

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: April 29, 2013

TO: Peggy Romo West, Chairwoman, Committee on Health and Human Needs

FROM: Héctor Colón, Director, Department of Health and Human Services
Prepared by Kathie Eilers, Interim 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, submitting an informational report on the current activities of the Mental Health Redesign and Implementation Task Force**

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.

The Chairwoman of the Committee on Health and Human Needs Committee requested monthly informational reporting on the activities of the Redesign Task Force.

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 co-chairs of the Action Teams initially 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. The Redesign Task Force, its Executive Committee, and DHHS and BHD leadership resolved in March 2012 to seek technical assistance for the process of implementing the affirmed recommendations. DHHS entered into a professional services contract in September 2012 with ZiaPartners, Inc., and three subcontractors.

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, including those already accomplished or underway. The implementation activities were thereafter framed within SMART Goals – Specific, Measurable, Attainable, Realistic, and Timebound – to promote greater accountability and clearer reporting. In March 2013, the County Board of Supervisors passed a resolution (File No. 13-266) authorizing the DHHS Director to implement the initiatives outlined in the SMART Goals in collaboration with the Redesign Task Force and community stakeholders.

Discussion

The Redesign Task Force convened its monthly meeting on April 3 at the Milwaukee County Mental Health Complex. DHHS Director Héctor Colón announced that Susan Gadacz (Director, BHD Community Services Branch) will co-chair the Redesign Task Force following the retirement of BHD Administrator Paula Lucey. Interim BHD Administrator Kathie Eilers will serve on the Task Force.

The Action Teams (AT) and staff partners have begun their more focused work on the Tactical Objectives of the SMART Goals that were approved by the Task Force and the County Board in March.

Addressing Goal 1, the Person-Centered Care AT convened a focus group on April 17 to review the tools used to gauge the satisfaction of individuals participating in services at BHD, including MHSIP surveys and interviews by Vital Voices. On Goal 2, the AT is delegating a workgroup to develop the curriculum for public education events in each Supervisory District, including personal stories, facts about mental illness, available resources in the community, and information on the redesign initiatives. The AT also aims to make connections in each District to draw volunteer support and local resources to the events.

On Goal 3, the Workforce AT reports that the Nursing's Voice partners – through the Public Policy Forum and Wisconsin Center for Nursing – completed a survey of Milwaukee County mental health nurse employers and another of nurses who serve people experiencing mental illness. Through a collaboration of Marquette and UW-Milwaukee Jonas Scholars and the Public Policy Forum, a survey of nursing students on attitudes and interests in mental health will be completed by June 2013. There have also been focus groups with mental health service participants in cooperation with Grand Avenue Club and Our Space, among others. The Workforce AT will serve as a funnel for all of this information to inform the redesign implementation process.

On Goal 5, there was an organizational meeting in March to set the course for the Resource Strategy Team, involving partners from BHD, Milwaukee Health Care Partnership, Aurora Behavioral Health, Faye McBeath Foundation, and the Public Policy Forum. The scope of work was updated to direct the Team's focus primarily on mapping the existing funding model used for all mental health services provided by BHD. The fiscal knowledge of Milwaukee County staff will be fundamental to achieving the goal, so progress is contingent upon staff availability and supervisor approvals for the necessary time. There was also agreement that special expertise in financial modeling will be needed and that the work would require four to six months at minimum. A goal of identifying funding models used to support community-focused mental health redesign is a lower priority at present. Potential roles and opportunities for private funding in mental health services are being addressed by a project funded by the Faye McBeath Foundation and conducted by the Donors Forum of Wisconsin. A report on that work is expected in late May.

The Quality AT has delegated assignments under Goal 6 to three workgroups focused on (1) creating a system map, (2) developing a community data dashboard, and (3) compiling personal and family stories to complement quantitative data. The system map workgroup is working with IMPACT 2-1-1 to use information on relevant services from that organization's database.

The Continuum of Care AT met in late March with Amy Lorenz (Director of Crisis Services, BHD) to discuss how the Community Outreach Partnership for Empowerment (COPE) group can support implementation of Goal 8, noting the potential for significant progress toward the Performance Target to increase the number of individuals at PCS who have person-centered crisis plans. A meeting is scheduled for April 23 to focus on Goal 9 (improve the flexible availability and continuity of community-based recovery supports). The Team's co-chairs are working with Jena Scherer (Director of Social Work, BHD) on Goal 11 and delegating relevant tasks to a workgroup on benefits advocacy.

Addressing Goals 11 and 12, the Community Linkages AT hosted an employment-focused meeting on March 8, featuring a presentation by the Social Security Administration on work incentives for SSDI recipients. The Team is also working to develop an employment directory for service providers and participants. On Goal 14, Team representatives have attended recent meetings of the Milwaukee County Community Justice Council, which is analyzing data on a subset of individuals with very high utilization rates between the mental health and criminal justice systems.

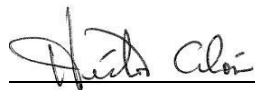
Following up on an initial training in January on the IPS Supported Employment model (Goal 12), the BHD Community Services Branch sponsored an additional training on April 16 featuring David Lynde, an expert on the IPS model. The training welcomed local agencies with a desire to implement the IPS within their service array. BHD has contracted with Mr. Lynde to offer both consultation and technical assistance to agencies that are prepared to begin implementation of IPS.

Representatives of the Families Moving Forward coalition presented to the Task Force and ATs on the topic of cultural intelligence and the observed need to add a greater focus to cultural issues in the SMART Goals. The coalition is developing a distinct SMART Goal on cultural intelligence – as well as language to supplement the existing goals – for consideration by the Task Force on May 8.

Staff has developed a website with resources and updates related to redesign activities, including a meeting schedule for the Redesign Task Force and Action Teams. Anyone interested in the ongoing redesign efforts should go to <http://county.milwaukee.gov/mhredesign.htm>. Interested parties may also contact David Johnson for more information (414-257-5255 or david.johnson@milwcnty.com).

Recommendation

This is an informational report. No action is necessary.



Héctor Colón, Director
Department of Health and Human Services

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