

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: June 28, 2011

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

FROM: Geri Lyday, Interim Director, Department of Health and Human Services
Prepared by: Dennis Buesing, Administrator, DHHS Contract Administration

SUBJECT: **REPORT FROM THE INTERIM DIRECTOR, DEPARTMENT OF HEALTH AND HUMAN SERVICES, REQUESTING AUTHORIZATION TO EXTEND AND INCREASE THE 2011 BEHAVIORAL HEALTH DIVISION PROFESSIONAL SERVICES CONTRACT WITH CRITICAL MANAGEMENT SOLUTIONS**

Issue

Section 56.30 of the Milwaukee County Code of General Ordinances requires County Board approval for professional services contracts of \$50,000 or greater. Per Section 56.30, the Interim Director of the Department of Health and Human Services (DHHS) is requesting authorization to extend and increase the 2011 professional services contract with Critical Management Solutions (CMS) for consulting services to provide assistance to the Behavioral Health Division (BHD) to achieve accreditation by The Joint Commission.

Background

The Joint Commission is an independent, not-for-profit organization that accredits more than 19,000 health care organizations in the United States. Joint Commission accreditation is recognized nationwide as a symbol of quality that reflects an organization's commitment to meeting high performance standards. The Behavioral Health Division let their accreditation lapse in 2003. Since 2010, BHD has had the goal to reapply and be surveyed by The Joint Commission. In the 2010 and 2011 Behavioral Health Division (BHD) budgets, various investments and resources were included with the long-term goal of achieving Joint Commission accreditation by 2012.

In order to achieve this goal in a systematic way and to understand the changes that have occurred since 2003, the Interim Director of the Department of Health and Human Services contracted with CMS to provide consultation assistance to BHD to achieve accreditation by The Joint Commission.

CMS is a nationally recognized consulting firm that specializes in Joint Commission accreditation preparation. CMS has a proven approach to reduce the challenges and eliminate the complexities of accreditation and regulatory compliance. They promote a structured and practical approach towards achieving and maintaining standards' compliance and incorporate accreditation and regulatory requirements into an organization's daily operations. Led by the former Director of The Joint Commission's Hospital Accreditation Program, the CMS team consists of many former Joint Commission surveyors.

CMS performed an initial assessment by conducting a three (3) day mock Joint Commission survey in October of 2010. The mock survey included a review of BHD's policies and procedures in order to identify a comprehensive list of policies and practices that must be revised or refined to be fully compliant with Joint Commission requirements.

Based upon this initial assessment, CMS developed a comprehensive Regulatory Compliance Action Plan that outlined the policies, procedures, and practices needing revision along with an individualized strategy to do so. The action plan included practical, realistic, and sustainable solutions/strategies towards achieving regulatory and accreditation standards compliance and the metrics that would subsequently be used to gauge BHD's progress in implementing the action plan.

Phase two of the project involves implementation of the Regulatory Compliance Action Plan. In May of this year, CMS met with BHD and DHHS leadership to address major areas of concern and required activities to ensure that identified issues are resolved in accordance with Joint Commission requirements. CMS assisted in developing an oversight and accountability structure related to implementation of the regulatory compliance action plan, which included chairing a Joint Commission Steering Committee to keep BHD's progress on track. Regulatory compliance was further enhanced by providing bi-weekly progress reports from CMS to BHD management detailing progress in achieving and maintaining standards compliance.

CMS will continue to assume the leadership role in implementing the action plan by developing and revising policies/procedures, developing staff educational material to support the execution of these policies/procedures, assisting BHD staff with the redesign or refinement of processes as expected by policy/procedure, and coach staff in their performance and documentation of clinical activities to improve compliance with Joint Commission requirements.

In order to be able to exhibit compliance with Joint Commission standards through actual performance, CMS will also develop monitoring tools, measures and processes to help evaluate the effectiveness of these activities.

Following is a schedule of major milestones with the goal of BHD being fully prepared to undergo a Joint Commission survey by March 31, 2012, along with projected timelines and budget in achieving these milestones:

THIRD QUARTER 2011:

Completion of Life Safety Code Assessment/Statement of Conditions: July 15 – August 15, 2011 (11 Days)

Development of Emergency Operations Plan: August 15 - 19, 2011 (3 Days)

Medical Staff Bylaws revisions: August 15 - 19, 2011 (3 days)

Resolution of remaining Environment of Care Issues: September 1 - 15, 2011 (9 Days)

Total Estimated Professional Fees for Third Quarter 2011: \$65,000

FOURTH QUARTER 2011:

Implementation of Patient Safety practices: October 3 - 21, 2011 (10 Days)

Resolution of Medication Management issues: October 24 - November 11, 2011 (10 Days)

Enhancements to Performance Improvement program: November 14 - December 2, 2011 (8 Days)

Revised Provision of Care/patient care practices: December 2 - 30, 2011 (13 days)

Total Estimated Professional Fees for Fourth Quarter 2011: \$102,500

Total Estimated Work Effort: 67 days

Total estimated professional fees over contract period: \$167,500

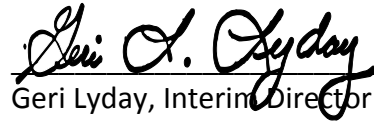
CMS is entitled to payment by County for all reasonable expenses including travel and travel related expenses. Over the period of contract, said expenses are estimated to be approximately \$33,000.

Recommendation

It is recommended that the County Board of Supervisors authorize the Interim Director of the Department of Health and Human Services, or her designee, to extend and increase for an amount of \$200,500 the professional services contract with Critical Management Solutions starting July 1, 2011 through December 31, 2011. This amendment would increase the existing contract of \$40,000 to \$240,500.

Fiscal Effect

Sufficient funds have been included in BHD's 2011 Adopted Budget to cover the proposed extension and increase of the professional services contract. A fiscal note form is attached.



Geris Lyday, Interim Director
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