

2022 DHHS Report to the County Board

Presented by Milwaukee County
Department of Health & Human
Services



Department of Health & Human Services

Aging & Disabilities Services

Children, Youth & Family Services

Behavioral Health Services

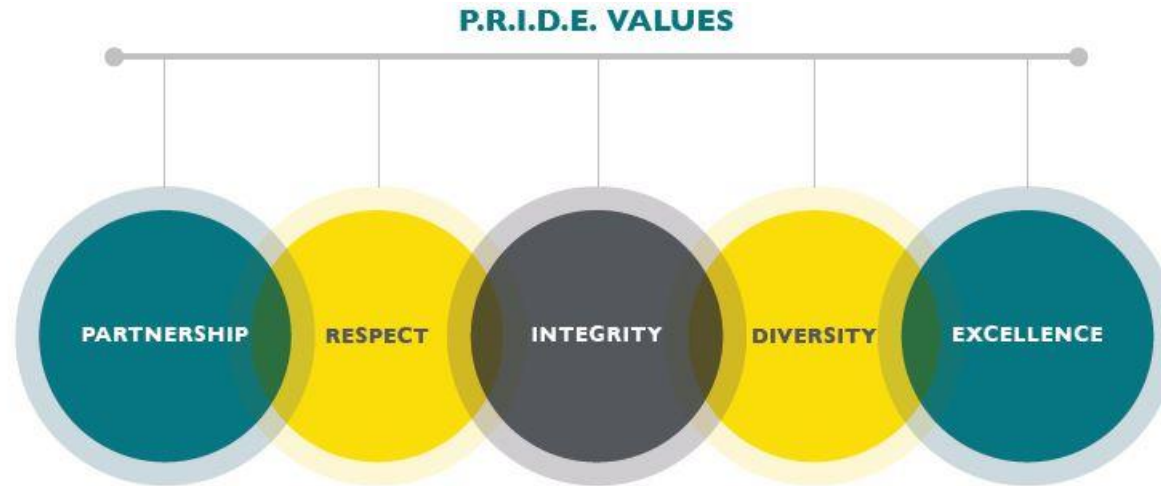
Housing Services

Management Services

Veterans' Services

Mission: Empowering safe, healthy, and meaningful lives.

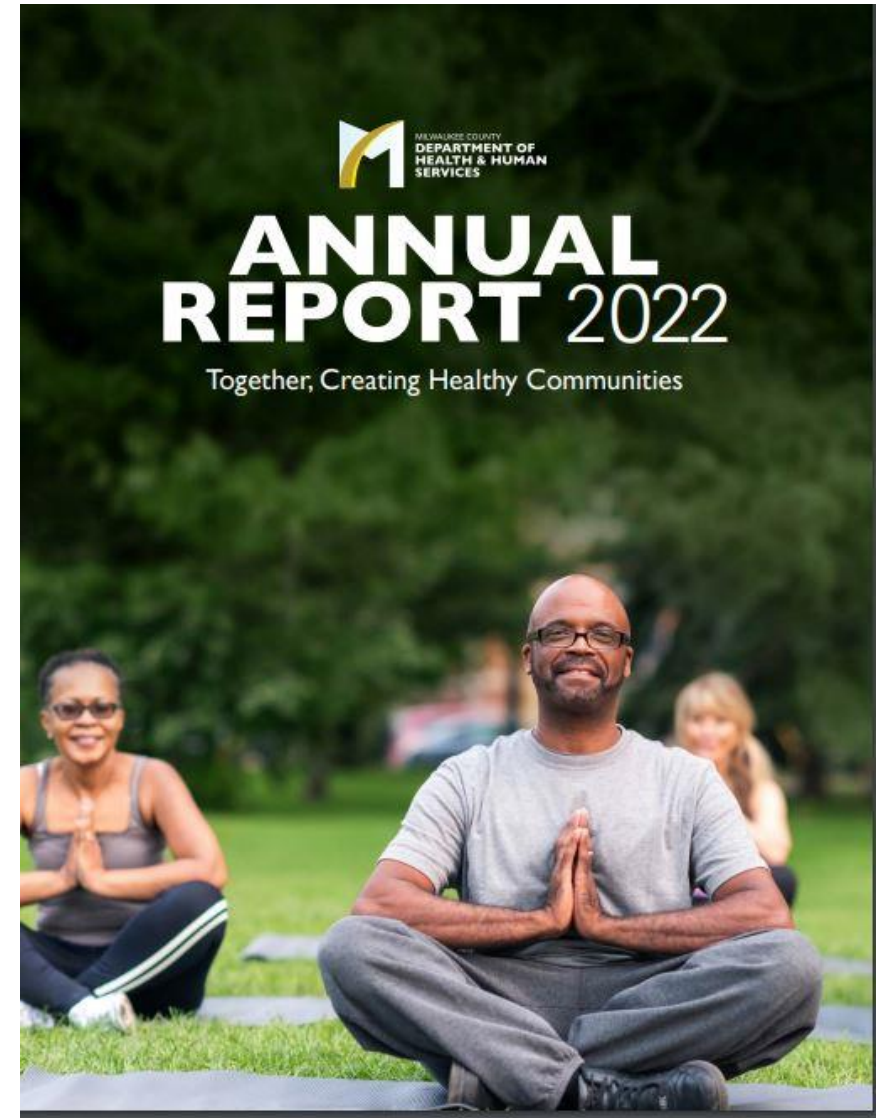
Vision: Together, creating healthy communities.



MILWAUKEE COUNTY
**DEPARTMENT OF
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2022 DHHS Report Summary

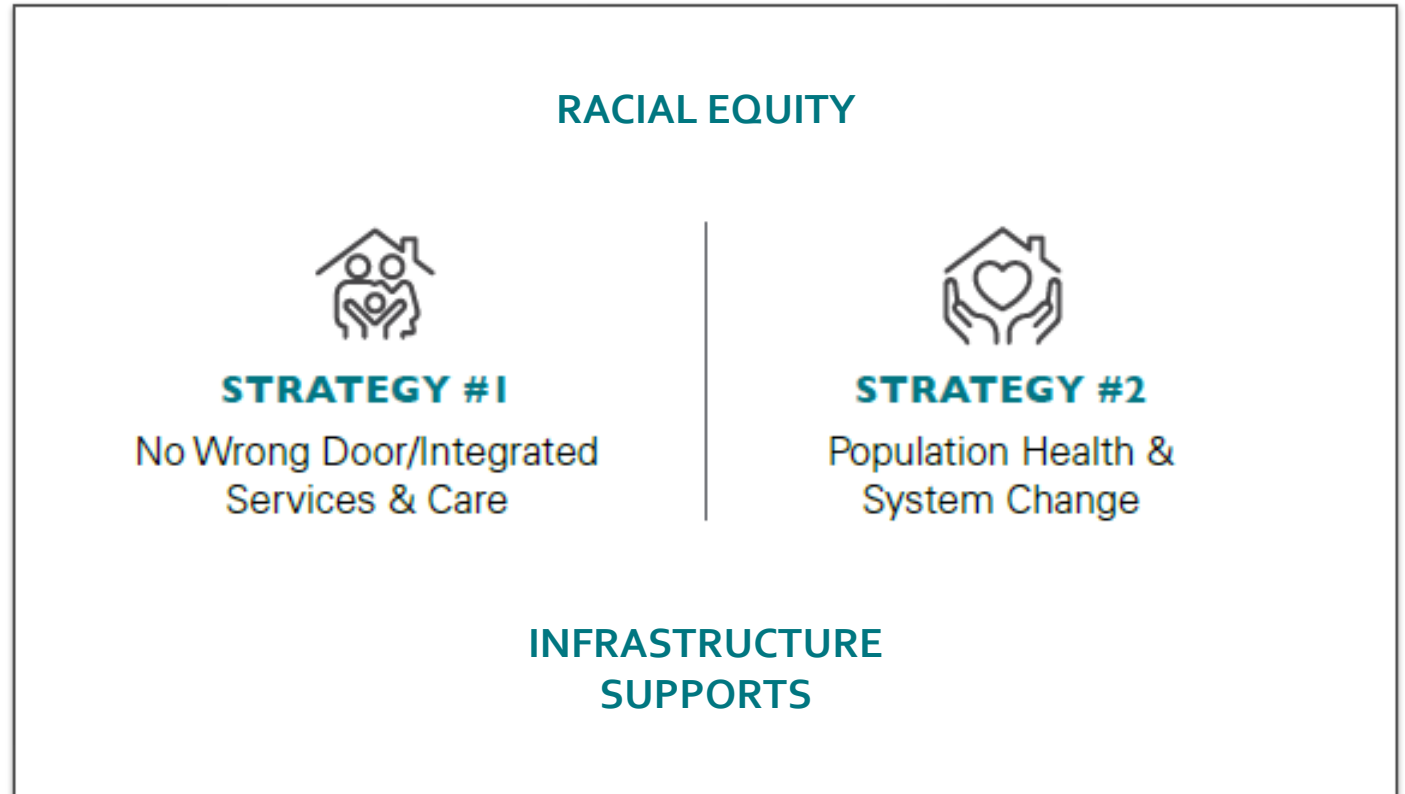
- Supporting the County's vision of improved health and equity, DHHS's Strategic Plan focuses on Racial Equity, Integrated Care, Population Health, and Infrastructure Supports
- 2022 was a year of great transformation for DHHS, with many multi-year efforts coming to fruition, and progress across all strategic areas:
 - The Department's journey to achieve Racial Equity continued with the *Creating Equity Series* training and a variety of implementation projects
 - DHHS increased enrollment in programs and moved services physically closer to residents; access to services is hampered by staff shortages
 - The Department is delivering on system-changing transformations across Behavioral Health and Youth Justice; it has invested millions in prevention, though the use of ARPA funds creates sustainability risks
 - On infrastructure, DHHS secured funding to expand evaluation, technology, workforce development; it is supporting 18+ ARPA projects
- Progress was enabled by consistent leadership and one-time funding, and was hindered by staff shortages, funding levels, the overall state of resident health
- As look ahead, DHHS will look to scale Racial Equity efforts, focus on access and Social Determinants, look to sustain prevention programs, build collective impact skills, and implement infrastructure investments



Click for [Annual Report document](#)



DHHS Strategic Plan



Click for [Strategic Plan document](#)

Racial Equity

Resource Distribution

↑ 12% Minority Contracted Organizations

↓ 50% Number of forms and submission to participate in RFP process

↑ 50% Compensation to RFP panel members (~\$150)

Workforce Development

49% Direct service staff reported an increase practices with equity principles

Economic Mobility

\$32 million neighborhood investment

↑ Access to mental health services with 3 locations to priority zip codes

- **Goal:** Racial Equity – Build on past efforts to grow Racial Equity knowledge and skill among staff, implement changes to policies and practices in alignment with Racial Equity, take steps to ensure DHHS has a diverse and inclusive workforce, and incorporate Racial Equity in collective impact efforts.
- **Summary:** DHHS was successful in continuing to increase knowledge and skills in Racial Equity, in implementation of policy changes across a variety of internal policies, and in making equitable choices about placement of DHHS services and investments.
- **Themes:**
 - Increasing Racial Equity Knowledge and Use of Tools through the 18-mo all-staff Racial Equity training named the “Creating Equity Series”
 - Implementation of Racial Equity in Policy and Practices Across Service Areas
 - Continued Implementation of Racial Equity Recommendations in Contracting
 - Placing Resources Closer to Vulnerable Populations and Investment Around Cogs



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Racial Equity

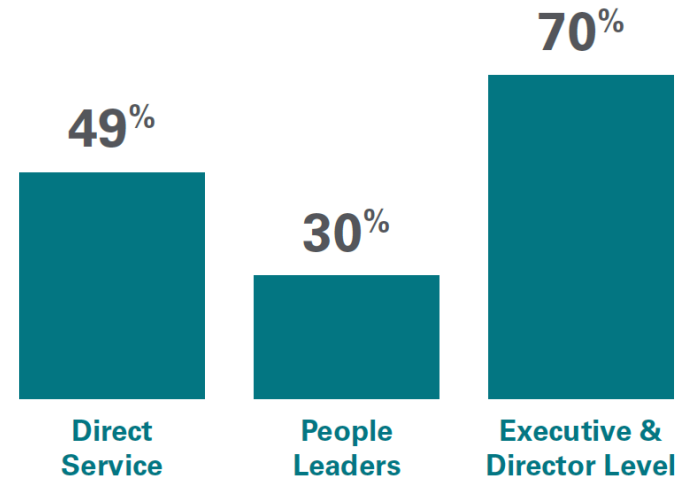
Workforce Development

In 2022, DHHS embarked on a 15-month journey to improve awareness and understanding of racial equity with UBUNTU Research and Evaluation through the **“Creating Equity Series.”**

All employees of DHHS were asked to participate in the training series. Change can be challenging and sometimes uncomfortable. The team continues to do the work of learning to unlearn and relearn for the sake of advancing race and health equity.

Two-thirds of the way through the training, leadership conducted a point-in-time pulse survey of staff in September and found that **nearly half (49%) of direct service staff reported changing their day-to-day practices** as a result of the training.

PERCENTAGE OF DHHS STAFF WHO REPORT CHANGING THEIR DAY-TO-DAY PRACTICES



Integrated Services & Care

Service Delivery (TBD)



Access to mental health services with
3 locations

of service complaints

% of referred clients enrolled in services

% of satisfied service recipients

% of enrollment increase in CCS + CLTS

Contracting

42 % of BIPOC led vendor leaders
(individuals)

26 % of fiscal resources allocated to
BIPOC-led agencies

Organizational Capability (TBD)

% of staff using tech. for improved services

% of positions are vacant

- **Goal:** Improve availability and access to services, take tangible steps to increase level of integration among Children & Family and Adult systems of care, improve physical access to services by placing facilities closer to vulnerable populations.
- **Summary:** DHHS has continued to see increased use of key programs due to improved accessibility, has continued to move services physically closer to participants, and to integrate its internal processes across systems of care; ability to deliver on access has been hampered by challenges in staffing and by lagging funding for contracted providers who have faced high inflation in 2022.
- **Themes**
 - Increased Utilization of Key Programs
 - Transitions Leading to Placement of Services Closer to Need
 - System of Care Implementation
 - Challenges to Delivering Access



Integrated Services & Care

A New Marcia P. Coggs Human Services Center

“Thank you to DHHS leadership for their efforts to create a long-term, fiscally responsible plan to continue upstream community investments. And, thank you to the members of the Committee on Finance for their unanimous vote to keep the building in the community and ensure our most vulnerable residents can come to an accessible and welcoming environment.”

--County Executive David Crowley



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Population Health

Health Promotion

↑ 42% Increase in ADRC education and outreach

66M+ impacted by mental health campaign

3,044 household received legal representative related to evictions

\$27M ARPA for Prevention & Social Determinants

Partnerships

\$15M rental assistance partnership investment

\$7M mental health access partnership investment

Population Health

↓ 70% Reduction in unsheltered persons

- **Goal:** Increase funding and investment in prevention, increase partnership within human services systems to address health outcomes, prevention, structural racism, and make investments in parts of community where vulnerable residents reside.
- **Summary:** DHHS is delivering on system-changing transformations across Behavioral Health and Youth Justice that have been years and decades in the making, has invested millions in prevention and health promotion, and has done so by partnering effectively across key service systems. Future risks include funding sustainability for ARPA-funded projects.
- **Themes**
 - System-Changing Transformations Coming to Fruition
 - Increased Prevention Programming, Including with ARPA Funds
 - Primary Prevention / Health Promotion
 - Concerns About Sustainability of Prevention Programs



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Population Health

Health Promotion

Community Health & Healing Series

- County Executive David Crowley and DHHS partnered over the course of several months to bring awareness to county and community partner resources, break down stigma around mental health, and build relationships with the community. From community events, to a mental health forum, and men's yoga, the events were held in neighborhoods with the greatest needs.

Better Ways To Cope

- Behavioral Health Services executed a yearlong awareness campaign to address substance use disorder called "Better Ways To Cope." This multi-faceted campaign drove awareness around County-supported resources and community partners for substance abuse treatment and prevention. The campaign was anchored by a website, betterwaystocope.org, with comprehensive information about how people can get connected to resources. Compelling radio and video spots were created through an ongoing "Mental Health Minute" feature with behavioral health professionals. The campaign has a reach of 66+ million.

Take a 60 second stress break.

Listen now at BetterWaysToCope.org

24-Hr Crisis Line **414-257-7222**



Infrastructure Supports

ARPA and Infrastructure

18+ Number of County ARPA projects DHHS is managing

\$37M+ Total County ARPA funds DHHS is managing

6 Number of support positions supporting ARPA and building infrastructure for future

Workforce Development

18,000 Number of staff hours of Racial Equity training

- **Goal:** Secure and invest resources to grow DHHS capabilities in monitoring and evaluation, community involvement, technology, fund development, training, and staff supports; execute organizational development efforts to continue to align organization with vision for the future.
- **Summary:** DHHS successfully secured funding for measurement and evaluation function expansion, technology implementation, workforce development, and support of dozens of ARPA projects. It has successfully integrated training functions and executed several organizational development projects with program areas. Continued emphasis will be required on fund development and further staff support through change.
- **Themes**
 - Investments in Measurement and Evaluation, Technology, Community Involvement
 - Support of ARPA Projects and Building Fund Development Capability
 - Organizational and Workforce Development



Infrastructure Supports: DHHS Scorecard Prototype

Strategy Area	Strategy Results	Measures	Performance Indicators x Metrics	Target	Status	Progress	Index	Strategy Activities	County Strategy Objectives
Service Delivery: To streamline operation processes for a consistent persons-centered practice model and organizational efficiencies.	Services are available accessible, and acceptable.	Service Delivery	% of service complaints					Intergrate processes across systems of care for a consistent practice models.	2B: Break down silos across County government to maximize access to and quality of services offered.
			% of referred clients enroll in services						
			% of satisfied service recipients				Co-locate services in geographic locations where residents can seek help from trusted community providers and supportive staff.	2A: Determine what, where and how we deliver services to advance health equity.	
			% of individuals served in priority zip codes						
Racial & Health Equity: To eliminating racial and health disparities by addressing root causes.	Race no longer predicts health outcomes.	Contracting	% of BIPOC vendor leaders (individuals)				Diversify service provider network by expanding and enhancing partnership.	1A: Reflect the full diversity of the County at every level of County government. 1C: Increase the number of County contracts awarded to minority and women-owned businesses.	
			% of BIPOC led vendors (organizations)						
			% of staff utilizing technical tools for better services						Implement the use of technical tools that support the accessibility of services.
% of partnership types									
Racial & Health Equity: To eliminating racial and health disparities by addressing root causes.	Race no longer predicts health outcomes.	Partnerships	% of partnership advancing racial & health equity				Sustain collaborative investments to employ population health interventions tailored to the community.	3C: Dismantle barriers to diverse and inclusive communities	
			# of new partnerships						
			% of racial & health equity resources				Adopt policies and procedures that elevate challenging yet reasonable expectations for a result-based management approach.	3: Apply a racial equity lens to all decisions	
			% of Leadership Commitment agreement						

Enablers and Barriers to Success in 2022

- **Enablers:**
 - Consistent vision and advocacy for Racial Equity and health
 - Mission-aligned and passionate staff
 - Partnerships with human services agencies and system partners
 - One-time funds for prevention and innovation
- **Barriers:**
 - Staff shortages and changes in work force
 - Community health since COVID
 - Funding and sustainability concerns
 - Funding rates and inflation



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Looking Ahead

- DHHS is half-way through the time period described by its Strategic Plan, and has taken the opportunity to assess its role in moving the needle on health of its participants and the community as a whole, with a focus on Racial Equity
- Leaders have confirmed that DHHS is pursuing the right broad strategies that will contribute to improved health outcomes and racial equity in our community
- DHHS has made tangible progress in both changing mindsets and making movement toward the Future State, including strategy-aligned actions and successful implementation during the COVID pandemic
- As look ahead, Leaders will be important to scale Racial Equity efforts, focus on access and Social Determinants, look to sustain prevention programs, build collective impact skills, and implement infrastructure investments



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The 2022 DHHS Annual Report is located on the home page of the DHHS website:
https://county.milwaukee.gov/files/county/DHHS/About/DHHS_AR_2022_R6_S.pdf

Questions?
Thank you!



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