

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: March 4, 2013

TO: Marina Dimitrijevic, Chairwoman, Milwaukee County Board of Supervisors

FROM: Héctor Colón, Director, Department of Health and Human Services
Prepared by Paula Lucey, Administrator, Behavioral Health Division, on behalf of the Mental Health Redesign and Implementation Task Force

SUBJECT: **From the Director, Department of Health and Human Services, requesting authorization for the Behavioral Health Division to implement the initiatives outlined in the Mental Health Redesign SMART Goals**

Issue

In April 2011, the County Board of Supervisors passed a resolution (File No. 11-173) supporting efforts to redesign the Milwaukee County mental health system and creating a Mental Health Redesign and Implementation Task Force (Redesign Task Force) to provide the Board with data-driven implementation and planning initiatives based on the recommendations of various public and private entities.

In December 2012, the Committee on Health and Human Needs passed a resolution (File No. 12-1003) receiving and placing on file an informational report from the DHHS Director and BHD Administrator regarding the progress and activity of the Redesign Task Force, including an action-oriented implementation plan. The Committee further requested an actionable report to authorize the implementation plan with specific objectives and target dates. Monthly informational reporting on the activities of the Redesign Task Force was also requested.

Background

The Redesign Task Force first convened in 2011, establishing a charter and delegating five Action Teams to prioritize recommendations for system enhancements within the key areas of Person-Centered Care, Continuum of Care, Community Linkages, Workforce, and Quality. The Action Team co-chairs presented their prioritized recommendations to the Committee on Health and Human Needs in January 2012 and at a public summit in February 2012, where consultants from the Human Service Research Institute (HSRI) provided feedback and guidance. BHD leadership, the Redesign Task Force, and its Executive Committee resolved in March 2012 to seek technical assistance for the process of implementing the affirmed recommendations. The ensuing RFP led to a professional services contract with ZiaPartners, Inc., which took effect in September 2012. The consultants have worked with leaders from DHHS, BHD, and the Redesign Task Force and Action Teams since that time, and Wilberg Community Planning, LLC, has provided regular on-site technical assistance as a subcontractor.

In December 2012, the DHHS Director and BHD Administrator presented an informational report to the Committee on Health and Human Needs on the progress and activities of the Redesign Task Force, including a framework for planning, tracking, and recording progress on all redesign implementation activities. The implementation activities were thereafter to be framed within SMART Goals – Specific, Measurable, Attainable, Realistic, and Timebound – to promote accountability and clear reporting.

Discussion

Each Action Team (AT) met in January to finalize the SMART Goals and discuss other matters. The Continuum of Care AT consulted with BHD Community Services Director Susan Gadacz on potential pathways toward implementing Community Recovery Services in Milwaukee County. The team also provided input on the allocation of Community Investment funds earmarked for case management.

Jim Mathy (Housing Administrator) worked with community partners to fulfill another Community Linkages AT recommendation; the Housing Division will contract with Our Space and Milwaukee Center for Independence to provide services at a new “step-down” level of housing. The team is pursuing ways to support the Community Justice Council in maintaining a data link between the behavioral health and criminal justice systems.

The Workforce AT researched and discussed the education and credentialing standards for Certified Peer Specialists in Wisconsin. Additional work is needed to establish a baseline for target objectives related to utilizing Certified Peer Specialists. Ms. Gadacz met with a group of Certified Peer Specialists and other community partners on how to use the earmarked Community Reinvestment funds to effectively establish a “pipeline” for peers to be trained, certified, and employed in appropriate roles in the mental health system.

The Quality AT and County staff are providing input to Dr. Andrew Keller and the TriWest Group in their ongoing development of a pictorial system map and a community data dashboard.

The Person-Centered Care AT discussed more outreach and public education with suggestions to work with churches and schools and to utilize the stories of individuals with positive experiences receiving services. The team is also eager to flesh out the idea of County Supervisors hosting public education forums in their districts. In addition, staff and consultants are working with interested parties to establish a Resource Strategy Team.

The Redesign Task Force met on February 6 at Highland Commons in West Allis. The primary focus of the meeting was to collaboratively revise and finalize the SMART Goals document. Co-chairs from each AT presented feedback from their teams to the full Redesign Task Force. Following the meeting, the technical assistance team worked with County staff to ensure that the timelines and numerical targets were feasible and meaningful. The completed document represents substantial input from diverse stakeholders, collected by e-mail, online surveys, telephone, and numerous face-to-face meetings.

Next steps

These SMART Goals outline targets, tactics, and responsible parties (including “BHD Lead Staff” to provide support for each of the goals) for redesign-related initiatives and enhancements to be achieved in 2013 and 2014. Because the SMART Goals are oriented toward future activities, they are not necessarily inclusive of various redesign-related enhancements that have already been partially or wholly achieved since 2011 by the Behavioral Health Division, Housing Division, Disabilities Services Division, and other community partners. Periodic progress reports to the County Board on behalf of the Redesign Task Force will maintain a record of redesign-related accomplishments.

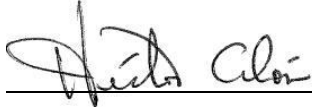
Recommendation

It is recommended that the County Board of Supervisors authorize the DHHS Director and the BHD Administrator to implement the initiatives outlined in the Mental Health Redesign SMART Goals in collaboration with the Redesign Task Force and community stakeholders.

Fiscal Effect

No fiscal effect is anticipated as a result of this action. A fiscal note is attached.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Héctor Colón", is written over a solid horizontal line.

Héctor Colón, Director
Department of Health and Human Services

cc: County Executive Chris Abele
Raisa Koltun, County Executive's Office
Kelly Bablich, Chief of Staff, County Board
Don Tyler, Director, DAS
Craig Kammholz, Fiscal & Budget Administrator, DAS
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