



Opioid Settlement Funds

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**A YEAR IN REVIEW**

2023 ANNUAL REPORT



**MILWAUKEE  
COUNTY**

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# MILWAUKEE COUNTY OPIOID SETTLEMENT FUNDS

By 2023, it was confirmed that Milwaukee County would receive \$102 million over the next 18 years through unprecedented nationwide opioid settlements – the largest amount recovered by any local government in the history of Wisconsin. This report serves as a summary of the opioid epidemic’s impact on communities nationwide, the settlements that followed, and how Milwaukee County dedicated these resources in 2023 and developed a five-year strategy to guide future spending, centering residents and community recovery.

## Opioid Epidemic Background

The opioid crisis is rooted in the late-1990s, when the U.S. Food and Drug Administration approved Purdue Pharma’s OxyContin which led the U.S. healthcare system to greatly increase the prescription of opioid painkillers.<sup>1</sup> For more than a decade, the steady increase of overdose deaths involving prescription opioids continued with little attention. In 2011, the Center for Disease Control and Prevention (CDC) declared deaths from prescription painkillers an “epidemic.” The crisis would surge for over a decade and continues today.

Nationally, death rates from all types of opioids have risen over the past 10 years. Beginning in 2011, the overdose death rate for all opioids was 7.3 per 100,000 people. By 2021, that figure climbed to 24.7 per 100,000 people.<sup>2</sup> Wisconsin is following national trends in opioid-related deaths. According to the Wisconsin Department of Health Services, the statewide rate per 100,000 of all opioid-related deaths was 10.2 in 2014 compared to 24.8 per 100,000 opioid-related deaths in 2022.<sup>3</sup>

The statistics are considerably grimmer for Milwaukee County. In 2014, the rate of opioid deaths was 22.1 per 100,000 rising to 59.7 per 100,000 in 2022 – the overdose rate nearly tripled over eight years.

In 2021, 220 people across the nation died each day from an opioid overdose.<sup>2</sup>

## EPIDEMIC TIMELINE

- 1995: Purdue Pharma introduces OxyContin, a powerful opioid painkiller, to the market.
- 1999: Rise in prescription opioid overdose deaths.
- 2010: Rapid increases in overdose deaths involving heroin. Heroin use rose in popularity as individuals addicted to and chemically dependent on prescription opioids sought an affordable and accessible substitute.
- 2013: Significant increases in overdose deaths involving synthetic opioids, particularly with Fentanyl. Fentanyl quickly became popular as it is easier and cheaper to produce and traffic, with a higher potency than its counterpart.<sup>1</sup>

<sup>1</sup> Planalp, C., Hest, R., & Lahr, M. (June 2019). The Opioid Epidemic: National Trends in Opioid-Related Overdose Deaths from 2000 to 2017. State Health Access Data Assistance Center (SHADAC). <https://www.shadac.org/sites/default/files/publications/2019%20NATIONAL%20opioid%20brief%20FINAL%20VERSION.pdf>

<sup>2</sup> The opioid epidemic in the United States (2024) SHADAC. Available at: <https://www.shadac.org/opioid-epidemic-united-states#:~:text=Overall%2C%20death%20rates%20from%20all,to%2024.7%20per%20100%2C000%20people> (Accessed: 27 March 2024).

<sup>3</sup> <https://www.dhs.wisconsin.gov/opioids/dashboards.htm>

## Opioid Settlements

In response to the opioid epidemic, state and local governments around the country filed lawsuits against distributors, manufacturers, pharmacies, and those similarly engaged in promoting opioids, claiming a violation of the federal Controlled Substance Act. In 2021, nationwide settlements were reached against the three largest pharmaceutical distributors, McKesson, Cardinal Health, and AmerisourceBergen (“Distributors”), and manufacturer Janssen Pharmaceuticals, Inc. and its parent company Johnson & Johnson (collectively, “J&J”). In late 2022, agreements were announced with three pharmacy chains—CVS, Walgreens, and Walmart—and two additional manufacturers—Allergan and Teva.

*“In my 20 years of practicing law, I’ve never seen anything like the facts in these cases. These were bad faith actors who knew these drugs were highly addictive and despite that knowledge, they still made decisions to market larger doses and push them on people who didn’t need them knowing the outcomes would be fatal,” said former Corporation Counsel Margaret Daun. “We can’t recover the lives lost, but we can recover much-needed funds to treat this blight on our community and save lives.”*

The Milwaukee County Board took action to authorize the Milwaukee County Office of Corporation Counsel (OCC) to enter into Settlement Agreements to receive funds from the two lawsuits. The settlements resulted in a net of \$102 million to be paid to Milwaukee County over the next 18 years, after attorney’s fees. This is the largest amount recovered by any local government in the history of Wisconsin and represents the largest recovery of any Wisconsin local government in active opioid legislation.

While follow-on settlements continued to be pursued, Milwaukee County began receiving disbursements from the first two settlements in 2022.

**Table A: Summary of Opioid Settlement Awards as of 12/31/23**

Settlement	Wisconsin Total	Milwaukee County Total	Milwaukee County Net (after attorney fees)
First Settlement	\$420M	\$71M	\$56.6M
Second Settlement	\$321M	\$56.7M	\$45.4M
<b>Total</b>	<b>\$741</b>	<b>\$127.7</b>	<b>\$102M</b>

For the last two decades, Milwaukee County has been focusing services and local resources on addressing the opioid crisis. Specifically, the Department of Health and Human Services (DHHS) Behavioral Health Services maintains the Community Access to Recovery Services (CARS) service area. In 2022, the budget for alcohol or drug addiction services in the CARS service area was \$15.8 million. These services include prevention, detox, assessments, connections to other services, care coordination, bed-based services (e.g., transitional residential, bridge housing), treatment, and recovery departments) but will provide funds to fill in gaps in resources to aid those most vulnerable to this epidemic.

## Allowable Uses

According to settlement guidance, opioid settlement funds can be used in various ways to address the multifaceted challenges posed by the opioid crisis. This includes funding for addiction treatment, recovery services, and initiatives

### FUNDING CATEGORIES

**Treatment.** Services related to the treatment of opioid use disorder and any co-occurring substance use disorder or mental health condition through evidenced-based or evidence-informed programs or strategies.

**Prevention.** Services related to the primary, secondary, or tertiary prevention of opioid use disorder in children, youth, or adults.

**Harm Reduction.** Services that reduce opioid-related problems and improve quality of life without primarily emphasizing sobriety or a use reduction.

**Other Strategies.** Activities related to research, training, evidence-based data collection, the surveillance of the opioid crisis, and analyzing the effectiveness of the abatement strategies.

aimed at preventing opioid misuse. Settlement guidance also emphasizes the importance of allocating resources to address the social and economic impacts of opioid addiction. Milwaukee County used this guidance to develop an allocation process to ensure funds are utilized to effectively address root causes of the crisis and mitigate its widespread consequences.

### Fund Allocation Process

Milwaukee County's Office of Strategy, Budget & Performance (SBP) convened Milwaukee County stakeholders in 2022 to develop an allocation process that addresses the opioid crisis holistically. The effort began with review of recommendations from a 2018 report by the City-County Heroin, Opioid, and Cocaine Task Force on how to address the growing opioid crisis in Milwaukee County and data from a statewide listening session held by the Wisconsin Department of Human Services.

The strategy was developed to meet urgent community needs while beginning support for long-term initiatives. The process requested proposals from internal department service areas that were informed by department-led community engagement and supported the achievement of the following funding objectives.

### Milwaukee County Opioid Settlement Funding Objectives

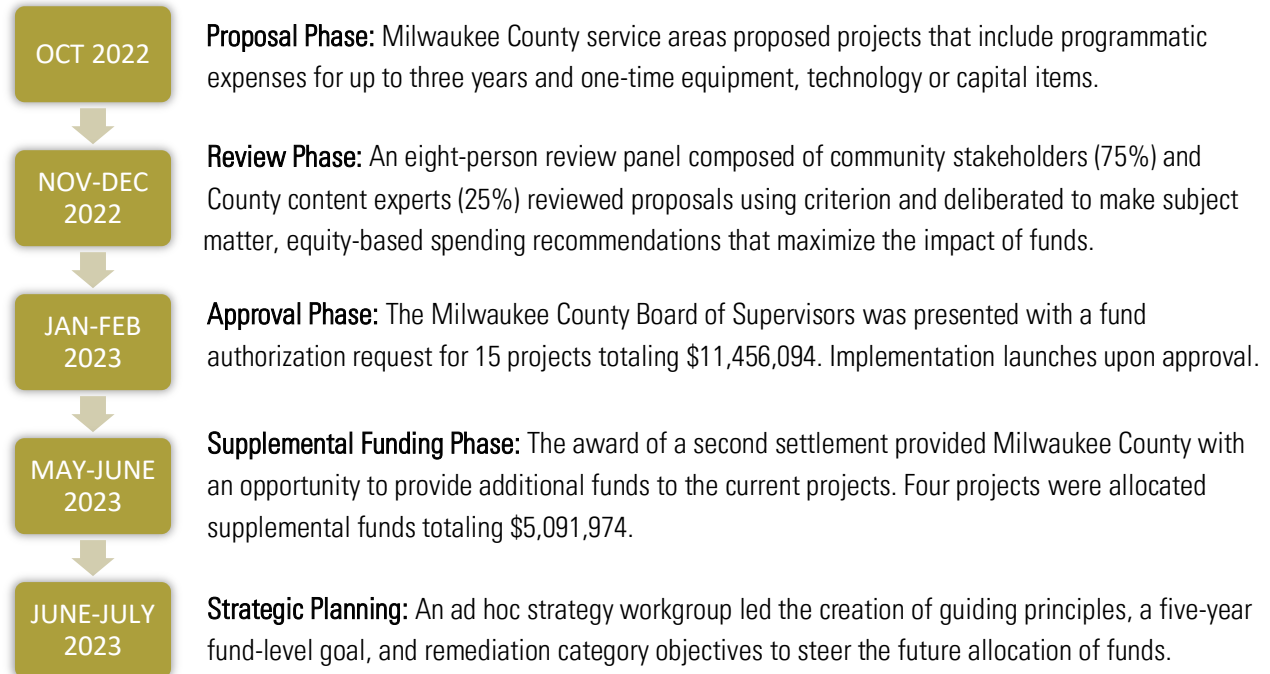
1. Reduce the number of opioid-related deaths in Milwaukee County.
2. Enhance prevention programs that keep individuals from developing substance use disorder, including youth.
3. Ensure adequate access to timely, affordable, and quality services for all people with SUDs.
4. Develop programs in collaboration with the criminal justice system that treat addiction as a disease, while actively working to reduce the availability of illicit substances.
5. Enhance collaboration between community-based initiatives and government agencies.
6. Improve epidemiology and surveillance related to substance misuse.
7. Support federal, state, and local policies and legislation aimed at reducing substance misuse and overdose with equitable, cost-effective, and evidence-based approaches.

Proposals included a summary of the project design, population to be served, goals, supporting evidence, and plans for evaluation and sustainability, which were scored using a rubric and weighted scale by an expert review panel for quality and feasibility. The eight-person panel included representation from:

**Community members with lived experience, Milwaukee Health Care Partnership, City of Milwaukee Health Department, Medical College of Wisconsin, West Allis Fire Department, and the County's DHHS and Office of SBP.**

## 2022-2023 Allocation Timeline

The inaugural allocation process prioritized distributing funds in an efficient and informed manner, followed by longer-term strategy planning to guide future allocations.

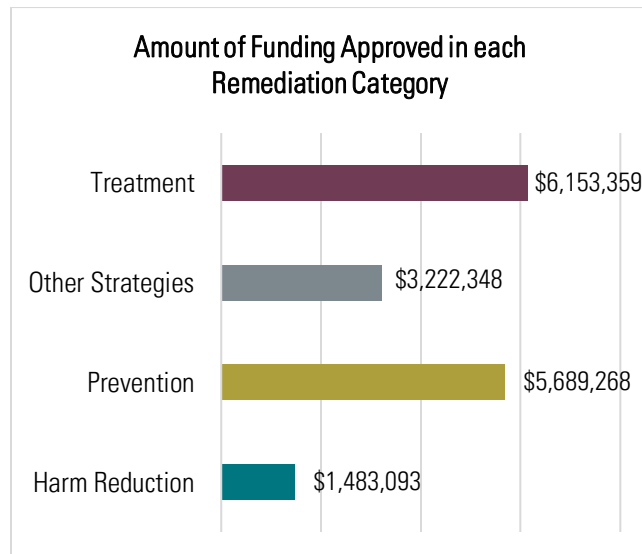


## Approved Allocations for Fiscal Years 2023, 2024 & 2025

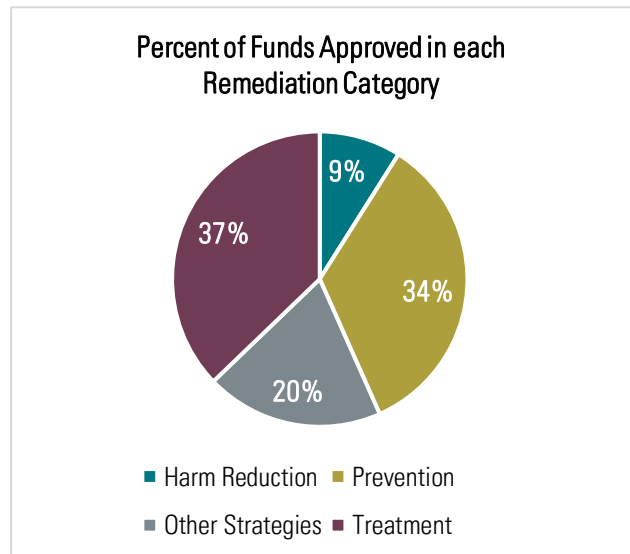
In total, \$16,548,068 was authorized for spending across 15 projects, led by four departments, for fiscal years (FY) 23-25. Projects spanned the remediation categories as demonstrated in Charts A, B and C.

As shown in the charts below, the goal was to address the opioid crisis holistically and to equitably fund both upstream (prevention, other strategies) and downstream efforts (treatment and harm reduction).

**Chart A:** Funds Approved by Remediation Category

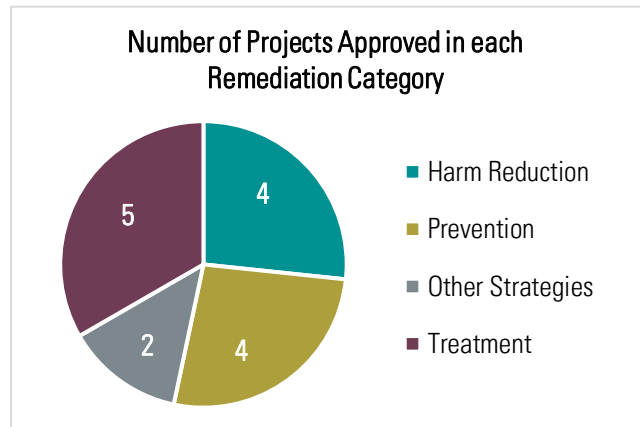


**Chart B:** Percent of Funds Approved by Category



A summary of projects by departments and their fund allocations can be found in Tables B and C below. As shown here, DHHS received a significant amount of funds in the first allocation. Given the nature of DHHS's work on the front line of the opioid crisis using other funding sources, the department was positioned to effectively identify and propose equitable ways to expand access to treatment options for people experiencing opioid-related substance use disorder that address gaps in service.

**Chart C:** Number of Projects Approved by Category



**Table B:** Summary of Approved Proposals by Department

Lead Department	Number of Proposals	Total Approved Funds
Health and Human Services	7	\$12,216,966
Office of Emergency Management	4	\$1,762,163
Medical Examiner	3	\$2,502,439
Sheriff's Office	1	\$66,500
<b>Total:</b>	<b>15</b>	<b>\$16,548,068</b>

**Table B:** Projects Receiving Opioid Funds for FY2023, 2024 & 2025

Project Title	Remediation Category	Lead Department	Total Project Amount
Coordination of Prevention Services	Prevention	Health and Human Services	\$4,845,607
Medication-Assisted Treatment Behind the Walls	Treatment	Health and Human Services	\$2,514,909
Medical Examiner Staffing Needs	Other Strategies	Medical Examiner	\$2,290,541
Residential Substance Abuse Treatment Capacity	Treatment	Health and Human Services	\$1,821,140
Harm Reduction Supplies	Harm Reduction	Health and Human Services	\$910,889
Aging and Disabilities Services Opioid Prevention	Prevention	Health and Human Services	\$843,661
Strengthening Opioid and Substance Use Education and Treatment for Justice Involved Youth	Treatment	Health and Human Services	\$799,190
Harm Reduction Data Analytics	Other Strategies	Emergency Management	\$719,909
Opioid Treatment in the Prehospital Environment	Treatment	Emergency Management	\$536,550
Homeless Outreach Project	Treatment	Health and Human Services	\$481,570

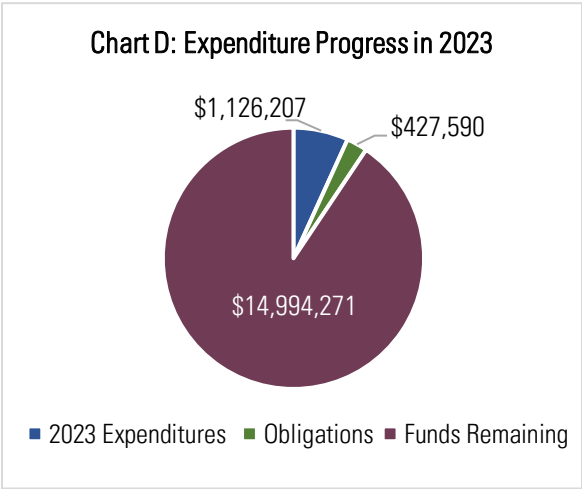
Project Title	Remediation Category	Lead Department	Total Project Amount
Opioid Educator – Emergency Medical Services	Harm Reduction	Emergency Management	\$407,798
Portable Body Cooler	Other Strategies	Medical Examiner	\$192,448
Harm Reduction Kit	Harm Reduction	Emergency Management	\$97,906
Narcan Deployment and Education	Harm Reduction	Sheriff’s Office	\$66,500
Autopsy Carts	Other Strategies	Medical Examiner	\$19,450
<b>Total Allocation for FY23-25</b>			<b>\$16,548,068</b>

**Expenditure Progress**

The initial 15 projects received fund authorization in January 2023. As expected, launching new projects with varying levels of complexity due to hiring and contracting needs can lead to a slow build-up to implementation. Chart D provides a summary of 2023 project expenditures and obligations.

**Note:** Obligations occur when the County enters into an agreement like a contract or purchase order that commits the funds for that specific purpose.

Project-specific spending rates are illustrated in the Impact & Outcomes section.



**Impact and Outcomes**

This section provides a one- to two-page summary of the purpose and progress of each of the 15 projects in the first year of implementation. Project activities will continue to ramp up in 2024 and 2025 as explained in the project summaries. All 2023 programmatic efforts were focused on laying an intentional and firm foundation for effective implementation over the next two years.



# Opioid Settlement Funds

## Aging and Disabilities Services Opioid Prevention Project

### PROJECT OVERVIEW

The Aging and Disabilities Services (ADS) Opioid Prevention Project aims to address the unique needs of older adults in Milwaukee County at risk for opioid misuse. Through this project, an Aging & Disabilities Opioid Prevention Coordinator is dedicated to increasing access to opioid prevention training and outreach while ensuring that impacted families are connected to relevant resources and supports. Training will be provided for ADS staff within the Milwaukee County Department of Health & Human Services (DHHS) and community partners as part of this project.

In addition, this project aims to increase ADS' ability to identify and track the prevalence of opioid misuse among older adults, which is being pursued through new assessment documentation, as well as plans with consultants to work with older adults in focus groups to identify opioid-related needs and risks which are unique to this population.

### Project Information

**Lead Department:**

Health & Human Services,  
Aging & Disability Services

**Project Manager:**

Rickey Person, BA CSAC ICS

**Remediation Category:**

Prevention, Other strategies

**Allocation Amount:**

\$843,661

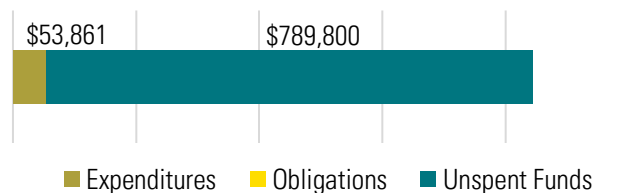
### PROJECT POPULATION

Aging and Disabilities will provide services to individuals living with disabilities and individuals over age residing in Milwaukee County who may be at risk for opioid use/misuse. ADS plans to provide training for 100 internal and external partners. ADS will also conduct outreach services hoping to provide harm reduction services 200-300 high-risk persons from our target population.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Aging and Disabilities Services Opioid Prevention Project was allocated **\$843,661** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/23.



The project accomplished the following tasks to launch the program in its first year:

- Hired Opioid Prevention Coordinator in October 2023
- Created and distributed training needs survey to ADS staff
- Identified the top five training needs for ADS staff
- Created opioid education training for ADS staff to be presented in March 2024
- Presented project overview to the Overdose and Public Safety Team (OD-PHAST)
- Scheduled to co-facilitate Harm Reduction Training with DHHS Prevention Integration Manager

### PROGRESS TOWARDS OUTCOMES

The ADS Opioid Prevention Project is focused on achieving two primary goals as described below.

# Opioid Settlement Funds

## Aging and Disabilities Services Opioid Prevention Project

**Goal 1: Address the unique needs of older adults at risk in Milwaukee County related to preventing and responding to opioid misuse.** 1) This project identified training needs and established a training program for ADS staff and community partners; and 2) during the first quarter of 2024 staff will integrate additional questions into the current risk assessment tool for ADS workers to better identify current customers that may be at risk for abuse/misuse amongst the target population.

**Goal 2: Increase ADS's ability to identify and track the prevalence of opioid misuse among older adults in the Milwaukee County services population.** Working in collaboration with the Prevention Integration Manager, Jeremy Triblett (Milwaukee County employee), and OD-PHAST, the project team decided on avenues for identifying and tracking the prevalence of opioid misuse among the target population utilizing current data that is available. Project staff met with the Behavioral Health Services Clinical Program Director and Lead Geographic Information Systems within the Milwaukee County Office of Emergency Management for additional data and mapping support that will guide targeted outreach.

### IMPACT ON THE DEPARTMENT'S CAPACITY



Identifying the prevalence of opioid misuse among older adults and people living with disabilities provides a more holistic approach to addressing the needs of the population served. This project includes partnering with treatment providers, educating consumers and professionals, and developing relationships with providers/prescribers to help address prescribing practices.

Working in collaboration with other DHHS service areas ensures service alignment with the "No Wrong Door" philosophy adopted by the department. This effort will also reduce duplication of services. The

ADS Opioid Prevention Project provides an opportunity for direct education on cases, improving intervention strategies and decreasing the delay in services.

### NEXT STEPS

To continue this momentum, the focus of the first quarter of 2024 for the ADS Opioid Prevention Project is to:

- Establish data collection protocols with internal stakeholders.
- Identify consultants to gather data related to the objectives of this project.
- Develop and implement the training program for ADS staff and community partners.
- Identify Substance Use Disorder treatment programs and establish relationships to create outreach and referral opportunities for the project's target population.

### PROJECT LEVERAGE

DHHS has a department-wide effort to collaborate with all the projects focused on opioid use/misuse to prevent duplication of services and to leverage opportunities to support new projects. To date, this project has provided staff with access to data needed to formulate next steps as well as an opportunity to partner on harm reduction training.

# Opioid Settlement Funds

## Autopsy Carts

### PROJECT OVERVIEW

The mission of the Milwaukee County Medical Examiner’s Office is to provide accurate and timely cause and manner of death data. The supplies needed to provide that information are vital, especially in a time when drug-related deaths are increasing in Milwaukee County.

The Medical Examiner’s Office needs five (5) additional autopsy carts. These carts are utilized to hold the decedent throughout their stay in the office from admission to storage through the autopsy process and storage until released to a funeral home. The caseload is increasing primarily from drug-related deaths. These carts will support the timeliness and the capacity of the Medical Examiner’s Office.

### Project Information

**Lead Department:**  
Medical Examiner

**Project Manager:**  
Karen Domagalski

**Remediation Category:**  
Other Strategies

**Allocation Amount:**  
\$19,450

### PROJECT POPULATION

Death investigations in Milwaukee County serve all citizens including those in historically underserved, marginalized, and/or adversely affected groups. Additionally, the Medical Examiner’s office provides autopsy and toxicology services to some surrounding counties and their respective resident groups.

### PROJECT HIGHLIGHTS

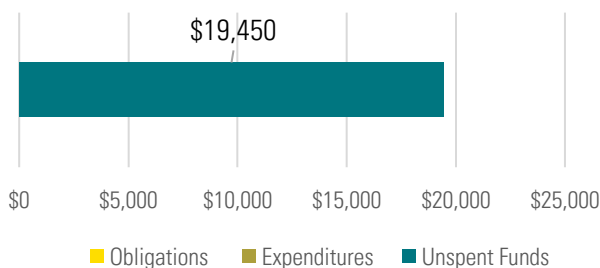
This project has not started yet due to the delay in purchasing a new x-ray machine as the carts must be compatible with the x-ray machine. The x-ray machine was deployed in January 2024. We plan to complete the purchase of the autopsy carts in 2024.

### PROGRESS TOWARDS OUTCOMES

This project has not started yet due to the delay in purchasing a new x-ray machine as the carts must be compatible with the x-ray machine. The x-ray machine was deployed in January 2024. The autopsy carts will be purchased in early 2024.

### FINANCIAL PROGRESS

The autopsy carts Project was allocated **\$19,450** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



### IMPACT ON THE DEPARTMENT’S CAPACITY

The purchase of the autopsy carts will ensure that staff in the Medical Examiner’s Office have access to the equipment to complete their processes and provide accurate and timely cause and manner of death data.

### NEXT STEPS

The Medical Examiner’s Office plans to complete the purchase of the autopsy carts in 2024 and conclude this project.

# Opioid Settlement Funds

## Coordination of Prevention Services

### PROJECT OVERVIEW

The Coordination of Prevention Services project is a two-component project that will regrant funds to community-based organizations while also implementing a new Prevention Integration Manager position. The community will provide input into the regranting process during engagement sessions. Funded projects will align with prevention, treatment, recovery, and/or harm reduction activities to respond to the opioid crisis.

The Prevention Integration Manager will be part of the Department of Health & Human Services (DHHS) Behavioral Health Services (BHS) Community Access to Recovery Services (CARS) program and will oversee the regranting, while also managing prevention projects that span DHHS service areas and align with the "No Wrong Door" philosophy service goal.

### Project Information

**Lead Department:**  
Health & Human Services,  
Behavioral Health Services

**Project Manager:**  
Jeremy Triblett

**Remediation Category:**  
Prevention, Harm Reduction,

**Allocation Amount:**  
\$4,845,607

### PROJECT POPULATION

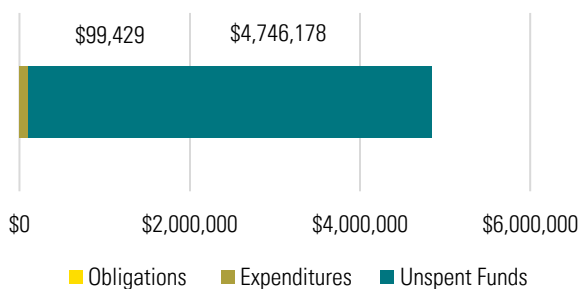
This project provides grants to community-based organizations and collaboratives that target historically underserved, marginalized, and/or adversely affected groups in Milwaukee County. It seeks to attract organizations that can meet the needs specific to those living with opioid use disorders in a variety of community settings.

This project reached public, private, and nonprofit organizations as well as other collaborators via virtual community conversations in February 2023. A total of 118 groups and individuals registered for the events and 80 participants attended, representing 8 municipalities, 33 zip codes, and 26 agencies. The information gathered was used to draft the application for regranting dollars. Agencies will have the opportunity to submit proposals for consideration in the regranting funds.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Coordination of Prevention Services project was allocated **\$4,845,607** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



#### Prevention Integration Manager Progress

May 2023: Jeremy Triblett was promoted to Prevention Integration Manager and began transitioning into new responsibilities while supporting the backfill of his position.

#### Community Regranting Funds Progress

February 2023: The project reached public, private, and nonprofit organizations and collaboratives via virtual community conversations. A total of 80 participants attended, representing 8 municipalities, 33 zip codes, and 26 agencies.

February 2024: The Prevention Integration Manager worked with BHS and DHHS staff to secure Hope House Milwaukee Inc. as the fiscal agent through a Request for Proposal (RFP)



# Opioid Settlement Funds

## Coordination of Prevention Services

process. The Manager also finalized the online version of the application, completed the information packet, and determined award amounts for each of the funding priorities. It is anticipated that the application process for regranting of funds will occur by the end of the first quarter of 2024.

### PROGRESS TOWARDS OUTCOMES

**Goal 1: Provide three years of funding for four to seven public, private, nonprofit organizations, or collaboratives that will offer impactful programs aimed at prevention, treatment, recovery, or harm reduction services.**

The application will launch in March 2024, leading to the identification of the organizations that will fulfill this work in partnership with Milwaukee County.

**Goal 2: Provide ongoing technical assistance to four to seven public, private, nonprofit organizations, or collaboratives that will offer impactful programs aimed at prevention, treatment, recovery, or harm reduction services.**

Technical assistance needs will be identified following the regranting process and identification of partner organizations.

**Goal 3: Assess and increase the number and effectiveness of partnerships amongst DHHS, other county departments, systems, and community stakeholders.**

The Prevention Manager created a collective impact initiative called the Prevention Collective. Through the Collective, DHHS staff, partners, and providers facilitate the integration of behavioral health strategies and initiatives to ensure the sustainability of prevention strategies throughout Milwaukee County.

**Goal 4: Ensure there is available training and resources for community members, providers, and other stakeholders that are appropriate and culturally responsive to change knowledge, attitudes, and behaviors related to opioid use disorder.**

The Prevention Manager is working with the DHHS Workforce Training & Development team to establish standards of practice for community-facing training that can be adopted by all service areas.

### IMPACT ON THE DEPARTMENT'S CAPACITY

To further DHHS's capacity, BHS seeks to increase partnerships with community-based agencies as in the past. Partnering with Hope House to regrant funds will expand the project's capacity to engage agencies that otherwise might have difficulty meeting some of the Milwaukee County procurement requirements. Advancing Milwaukee County's mission through community-based agencies has proven to be one of the best ways to reach community members, expand impact, and promote prevention efforts. The Prevention Collective will expand DHHS's ability to align prevention services, integrate prevention initiatives, and invest in upstream strategies for reducing overdoses and addiction.

### NEXT STEPS

This project will make 14-20 regranting awards in the community by June 28th, 2024. Technical assistance will be provided by BHS through this project based on the needs and interests of the awarded agencies. The Prevention Collective will establish an annual meeting time and select a leadership team to begin the process of creating impact plans. The group will work to unify preventionists and strengthen service area collaboration; implement solutions to structural barriers and align prevention strategies across service areas; and implement upstream investments that sustain prevention throughout Milwaukee County.



# Opioid Settlement Funds

## Harm Reduction Data Analytics

### PROJECT OVERVIEW

The Harm Reduction Data Analytics project is intended to develop and maintain overdose data intelligence products (dashboards, modeling, mapping) that provide a deeper level of detail and visibility to Emergency Medical Services (EMS) calls for suspected overdoses than what is currently available in public-facing data products. The data products would provide detailed reporting of non-fatal and fatal overdoses by census tract. Particular attention will be focused on identifying communities and populations who are disproportionately at risk for non-fatal and fatal drug overdoses. Knowing more precisely where in time and space overdose incidents are occurring in Milwaukee County will allow service providers to better target education and interventions to save lives.

### Project Information

**Lead Department:**  
Office of Emergency Management

**Project Manager:**  
Dan Pojar

**Remediation Category:**  
Harm Reduction, Other Strategies

**Allocation Amount:**  
\$719,909

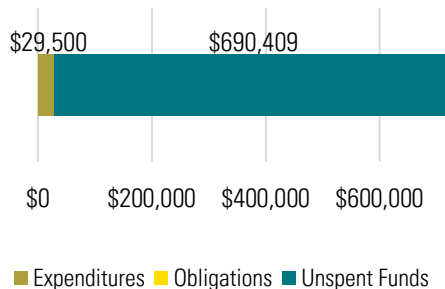
### PROJECT POPULATION

The primary audience for this project is the citizens of Milwaukee County. Other stakeholders or groups of interest are elected officials and professionals in public health, Fire/EMS agencies, health systems, law enforcement, etc. This team withing the Office of Emergency Management (OEM) will work diligently to produce data products intended to inform public policy and response strategies. Multiple versions of the same product will be created as more data granularity or information may be permissibly shared under improving healthcare operations. The team will be diligent in protecting the information and identification of individuals whose data may be displayed on the products using industry best practices.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Harm Reduction Data Analytics project was allocated **\$719,909** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



As of early 2024, both data positions have been successfully created and filled with qualified applicants. Both individuals have strong mentorship and the technical skills to be able to query, analyze and display data on harm reduction efforts. While overdose data is centric to their work, other co-factors related to overdoses will be examined to support and foster a holistic approach to inform harm reduction efforts.

Due to prior investments in technology using the EMS operating budget, advanced tools are available to speed up data queries and decrease processing time. The added project staffing will significantly expand the bandwidth and capabilities of the team. A few key products that have already been created are:

- EVE Model Overdose Map – assists with vending machine placement and prioritized interventions.
- Residents Aged 50+ Overdose Map – assists with understanding vulnerable communities.

# Opioid Settlement Funds

## Harm Reduction Data Analytics

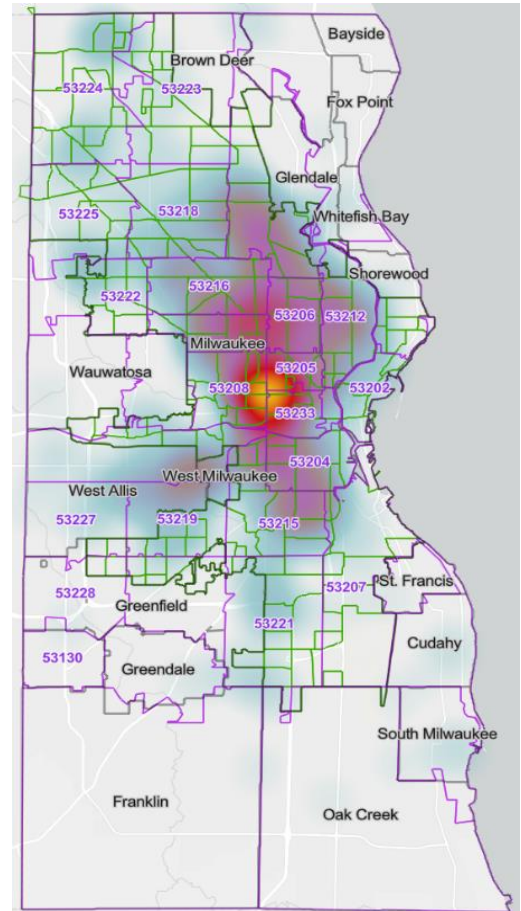
### PROGRESS TOWARDS OUTCOMES


The Harm Reduction Data Analytics project is focused on achieving three primary goals as described below.

**Goal 1: Create an internal facing dashboard that deep dives into opioid data to better understand the burden on the community.** OEM made progress on this goal by creating and filling two new positions in fall of 2023 and January 2024.

**Goal 2: Explore 3 additional disease pathways to dig into and analyze that are exacerbated by opioid use disorder.** OEM is working to leverage new software tools by becoming more familiar with resources such as ArcGIS Online, PowerBI, and the suite of tools provided in Imagetrend (patient care record) to better understand, analyze and display data.

**Goal 3: Create additional mapping tools for each goal area above and models to further analyze the impacted geospatial space affected by opioid use.** OEM is in the process of creating new data products starting with creating several maps, models, and dashboards for various audiences – some internal facing and some public facing.



 Opioid Overdose Tracking of Residents Aged 50+

### IMPACT ON THE DEPARTMENT'S CAPACITY

This project has had a significant impact on OEM EMS in particular given the ability to scale up bandwidth for the data analytics team. This has also allowed for enhanced collaboration with county departments and outside stakeholders to further collaborate.

### NEXT STEPS

The project team will continue development of the data products with an effort to work towards automation so that data can be updated promptly without requiring too much manual effort.

### PROJECT LEVERAGE

The Harm Reduction Data Analytics team includes active participants on the OD-PHAST (Overdose Public Health and Safety Team) which is a collaborative group committed to reducing overdoses and overdose deaths. OEM EMS also partnered with DHHS to expend a \$2M grant for mobile-assisted treatment.

# Opioid Settlement Funds

## Harm Reduction Kits

### PROJECT OVERVIEW

This project will use the Office of Emergency Management (OEM) Community Oriented Regional Emergency Medical Services (CORE) staff to develop, educate, message, coordinate, and distribute up to 500 harm reduction kits per year for three years throughout Milwaukee County. Harm reduction kits are evidence-informed to show a positive response to alternative access to treatment in a vulnerable situation. Currently, naloxone is the only means for EMS field providers to positively interact with opioid overdose patients.

The Harm Reduction Outreach CORE Team project will use current community engagement outlets of local Emergency Medical Services (EMS) agencies to fulfill the work of this project. OEM seeks to provide harm reduction kits as well as community education and will partner with the Wisconsin Department of Health Services and local municipal health departments to use existing distribution chains for naloxone and fentanyl test strips to minimize expenses.

### Project Information

**Lead Department:**  
Office of Emergency Management

**Project Manager:**  
Dan Pojar

**Remediation Category:**  
Harm Reduction, Prevention

**Allocation Amount:**  
\$97,906

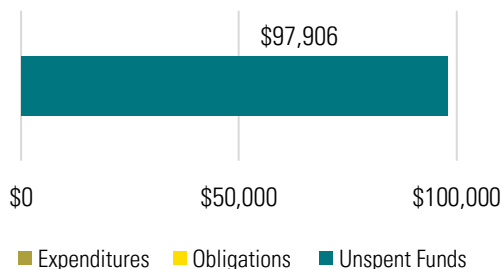
### PROJECT POPULATION

The primary audience for this project is the citizens of Milwaukee County. Other stakeholders or groups of interest are elected officials, public health, Fire/EMS agencies, health systems, law enforcement, and others. The Outreach CORE Team will work diligently to provide training and resources for the community regarding harm reduction kits, the contents, and utilization specifically. The CORE Team will utilize the Evaluating Vulnerability and Equity (EVE) Model to target their efforts in neighborhoods with high need and high vulnerability. As opioid use is a co-factor of several other diseases, cardiac arrest in particular, there will also be a focus on how to tell the difference between an overdose versus a cardiac arrest and how to provide emergency care.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Harm Reduction Outreach Project was allocated **\$97,906** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



Most of the time spent on this project in 2023 was focused on administrative functions to set up purchasing accounts with vendors for the items relating to the harm reduction kits. OEM also established an account with Narcan Direct from the state to provide Narcan for the kits out of a separate funding opportunity.

OEM also worked closely with the Master of Public Health (MPH) Program of the Medical College of Wisconsin on engaging the community with a specific focus on providing community CPR training. OEM plans to continue to build upon those relationships established from the MPH program to identify citizens and venues for training.



# Opioid Settlement Funds

## Harm Reduction Kits

### PROGRESS TOWARDS OUTCOMES

The Harm Reduction Outreach CORE Team project is focused on achieving two primary goals as described below. In the first year of implementation, the project made progress in both goal areas. The training and kit distribution will be major activities of 2024 and 2025.

**Goal 1: Prepare Milwaukee County EMS providers for providing harm reduction kits.** Contents for these kits have all been established and delivered to OEM in early 2024. The team is currently working on assembling the kits and distributing upon request by the fire departments. Data collection on these kits is also ongoing you better understand the demand of the kits.

**Goal 2: Utilize the Milwaukee County EMS CORE Team twice monthly for outreach and education to vulnerable populations or to educate trusted messengers within high-risk communities.** The CORE team has held a few events in early 2024 and is currently in the process of establishing a more robust tempo of events. We will also capitalize on the summertime weather and festival activity of the county to engage the public in a variety of venues.

### IMPACT ON THE DEPARTMENT'S CAPACITY

The OEM CORE Team provides medical services as EMS providers at several venues such as the Fiserv Forum, Milwaukee Admirals, and the Milwaukee County Zoo. Bandwidth increases significantly for this team over the summer months and OEM will capitalize on opportunities for community engagement at festivals, parks, community centers, and county facilities.

The added CORE team capacity also allows OEM to facilitate expanded training as mentioned previously.



### NEXT STEPS

OEM has already held several sessions in early 2024 with community-facing training. OEM will continue to schedule events throughout the remainder of 2024 and 2025 As requested. We will also leverage the EVE model to assist us in determining locations of priority within the county that may see higher incidence or a higher need. We will reach out to businesses and other locations and offer our services if we are not formally requested but are seeing a significant amount of activity that could benefit from community training. We are also partnering with the Medical College of Wisconsin to potentially place some AEDs with Naloxone co-located in these areas as well, we are still early in discussions to leverage some of those resources.

### PROJECT LEVERAGE

OEM has been able to leverage additional funding sources to bring this program to fruition by securing Narcan from other sources. Additionally, OEM is working with the Milwaukee County Department of Health & Human Services, Zoo, Medical Examiner's Office, and other county agencies to partner on identifying populations of need and locations for training efforts.

# Opioid Settlement Funds

## Harm Reduction Supplies

### PROJECT OVERVIEW

Harm reduction is an evidence-based strategy that gives individuals living with addiction the tools and means necessary to remain safe in their drug use until they are ready to begin a path of recovery. This project provides a public health strategy for the dissemination of prevention and harm reduction supplies, making them readily accessible throughout Milwaukee County to all residents who may be in need. By disseminating Harm Reduction Vending Machines (HRVM) and engaging in community-driven educational campaigns, the concept of harm reduction has gained wider acceptance in the community.

Milwaukee County Behavioral Health Services (BHS) has engaged in partnerships with HRI Vending and Vivent Health Lifepoint to increase Milwaukee County residents' access to harm reduction and prevention supplies. The resources have the potential to reduce overdoses, both fatal and non-fatal, and prevent deaths from fentanyl and other adulterants in the illicit drug supply.

### Project Information

**Lead Department:**  
Health & Human Services,  
Behavioral Health Services

**Project Manager:**  
Jennifer Wittwer

**Remediation Category:**  
Harm Reduction

**Allocation Amount:**  
\$910,889

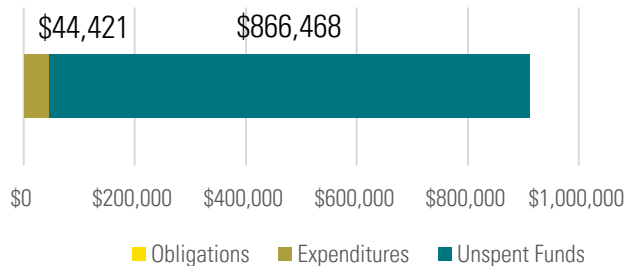
### PROJECT POPULATION

The dissemination of HRVM throughout Milwaukee County is a public health approach and serves the entirety of Milwaukee County. The supplies offered in the HRVM are always free of charge and available 24/7. That said, it is understood through careful analysis of both fatal and non-fatal overdose data that seven zip codes within Milwaukee County are most deeply impacted by overdoses. The placement of the first 11 HRVMs was decided upon, in large part, on the prevalence of overdoses in the communities in which they are placed, along with accessibility, community reach, and foot traffic.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Harm Reduction Supplies Project was allocated **\$910,889** over three years in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



In March 2023, an application process was made widely available soliciting interest from local organizations and businesses who may be interested in hosting an HRVM. A total of 27 entities expressed interest. Applications were scored using objective criteria, and the finalists participated in an on-site interview with BHS prevention staff. Eleven organizations were selected based on application score, in-person interview, and most importantly an overlay of overdose data.

The HRVMs were placed at the 11 locations in August 2023; this included moving the inaugural machine from the Marcia P. Coggs Human Services Building to

the King Center, where there is a much broader community reach. Each of the machines is stocked with nasal Narcan, fentanyl test strips, medication deactivation pouches, medication lock bags, and gun locks.

# Opioid Settlement Funds

## Harm Reduction Supplies

### PROGRESS TOWARDS OUTCOMES

To date, 11 harm reduction vending machines were placed in a total of 8 unique zip codes. The HRVMs have been well-received and the supplies are being utilized by community members. In 2023, there were 1,958 nasal Narcan boxes, 2,286 fentanyl test strips, 510 medication deactivation pouches, 1,491 medication lock bags, and 1,125 gun locks taken from the machines. There have been several anecdotal reports of lives saved and/or positively impacted by the availability of harm-reduction supplies, further highlighting the effectiveness of this public health strategy. Locations of the vending machines and additional details can be found at [www.harmreductionmke.org](http://www.harmreductionmke.org)

There was also significant effort placed on the educational component related to harm reduction and the HRVM supplies. In 2023, the BHS prevention team hosted 11 Narcan trainings, training 200 individuals on how to use the life-saving supply. Collaboratively, system partner Samad's House leveraged funds from another fund source to create a "Community Collective" initiative that provides Narcan training and distribution in residential areas hardest hit by the opioid epidemic.

BHS also developed micro video trainings for each of the prevention and HRVM harm reduction supplies that are housed on the [harmreductionmke.org](http://harmreductionmke.org) website and have associated QR codes.

### IMPACT ON THE DEPARTMENT'S CAPACITY

The Harm Reduction Supplies project has had a very positive impact on DHHS and BHS by making it possible for harm reduction and prevention supplies available to the public free of charge. A secondary outcome of this has been the opportunity to garner both media attention and community conversations and education about harm reduction as a strategy, which in turn can reduce judgment and stigma that are often attached to addiction.

### NEXT STEPS

Applications will be accepted through March 2024 and then vetted to place an additional eight machines by the end of June 2024 in the Milwaukee County region. Outdoor climate-controlled vending machines may be pursued in certain situations.

Based on community needs and changing conditions, there are minor changes to supplies under consideration for 2024. Xylazine is an adulterant that recently has been detected in about 30% of fatal drug overdoses. Xylazine is particularly dangerous because revival from Narcan is not possible. BHS is exploring drug testing pouches that include a test strip for both fentanyl and Xylazine as well as alternative medication deactivation products. Supply inventory tracking through Dexmeter installation on all HRVMs is planned. This can be connected to an electronic inventory tracking platform as a process improvement.

Plans are underway with Vivent to launch a website for community members to request to have supplies mailed to their homes.

### PROJECT LEVERAGE

The HRVM project leverages a range of funding sources. The 25 HRVMs that will be placed over 3 years were purchased in 2022 with State Opioid Response funds. The supplies are funded by the opioid settlement, State Opioid Response, Substance Abuse Prevention and Treatment Block Grant – Supplemental, and a SAMHSA grant for Mobile Medication Assisted Treatment. There are supplies made available for distribution to treatment and other community providers with Temporary Assistance to Needy Families funds and the NarcanDirect program from the State of Wisconsin.

# Opioid Settlement Funds

## Homeless Outreach Project

### PROJECT OVERVIEW

Two treatment and resource navigators were hired through the Homeless Outreach Treatment and Resource Navigator project to work alongside Milwaukee County’s homeless outreach team and provide additional services to those experiencing unsheltered homelessness and living with active opioid use issues.

Due to the rapid increase of opioid use over the last decade throughout the unsheltered population, one of the main barriers that outreach teams report is an efficient flow into treatment options, for both harm reduction and medically assisted treatment (MAT). There are currently not enough street outreach workers that can directly address this issue consistently.

The workflow envisioned through this project would allow any street outreach worker in Milwaukee County to refer clients to the treatment and resource navigators. Having on-the-street, treatment, and resource navigators allows staff to directly link individuals to treatment options in real-time and move them to safety as they are ready.

Additionally, the treatment and resource navigators will work with the Department of Health & Human Services (DHHS) homeless outreach team to collaborate on accessing indoor placements and permanent housing opportunities for individuals experiencing unsheltered homelessness and actively using opioids.

### Project Information

**Lead Department:**  
Health & Human Services,  
Housing

**Project Manager:**  
Eric Collins-Dyke

**Remediation Category:**  
Treatment

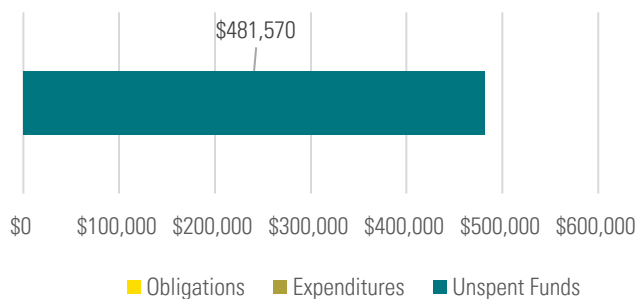
**Allocation Amount:**  
\$481,570

### PROJECT POPULATION

The project will support underserved, marginalized, and adversely affected groups, by providing support to those experiencing unsheltered homelessness throughout Milwaukee County. Historically, this population has been underserved with treatment options to address issues from the consistent use of opioids. In addition to being marginalized because of housing insecurity and historical trauma, the local homeless services system is seeing racial disparities, with African Americans comprising 70% of service recipients.

### FINANCIAL PROGRESS

The Homeless Outreach Treatment and Resource Navigator project was allocated **\$481,570** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



### PROJECT HIGHLIGHTS

The two treatment and resource navigators were hired in February 2024 and have been training in the field since their start date. The Homeless Outreach Supervisor connects navigators to different providers throughout the community and they have joined the team on regularly scheduled outreach shifts. The navigators are taking on their first clients the week of March 12, 2024.

# Opioid Settlement Funds

## Homeless Outreach Project

### PROGRESS TOWARDS OUTCOMES

The goal of this project is to increase access to harm reduction and MAT options for those experiencing unsheltered homelessness and to ensure that every individual staying on the street has a pathway to these resources. Objectives for this project include working collaboratively with homeless outreach teams to provide targeted outreach services to encampments where active opioid use is prevalent and to be a lifeline for treatment connection.

Expected outcomes for the project include the following:

- A. 90% of clients will complete a Personal Recovery Crisis Prevention Plan
- B. 50 unduplicated individuals will be served annually by the Treatment Resource Navigators
- C. 90% of client served will be provided harm reduction resources
- D. 90% of clients served will have a homeless history tracking form, which will assist the treatment resource navigators in assisting with housing placement for clients

As the treatment navigators take on their first clients in 2024, progress towards meeting these outcomes will initiate.

### IMPACT ON THE DEPARTMENT'S CAPACITY

Adding two treatment navigators increased the capacity of the street outreach team to connect with individuals actively using opioids and in need of housing. Additionally, the street outreach team has historically had little capacity to focus on triage to MAT and other forms of treatments. Often, street outreach teams will engage with individuals expressing the desire, in that moment, to seek treatment. Due to the lack of capacity and bandwidth, treatment options are often missed or not readily available, and the window of opportunity is missed. With two dedicated treatment and resource navigators, the sole focus will be to engage with, and stay on throughout real-time scenarios, to triage individuals into the treatment space. While keeping the focus on housing, navigators will have a connection to treatment resources as one of their focuses when they are working with clients.

### NEXT STEPS



Over the next year, staff will evaluate the Homeless Outreach Treatment and Resource Navigator project and look at establishing additional goals around housing. Goals will be added/adjusted as needed based on the first 12 months of implementation. Staff anticipate the project will evolve as needs in the community arise.

### PROJECT LEVERAGE

Adding the navigators allows for the expansion of the street outreach capacity and leverages additional partnerships with Milwaukee County Behavioral Health Services and its prevention team, Vivent Health, and the

Milwaukee Fire Department and their overdose response initiative. The project hopes to expand partnerships throughout the year. Internally, these funds allow the project to hire more personnel without additional tax levy funding.



# Opioid Settlement Funds

## Medical Examiner Staffing Needs

### PROJECT OVERVIEW

The Medical Examiner's Office received funding through this project for three positions, including a 1.0 full-time equivalent (FTE) Forensic Pathologist, 1.0 FTE Medicolegal Death Investigator, and 1.0 FTE Forensic Chemist. The mission of the Milwaukee County Medical Examiner's Office is to provide accurate and timely cause and manner of death. These positions support the scope of work of the Medical Examiner's Office and the investigation into drug-related deaths.

Over 80% of Milwaukee County drug-related deaths involve a narcotic substance (opioid). This increasing case load has had an impact on the workforce and thus has brought the Medical Examiner's Office to a point where additional staffing is required to keep pace with the caseload.

Additionally, the office received funding to provide student loan forgiveness to assist in the recruitment of the forensic pathologist, as these positions are extremely difficult to attract and hire. Forensic pathologists are unique as they are the sole individual who is able to perform an autopsy associated with drug-related death investigations. It is the recommendation of the office's accrediting body that all suspected drug-related deaths are autopsied.

### Project Information

**Lead Department:**  
Medical Examiner's Office

**Project Manager:**  
Karen Domagalski

**Remediation Category:**  
Other Strategies

**Allocation Amount:**  
\$2,290,541

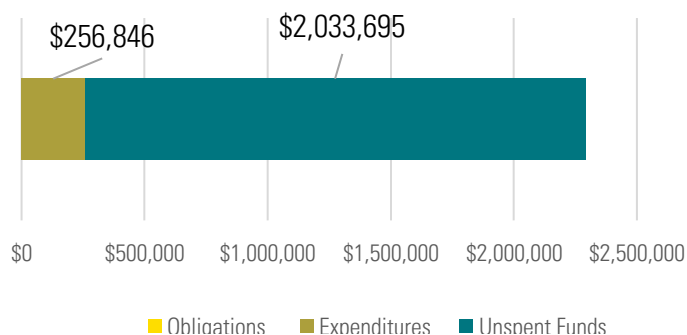
### PROJECT POPULATION

Death investigations in Milwaukee County serve all citizens including those in historically underserved, marginalized, and/or adversely affected groups. Additionally, the Medical Examiner's office provides autopsy and toxicology services to some surrounding counties.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Staffing Needs Project was allocated **\$2,290,541** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



The Medical Examiner's Office successfully recruited for and hired the Forensic Pathologist, Medicolegal Death Investigator, and Forensic Chemist positions. These positions remain filled as of this report.

The impact of these positions directly resulted in a decreased turnaround time for toxicology testing and autopsies. Over 90% of autopsied cases are subject to a full toxicological analysis. The accurate identification of substances greatly influences the vital statistics in the state and the prevention measures that our partners initiate to decrease the number of drug-related deaths in the county.

# Opioid Settlement Funds

## Medical Examiner Staffing Needs

### PROGRESS TOWARDS OUTCOMES

The intended outcome of this project was to fully staff the Medical Examiner's Office and improve the turnaround time and capacity of the investigations in the Medical Examiner's Office. These goals were achieved through the hiring of three personnel into the vacant positions, and the improved turnaround time of both toxicology testing and final autopsy reports.

The average turnaround time for toxicology testing was reduced from 32 days to 17 days and the average turnaround time for final autopsy reports was reduced from 127 days to 110 days. The final autopsy turnaround time is consistently improving as the office returns to full staffing.

An additional outcome of this project is that the increased timeliness of the autopsy findings and toxicology analysis due to higher staffing levels, allows the office to better track spikes in drug deaths. The ME's office is better equipped to quickly identify a drug crisis to better inform, educate, and perform outreach to enhance harm reduction efforts.

### IMPACT ON THE DEPARTMENT'S CAPACITY

The impact on the Medical Examiner's Office resulted in increased staffing and retention in the autopsy area of the office. The additional forensic pathologist will also aid the office in retaining accreditation with the National Association of Medical Examiners (NAME). To retain accreditation, each forensic pathologist must meet NAME standards regarding the number of autopsies each forensic pathologist can perform in a year. The addition of the forensic pathologist resulted in a reduction in the average number of autopsies completed per forensic pathologist, per year, which is in better alignment with NAME standards.



### NEXT STEPS

The next steps for the project include monitoring staffing levels and turnaround time. The death investigation data gathered from investigations will be shared with numerous partners in the community to monitor morbidity and mortality, including populating data on Milwaukee County's Strategy Dashboard under the Health & Equity Framework.

### PROJECT LEVERAGE

This project complements the work done by the City-County-Heroin, Opioid, Cocaine Task Force which was charged with investigating and making recommendations regarding ways to ensure the long-term health and safety of City and County residents by reducing the fatal and nonfatal overdoses from misuse of opioids, heroin and synthetic analogs, and cocaine through data-driven public health prevention approaches.

# Opioid Settlement Funds

## Medication-Assisted Treatment Behind the Walls

### PROJECT OVERVIEW

The Medication-Assisted Treatment (MAT) Behind the Walls project is an evidence-based program for individuals who are incarcerated in a Milwaukee County correctional facility and also living with an opioid use disorder (OUD). The program consists of treatment and facilitated connection to outpatient services that will continue post-release, commencing well before release so the individual is well-established on their path of recovery.

The MAT Behind the Walls project evolved as a successful partnership between the Milwaukee County correctional facilities, the healthcare provider Wellpath, and the community-based opioid treatment provider Community Medical Services.

### Project Information

**Lead Department:**

Health & Human Services,  
Behavioral Health Services

**Project Manager:**

Jennifer Wittwer

**Remediation Category:**

Treatment

**Allocation Amount:**

\$2,514,909

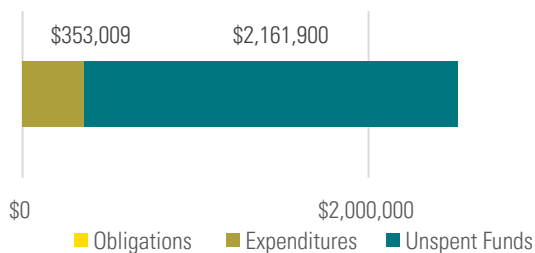
### PROJECT POPULATION

The MAT Behind the Walls project meets the needs of a very vulnerable and often marginalized population. The prevalence of individuals living with an OUD in the criminal justice system is high. It is common for individuals living with an addiction to engage in criminal activities to support their addiction. Individuals who are incarcerated are an important population to provide MAT services to, as they are often motivated for recovery after a period of forced remission, and they are also up to 40 times more likely to die of an overdose after release from a correctional facility. Upwards of 75% of individuals will relapse within three months of release from a correctional facility. This project has been able to serve individuals living with an OUD who are in the Milwaukee County Community Reintegration Center (CRC) or Milwaukee County Jail.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The MAT Behind the Walls Project was allocated **\$2,514,909** over three years in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



The MAT Behind the Walls program served 99 unique individuals in 2023. Program staff highlighted that it sometimes takes multiple attempts (and multiple incarcerations) for individuals to accept programming, but once they do there is notable reduction in recidivism. Staff have also noted that, even for individuals who re-offend and are once again incarcerated, they have still been receiving life-saving MAT services in the community.

A Licensed Practical Nurse (LPN) will be hired for dedicated services at the Milwaukee County Jail to ensure the program will be able to offer MAT services for anyone interested, regardless of release date. Historically services were only

able to start 6-8 weeks before release. The LPN is able to offer continuation of MAT services for people upon admission as well. Participants can choose the treatment that works best for their needs – Vivitrol, Suboxone, or methadone. While having all three available is best practice, it is also rare in correctional settings, making MAT Behind the Walls a leader nationally.



# Opioid Settlement Funds

## Medication-Assisted Treatment Behind the Walls

### PROGRESS TOWARDS OUTCOMES

The overarching goal established for MAT Behind the Walls is to reduce the risk of overdose deaths for individuals who are incarcerated at the CRC and Milwaukee County Jail who participate in the MAT Behind the Walls program. The project made considerable progress in the following areas:

- All three forms of Medically Assisted Treatment are being offered, with a total of 99 individuals served in 2023.
- All individuals who are incarcerated at the CRC and Milwaukee County Jail who are identified through screening as living with an OUD are offered the opportunity to learn about and participate in the MAT Behind the Walls program.
- The individuals served in the program in 2023 have been able to receive Recovery Support Coordination Services before release. They have also been able to establish a relationship with the community-based opioid treatment provider.
- Both Wellpath and Community Medical Services staff have integrated their programming and relationships into the operations of the Community Reintegration Center and Milwaukee County Jail. This has led to operational awareness of and buy-in to the program, as well as the provision of educational opportunities for correctional staff.

### IMPACT ON THE DEPARTMENT'S CAPACITY

The funding of this project was essential in that it allowed the continuation of a well-established and life-saving program for a group of individuals who are at very high risk for fatal overdose. Without this funding, the program may have been at risk of having to sunset, as the existing fund sources of Behavioral Health Services (BHS) do not allow for coverage of services for individuals who are incarcerated. Given this, the opioid settlement funds have helped to achieve an important objective to provide all individuals in our community living with OUD, including those who are incarcerated, the opportunity to participate in evidence based Medically Assisted Treatment services. This is often a key component to a path of successful recovery.

### NEXT STEPS

Wellpath has plans in place to add a full-time LPN to the Milwaukee County Jail so that participation in that facility can grow. As correctional officer assistance to the program was put on hold last year, this too will resume and help align the efforts of the correctional and healthcare staff in both the CRC and Milwaukee County Jail to offer recovery-based services to individuals living with OUD. An additional exploration for the future of this project will include understanding how other communities throughout the country have worked to establish MAT services in their facility as licensed Opioid Treatment Providers. This exploratory work will be done between BHS and Community Medical Services throughout the remainder of this project.

### PROJECT LEVERAGE

The MAT Behind the Walls project has strengthened the relationship between BHS, the Milwaukee County correctional facilities, Wellpath, and Community Medical Services. The partnership and commitment to delivering this service is a great achievement in our community, and as we have come to understand by partnering with communities across the nation, is exceptional and rare.



# Opioid Settlement Funds

## Narcan Deployment and Education

### PROJECT OVERVIEW

Law Enforcement professionals are often the first to respond to an overdose, either happening upon the situation or being dispatched to an incident. Under law enforcement's role in contacting potential substance abusers, the risk is also present for accidental overdoses with the officers themselves, should they inadvertently have contact with opioids or fentanyl. This project provides the Milwaukee County Sheriff's Office (MCSO), with Narcan kits and staff training on how to administer Narcan.

Before this project, certain squads were assigned to carry Narcan during their shifts, but not all. MCSO intends to equip every member on patrol with Narcan to decrease response time to citizens experiencing an overdose, increasing their likelihood of survival. It is also safer for the first responders to have Narcan available in case of an accidental overdose on their part. Opioids, and similar substances such as fentanyl, are often in powder form and can be inadvertently ingested by officers responding to a scene where opioids or other drugs are present or when transporting such substances from a crime scene to an evidence locker. Training will be provided for law enforcement professionals on how to use and maintain Narcan.

### Project Information

**Lead Department:**  
Sheriff's Office

**Project Manager:**  
Captain Sarah Wronski

**Remediation Category:**  
Harm Reduction

**Allocation Amount:**  
\$66,500

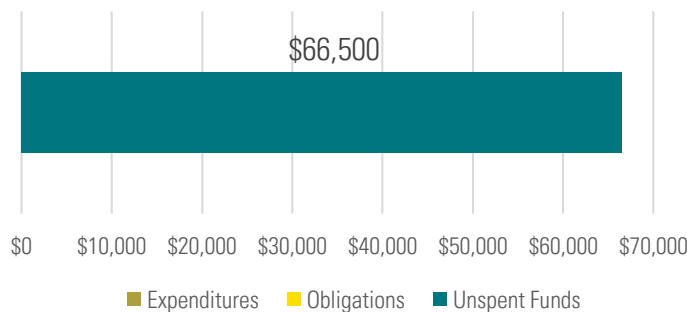
### PROJECT POPULATION

The demographic for this project is the citizens of Milwaukee County, Milwaukee County Sheriff's Officers, and those suffering from the opioid crisis. Narcan will be used to save the lives of those having an opioid episode and to help law enforcement officers who may encounter fentanyl or opioids. Estimated numbers of those impacted would exceed 100+ per year over the next three years.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Narcan Distribution Project was allocated **\$66,500** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



Currently, MCSO is distributing Narcan using a supply from the State of Wisconsin Department of Justice-Department of Health Services with the Narcan Direct Program. It has allowed deputies to reduce the fatalities associated with the opioid crisis by having Narcan readily available on the scene.

The allocated funds are being held until replacement Narcan is needed in January of 2025. The current allotment obtained through the state has a two-year shelf life and is due to expire in December 2024. All the funds will be used in the first 6 months of 2025 to secure new Narcan.

# Opioid Settlement Funds

## Narcan Deployment and Education

### PROGRESS TOWARDS OUTCOMES

The Narcan Deployment and Training Project is focused on achieving three primary goals as described below. In the first year of implementation, the project made considerable progress in each goal area.

- Goal 1: Reduce Fatalities on the freeway from opioid episodes.
- Goal 2: Provide Deputies with Narcan to have on the scene for immediate use.
- Goal 3: Start a Hope Kit Project to distribute Narcan to the general public.

Currently, MCSO has had 12 episodes in the last six months in which Narcan was deployed on scene and the subject survived the opioid event. In April of 2024, the MCSO will launch its Hope Kit Project in furtherance of the mission to reduce the loss of life from the opioid crisis. Through the help of the Crisis Assessment Response Team (CART) unit, information will be provided to inform users and those suffering from opioid or mental health issues to receive a Hope Kit at a Milwaukee County facility. The Hope Kits will have literature to direct them to mental health and drug treatment centers, Narcan, and fentanyl testing strips and kits. This will be at no expense to the user and a name will not be needed to receive the kit.

### IMPACT ON THE DEPARTMENT'S CAPACITY

The agency has provided the deputies with a life-saving tool that was not readily available before state and local Opioid Settlement Funds. The impact has put MCSO in a position to further the abatement of the opioid crisis.

### NEXT STEPS

MCSO will use the currently allocated funds of \$66,500 to continue the distribution of Narcan beyond 2025, continue distributing Hope Kits to the general public, and ultimately continue to reduce fatalities associated with opioid episodes.

### PROJECT LEVERAGE

This project has helped MCSO secure additional funding to expand the CART team and increase MCSO presence in the community regarding opioid abatement projects. Through additional grant funding, MCSO was able to buy 1) non-law enforcement uniforms for a more subdued presence when dealing with individuals in crisis, and 2) three new vehicles to be outfitted for CART-specific use for response and transportation to events. The funding also helped secure an additional team member by helping to pay down salary costs.

# Opioid Settlement Funds

## Opioid Educator – Emergency Medical Services

### PROJECT OVERVIEW

In 2021 Milwaukee County saw 644 overdose fatalities and in 2022 that number eclipsed 700. The Harm Reduction Educator project aimed to add a Harm Reduction Educator position to the Office of Emergency Management (OEM) education team. The position's goal would be to collaborate with various entities within the county to provide knowledge and training to Emergency Medical Services (EMS), Law Enforcement, and other first responders to better understand and help those suffering from Opioid Use Disorder and overdoses. By providing training on CPR, naloxone use, and other life-saving interventions the intent is to create better outcomes for those directly impacted by opioids and their use.

### Project Information

**Lead Department:**  
Office of Emergency Management

**Project Manager:**  
Jeff Matcha

**Remediation Category:**  
Harm Reduction

**Allocation Amount:**  
\$407,799

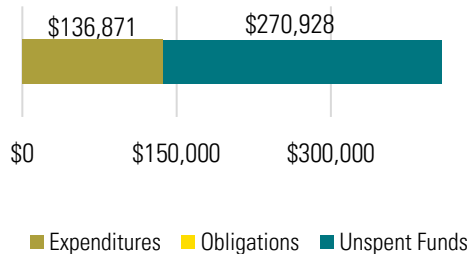
### PROJECT POPULATION

To date, this project has primarily focused on relationship building within other Milwaukee County organizations such as the Department of Health and Human Services, Milwaukee County Transit Services, and Milwaukee County Parks. As the project progresses, OEM expects to expand and provide training and education on life-saving interventions for the general public.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Harm Reduction Educator Project was allocated **\$407,799** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



The Harm Reduction Educator position was filled, onboarded, and set work. They quickly established connections with others in similar positions around the county and brought an established network of interested parties from around the state. They have worked with multiple county agencies to explain what trainings and opportunities exist and how OEM can assist in providing better bystander care to those impacted by opioid use.

One training was provided to the Milwaukee Libraries with tremendous feedback and a continued interest in additional training in naloxone use, CPR, and Stop the Bleed programs. There have also been efforts to identify the needs of first responders and develop training on Trauma Informed Care to better help responders interact and empathize with patients by more thoroughly understanding how a person's background and circumstance impact their lives.

### PROGRESS TOWARDS OUTCOMES

As outlined below the goals of this project were intentionally broad. Filling the position of Harm Reduction Educator with a knowledgeable and experienced person helped to connect a variety of entities during the discovery phase of the project to identify and expand resources within Milwaukee County.



# Opioid Settlement Funds

## Opioid Educator – Emergency Medical Services

**Goal 1: Provide Education to the EMS System** – Through the discovery phase of this project it was identified that aiding first responders in understanding patients and families impacted by MOUD (Medications for Opioid Use Disorder) and improving the capacity for these responders to empathize and communicate effectively with them was a top priority. With that need identified, training on Trauma Informed Care was developed and is set to be delivered by the end of the first quarter of 2024.

**Goal 2: Partner with Milwaukee County law enforcement agencies** – This goal has exceeded expectations and growing partnerships around the county have bridged the divide and afforded various departments, including Milwaukee County Transit Services and Milwaukee County Park Rangers, to identify areas of interest and receive training related to opioid use (three community events), overdose, and interventions to improve the outcomes of those impacted.

**Goal 3: Provide Public Education** – As the tertiary goal, this aspect of the project is still in the development stages as information gathering and partnership development is guiding the assessment of the needs for training the public. It has, however, been identified that there is a need for public training in life-saving measures. In conjunction with efforts to make Automatic External Defibrillators (AED) and naloxone more readily available to the general public, an effort is in place to develop accessible training on the use of these interventions and raise community awareness.

### IMPACT ON THE DEPARTMENT'S CAPACITY

This project, and the addition of the Harm Reduction Educator, has brought a wider background and knowledge base to the OEM education team. The project allows the office to have an in-house subject matter expert who can guide discussion, decision-making, and prioritization of projects based on impact on the opioid crisis. The inclusion of an additional educator has also allowed the existing team to expand their roles and capacity into other areas of needed training and education.

### NEXT STEPS

Collaboration with other departments within Milwaukee County has generated interest in the education that can be provided. OEM is beginning to deliver these trainings to organizations and continue to plan for the next phase of educating the public.

### PROJECT LEVERAGE

Through the Opioid Settlement Funds and the development of the Harm Reduction Educator position, OEM has increased engagement with other Milwaukee County departments. Collaboration between OEM and the Department of Health and Human Services has grown exponentially as the teams identify parallel projects that can be coordinated jointly, making for an efficient use of resources and expertise.

Milwaukee County Transit System and the Milwaukee County Parks Department Rangers have leveraged training opportunities through this project. These teams value early intervention through lifesaving tools and have built their capacity by putting the knowledge, skills, and equipment in the hands of those who are interacting with the public regularly. The approach to train those that can quickly respond in an emergency and provide care has been shown to have a significant impact on patient outcomes in the event of opioid overdose or cardiac arrest.



# Opioid Settlement Funds

## Opioid Treatment in the Prehospital Environment

### PROJECT OVERVIEW

The Office of Emergency Management (OEM) will collaborate with local fire departments to establish a pre-hospital Buprenorphine administration program, monitor its outcomes, direct patients to medical and substance abuse treatment, and gather needed data to eventually expand the use of buprenorphine to larger groups of field providers. OEM, Medical College of Wisconsin, WI Department of Health Services, receiving healthcare facilities, and community and healthcare treatment facilities will all play a role in the success of this program. Emergency Medical Services (EMS) providers have a very unique opportunity to have a positive influence on near-overdose victims in the moments immediately after revival from a near-fatal event.

### Project Information

**Lead Department:**  
Office of Emergency Management

**Project Manager:**  
Dan Pojar

**Remediation Category:**  
Treatment

**Allocation Amount:**  
\$536,550

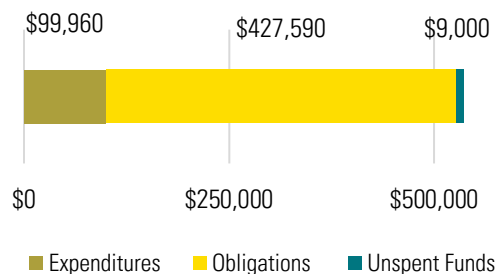
### PROJECT POPULATION

Opioid Use Disorder (OUD) affects many members of the population with diverse backgrounds currently. In addition to those whom the EMS system encounters with a known history of use of opioids, the Office of Emergency Management – EMS Division has a peer-reviewed and published model to not only identify areas of need, but also to prioritize areas that are more vulnerable with resources, education, and outreach. This model is the Evaluating Vulnerability and Equity (EVE) Model<sup>1</sup>. With the proper data analytics support, OEM will be able to create a similar model within Milwaukee County and share it with major stakeholders to inform strategy and measure outcomes.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Harm Reduction Outreach Project was allocated **\$536,550** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



The majority of time spent on this project in 2023 was focused on administrative functions to set up controlled substance accountability, patient care guidelines, prepare the Mobile Integrated Health (MIH) or Community Paramedics department for interacting with those who suffer from OUD.

OEM also is responsible for designing a robust continuous quality improvement process as this system is the first in the state as well as among the first in the country to offer MAT services in the pre-hospital setting. This evaluation will be conducted in partnership with the Medical College of Wisconsin (MCW) and will utilize data collected through the electronic patient care record on instances of OUD in the community, opportunities for buprenorphine administration, and patient follow-up after buprenorphine induction.

Through this comprehensive data-gathering process, OEM will be able to evaluate the effectiveness of this program by utilizing both process measures (adherence to patient care guidelines, the safety of medication administration, acting on opportunities for patient engagement) as well as outcome measures (patient dispositions, patient follow up, patient outcomes).

# Opioid Settlement Funds

## Opioid Treatment in the Prehospital Environment

Starting in 2024, fire departments will self-identify as prepared and actively engaged with this effort in their communication with OEM to be eligible for funding to further support their operations. The majority of obligated funds are intended to subsidize the Fire Departments to bolster opioid response efforts.

### PROGRESS TOWARDS OUTCOMES

The EMS Medicated Assisted Treatment Project is focused on achieving four primary goals as described below. In the first year of implementation, the project made considerable progress in each goal area.

**Goal 1: Prepare Milwaukee County EMS providers for performing inductions in the field.** Training is completed for providers on a rolling basis as this program becomes available in their agency. In 2023, West Allis Fire Department was the only agency starting to prepare their MIH crews to administer this medication. A few more agencies are planning to offer this in 2024.

**Goal 2: Prepare Milwaukee County healthcare facilities for how to care for those induced in the field.** Through the Milwaukee County Emergency Services Coordination Committee, including the leadership of all of the emergency departments in the county, education and guidance has been provided on best practices in both managing patients with opioid use disorder, as well as continuing appropriate care for patient with buprenorphine induction.

**Goal 3: Implement induction practices between EMS and dedicated ED receiving centers.** In discussion with health system leadership and when considering optimal patient care destinations, it was decided to move away from ED receiving centers for opioid use disorder and require all emergency departments in the county to be fully prepared to provide care and resource connections to patients with opioid use disorder and those who have been induced on buprenorphine.

**Goal 4: Evaluate the effectiveness of induction programming in the community.** Our current quality assurance process for this specific program is being designed and implemented using the key performance indicators that have been outlined by the fire department, OEM, and medical direction. OEM will be in a position to share data on this project in the 2024 report.

### IMPACT ON THE DEPARTMENT'S CAPACITY

This program expands the services that can be provided to the citizens of Milwaukee County and assists in bridging the gap between opioid use and follow-up care in a clinic.

### NEXT STEPS

OEM will provide continued focus on building capacity within the fire departments and refining the service delivery as staff employ OEM's continuous quality improvement process.

### PROJECT LEVERAGE

This project has strengthened the relationships between OEM and the fire departments providing MIH services. As patients enroll, this project will further strengthen relationships with clinics and healthcare service providers that EMS does not normally interact with.



# Opioid Settlement Funds

## Portable Body Cooler

### PROJECT OVERVIEW

The mission of the Medical Examiner's Office is to provide an accurate and timely cause and manner of death for all reportable deaths in Milwaukee County. To achieve this mission in an environment where drug-related deaths are steadily increasing, appropriate and respectful storage of decedents is imperative. Provided funding will be used for a portable body cooler to provide this storage.

### PROJECT POPULATION

Death investigations in Milwaukee County serve all citizens including those in historically underserved, marginalized, and/or adversely affected groups.

### Project Information

**Lead Department:**  
Medical Examiner

**Project Manager:**  
Karen Domagalski

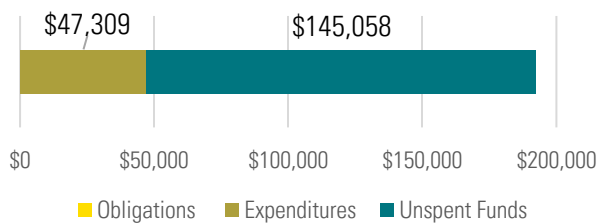
**Remediation Category:**  
Other Strategies

**Allocation Amount:**  
\$192,448

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Body Cooler Project was allocated **\$192,448** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



Funding was used to retrofit the Medical Examiner's existing morgue trailer and convert it from diesel to electrical. Upgrades were also made to improve egress/ingress from the morgue trailer. This retrofit was determined to be the most cost-effective solution and allow for the trailer to be easily moved from its location in the event of a mass disaster.

#### PROGRESS TOWARDS OUTCOMES

This project has been closed with the successful retrofit and deployment of the current body storage unit. This body storage unit will be moved to the new Forensic Science Center once completed and used as mass disaster backup storage.

### IMPACT ON THE DEPARTMENT'S CAPACITY

The replacement of the portable body cooler provides an increased capacity for respectful body storage in a unit not operated by diesel fuel. It is used daily in part due to the increase in drug-related deaths in Milwaukee County. Fixed morgue storage is continually at capacity due to the ever-increasing number of deaths.

### PROJECT LEVERAGE

The Opioid Settlement Funds are allowing the Medical Examiner's Office to respectfully respond to the current opioid crisis and increasing deaths in Milwaukee County, and the surrounding counties that have revenue contracts with our office. Increased capacity to store decedents has allowed the office to continue servicing surrounding counties, and monitor drug trends in the community.



# Opioid Settlement Funds

## Residential Substance Abuse Treatment Capacity Building

### PROJECT OVERVIEW

Milwaukee County Behavioral Health Services (BHS) has a long-standing history of contracting with substance use residential treatment programs as part of its comprehensive system of care. In February 2021, a Medicaid waiver was put in place that allowed for the treatment portion of this level of care to be funded by Medicaid, with Milwaukee County funding only the room and board portion. While this has been an incredible opportunity for the community and has reduced reliance on tax levy and other grant funds, the demand for the service still far exceeds supply with more than 200 individuals waiting for substance use residential treatment at any given time. Because of the fragile nature of individuals living with addiction, waiting for services does not work well. Individuals may lose interest in seeking care while waiting, or even more tragically, may die from their addiction. Given this, increasing the capacity of local residential substance use treatment programming is an important endeavor.

### Project Information

**Lead Department:**  
Health & Human Services,  
Behavioral Health Services

**Project Manager:**  
Jennifer Wittwer

**Remediation Category:**  
Treatment

**Allocation Amount:**  
\$1,821,140

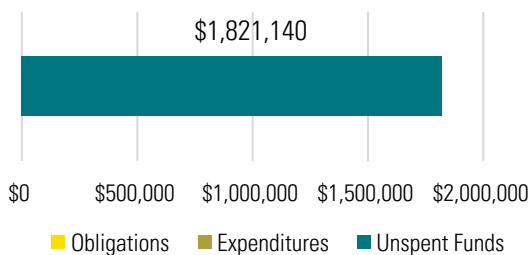
### PROJECT POPULATION

This project is working to address a significant unmet need in the community which includes targeting specific groups who are disproportionately affected by the opioid epidemic. Milwaukee County experienced a 60% increase in overdose deaths from 2016 to 2020. In 2021, fentanyl was found in 78% of the 644 drug overdose deaths in the community. As fentanyl is up to 50 times stronger than heroin and is often an unknown adulterant in the illicit drug supply, its victims – many of whom do not identify as opioid users – are often not aware of its presence. Opioid use and abuse impacts all sectors of Milwaukee County in terms of gender, race, culture, and socioeconomic status. This project aspires to increase residential substance use capacity in a variety of communities to make access more readily available to people who wish to seek treatment.

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Residential Substance Abuse Treatment Capacity Building Project was allocated **\$1,821,140** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



This project is in the early stages of implementation. Due to a significant backlog of BHS competitive proposals and contracting needs, it has taken time to develop an Expression of Interest (Eoi) to solicit feedback from prospective vendors of residential substance use treatment programs. The Eoi was released and was due February 16, 2024. BHS will review and either make awards immediately, request additional information, or invited respondents to participate in a competitive Request for Proposal process.

The project can award up to \$300,000 of start-up costs for residential substance use treatment capacity expansion for up to six entities over the three years of the project. BHS is prepared to make up to four awards in 2024 and another two awards in 2025 pending interest.

# Opioid Settlement Funds

## Residential Substance Abuse Treatment Capacity Building

### PROGRESS TOWARDS OUTCOMES

The goal of this project is to save more Milwaukee County residents from opioid overdose by working to ensure treatment services are available and accessible throughout the community. The following objectives were identified in the proposal:

- Objective 1: By February 2023, publish a competitive RFP for three consecutive years and successfully make two 12-month awards of \$175,000 each per year (six agencies total) to establish increased substance abuse residential treatment facilities in the Milwaukee County community.
- Objective 2: By 12/31/25, achieve increased capacity by a minimum of 75 residential substance abuse treatment slots in Milwaukee County.
- Objective 3: Treatment providers report that individuals receiving services report a quality-of-life score 80% or higher within 6 months of post-treatment care and services.

This project was delayed due to operational constraints and other high-priority needs. As such, only Objective 1 has been accomplished, with modification. Rather than publishing a competitive Request for Proposal, the decision was made to let an Expression of Interest gauge the community need and capability to expand and offer increased residential substance use treatment capacity. Additionally, the project sought supplemental funding for the project in 2023 providing a more substantial start-up award to entities. As capacity expansion has not yet been developed, Objectives 2 and 3 have not been evaluated yet.

### IMPACT ON THE DEPARTMENT'S CAPACITY

This project will advance the mission of BHS by increasing the availability of life-saving treatment and reducing waitlists for the first time in decades. There will be implications for the department, including increased needs for contracting, quality oversight, and provider relations. There will also be a financial impact in that BHS funds the room and board portion of the residential treatment programming for any individuals in Milwaukee County. As the capacity of the residential substance use treatment program increases, BHS will have increased financial obligations on this front.

### NEXT STEPS

The current Expression of Interest will be accepting applications until February 16, 2024. After that, the responses will be reviewed internally to determine next steps. It is possible and even likely that additional information must be obtained from respondents before proceeding with next steps. If there are four or fewer applicants, all of whom can expand capacity, it is possible that BHS could move directly to making awards to those entities. If more than four applicants can expand their capacity, BHS will work to develop and release a competitive Request for Proposal process that will be offered only to those entities who responded to the Expression of Interest. It would be intended to release this RFP in April and award by July 2024.



# Opioid Settlement Funds

## Strengthening Opioid and Substance Use Education and Treatment for Justice-Involved Youth

### PROJECT OVERVIEW

Milwaukee County's Department of Health and Human Services (DHHS) Children, Youth, and Family Service Division (CYFS) is committed to improving education, treatment, and community-based linkages for youth in the detention center, specifically targeting youth with a history of substance use. CYFS is keenly aware that young people end up in the justice system because of untreated trauma, mental health, and/or substance use disorders and will leverage these resources to limit young people's engagement with the justice system. The project focus is on the early diagnosis of treatment needs and referrals to community-based services, supports, and opportunities to limit justice system involvement. This project is in collaboration with DHHS Behavioral Health Services (BHS).

### Project Information

**Lead Department:**

Health & Human Services  
Children, Youth, and Family Services

**Project Manager:**

Kelly Pethke & Artis Landon

**Remediation Category:**

Treatment

**Allocation Amount:**

\$799,190

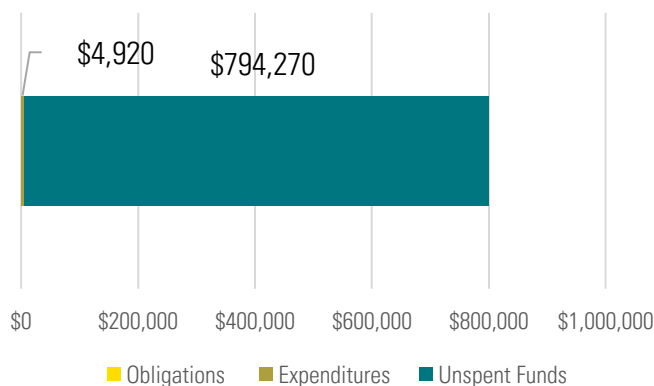
### PROJECT POPULATION

This project serves individuals who are involved in the youth justice system, both who are in the youth detention center and who leave the detention center for their homes and community-based placements. Over 90% of those served in the youth justice system in Milwaukee County are children of color and are between the ages of 14 to 17, although children as young as 10 are in the justice system. These are youth who are adversely affected and live in historically underserved communities. The youth detention center has 127 beds for girls and boys who are there primarily for pending juvenile and adult court, warrants, serving sanctions, or who have been court-ordered into the Milwaukee County Accountability Program (MCAP).

### PROJECT HIGHLIGHTS

#### FINANCIAL PROGRESS

The Strengthening Opioid and Substance Use Education & Treatment of Justice-Involved Youth Project was allocated **\$799,190** in Opioid Settlement Funds. The chart below reflects spending progress as of 12/31/2023.



This project supports the creation and funding of two positions, a Unit Therapist and a Clinical Director, to work with children in the youth detention center. There have been delays with creating both positions as this is a new effort within CYFS and leadership focused on determining the specific job requirements and descriptions needed, as well as the required and preferred supervision levels needed for the positions.

The Unit Therapist position has been created, posted, and now closed, with interviews currently underway. This position is expected to be filled in the first quarter of 2024. The Clinical Director position will be created during the March 2024 Board cycle and requires Board approval to fill the position shortly thereafter.

This project also funds the Global Appraisal of Individual Needs (GAIN) Administration certification and annual

# Opioid Settlement Funds

## Strengthening Opioid and Substance Use Education and Treatment for Justice-Involved Youth

user fees for CYFS fee for service contracted providers through Chestnut Health Systems. The GAIN is the preferred substance use assessment for all CYFS providers and internal staff. Through this project, there have been an additional two individuals that have been certified, one internal staff and one contracted partner, with another eight providers projected to be certified and added to the network through the end of 2025.

### PROGRESS TOWARDS OUTCOMES

CYFS has not made significant progress towards the goals and specific outcomes due to the two new positions not yet being filled. The project made progress toward recording the number of GAIN assessments referred and completed which total 69 for youth in the justice system from June through December 2023.

### IMPACT ON THE DEPARTMENT'S CAPACITY

This project increases the capacity within CYFS as it funds two new positions to work with children in the detention center and initiates the development of the clinical unit within the detention center. This clinical unit will continue to grow over time as the project transitions from Milwaukee County Accountability Program (MCAP) to Secure Residential Care Center for Children & Youth (SRCCCY) operations throughout the next two years and will serve children court-ordered in a secure setting. This project provides additional internal resources to work with kids in secure care and increases the capacity and number of services provided by CYFS.

### NEXT STEPS

The next steps are to engage the Unit Therapist in Dialectical Behavior Therapy (DBT) training and certification, which aligns with substance use treatment modules. The Unit Therapist will also start researching and/or creating and implementing substance use education modules and engage with youth in the detention center. The Clinical Director position will go before the County Board for approval in May and will be filled right after that. The Director position will supervise and lead the Unit Therapist created within this project, along with the existing Unit Therapist within CYFS, for a total of two staff. CYFS and BHS are also in discussions on opportunities to collaborate on available resources for children and youth now and in the future. The current Unit Therapist and CYFS contracted provider are also in the process of GAIN certification and should be completed by mid-March 2024. They will then be able to facilitate GAIN substance use assessments and treatment planning for youth in the youth justice system. CYFS will continue to monitor the needs of youth and families served and make adjustments as needed to ensure their needs are being met.

### PROJECT LEVERAGE

This project has allowed CYFS to develop a clinical unit within the detention center that will continue to be built out and serve youth in the future SRCCCY. This project also allows CYFS to increase the provider network, and start to build internal capacity, to complete GAIN assessments that include recommendations for treatment and services for kids in secure care.

## Media Spotlight

Unprecedented Opioid Settlement Funds allowed Milwaukee County to fund innovative, life-saving strategies and expand impactful existing programs. Accordingly, select projects have received significant attention from the media.

Milwaukee County received the [\*Award for Excellence in the Application of the Opioid Litigation Principles\*](#) for the fourth quarter of 2023 from John Hopkins Bloomberg School of Public Health. This award recognizes Milwaukee County's efforts to combat the opioid epidemic and save lives through the effective utilization of opioid litigation settlement dollars.

Milwaukee County's achievement stems from its comprehensive approach to utilizing opioid settlement funds which incorporated five Principles prioritized by the award:

- spend money to save lives,
- use evidence to guide spending,
- invest in youth prevention,
- focus on racial equity, and
- develop a fair and transparent process for deciding where to spend the funding.

## Challenges and Solutions

Milwaukee County has been significantly impacted by the opioid crisis. County leaders worked quickly to respond to access of funds, assemble a process for initial allocations, and plan for long-term strategy. In doing so, departments prepared and submitted proposals while the County was learning about additional settlements.

The award of a second settlement provided Milwaukee County with an opportunity to provide additional funds to the initial projects. Departments with approved projects were provided an opportunity to request supplemental funds if the funds were to be used for one of the following purposes:

- expand the reach of the project or the number of participants served
- enhance a component of the project
- add complementary services, while maintaining the scope of the project.

Four projects requested and received fund authorization for \$1,653,769, bringing the total allocation for the first cohort of projects to \$16,548,068.

## MEDIA MENTIONS

### Harm Reduction Vending Machines

- Fox 6 Now: [Milwaukee County \\$11M opioid harm reduction projects](#)
- WUWM 98.7 FM – Milwaukee's NPE: [Wisconsin launches Narcan vending machines to reduce overdoses](#)
- CBS 58: [11 vending machines with free Narcan, fentanyl strips and gun locks placed in Milwaukee County](#)
- Milwaukee Neighborhood News Service: ['She's a hero': Quick use of Narcan by office assistant at King Community Center saves 2 lives](#)
- Urban Milwaukee: [MKE County: County Expanding Narcan Vending Machine Program](#)

### Medication-Assisted Treatment Behind the Walls

- Wisconsin Public Radio: [Incarcerated people are at risk of opioid overdose after release. This Milwaukee County program aims to help. - WPR.](#)
- National Association of Counties Opioid Solutions Leadership Network: A panel of project partners participated in an educational session, introduced by Community Reintegration Center (CRC) Superintendent Chantel Jewell, who spoke of the importance of the program to the mission of the CRC. The panel included Dr. Stephanie Ruckman and Liz Schwartz of Wellpath, and Tina Braham, Amanda Rodriguez, and Amy Molinski from Community Medical Services.



## Public Engagement

Milwaukee County's Opioid Settlement Fund allocation process has been designed to include community engagement in multiple steps. The proposal review panel includes two community members with lived experience as well as external individuals, partners, and stakeholders in the community with expertise and experience in the subject matter, making up 75% of the panel.

Milwaukee County gathered local, statewide, and program-specific input from community members, stakeholders, and front-line staff in the development of initial Opioid Settlement Fund project investments. Milwaukee County departments pursue community-engaging activities on an ongoing basis, complimenting the availability of Opioid Settlement Funds, as described below.

As an example, Milwaukee County's Office of Emergency Management (OEM) engages with the community through an EMS Council and its public-facing meeting designed to inform and get feedback from the public. In addition, OEM is part of several Mobile Integrated Health (Community Paramedicine) programs that serve opioid use disorder patients in the county. OEM's partnerships with Mobile Integrated Health programs, local fire departments, health departments, and the EMS Council were essential in identifying the needs and models that led to the projects put forth for fund allocation to address priorities in harm reduction and treatment.

Additionally, DHHS routinely connects with the community to inform programming and policies. Many practitioners, providers, and advocates working in the arena of substance use are people with lived experience in active recovery.

DHHS held virtual community information sessions to gather feedback on how the County should use opioid settlement funds. These conversations focused on two main questions. Feedback from the community reinforced a need for a focus on residential treatment and housing, prevention, and harm reduction. DHHS then used research to build and reinforce its project plans. For example, reviews of evidenced-based research suggested that Narcan and fentanyl testing strips were most effective when combined with education and easy access. Therefore, DHHS ensured the harm reduction vending machines were free and easily accessible by the public and included information on how to use the items and additional SUD educational materials/resources.



**What currently available services do we need more of? What innovative new services do we need in our community?**

## Transparency and Accountability

The Opioid Fund Administration Workgroup was established to provide guidance and oversight to the Opioid Settlement Funds and associated processes. The workgroup includes leadership from several county departments that focus on addressing the opioid crisis as well as the Medical College of Wisconsin. The workgroup informed the structure, application materials, and timeline of the allocation process, and was instrumental in identifying and recruiting members for the Proposal Review Panel in 2023.

In 2024, the Fund Administration Workgroup will focus on developing accountability systems. In addition to the public-facing website that summarizes each of the 15 projects, a dashboard with budget detail will be created. Next, proposals articulated goals, project success measures, and data collection processes. Progress towards meeting performance measures, short-term, and long-term goals will be documented in 2024 and beyond to determine if reallocation or expansion of funds is needed.

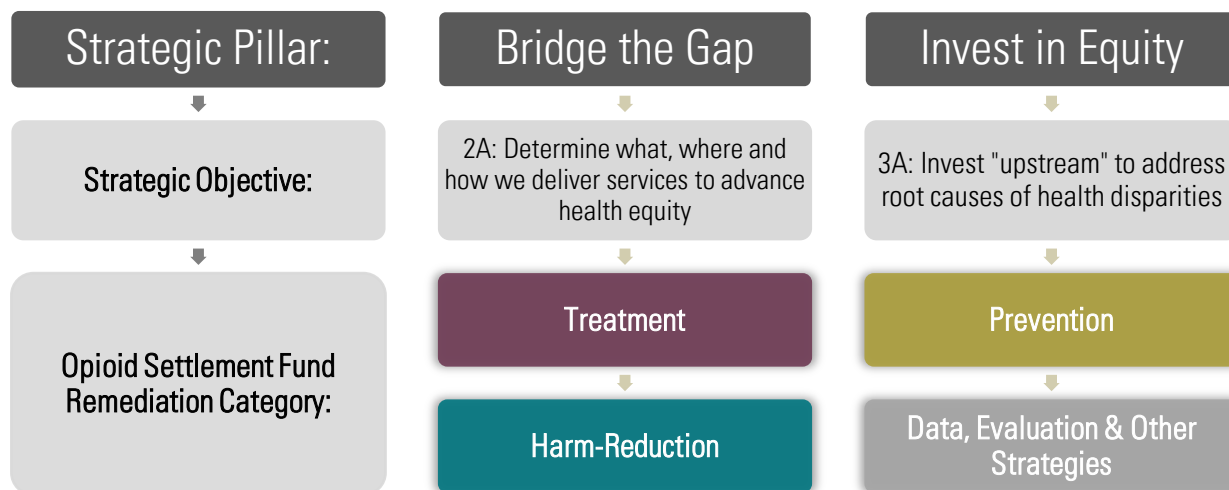
Lastly, a countywide strategy for use of Opioid Settlement Funds will enhance the transparency and coordination with which funding decisions are made year-to-year. An ad-hoc fund administration group underwent a strategic planning process in 2023 to set the foundation for the next five years.

## Strategic Planning

The Milwaukee County Office of Strategy, Budget & Performance (SBP) convened internal department experts and public health partners with the Medical College of Wisconsin to develop a five-year strategy for the Opioid Settlement Funds. County department service areas are encouraged to develop proposals and collaborations that align and advance the developed strategy during annual allocation periods.

### Alignment with Milwaukee County Strategic Objectives

The opioid settlements provide resources that can advance Milwaukee County’s strategic objectives, specifically those focused on Bridging the Gap and Investing in Equity.



### Guiding Principles

In future fiscal years, Milwaukee County will request proposals from departments for services, projects and investments that exemplify the following guiding principles. Review criteria and proposal format will promote the integration of these principles into project design.

1. **Supplement Existing and Evidence-based Programs** – Dedicate funds to enhance programs that have a proven record of success in the region or are promising practices nationally.
2. **Fill Service Gaps** – Invest in the continuum of services for opioid use (and other substance use, when related) where Milwaukee County’s operating budget could not meet community needs through programming nor related data collection.
1. **Align with County Strategy** – Ensure program goals clearly advance efforts to “Bridge the Gap,” “Invest in Equity” through upstream (population health) and downstream (“No Wrong Door”) investments.
2. **Address Racial Inequities** – Leverage settlement funds to address racial, ethnic and other inequities that have been exacerbated by the opioid epidemic.
3. **Prioritize Data and Program Evaluation** – Track and analyze program data to better understand the impact of services in the community to allow for feedback looping and improvements.

4. **Build Capacity** – Dedicate resources within program budgets to ensure the County has the internal capacity to successfully implement and evaluate programs. Building the capacity of community-based organizations who are often closest to residents.
5. **Support Limited- and Long-Term Interventions** – Allocate funds to service categories (treatment, harm reductions, prevention, other strategies) at a rate that considers urgent, ongoing community needs with an intention to divert resources upstream over time.
6. **Promote Partnerships** – Collaborate with public and private organizations on programs that are likely to have collective impact through effective partnership and avoid duplication of efforts.
7. **Engage Community** – Prioritize strategies that have been informed by those who have lived and living experience with opioid use.
8. **Consider the Ecosystem** – Support and improve quality of life for children, families, and communities impacted by substance use.



#### Settlement Fund Five-Year Goal

Through the Opioid Settlement Fund, over the next five years Milwaukee County will reduce fatal and non-fatal drug incidents in Milwaukee County, with no disparities across race/ethnicity.

#### Remediation Category Objectives

To achieve this five-year goal, Milwaukee County will make investments within the four remediation categories to achieve the following outcomes, focusing on historically underserved areas and populations. This will ensure that projects are funded based on their alignment to a set of common objectives.

<b>Treatment</b>	Expand the availability of and access to low-threshold, evidence-based treatment options
<b>Harm-Reduction</b>	Expand the availability of and access to free harm reduction supplies, education, and training
<b>Prevention</b>	Increase education programs, healthy family programming and targeted primary and secondary prevention approaches
<b>Data, Evaluation &amp; Other Strategies</b>	Evaluate the effectiveness of programs this Fund supports and build Milwaukee County’s capacity for SUD collective impact work

Strategies funded in each category will demonstrate measurable outputs and/or outcomes that contribute to the achievement of the remediation category outcomes in annual reporting cycles. Summative accomplishments will be shared to illustrate the collective impact of programs within categories.