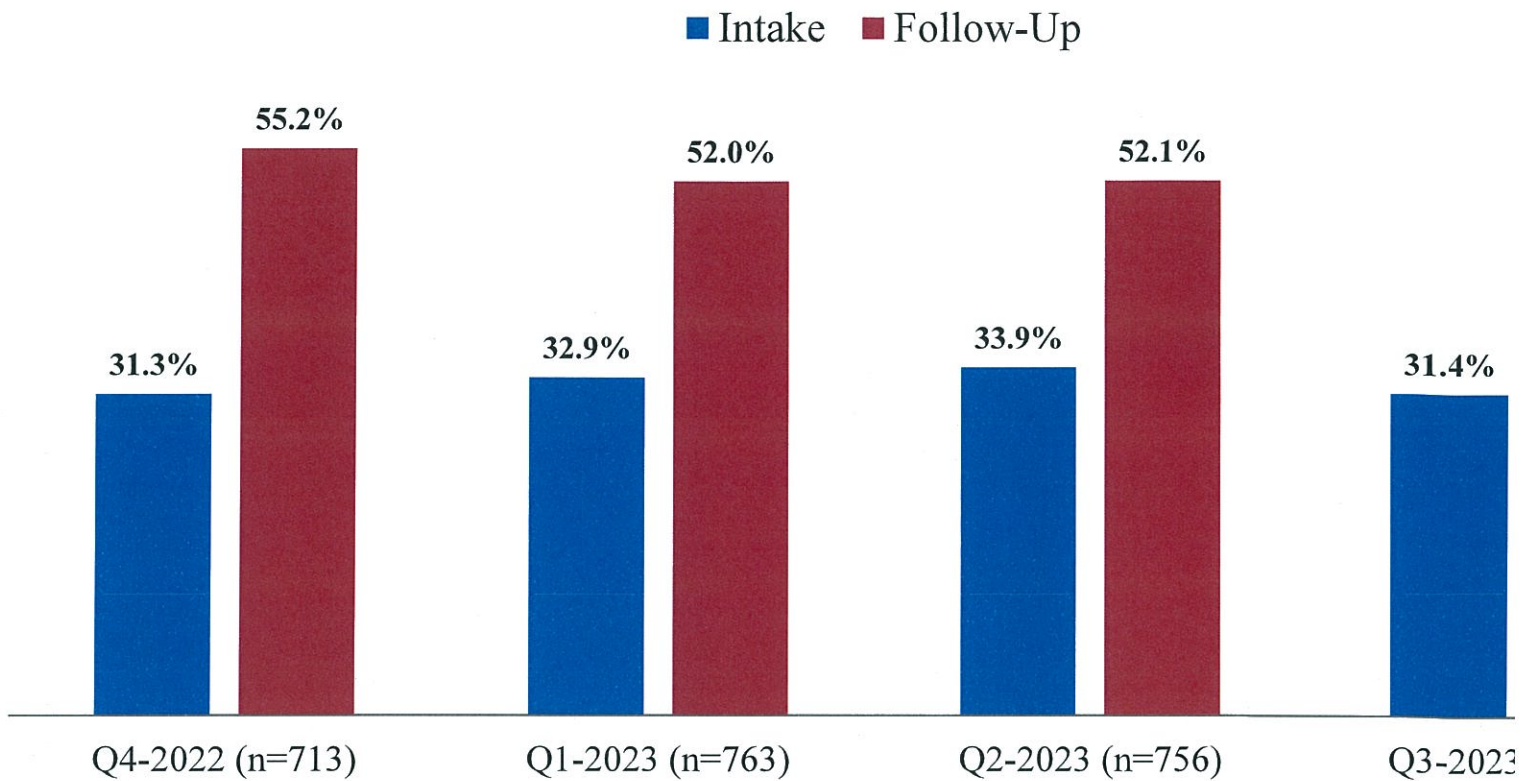
**Average Survey Score
(on a 5 point Likert scale)**

n=3377

Total Clients Surveyed

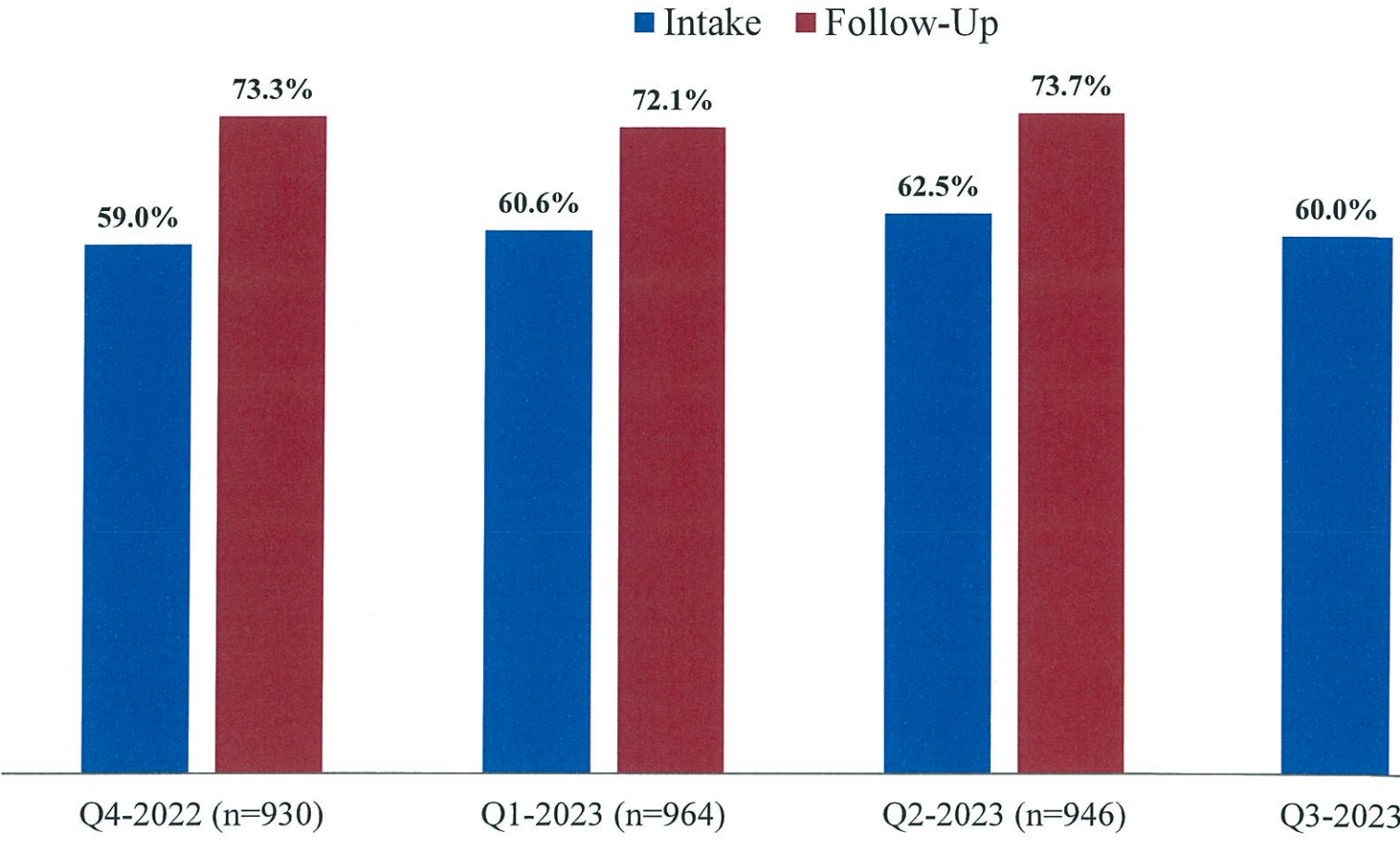


Community Services: “Good” or “Very Good” Quality of Life (QOL) Intake & 6-Month Follow-Up, 2023

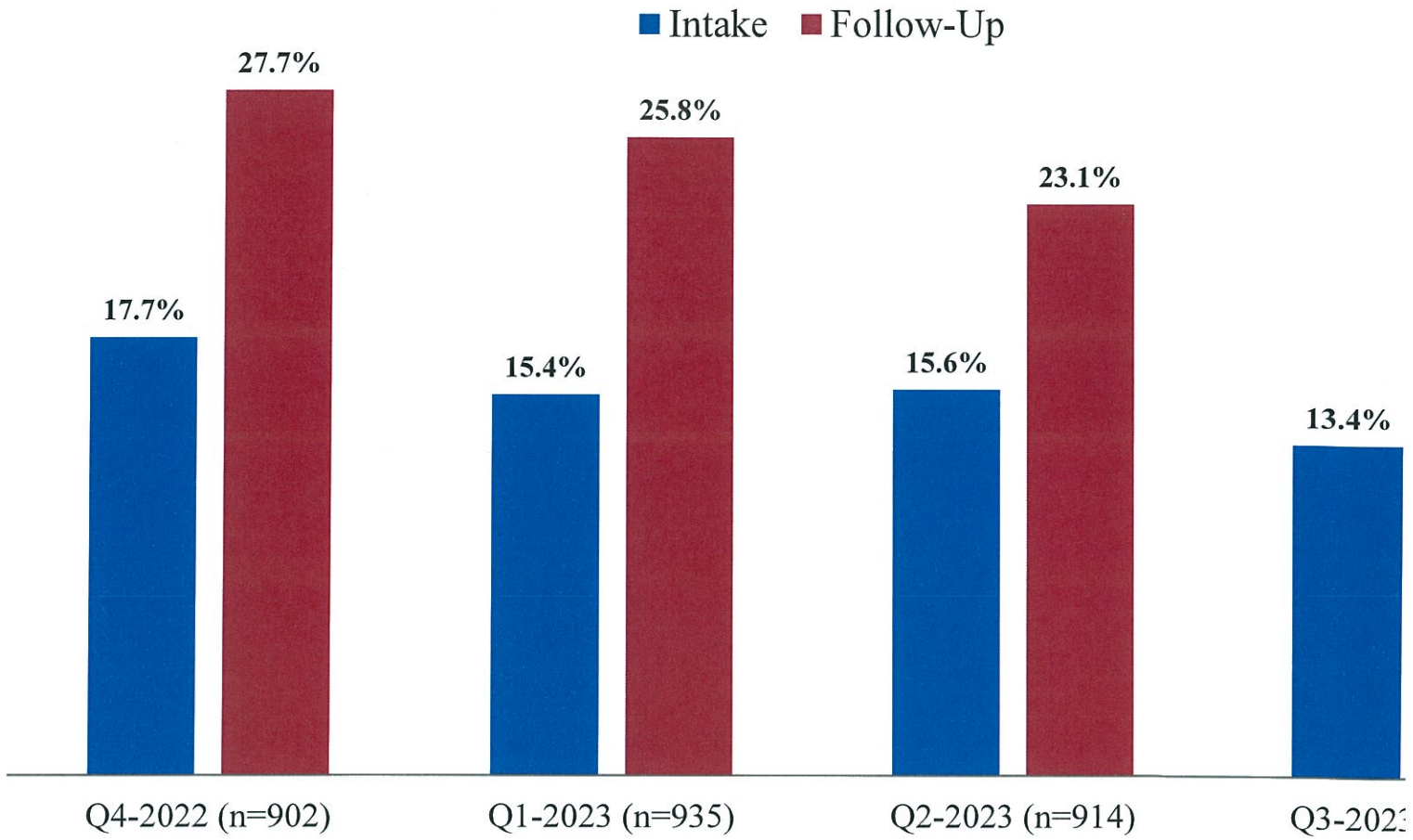


Starting in quarter 1 of 2021, CARS revised the methodology for reporting Quality of Life, Employment Status, and Living Arrangement. These revisions enabled CARS’s outcomes to be more consistent with State of Wisconsin and Federal reporting requirements, as well as allowed these metrics to be used as benchmarks for performance. However, these changes in methodology meant that the data was no longer consistent with previous years. Therefore, these historical data have been removed from the current version of this report. Future iterations of this report will include four quarters of data from the previous year. Please note that because of a 30-day lag in outcome data submission requirements, the data for Q3-2023 will run from the fourth quarter of the year prior to the previous year to the third quarter of the previous year.

Community Services: Private Residence Intake & 6-Month Follow-Up, 2023



Community Services – Employment Intake & 6-Month Follow-Up, 2023



Employed Status includes “Full Time Employment”, “Part Time Employment”, and “Supported Competitive Employment”