

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: December 30, 2022

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

From: Shakita LaGrant-McClain, Director, Department of Health and Human Services
Lynn Fyhrlund, Chief Information Officer, Information Management Services Division

Subject: An informational report from the Director, Department of Health and Human Services and Chief Information Officer, Information Management Services Division, regarding the report on File 22-712 requesting development of a Youth in Our Care data dashboard

File Type: Informational Report

REQUEST

File 22-712, approved by the Milwaukee County Board in September 2022, directed the Department of Health and Human Services-Children, Youth, and Family Services (DHHS-CYFS) to work in conjunction with the Department of Administrative Services Information Management Services Division (DAS-IMSD) to develop a Youth In Our Care dashboard. The dashboard is to include the number of youths housed at Vel. R. Phillips Youth Detention Center, the number of youths enrolled in the Milwaukee County Accountability Program (MCAP), the number of youths waitlisted for the MCAP, the number of youths housed outside of Milwaukee County at Lincoln Hills and Copper Lake Schools, Mendota Mental Health Institute, Racine Youthful Offender Correctional Facility, and any other facility which youth may be housed, and the number of COVID positive youth.

According to the resolution, DHHS and IMSD were to present to the Milwaukee County Board of Supervisors recommendations for implementation of a data dashboard including, but not limited to, cost to develop and, maintain, where it is sited, and the aggregate de-identified information that could be provided on the data dashboard no later than the January 2023 meeting cycle.

POLICY

Related File No's:	22-712
Previous Action Dates(s):	Judiciary, Safety and General Services: 6/10/2022; Health Equity, Human Needs and Strategic Planning: 6/17/2022; Board:

6/23/2022; Health Equity, Human Needs and Strategic Planning:
7/13/2022; Health Equity, Human Needs and Strategic Planning:
9/7/2022; Board: 9/22/2022; Board:
11/1/2022

BACKGROUND

The following sections detail steps taken from the initial submission of the resolution.

Steps in Progress

This resolution was brought to the Judiciary, Safety and General Services Committee on 6/10/2022 and was referred to the Health Equity, Human Needs and Strategic Planning Committee. On 6/17/2022, it was laid over for the next Health Equity, Human Needs and Strategic Planning meeting. The Board agreed on 6/23/2022 to refer to the Health Equity, Human Needs and Strategic Planning Committee. On 7/13/2022, it was laid over to the next Health Equity, Human Needs and Strategic Planning Committee meeting. An amendment to the resolution to change the information report from September 2022 to January 2023 during the Health Equity, Human Needs and Strategic Planning Committee on 9/7/2022.

During this time, CYFS, IMSD, and the Strategy Director have met on several occasions to develop options to meet the request while working to align with the overarching vision of Milwaukee County to 1) Create intentional inclusion, 2) Bridge the gap, and 3) Invest in Equity. The source of data would be the Juvenile Program Management (JPM) application, which is an internally developed and supported program in conjunction with CYFS and DAS-IMSD. Milwaukee County has a current strategy dashboard that is grounded in best practice and is building a culture of data and transparency.

Dashboards help build and support a data literate culture both internally and externally for Milwaukee County. Central to a data literate culture is leveraging data to make strategic decisions followed-up by on-going measurement and analysis. The key to creating effective dashboards and avoiding 'dashboard fatigue' in an organization is having a clear set of goals for how the data will be used and engaging multiple internal and external stakeholders in the community who will use the data, set policy, etc. This would also be the only service area in which data is being displayed and would slow down the advancement of the housing dashboard and other high priority projects.

Given the current state, we've developed two options for publishing the Youth In Our Care data with information on each option below.

Option 1 – Elementary Table (Open Data Portal)

This option would provide row level details to internal and external resources that would allow those individuals to aggregate the data or to combine with other resource data. This option supports open data as defined by Gartner: “Open data is information or content made freely available to use and redistribute, subject only to the requirement to attribute it to the source.” It would utilize subject matter expertise from both CYFS and DAS-IMSD to complete the following steps as an example:

- Requirements gathering and documentation
- Develop database and structure within data lake
- Extract appropriate data elements from the JPM application to populate the data lake
- Develop methodology to pull said data daily
- Perform Quality Assurance testing (DAS-IMSD & CYFS staff)
- Automate process to extract data and make it available on the Milwaukee County Open Data portal

The graph below is a representation of what could be available to download from the Milwaukee County Open Data portal.

Date Reported	ID	Age	Gender	Race/Ethnicity	Program	Location	MCAP Waitlist	COVID	Start Date	End Date
11/9/2022	73845	12	Male	Black Alone	General population	Vel Phillips			10/1/2022	
11/9/2022	236895	12	Female	Asian Alone	MCAP	Vel Phillips			9/285/2022	
11/9/2022	249939	12	Male	AIAN Alone	General population	Vel Phillips		X	11/4/2022	
11/9/2022	43409	13	Male	Two or More Races	General population	Vel Phillips	X		11/1/2022	
11/9/2022	76019	13	Male	Black Alone	General population	Racine			10/25/2022	
11/9/2022	178197	13	Male	Hispanic or Latino	General population	Racine			10/14/2022	
11/9/2022	254287	13	Female	NHPI Alone	MCAP	Youth on Floor Boats			9/29/2022	
11/9/2022	45583	14	Male	Two or More Races	MCAP	Vel Phillips			11/7/2022	
11/9/2022	78193	14	Male	Black Alone	General population	Vel Phillips	X		11/1/2022	

This option would entail a lower effort to create and maintain, to include a shorter timeframe in which to create and implement such a table. Although it should be noted that this option does not achieve the goal of implementation of a data dashboard and displayed in this fashion, the data may lead to more misunderstanding and misinterpretation that it does to educate stakeholders about the services we provide. The numbers are a comparison of where we have been over time or where other jurisdictions are – they are not meaningful unless we show comparative or longitudinal data. The current data as displayed will likely lead to more questions than it does answer them. For example:

- What is MCAP?
- What is the MCAP waitlist?
- Why do we have kids in other facilities?
- What are the types of facilities?
- What is a floor boat?

- Why do you have more kids in your care than beds?
- What is driving fluctuation in the population?

Option 2 – Alignment with County Strategy

Given the risks associated with Option 1, DHHS CYFS, in conjunction with the Office of Strategy, Budget and Performance and DAS IMSD, recommends a second option, which is explained in detail below.

Dashboards help build and support a data literate culture both internally and externally for Milwaukee County. Central to a data literate culture is leveraging data to make strategic decisions followed-up by on-going measurement and analysis. Key to creating effective dashboards and avoiding 'dashboard fatigue' in an organization is having a clear set of goals for how the data will be used and engaging multiple internal and external stakeholders in the community who will use the data, set policy, etc.

Currently, the Office of Strategy, Budget and Performance is collaborating with DAS-IMSD to develop customized and meaningful data dashboards for all County service lines. In keeping with this approach, a dashboard would be developed with CYFS that would be modeled off best practice, such as the Harris County Juvenile Research Data dashboard ([Research Data \(harriscountytx.gov\)](https://www.harriscountytx.gov/research-data)). The CYFS Administrator recently met with the developers of the Harris County dashboard and learned that it took over a year of dedicated effort to create.

Benefits to this approach include:

1. Allow us to tell the story that drives decision making and action, highlight the priorities ourselves without the data being misconstrued.
2. Ensuring high-quality and accurate data is shared with the public.
3. Data is shared in a way that provides greater clarity, rather than confusion.
4. It provides us time to collaborate with our partners to optimize data integration with partners.

RECOMMENDATION

This report is informational and no action is required.

ALIGNMENT TO STRATEGIC PLAN

- 2A: Determine what, where, and how we delivery services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability

FISCAL EFFECT

For 2022, there is no fiscal effect. For 2023, there could be budgetary impact depending on the option chosen. At the very least, it would cause reorganization of priorities if existing staff was used to develop the implementation plan and then determine costs associated with developing and maintaining Option #1 or Option #2.

VIRTUAL MEETING INVITES

Isaac Rowlett, Strategic Planning Director
Kelly Pethke, CYFS Administrator
Shannon Gramann, IT Manager, Enterprise Data and Analytics
Jaci Bobo, IT Director, Business Applications

PREPARED BY:

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ATTACHMENTS:

None

APPROVED BY:

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Director
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Lynn J Fyhrlund

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Chief Information Officer
Department of Administrative Services – Information Management Services Division

Cc: David Crowley, County Executive
Liz Sumner, Chair, Committee on Finance
Sequanna Taylor, Vice-Chairperson, Committee on Finance
Sup. Shawn Rolland, Chair, Health Equity, Human Needs, and Strategic Planning
Mary Jo Meyers, Chief of Staff, County Executive's Office
Kelly Bablitch, Chief of Staff, County Board of Supervisors
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