

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: June 25, 2021

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Shakita LaGrant-McClain, Director, Department of Health and Human Services

Subject: An informational report from the Director, Department of Health and Human Services, providing an update on the status of the integration between DHHS and Aging

File Type: Informational Report

REQUEST

An amendment to the 2021 Budget for the Department of Health and Human Services (DHHS) requests that the department provide quarterly reports on the status of the integration of the Department on Aging as a division within DHHS. The reports are to include updates on the merging of the Aging and Disability Resource Center and the Adult Protective Services and the Elder Abuse Units as well as any other program and administrative changes, along with community feedback that has been received due to the integration of the two departments.

POLICY

2021 DHHS Adopted Budget Amendment 1A037

BACKGROUND

Over the past few years, DHHS has been implementing a “No Wrong Door” customer service approach meaning that anyone, regardless of age, disability, race, gender, or socio-economic status can and will be served no matter a person’s entry point into the system. A fully integrated human service model will not only align Milwaukee County with the rest of the state and country in terms of how people are served across the lifespan, it will also provide greater access to a wider array of services for people of all ages and abilities. A major advancement toward this vision is the integration of the Department on Aging as a division within DHHS authorized in the 2021 Adopted Budget by the County Executive and Milwaukee County Board of Supervisors. This integration plan was approved by the Commission on Aging, the body that oversees the Milwaukee County Aging Division, on November 2, 2020.

The scope of the integration also includes a combined Adult Protective Services and Elder Abuse Program to serve all Milwaukee County adults-at-risk, regardless of age or ability.

Previously, these services were performed by two separate units based on age – customers ages 18 to 59 were served by the Disabilities Services Division (DSD) and those aged 60 and older were served by Aging. By combining both units and establishing a centralized intake process, services will be easier to access, seamless to operate and most importantly, connect people to additional resources such as legal support, other county programs and community-based services more quickly.

DHHS has made significant progress toward the full integration of Aging. The work undertaken and completed since the last report to the County Board is identified below:

AAA Plan (2022-2025) Development

Development of the Area Agency on Aging plan is on track. A survey was conducted online along with 7,500 paper surveys to various locations. The survey closed in mid-June with over 1,000 surveys collected and staff is currently reviewing the data. Survey results are expected by the end of June and staff will then begin working with the Commission on Aging and its Advisory Council to start drafting Area Plan goals for 2022-2024.

ADRC State Application

The State application to combine the Aging Resource Center and Disability Resource Center into an Aging and Disability Resource Center (ADRC) is due by September 30, 2021. In June, the County Board approved File 21-501 authorizing DHHS to prepare an application for submission to the State of Wisconsin Department of Health Services for certification of the Milwaukee County Aging and Disability Resource Center (ADRC) as part of the State application. In addition, the administrative framework sections have been reviewed by the ADRC Governing Board. Feedback will be incorporated into the final draft. Staff is also working on the development of combined ADRC processes.

Organizational Chart

A consultant has been hired to assist in finalizing the organizational chart.

APS Report & Survey Results:

The Adult Protective Services (APS) team serves Milwaukee County residents in various capacities to ensure safety, well-being and stability for individuals with differing abilities, ages 18-59, and older adults, age 60 and over. Since January of this year, the adult protective services team has assisted over 1,400 families impacted by abuse, neglect, financial exploitation or needed guardianship. The team works to ensure safety as a primary intervention, but often provides preventative support by connecting families to resources that can support them in long-term stability. We have a triage team which consists of two full-time team members and two back-up supports to receive calls on the referral line with a current 60% live answer rate and 95% return call within 48 business hours for those leaving messages.

They also receive online referrals from the county website and respond to those within 48 hours.

As a follow-up to a survey conducted in December 2020, DHHS-Quality Assurance initiated a quality review in March and April 2021 related to the consumer experience of the combined APS Program. This program was originally operated separately by DSD and Aging and as part of a pilot and then ultimately, the 2021 Budget, the two separate programs merged into one. The purpose of the 2021 follow-up review consisted of contacting consumers (closed date before pilot end or closed date after full implementation) in an effort to continue to hear the voice of the consumers by documenting their APS experiences and addressing their current needs, if applicable.

A phone satisfaction survey that consisted of six quality statements was conducted with 26 DSD and Aging consumers (or their Legal Guardian) who received APS services with a closed date in 2020 (pre-pilot end) or 2021 (full implementation). The table below reflects the survey results based on a 1-5 scale (Likert Scale):

6 Survey Statements:	DSD Pre-Pilot End	DSD Full Implementation	Aging Pre-Pilot End	Aging Full Implementation
Total Consumers contacted (surveys completed)	3	2	7	14
Total APS Referrals (with closed dates during this period)	39	19	116	171
1. The service provider (name given) treated me with respect.	4.7	3.0	4.1	4.1
2. The service I received was helpful.	4.7	3.0	3.0	3.4
3. I feel safer since receiving protective service.	4.3	3.0	2.7	3.6
4. The service I received met my needs.	4.7	3.0	2.7	3.5
5. The service provider (name given) was knowledgeable about programs and services to address my needs.	4.7	3.0	3.3	3.5
6. How would you rate your overall experience with protective services.	4.7	3.0	3.1	3.5
Survey Average	4.6	3.0	3.2	3.6
Combined Survey Average (pre-pilot end and full implementation)	3.8		3.4	

Scale	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
	Never	Hardly Ever	Neutral	Most of the time	Always

The full report with survey results and the response to the results are attached.

Workplace Culture

A committee of DHHS cross-divisional staff was convened to complete a workplace culture assessment and to develop specific strategies to address workplace culture to improve employee wellbeing, retention and satisfaction. About 62% of staff from DSD and Division on Aging participated. Feedback from staff included a desire for affinity groups, expansion of employee resource groups, more opportunities to connect with leaders and share ideas, electronic suggestion boxes, more opportunities to learn about other program areas, and implementation of consistent strategies that address bias.

Guiding Principles

DHHS Administrators, in partnership with representatives from Milwaukee County advisory boards, participated in a process to develop eight guiding principles to assist leaders, staff and partners make decisions and navigate processes of integrating services for adults who are served in DHHS. Guiding principles are used by organizations to act in a way that represents core ideas and values. They are also used as a tool to assess alignment of tactics to strategic priorities. Leadership from the following advisory boards were engaged in the process:

- Health Equity, Human Needs and Strategic Planning Committee
- Mental Health Board
- Aging and Disabilities Resource Center Governing Board
- Commission on Aging
- Housing Advisory Council
- Combined Community Services Board

Communications

The following activities are being conducted by our staff around communication:

- Department leadership provides regular integration updates to all staff.
- DHHS Rebranding—DHHS is working closely with Department of Administrative Services to rebrand DHHS to align with the County's vision logo. The goal is to ensure the DHHS visual identity reflects the No Wrong Door vision and collective work as one department. Aug. 1 is the target date for implementation for the new brand.
- Website--Incorporated the Division on Aging and Veterans' Services sites into the DHHS site.
- Training Communication--Developed a new email marketing product to promote integration-related trainings.

Cross Training

To ensure staff from different program areas who have touchpoints with older adults are cross trained, a team has been charged with identifying, developing and implementing

trainings for staff in ARC and DRC, AAA and Veterans' Services. Two trainings have been hosted recently, averaging 35-40 attendees each.

- Hear Wisconsin offered a training to staff on May 12
 - Presenter: Laurie Flores
 - Presentation on connecting individuals who are deaf or hard of hearing to resources, services, and tools that can increase independence.

- Vision Forward offered a training to staff on May 26
 - Presenter: Jacci Borchardt
 - Presentation on connecting individuals with visual impairments to resources, services, and tools that can increase independence.

2021 Training Schedule:

We have coordinated a training schedule for the rest of 2021 and will plan to add additional trainings as topics come up as we work toward the ARC/DRC merger.

- June Topic: Trauma Informed Care with Leanne Delsart of BHD
- July Topic: CARS and CART/Crisis Services with Jim Feagle, Pauline Young, and Lisa Kacamarek
- August Topic: Dementia Care Specialist Services with Candice LeGros and Cristina Huitron
- September Topic: Youth Transition with Hazel Miller
- October Topic: Senior Dining, Meals on Wheels, and MCDA Transportation (and application/referral process) with Kayla Steinke and MCDA staff
- November Topic: Open. Aging and Ageism with Helen Bader School of Social Welfare staff (confirmed) and Disability and Ableism with Center for Independence Staff (tentative)
- December Topic: Open. Left open intentionally for training needs which may arise.

Related File No's:	20-733 , 21-107 , 21-366 , 21-501
Associated File No's (Including Transfer Packets):	
Previous Action Date(s):	

ALIGNMENT TO STRATEGIC PLAN

This item is aligned to the strategic plan because it focuses on breaking down silos across County government to maximize access to and quality of services offered.

FISCAL EFFECT

This item is informational and has no fiscal effect. The integration of the Department on Aging as a division within DHHS was included in the 2021 Adopted Budget.

TERMS

N/A

VIRTUAL MEETING INVITES

Shakita.LaGrant@milwaukeecountywi.gov
Marietta.Luster@milwaukeecountywi.gov
Rachel.KaehnyFrank@milwaukeecountywi.gov
Cleopatra.Echols@milwaukeecountywi.gov

PREPARED BY:

Clare O'Brien, DHHS Budget & Policy Director

APPROVED BY:

Shakita LaGrant-McClain

Shakita LaGrant-McClain, Director, Department of Health & Human Services

ATTACHMENTS:

APS Survey Results & DHHS Response Plan

cc: County Executive David Crowley
Sup. Felesia Martin, Chair, Health Equity, Human Needs, Strategic Planning Committee
Mary Jo Meyers, Chief of Staff, County Executive's Office
Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
Steve Cady, Research and Policy Director – Comptroller's Office
Allyson Smith, Committee Coordinator, Office of the County Clerk
Pam Matthews, Budget Analyst – DAS
Lottie Maxwell-Mitchell, Research & Policy Analyst, Comptroller's Office