

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: April 8, 2013

TO: Peggy Romo West, Chairwoman, Committee on Health and Human Needs

FROM: Héctor Colón, Director, Department of Health and Human Services
Prepared by Paula Lucey, Administrator, Behavioral Health Division, on behalf of the Mental Health Redesign and Implementation Task Force

SUBJECT: **From the Director, Department of Health and Human Services, submitting an informational report on the current activities of the Mental Health Redesign and Implementation Task Force**

Issue

In April 2011, the County Board of Supervisors passed a resolution (File No. 11-173) supporting efforts to redesign the Milwaukee County mental health system and creating a Mental Health Redesign and Implementation Task Force (Redesign Task Force) to provide the Board with data-driven implementation and planning initiatives based on the recommendations of various public and private entities.

The Chairwoman of the Committee on Health and Human Needs Committee requested monthly informational reporting on the activities of the Redesign Task Force.

Background

The Redesign Task Force first convened in 2011, establishing a charter and delegating five Action Teams to prioritize recommendations for system enhancements within the key areas of Person-Centered Care, Continuum of Care, Community Linkages, Workforce, and Quality. The co-chairs of the Action Teams initially presented their prioritized recommendations to the Committee on Health and Human Needs in January 2012 and at a public summit in February 2012, where consultants from the Human Service Research Institute (HSRI) provided feedback and guidance. The Redesign Task Force, its Executive Committee, and DHHS and BHD leadership resolved in March 2012 to seek technical assistance for the process of implementing the affirmed recommendations. DHHS entered into a professional services contract in September 2012 with ZiaPartners, Inc., and three subcontractors.

In December 2012, the DHHS Director and BHD Administrator presented an informational report to the Committee on Health and Human Needs on the progress and activities of the Redesign Task Force, including a framework for planning, tracking, and recording progress on all redesign implementation activities, including those already accomplished or underway. The implementation activities were thereafter framed within SMART Goals – Specific, Measurable, Attainable, Realistic, and Timebound – to promote greater accountability and clearer reporting. In March 2013, the County Board of Supervisors passed a resolution (File No. 13-266) authorizing the DHHS Director to implement the initiatives outlined in the SMART Goals in collaboration with the Redesign Task Force and community stakeholders.

Discussion

The Redesign Task Force met on March 6 at Highland Commons in West Allis, where the finalized SMART Goals were presented and discussed. The changes outlined over the next 12-18 months focus primarily on BHD but require substantial partnership among community stakeholders, including Redesign Task Force representatives. The BHD Administrator designated 1-2 County staff to serve in a supportive role

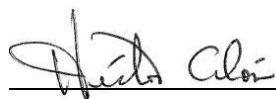
to the responsible Action Team for each SMART Goal, with some staff supporting multiple goals. The Tactical Objectives of the SMART Goals were presented as a task list for the the Action Teams and their BHD Staff Partners. Co-Chairs and BHD Staff Partners will work with their Action Teams and report back to the Redesign Task Force with periodic progress updates using a uniform template. The Community Linkages Action Team hosted a meeting on March 8 on employment issues and resources (SMART Goal #12), including a presentation by a Social Security Administration representative on work incentives. The System Mapping Workgroup of the Quality Action Team (SMART Goal #5) met on March 18. Other Action Team meetings are scheduled for the last week of March and will continue as needed to complete the Tactical Objectives. There was substantial discussion on how information from the Action Team meetings and progress updates could be made available in a timely manner outside of the regular Redesign Task Force meeting. In response to that discussion and others at Action Team meetings, County staff is creating a website where information on redesign activities – including progress reports on implementation of the SMART Goals – will be made accessible and updated regularly to better facilitate collaboration between stakeholders and to maintain openness and accountability to the public. The website is expected to be active in late March. Staff is also considering options for offering a dedicated physical workspace where information could be compiled and participants could convene. The Redesign Task Force leadership is considering ways to formalize its processes for the most efficient management of the SMART Goals implementation and further strategic efforts.

The Redesign Task Force and Action Team meeting schedule and other relevant information is publicized at <http://county.milwaukee.gov/mhredesign.htm>. Interested parties may also contact David Johnson for more information (414-257-5255 or david.johnson@milwcnty.com).

UPDATE: Susan Gadacz, Director of the BHD Community Services Branch, has been appointed Co-Chair of the Redesign Task Force, following the retirement of BHD Administrator Paula Lucey on March 27. Having provided exemplary leadership to the County's community-based mental health and substance use services since February 2012, Ms. Gadacz is highly qualified and well positioned to work with Pete Carlson, Vice President and CAO of Aurora Behavioral Health Services, to oversee implementation of the SMART Goals and bring to fruition the redesigned mental health system that has been envisioned by the stakeholders throughout this process.

Recommendation

This is an informational report. No action is necessary.



Héctor Colón, Director
Department of Health and Human Services

cc: County Executive Chris Abele
Raisa Koltun, County Executive's Office
Kelly Bablich, Chief of Staff, County Board
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