

COUNTY OF MILWAUKEE
Inter-Office Communication

DATE: November 13, 2020

TO: Sup. Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

FROM: Shakita LaGrant McClain, Director, Department of Health and Human Services
Prepared by: Mark Mertens, Division of Youth & Family Services Administrator

SUBJECT: **Report from the Director, Department of Health and Human Services, requesting authorization to enter into 2021 professional services contracts with community vendors for the Division of Youth and Family Services**

Issue

The Director, Department of Health and Human Services (DHHS), is requesting authorization to execute 2021 professional services contracts for the DYFS.

Background

Since 1970, DHHS has supported a social service delivery system comprised of both directly provided and purchased services. Partnerships with community vendors have allowed DHHS to cooperate and collaborate with various community partners and resources. These partnerships further the opportunities for community participation regarding response to youth's behavior and community safety and are in alignment with the development of the youth justice continuum of care.

The Department conforms to the Request for Proposals (RFP) process to ensure objectivity and fairness in the awarding of professional service contracts. Using authority granted by the Milwaukee County Board, DYFS has contracts that allow for second and third-year contracts without an RFP based on an agency's performance during the previous year.

Discussion

The Department is requesting approval to enter into professional services contracts with the agencies listed below for the identified service and contract amounts for the time period of January 1, 2021 to December 31, 2021.

Detention Physician and Medical Services

The Medical College of Wisconsin (MCW) is responsible for medically screening all youth admitted to the secure detention center facility. Physicals are also given to youth that remain in detention for more than 24 hours, along with any necessary follow-up care. This contract provides a total of 29 hours of medical coverage per week (Monday through Friday) consisting of 24 hours of coverage by a nurse practitioner and five hours of coverage by a physician.

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Detention Physician and Medical Services	The Medical College of Wisconsin	\$158,248	\$158,248	\$0

Detention Psychiatric Nursing Services

The Alternatives in Psychological Consultation (APC) is responsible for the provision of 80 hours of psychiatric nursing coverage per week, seven days per week, consisting of psychiatric nursing services, mental health screenings, and follow-up services as necessary for all youth in the secure detention facility. DYFS intends to enter into the following professional services contract with APC:

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Detention Psychiatric Nursing Services	Alternatives in Psychological	\$173,590	\$173,590	\$0

Pharmaceutical Products/Services

DYFS plans to continue the contract with Omnicare of Milwaukee (Roeschen's) to provide medical and pharmaceutical supplies and medications for youth placed in the youth detention center. Due to the low usage in past years, the contract amount is decreased by \$3,000 in 2021. DYFS intends to enter into the following professional services contract with Omnicare:

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Pharmaceutical Products/Services	Omnicare of Milwaukee	\$23,000	\$20,000	(\$3,000)

Training and Technical Assistance – Behavioral Affiliates

In late 2018, DYFS opened the Bakari Center Residential Treatment Center (RTC), an 18-bed program for boys located at 4769 N. 32nd St in Milwaukee. The RTC is an alternative to a

correctional placement at the State-operated Lincoln Hills School in Irma, WI and is considered a step down from a correctional placement or as an alternative to a correctional placement. DYFS is also initiating a modification of the Milwaukee County Accountability Program (MCAP) which is currently a six-month detention phase and six-month community phase program as part of the continuum of care in the youth justice system, temporarily called the Transitional Program.

DYFS is proposing that Behavioral Affiliates provide training and consultation for the Bakari Center and the new Transitional Program . The Transitional Program will be replacing what is currently the Milwaukee County Accountability Program (MCAP) in 2021 and is in the process of being designed with DYSF as the lead and input from external staff and stakeholders, to include but not limited to members of the judiciary, Wraparound, Wauwatosa Public Schools and community based partners. This program will include a Dialectical Behavior Therapy (DBT) model, along with restorative justice practices, education provided by Wauwatosa Public Schools, vocational support, and other individualized interventions. This Transitional Program incorporates a portion of programming time in the detention center, transition planning and in home, community based programming for youth in the program. This proposed contract with Behavioral Affiliates will allow for Dr. Henry Schmidt to continue the facilitation of the training, coaching and technical support of the current DBT Skills Group Learning Community consisting of DYFS and community partner staff that will be working within the Transitional Program. This contract will also be directing clinical consultation to the Bakari and Transitional Program staff, assisting with quality improvement and model adherence and co-leading skills groups in the detention Transition Program.

DYFS recommends the following contract with Behavioral Affiliates:

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Training and Technical Assistance-Transition Program	Behavioral Affiliates	\$0	\$150,000	\$150,000

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Training and Technical Assistance-RTC	Behavioral Affiliates	\$150,000	\$150,000	\$0

Multi-Systemic Therapy - Bakari Center Residential Treatment Center

DYFS has contracted with Multi-Systemic Therapy (MST) for training and technical assistance for the Bakari Center RTC. MST is one component of the programming model continuum within the Bakari Center in which every youth works with an MST therapist for up to six months during their time in the residential program, during their transition home and through four months after discharge from the residential portion of the program. This contract supports the training of staff and technical assistance to include data collection and analysis. DYFS recommends the following contract with MST:

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Bakari Center – MST training and technical assistance	Multi-Systemic Therapy	\$150,000	\$150,000	\$0

Education Services - Bakari Center Residential Treatment Center

DYFS has collaborated with Norris School District to provide educational services to youth while in Bakari Center. Norris will provide the daily educational instruction, special education and advocacy for youth as well as assist with the transition of youth from Bakari back to their homes and new school settings. DYFS recommends the following contract for \$185,000 with Norris School District. The Wisconsin Department of Public Instruction will reimburse for these services as the RTC census increases to capacity.

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Bakari Center – Education Services	Norris School District	\$185,000	\$185,000	\$0

Case Management Training and Technical Assistance

The Division of Youth and Family Services (DYFS) has been working on the development and implementation of the youth justice Growth Focused Case Management (GFCM) framework with Jonathan Cloud and Urban Institute since late 2018. The first phase occurred in 2019 and we are currently in the second phase of implementation that will carry throughout 2021 with Jonathan Cloud. DYFS is following implementation science in the roll out of the GFCM which will take time for effective deployment. This contract is funded through the Department of Children and Families Youth Justice Innovation Grant in 2021. The focus of this contract is to continue with the implementation through phase 2 and into phase 3 with the following priorities:

- Training of Human Service Workers (HSW)
- Work closely with Staff Development & Training Coordinator in a one-on-one coaching process to adequately equip them with knowledge necessary to provide training and guidance to Supervisors and HSWs.
- Assist DYFS Leadership with fully understanding the case management competencies and utilizing HSW self-assessment and Supervisor assessment & employee engagement framework.
- Provide “booster sessions” as needed based on gaps in knowledge and practice competencies that are being identified. Focus on racial equity at all levels and entry points of the youth justice system.
- Work with the DYFS Quality section to determine ways to assess extent to which four work-related outcomes provided by the supervision framework are being achieved.
- Assist Quality Assurance, Section Managers, and Supervisors with integrating intermediate and advanced level competencies into their supervision work with HSWs.
- Assist the Quality section in fully utilizing the monitoring and evaluation system that was introduced during 2020
- Work with appropriate administrative and supervision staff in fully understanding the GFCM Implementation Guide and utilize it to support sustainability and continuous improvement.
- Continue work begun in 2020 to orient key community partners and stakeholders to GFCM in an effort to align their practices with those of DYFS for seamless growth-focused service delivery throughout the youth justice system.

Service	Provider	2020 Allocation	2021 Proposed Allocation	2020/2021 Variance
Training & Technical Assistance	Jonathan Cloud	\$0	\$80,000	\$80,000


Recommendation

It is recommended that the Milwaukee County Board of Supervisors authorize the Director, DHHS, or her designee, to execute the professional services agreements in a total amount of \$1,066,838 as identified in this report and for the amounts and terms enumerated in the attached resolution.

Fiscal Effect

A fiscal note form is attached.

Respectfully Submitted:



Shakita LaGrant/McClain, Director
Department of Health and Human Services

cc: County Executive David Crowley
Hon. Mary E. Triggiano, Chief Judge
Mary Jo Meyers, County Executive's Office
County Supervisor Supreme Moore-Omokunde
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