

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: January 3, 2012

TO: Chairman Lee Holloway, Chairman, Milwaukee County Board of Supervisors

FROM: Hector Colón, Director, Department of Health and Human Services
Prepared by Paula Lucey, Administrator, Behavioral Health Division

SUBJECT: **From the Director, Department of Health and Human Services, submitting an informational report regarding the work plan to study the possible transfer of management of inmate mental health and health care services to DHHS**

Background

As part of the 2012 Budget, the County Board passed an amendment directing the Director of the Department of Health and Human Services (DHHS) to study and make recommendations related to the possible transfer of management of the physical and mental health services for inmates from the Office of the Sheriff to DHHS. The Sheriff had proposed to out-source this service as part of his 2012 Requested Budget, but concerns were raised and the direction was given to study this potential transfer with county departments or to identify alternatives.

Discussion

The physical and mental health care of inmates has been a point of discussion for many years. The Christiansen Consent Decree outlines the standards of care to which the Milwaukee County Sheriff is accountable. The method or agent to provide services to achieve those standards is not defined and a number of alternatives could exist. As discussed within the budget process, there is an interest in exploring alternative options for the management of inmate physical and mental health services, with one possible option being the transfer of the service management to DHHS.

Any change of this magnitude, and with the consideration of human lives at stake, requires a careful and thoughtful process to ensure the best outcomes are achieved.

To achieve that a work plan has been developed to manage the process. The objectives of the study group will be to:

- Determine the inmates medical and behavioral health needs by:
 - Reviewing data related to current inmate health requests and activities
 - Reviewing national standards of accreditation
 - Having discussions with advocates

- Review the current standard of care by:
 - Reviewing current policies and procedures
 - Analyzing the current pharmacy formulary and practices

- Assessing quality assurance data and metrics
- Reviewing inmate grievances
- Having discussion with staff and medical management

- Determine gaps in standards by:
 - Meeting with the Medical Monitor to review information
 - Reviewing any opportunities to achieve national accreditation

- Determine appropriate staffing model, including medical providers by:
 - Reviewing current staffing model and recruitment and retention challenges
 - Considering different providers for the model such as psychologists

- Determine gaps and resource levels needed to meet staffing model

- Determine management structure

- Establish quality program and metrics, which will be utilized regardless of what management structure is in place and establish a benchmark for reporting

Work Group

The Director of DHHS will work with the Office of the Sheriff, Corporation Counsel and Department of Administrative Services to determine the members of the work group. It will include staff from all of those areas as well as representatives from legal services, advocates, and community staff. The exact membership will be announced in January 2012.

Plan of Work

Within the budget discussions, it was noted that a report was due to the Health and Human Needs Committee in June. To achieve that goal, the following work plan has been developed. As discussed during the budget debate, the work group will let the Health and Human Needs Committee know if additional time or resources are needed in order to provide the best information for policy decisions.

| Month | Goal | Selected Activities |
|--------------|--|---|
| January | Implement work group and orientation to issues | -Create work group -Review of current data -Identify additional data needs |
| February | Defining standards of care | -Review current policy, procedures, formulary, practices -Review accreditation standards -Discussion/focus group with advocates |

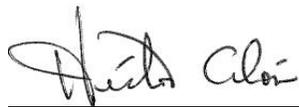
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| March | Define staffing model | -Review of current staffing model -Review of staff recruitment and retention -Consider alternative models based on national trends |
| April | Define resources <i>Progress report to board</i> | -Review budget -Review positions -Review other resources such as equipment, Electronic Medical Record, etc |
| May | Define Management Structure | -Review options -Consider transition planning if needed -Develop recommendations |
| June | Report of recommendations to board | |

Next Steps

The work group will be meeting aggressively to address the work plan as outlined above.

Recommendation

This is an informational report.



Héctor Colón, Director
Department of Health and Human Services

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