

**COUNTY OF MILWAUKEE
Behavioral Health Division Administration
Inter-Office Communication**

DATE: November 19, 2021

TO: Maria Perez, Chairperson – Milwaukee County Mental Health Board

FROM: Shakita LaGrant-McClain, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

**SUBJECT: Report from the Director, Department of Health and Human Services,
Requesting Authorization to Enter Into and Amend 2021 and 2022
Professional Services Contracts**

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services is requesting authorization for the Behavioral Health Division (BHD) to enter into new agreements and amend existing professional services agreements.

Background

Approval of the recommended contract allocations will allow BHD to provide a broad range of rehabilitation and support services to adults with mental health and/or substance use disorders and children with serious emotional disturbances.

Professional Services Contracts

2-Story Creative, LTD - \$196,072

This vendor provides marketing and advertising services for a substance use disorder prevention campaign funded with grant dollars received from the State of Wisconsin. Services can include public service announcements, various forms of advertisements in print and media, social media campaigns, brochures, posters, etc.

Evaluation Research Services, LLC - \$30,000

This vendor provides grant writing and grant management coordination for both the adult and children services of BHD. Using a lifecycle management approach to grant management, processes and infrastructure are developed and implemented to manage grant proposals from the beginning, or 'pre-award', stage of project implementation, or 'post award', through the termination, or 'closeout', of an award.

Kane Communications Group – \$140,000

The vendor will develop a marketing campaign designed to express the importance of early identification of SMI and to increase the awareness of Wraparound’s service options, especially for parents, teachers, social worker and caretakers of children and young adults with a mental illness.

Mental Health Emergency Center, Inc. - \$6,800,000

\$3,300,000 in startup costs and \$3,500,000 in ongoing operational support is being requested for the Mental Health Emergency Center, Inc. Startup expenses include technology, operational staff prior to opening, management fees, project officer, communications, and other startup expenses. Operational expenses assume six months of operations in 2022 as anticipated in the 2022 budget. The amounts in this request represent 50% of total anticipated costs with remaining funding provided by health system partners. The \$3.3m in operational startup costs are funded through BHD reserve funds.

Ubuntu Research & Evaluation, LLC - \$150,000

This vendor was selected to develop and facilitate comprehensive training and advisement (the *Creating Equity Series*) to the Department of Health and Human Services to further the mission of Milwaukee County to become the healthiest county in Wisconsin by addressing issues rooted in inequity, specifically racial inequity. Ubuntu was chosen as, while they are nationally recognized for their work, they are local to Milwaukee and thus have a deep understanding of our county and the challenges faced by our community. The relationship between Ubuntu and DHHS is scheduled to last for a full 15 months of implementation, beginning December 1, 2021. When Ubuntu was initially approached the training was identified for a smaller group of individuals, and their ability to scale up to accommodate DHHS as a whole has been instrumental. This *Creating Equity Series* is supported, in part, by SAMHSA of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award to the Milwaukee County Behavioral Health Division. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by SAMHSA/HHS, or the U.S. Government. Ubuntu Research & Evaluation is designated as a Minority Business Enterprise (MBE) and Women Business Enterprise (WBE).

Wellpath, LLC. - \$149,794.00

Community Access to Recovery Services (CARS), has been awarded a Bureau of Justice Assistance (BJA) grant from the federal government. This grant requires additional staff resources from partner agencies to achieve the provision of Medication Assisted Treatment in the House of Correction. Wellpath, LLC provides skilled nursing, clinician, and case manager services as part of the program.

Fiscal Summary

The amount of spending requested in this report is summarized below.

Vendor Name	Existing Amount	2021 Amount Requested	2022 Amount Requested	Total Contract Amount
2-Story Creative, LTD*	N/A	N/A	\$196,072	\$196,072
Evaluation Research Services, LLC.	\$346,800	\$30,000	N/A	\$376,800
Kane Communications Group*	\$159,000	N/A	\$140,000	\$299,000
Mental Health Emergency Center, Inc.*	N/A	N /A	\$6,800,000	\$6,800,000
Ubuntu Research & Evaluation*	N/A	\$150,000	N/A	\$150,000
Wellpath, LLC.*	\$63,274	\$149,794	N/A	\$213,068
Total	\$569,074	\$329,794	\$7,136,072	\$8,034,940

*Represents an agreement with at least partial grant funding



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

cc: Thomas Lutzow, Finance Chairperson

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FROM: Shakita LaGrant-McClain, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: Report from the Director, Department of Health and Human Services, Requesting Authorization to Execute a **2021 Purchase-of-Service Agreements and Agreement Amendments** with a Value in Excess of \$100,000 for Adult Mental Health Services

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services is requesting authorization for the Behavioral Health Division (BHD) to execute mental health and substance use contracts.

2021 Contract for Youth Services

Wisconsin Community Services, Inc. - \$150,000

The vendor operates a Youth Crisis Stabilization Facility (YCSF) for all Milwaukee County males age 13-17 years old as a diversion from Psychiatric Crisis Services and a step-down resource to help shorten hospital stays. WCS maintains compliance in contract and licensing for the building and program; offers robust treatment models based on Evidence-Based Practices; completes intakes for youth to determine and confirm YCSF as an appropriate level of care; provides case management, educational, and medication management services to youth. An additional \$150,000 is being requested to cover expenses not included in the initial YCSF budget. This increase is funded through the Community Mental Health Services Block Grant award.

Fiscal Summary

The amount of spending requested in this report is summarized in the table below:

Vendor Name	Existing Amount/New	2021 Amount Requested	Total Contract Amount
Wisconsin Community Services, Inc.*	\$1,157,474	\$150,000	\$1,307,474
Total	\$1,157,474	\$150,000	\$1,307,474

*Represents an agreement with at least partial grant funding



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

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FROM: Shakita LaGrant-McClain, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: Report from the Director, Department of Health and Human Services, Requesting Authorization to Execute **2022 Purchase-of-Service Agreements with a Value in Excess of \$100,000 for Adult Mental Health Services**

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services is requesting authorization for the Behavioral Health Division (BHD) to execute mental health and substance use contracts.

Background

Approval of the recommended contract allocation will allow BHD to provide a broad range of rehabilitation and support services to adults with mental health and/or substance use disorders and children with serious emotional disturbances.

Purchase of Service Contract

2022 Contract for Adult Services

Hope House, Inc. - \$810,000

Hope House, Inc. will function as a fiscal agent for supplemental block grant funds BHD has applied to receive from the state of Wisconsin. These funds will be allocated to community-based organizations to provide prevention services, wellness services, and information/referrals for behavioral health services.

Milwaukee Women's Recovery Services, Inc. - \$230,000

Vendor will provide residential services for individuals seeking treatment for their substance use disorder. This grant funding will allow for startup costs for an additional women's residential treatment facility on the northside of Milwaukee.

Oxford House, Inc. - \$162,092

Vendor provides individuals with a substance use disorder the opportunity to live in a home environment with other individuals recovering from substances. Oxford Houses are designed to model and support sober behavior and promote independent, productive lifestyles for those living in the home. Increasing the contract with Oxford House, Inc. by \$162,092 with grant dollars received from the State of Wisconsin to expand Oxford Houses in Milwaukee County.

Vital Voices for Mental Health, Inc. - \$110,000

The vendor will coordinate the annual collection of MHSIP data from Comprehensive Community Service (CCS) clients; and will also coordinate the collection of GPRA data for clients enrolled in programs that require GPRA for Community Access to Recovery Services (CARS).

2022 Contract for Youth Services

Lad Lake, Inc. - \$315,661

The vendor will operate a Youth Crisis Stabilization Facility for all Milwaukee County girls age 13-17 years old as a diversion from Psychiatric Crisis Services and a step-down resource to help shorten hospital stays. Lad Lake will maintain compliance in contract and licensing for the building and program; offer robust treatment models based on Evidence-Based Practices; complete intakes for youth to determine and confirm Lad Lake as an appropriate level of care; provide case management, educational, and medication management services to youth.

St. Charles Youth and Family Services, Inc. - \$ 111,402

Expansion of Owen's Place (resource center) on the Southside. Expansion funded through grants. provide day to day oversight of Owens Place while ensuring that resources and opportunities are made available to support young adults in their transition to adulthood. These services should be designed to engage and empower young adults to actively participate in their own planning for adulthood. Owens Place has been established and is to be maintained as a welcoming environment which young adults will find inviting and therefore attend regularly. The focus of this work is to establish strong positive relationships with these young adults and facilitate their search for information that supports their transition. They include the critical domains of functioning: working, living, learning, belonging, healing and safety.

Wellpoint Care Network - \$1,861,529

The Vendor provides Care Coordination services for the Wraparound Milwaukee Program serving children/youth and their families.

Wisconsin Community Services, Inc. - \$47,000

The vendor will operate a Youth Crisis Stabilization Facility for all Milwaukee County males age 13-17 years old as a diversion from Psychiatric Crisis Services and a step-down resource to help shorten hospital stays. WCS will maintain compliance in contract and licensing for the building and program; offer robust treatment models based on Evidence-Based Practices; complete intakes for youth to determine and confirm YCSF as an appropriate level of care; provide case management, educational, and medication management services to youth.

Fiscal Summary

The amount of spending requested in this report is summarized in the table below:

Vendor Name	Existing Amount/New	2022 Amount Requested	Total Contract Amount
Hope House, Inc.*	N/A	\$810,000	\$810,000
Lad Lake, Inc.*	N/A	\$315,661	\$315,661
Milwaukee Women's Recovery Services, Inc*.	N/A	\$230,000	\$230,000
Oxford House, Inc.*	\$150,000	\$162,092	\$312,092
St. Charles Youth and Family Services, Inc. *	\$5,787,562	\$111, 402	\$5,898,964
Vital Voices for Mental Health, Inc.	N/A	\$110,000	\$110,000
Wellpoint Care Network	N/A	\$1,861,529	\$1,861,529
Wisconsin Community Services, Inc.*	\$1,341,301	\$47,000	\$1,388,301
Total	\$7,278,863	\$3,647,684	\$10,926,547

*Represents an agreement with at least partial grant funding



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

cc: Thomas Lutzow, Finance Chairperson

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FROM: Shakita LaGrant-McClain, Director, Department of Health and Human Services
Approved by Michael Lappen, Administrator, Behavioral Health Division

SUBJECT: **Report from the Director, Department of Health and Human Services, Requesting Authorization to Execute 2022 Fee-for-Service Agreements with American United Transportation Group, Inc., Hearts of Harmony, Inc., United Community Center, and Wellpoint Care Network**

Issue

Wisconsin Statute 51.41(10) requires approval for any contract related to mental health (substance use disorder) with a value of at least \$100,000. No contract or contract adjustment shall take effect until approved by the Milwaukee County Mental Health Board. Per the statute, the Director of the Department of Health and Human Services (DHHS) is requesting authorization for BHD /Community Access to Recovery Services (CARS) to execute mental health and substance use contracts.

Background

Approval of the recommended contract allocations will allow BHD to provide a broad range of rehabilitation and support services to adults with mental health and/or substance use disorders and children with serious emotional disturbances.

2022 Contract for Adult Services

American United Transportation Group, Inc. - \$50,000

The vendor provides transportation services for BHD and also provides specialized transportation services for clients in support of the COVID-19 related self-quarantine and social distancing orders currently in place for Milwaukee County.

United Community Center, Inc. - \$1,272,000

This Vendor provides behavioral and/or social services for the CARS program serving adults.

2022 Contract for Youth Services

Hearts of Harmony, Inc. - \$2,000,000

This Vendor provides behavioral and/or social services for the Wraparound Milwaukee Program serving children/youth and their families.

Wellpoint Care Network, formerly SaintA, Inc. - \$900,000

This Vendor provides behavioral and/or social services for the Wraparound Milwaukee Program serving children/youth and their families.

Vendor Name	Total 2022 Requested Amount
American United Transportation Group, Inc.*	\$50,000
Hearts of Harmony, Inc.	\$2,000,000
United Community Center, Inc.*	\$1,272,000
Wellpoint Care Network fna SaintA, Inc.	\$900,000
Total	\$4,222,000

*Represents an agreement with at least partial grant funding



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

cc: Thomas Lutzow, Finance Chairperson

BHD WRAPAROUND WELLNESS CLINIC

Youth & Young Adult
Community-based, Outpatient Clinic

Status Update: #3, November 2021

Goal & Timeline

- Goal

- Under a DHS 35 license, the Behavioral Health Division will establish a community-based, outpatient clinic that provides medication management and psychotherapy services to serve youth and young adults enrolled in Wraparound Milwaukee or Youth CCS, with the future goal to also serve youth and young adults in the community-at-large.

- Name

- Current: Wraparound Wellness Clinic
 - Future: TBD

- Timeline-at-a-Glance (08/2021 - due to a change in the facility planning, the timeline has shifted)

- In Quarter 1 of 2022, Clinic will go-live with Provider Connect as the EHR
 - By Quarter 2 of 2022, Clinic will receive approval and be fully practicing under a DHS 35 license
 - Incremental changes will be implemented when policies and procedures are finalized.
 - In Quarter 2 of 2022, Clinic will physically move to a location in the community

Outputs to Achieve Goal

Goal: Under a DHS 35 license, the Behavioral Health Division will establish a community-based, outpatient clinic that provides medication management and psychotherapy services to serve youth and young adults enrolled in Wraparound Milwaukee or Youth CCS, with the future goal to also serve youth and young adults in the community-at-large.

Outputs / Activities

1.0 Credentials & Licensing of the Clinic

- DHS 35
- HPSA Designation
- NHSD Certification

2.0 Delivery Model Development

- Conceptual
- Operations

3.0 Evaluation & Data

- QA fidelity measures
- Evaluation Outcome

4.0 Facility Planning

- Clinic location
- Clinic Layout

5.0 Financials

- Budget Development
- Revenue Streams (i.e.: Insurance Options)

6.0 IT Tools

- EHR
- Financial Management Tool
- Telepsychiatry System

7.0 Marketing

- DHHS Access Point: No wrong door
- Community planning and development

8.0 Policy & Procedure Development

- Assessment, development and implementation of policies and procedures under DHS 35

1.0 Credentials & Licensing of the Clinic

- Activity/Timeline

- DHS 35: Outpatient Mental Health Clinic – application submitted in Q1 2022; by Q2 2022 receive approval and be fully practicing under DHS 35 License
- Health Professional Shortage Areas (HPSAs) Designation – confirmed by Q2 2022
- National Health Service Corps (NHSC) Certification – 2022

- Status

- In the process of finalizing the materials and relevant information to complete and submit the DHS 35 application

2.0 Delivery Model

- Activity
 - A. Articulate conceptual framework for delivery of services
 - i. Eligibility
 - ii. Clinic Capacity
 - iii. Treatment Planning
 - B. Staffing Model
 - C. Clinic Schedule
 - D. Pharmacy Support
 - E. Ancillary Services roles & responsibilities
 - i. Clinic Administrator
 - ii. HIPAA Compliance Officer
 - iii. Client Rights Specialist
 - iv. Change Agent Leader

2.0 Delivery Model

A. Articulate conceptual framework for delivery of services

- **Model:** Upon referral for services with the Clinic, the Clinic will provide outpatient mental health services, including medication management and/or psychotherapy, for youth and young adults. The Clinic team is made up of experts in Child and Adolescent Psychiatry and Psychotherapy and has expertise in treating a wide range of mental health diagnoses including, but not limited to, ADHD, mood and psychotic disorders.
- **Eligibility:**
 - Current enrollment in Wraparound Milwaukee or Youth CCS
 - Age Range: Youth & Young Adults through age 22
- **Clinic Capacity:** TBD (in progress, see 3.0 Evaluation & Data)
- **Developing service delivery tools**
 - Initial Assessment – finalized
 - Treatment Plan – finalized
 - Discharge Plan – drafting

2.0 Delivery Model

B. Staffing Model

- Budgeted FTEs

Role/Position	Current FTE (# Staff)	Future FTE (# Staff)
APNP	1.0 (1)	1.0 (1)
Med Dir/Psychiatrist	0.5 (1)	0.5 (1)
Psychiatrist	1.0 (3)	2.0 (2)
RN	2.0 (2)	1.0 (1)
Psychotherapist	0.0 (0)	1.0 (1)
Office Assistant	2.0 (2)	2.0 (2)
Total	6.5 (9)	7.5 (8)

2.0 Delivery Model

B. Staffing Model

- Medication Management Service Delivery Model

Intake Appointment (Total Time: 70 minutes)				
Position	Office Assistant/ Intake Specialist	Nurse	Prescriber	Office Assistant
Mins	3	5	60	2
Responsibility	<ul style="list-style-type: none">• Check-in appt• Demographics review/updates• Insurance verification• School excuse• Consent for Treatment	<ul style="list-style-type: none">• Vitals• Weight• Updates/changes in prep for prescriber	<ul style="list-style-type: none">• Initial assessment• Treatment Plan• Diagnosis• Clinic: Medication Informed Consent• Prescription	<ul style="list-style-type: none">• Schedule follow-up appointment based on prescriber's recommendation

Follow-Up Appointment (Total Time: 40 minutes)				
Position	Office Assistant/ Intake Specialist	Nurse	Prescriber	Office Assistant
Mins	3	5	30	2
Responsibility	<ul style="list-style-type: none">• Check-in appt• Demographics review/updates• Insurance verification• School excuse• Verify/Renew Consent for Treatment	<ul style="list-style-type: none">• Vitals• Weight• Updates/changes in prep for prescriber	<ul style="list-style-type: none">• Assessment• Treatment Plan• Clinic: Medication Informed Consent• Prescription	<ul style="list-style-type: none">• Schedule follow-up appointment based on prescriber's recommendation

2.0 Delivery Model

B. Staffing Model

- Psychotherapy Services
 - All youth receiving medication management services in the Clinic are highly recommended and encouraged to receive psychotherapy services simultaneously.
 - Therapist
 - 1.0 FTE
 - Working at Clinic
- Referral Model for Psychotherapy Services – With the assistance from the youth's Care Coordinator, the Clinic will complete/confirm one of the following options:
 1. Refer youth to a therapist of the youth/family's choosing in the Provider Network, which may include the Clinic's therapist
 2. Confirm youth has an established therapy provider
 - a. Consent will be obtained to ensure the Clinic and therapist have an opportunity to consult regularly
 3. Prescriber has discussed referral options with the youth/family, youth/family has declined the referral for therapy services at this time.

2.0 Delivery Model

C. Clinic Schedule

Clinic Hours (44.5 Hours)		
Monday	8:00AM-5:00PM	9
Tuesday	8:00AM-5:00PM	9
Wednesday	8:00AM-5:00PM	9
Thursday	8:00AM-5:00PM	9
Friday	8:00AM-4:30PM* (*Appt till 12PM)	8.5

Nurse (1.0 FTE)		
Monday	8:00AM-5:00PM	8.5
Tuesday	8:00AM-5:00PM	8.5
Wednesday	8:00AM-5:00PM	8.5
Thursday	8:00AM-5:00PM	8.5
Friday	8:00AM-2:00PM	6.0
		40

Prescriber (TBD FTE)		
4 Days/Week	8:00AM-4:30PM	32
1 Day/Week	8:30AM-5:00PM	8
		40

Office Assistant (2.0 FTE)			
Monday	8:00AM-4:30M	88:30AM-5:00PM	8
Tuesday	8:00AM-4:30M	88:30AM-5:00PM	8
Wednesday	8:00AM-4:30M	88:30AM-5:00PM	8
Thursday	8:00AM-4:30M	88:30AM-5:00PM	8
Friday	8:00AM-4:30M	88:00AM-4:30M	8
		40	40

2.0 Delivery Model

C. Clinic Schedule

- Appointment Duration – Medication Management
 - Intake Appointment: 60 minutes
 - Follow-up Appointment: 30 minutes
- On-Call Schedule
 - Joint efforts to establish an on-call schedule with BHD and/or Access Clinics Medical Providers
 - Floating Nurse to be budgeted and shared with Access Clinics
 - Provide coverage when Clinic Nurse has off/unavailable
- Clinic Emergency Plan
 - Plan being developed with Children's Mobile Crisis Team

2.0 Delivery Model

D. Pharmacy Support

- Status: With the Clinic being in the same building of Hayat Pharmacy, youth and young adult can easily access that pharmacy for medications and injections. The Clinic hours align with the hours of the pharmacy to ensure access.

E. Ancillary Services Roles & Responsibilities

- i. Clinic Administrator – TBD (Psychotherapist will serve dual role as Clinic Administrator)
- ii. HIPAA Compliance Officer – Vicki Wheaton of BHD
- iii. Client Rights Specialist – Christen Marx of BHD
- iv. Change Agent Leader – Jessica Peterson of DHHS

3.0 Evaluation & Data

- Activity
 - QA Fidelity Measures
 - Evaluation Outcome
- Status
 - Future Capacity – Based Clinic schedule of 4 x 8 hour days, 1 x 4 hour day

	Psychiatrist 1	Psychiatrist 2	APNP	Med Dir	Clinic Total
Budgeted FTE	1.0	1.0	1.0	0.5	3.5
Total Time (hrs)	40	40	40	20	140
Prep/Wk (hrs)	6.25	6.25	6.25	2.5	21.25
Intake/Wk	9	9	9	5	32
Follow-Up/Wk	50	50	50	25	175
					207

Unique Client Potential	Psychiatrist 1	Psychiatrist 2	APNP	Med Dir	Clinic Total
	531	531	531	270	1863

Note: Current Clinic capacity is approximately 950 unique clients

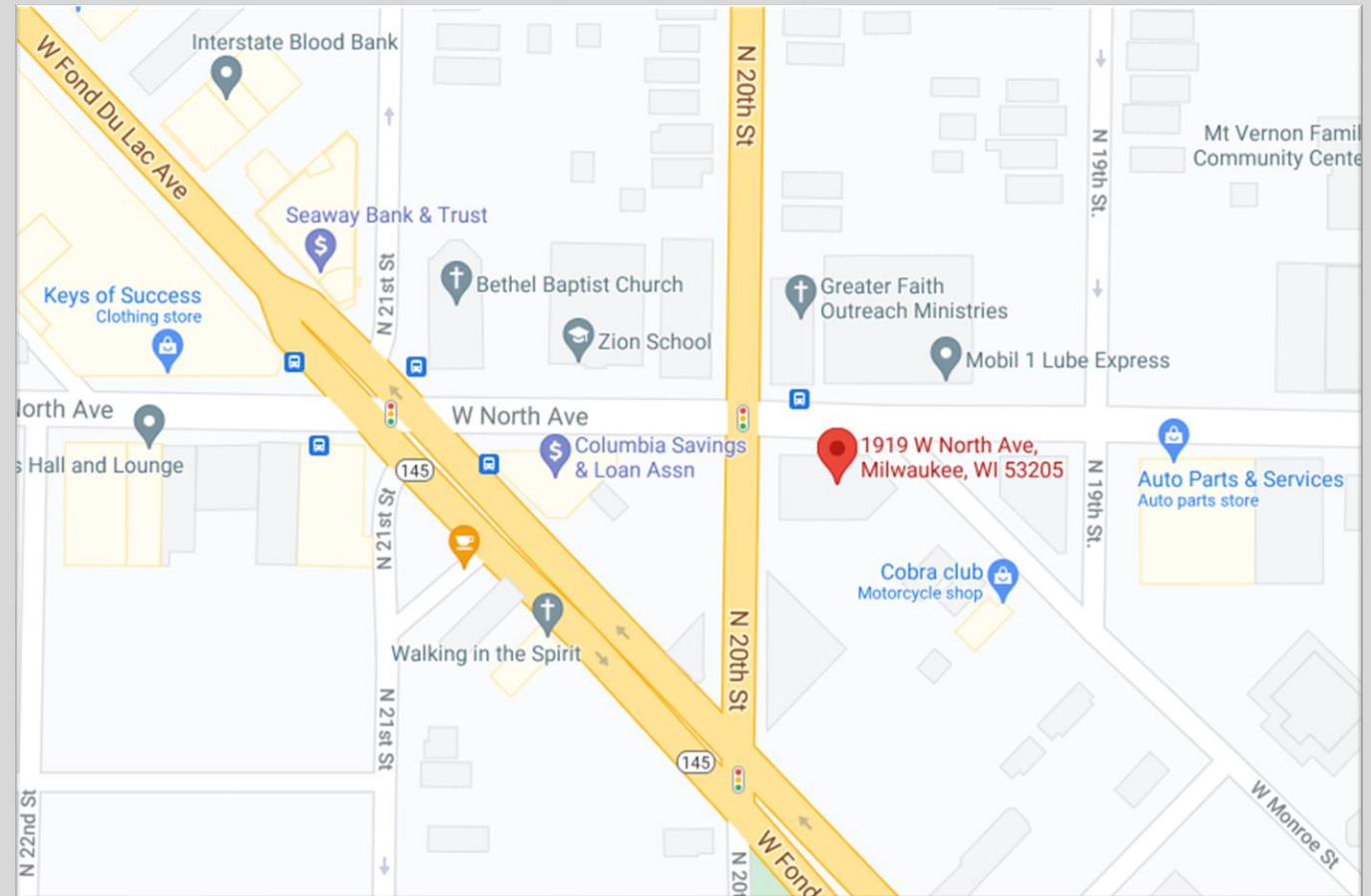
4.0 Facilities Planning

- Activity
 - A. Clinic Location
 - B. Future Space Needs
 - C. Clinic Layout

4.0 Facilities Planning

A. Clinic Location

- Located at
1919 W. North Avenue
Milwaukee, WI 53205



4.0 Facilities Planning

A. Clinic Location

- Building is owned and operated by Shafi Enterprises, LLC
- 2nd Level of the building (1st level is Hayat Pharmacy)
- 5,894 sq feet



4.0 Facilities Planning

B. Future Space Needs

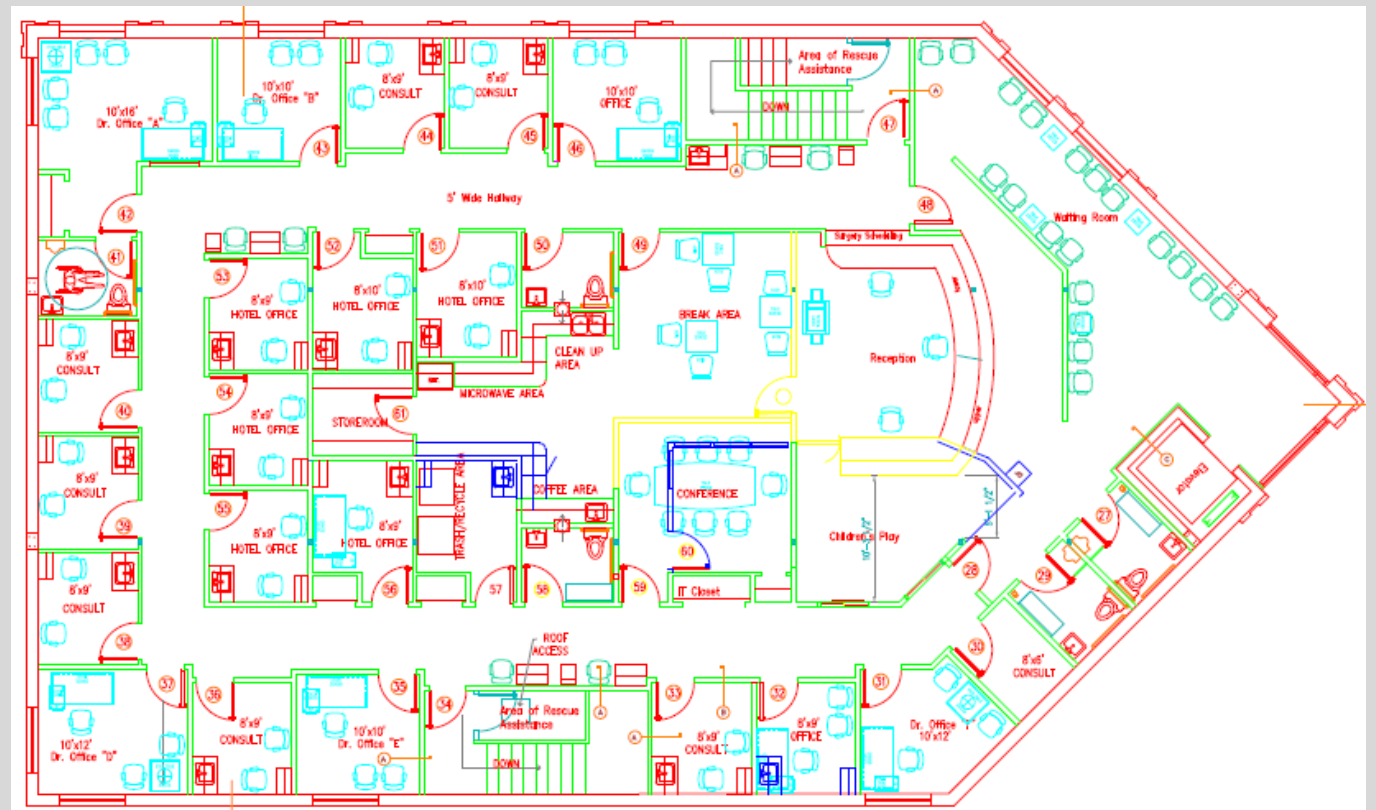
Description/Need	Total # Needed	Need Met at Shafi
Location in 53205 Zip Code	N/A	✓
Private Office (Staff Office + Exam Room)	8 Rooms	✓
Vitals Area (scale, chair, area to fit 2 ppl)	1 Area	✓
Reception Area	1 Area for 2 Staff	✓
Waiting Area	1-2 Areas to seat 15-18 people	✓
Hotel Stations	4 Stations	✓
Visitor Restroom	2 Stalls	✓
Staff Restroom	1 Stall	✓
Conference Room	1 Room to seat 10 people	✓
Kitchenette	1 Area	✓
Storage	1 Area/Room	✓
Visitor Parking	10 spots (2 handicap accessible)	✓
Employee Parking	10 spots (2 handicap accessible)	✓

4.0 Facilities Planning

C. Clinic Layout

- Future Layout

- 15 Offices/Exam Rooms
- 6 Hotel Offices
- Waiting Room (seats 20)
- Lg Conference Room
- 5 Individual Restrooms (dark blue = construction)



5.0 Financials

- Activity
 - Budget Development
 - Identify Revenue Steams
 - Wraparound HMO Capitation Rate
 - CCS: T-19 Eligible Provider
 - Finalized 2022 Budget based on:

Staffing Model

Role/Position	Future FTE (# Staff)
APNP	1.0 (1)
Med Dir/Psychiatrist	0.5 (1)
Psychiatrist	2.0 (2)
RN	1.0 (1)
Therapist	1.0 (1)
Office Assistant	2.0 (2)
Total	7.5 (8)

Future Capacity

Model #2	Psychiatrist	Psychiatrist	APNP	Med Dir/Psych	Totals
Budgeted FTE	1.0	1.0	1.0	0.5	3.5
Total Time (hr)	40	40	40	20	140
Prep/Wk (hr)	6.25	6.25	6.25	2.5	21.25
# Intake/Wk	9	9	9	5	32
# Follow-Up/Wk	50	50	50	25	175
			Total Appt/Week		207

6.0 IT Tools

- Activity/Timeline
 - EHR
 - Financial Management Tool
 - Telepsychiatry System
- Status
 - EHR
 - Scope: E-System to manage all information related to medication management services that are provided by internal (County) staff, which include prescribers (psychiatrists, APNP), nurses, therapists and office assistants.
 - Project kicked-off with Provider Connect Team in April 2021
 - Financial Management Tool – integrated into the project with Provider Connect Team
 - Telepsychiatry System – assessing options with Dr. Schneider and IMSD Team

7.0 Marketing

- Activity
 - DHHS Access Point: No wrong door
 - Community planning and development
- Status
 - Building Signage:
 - Signage needed for building
 - Temporary banner for outside of building for the Children's Resource & Referral Line being ordered
 - Clinic Name: to be determined by DHHS Exec Team

8.0 Policy & Procedure

- Activity
 - Assessment, development and implementation of policies and procedures to ensure compliance with DHS 35
- Status
 - All policies are written on behalf of BHD
 - Finalizing of 14 policies, which include:

Personnel Policy	Clinical Supervision Policy
Collaboration Policy	Training Policy
Emergency Services Policy	Consent Policy
Treatment Planning Policy	Treatment Services Policy
Discharge Summary Policy	Electronic Record Keeping Policy
Client Rights Policy	Eligibility/Admission Policy
Death Reporting Policy	Assessment Policy

Outputs to Achieve Goal

Goal: Under a DHS 35 license, the Behavioral Health Division will establish a community-based, outpatient clinic that provides medication management and psychotherapy services to serve youth and young adults enrolled in Wraparound Milwaukee or Youth CCS, with the future goal to also serve youth and young adults in the community-at-large.

Outputs / Activities

1.0 Credentials & Licensing of the Clinic

- DHS 35
- HPSA Designation
- NHSD Certification

2.0 Delivery Model Development

- Conceptual
- Operations

3.0 Evaluation & Data

- QA fidelity measures
- Evaluation Outcome

4.0 Facility Planning

- Clinic location
- Clinic Layout

5.0 Financials

- Budget Development
- Revenue Streams (i.e.: Insurance Options)

6.0 IT Tools

- EHR
- Financial Management Tool
- Telepsychiatry System

7.0 Marketing

- DHHS Access Point: No wrong door
- Community planning and development

8.0 Policy & Procedure Development

- Assessment, development and implementation of policies and procedures under DHS 35

ITEM ID	HIGH/ LOW ORG	CURRENT	NO. POSITIONS	CURRENT		RECOMMENDED		INFORMATIONAL:			EFFECTIVE DATE	
		JOB CODE / POSITION #		PAY RANGE	ANNUAL PAY RATE	PAY RANGE	ANNUAL PAY RATE	Market equitable alignment based on overall job duties/ responsibilities, industry competition, competencies and education/experience requirements.				
EA2021-12A	6300/ 6373	21027001 / 000001	1	P027	Min	190,195	P027	Min	190,195		Immediate Recruitment Need.	12/26/2021
					Mid	232,981		Mid	232,981	X	Retention	
					Max	275,787		Max	275,787	X	Industry shortage / high competition for profession	
					\$264,056.00				\$275,500.00	X	Other: Significant cost savings over temporary staffing	
EA2021-12B	6300/ 6373	21027001 / 000003	1	P027	Min	190,195	P027	Min	190,195		Immediate Recruitment Need.	12/26/2021
					Mid	232,981		Mid	232,981	X	Retention	
					Max	275,787		Max	275,787	X	Industry shortage / high competition for profession	
					\$261,435.20				\$275,500.00	X	Other: Significant cost savings over temporary staffing	
The individual(s) under the agreement amendment shall maintain current status as a benefit-eligible COUNTY EMPLOYEE, including ERS enrollment, and subject to all applicable County and BHD personnel policies and Civil Service rules, where applicable.												
In addition to recommended salary adjustment, employee(s) shall be eligible for a \$26 critical fill expense for all worked hours.												
All other terms of current Employment Agreement shall remain unchanged including eligibility for annual retention bonus of up to \$25,000. All bonuses awarded shall be subject to conditions.												

Recommendation

It is recommended that the Milwaukee County Mental Health Board approve amending the "Employment Agreement" (contract) with the incumbents of the above positions in the manner proposed.

References

Wis. Stats. [46.19\(4\)](#): the salaries of any superintendent of a mental health institution and the salaries of any visiting physician and necessary additional officers and employees whose duties are related to mental health shall be fixed by the county executive.

Wis. Stats. [51.41\(10\)](#): MENTAL HEALTH CONTRACTS. Any contract related to mental health with a value of at least \$100,000, to which Milwaukee County is a party may take effect only if the Milwaukee County mental health board votes to approve, or does not vote to reject, the contract within 28 days after the contract is signed or countersigned by the county executive.

Wis. Stats. [51.42\(6m\)\(i\)](#): Establish salaries and personnel policies of the programs of the county department of community programs subject to approval of the county executive or county administrator and county board of supervisors, except in Milwaukee County, or the Milwaukee County mental health board in Milwaukee County unless the county board of supervisors or the Milwaukee County mental health board elects not to review the salaries and personnel policies.

Fiscal Effect

The recommended compensation contained in this report is supported by currently funded and authorized positions within the Behavioral Health Division's 2022 operating budget. There is no tax levy associated with this request.

Respectfully Submitted,



Michael Lappen, Administrator
Behavioral Health Division

cc Thomas Lutzow, Chairperson, Milwaukee County Mental Health Board Finance Committee
Shakita LaGrant-McClain, Director, Department of Health and Human Services
John Schneider, MD, BHD Chief Medical Officer
Matt Fortman, DHHS/BHD Chief Financial Officer
Dean Legler, Milwaukee County Director of Total Rewards
Lora Dooley, BHD Director of Medical Staff Services
Jodi Mapp, BHD Senior Executive Assistant & MH Board Administrative Liaison

COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION

DATE: November 17, 2021

TO: Maria Perez, Chairperson, Milwaukee County Mental Health Board

FROM: Shakita LaGrant-McClain, Director, Department of Health and Human Services

SUBJECT: From the Directors of the Department of Health and Human Services (DHHS) Requesting BHD Reserve Funds to be Allocated to WS12601 - Youth Services Admin Relocation and Tenant Improvements

FILE TYPE: Recommendation Report

REQUEST

This report seeks use of BHD reserve funds in the amount of \$3.7 million to support capital project WS12601 – Youth Services Admin Relocation.

BACKGROUND

DHHS Administration Relocation Project

DHHS and the Department of Administrative Services-Facilities Management Division (DAS-FMD) have been working together for over two years to strategize and plan a relocation of DHHS administrative staff from the Behavioral Health Division (BHD) Mental Health Complex, Marcia P. Coggs Human Services Center (Coggs) and the Vel Phillips Youth and Family Justice Center in support of the DHHS “No Wrong Door” approach to customer service which is guiding the facility-related decisions.

This approach promotes the co-location of DHHS employees to a visitor-friendly facility to best serve the needs of customers. The planned transfer of in-patient services to the new Universal Health Services hospital currently under construction in West Allis and subsequent closure of the Mental Health Complex also require relocation of DHHS staff from the Mental Health Complex.

Decision to Remain at the Coggs Center

For over a year, DHHS worked with FMD to identify an alternative location to the Coggs Center. After DHHS leadership reviewed several long-term lease options and buildout plans, the decision was made to remain at the Coggs Center due to the significant

operating costs associated with the annual leases. The annual operating leases for the alternative locations presented enormous fiscal challenges to balancing the budget without resorting to programmatic or staffing cuts. The average annual lease cost ranged between \$2 million to \$2.9 million of which BHD would be responsible for approximately 50%.

Potential Annual Facilities Costs for BHD Administrative Staff

	Lease	Renovated Coggs	Variance
Lower Estimate	\$ 1,000,000	\$ 300,000	\$ (700,000)
Upper Estimate	\$ 1,450,000	\$ 450,000	\$ (1,000,000)

The original impetus for relocating from the Coggs Center was the building's lack of accessibility. This concern remains unchanged and is now the focus of a redesign effort being undertaken by FMD and its space consultant.

Ultimately, the choice to remain at the Coggs Center was viewed as the best option as Coggs has been a long-recognized location for providing and receiving community services. The decision to consolidate DHHS staff at Coggs while investing in the building is well aligned with County strategic focus areas as well as the DHHS strategic plan.

Key factors in the decision to remain at the Coggs Center:

- Accommodates more of DHHS's programs and services under one roof
- Enables closer proximity to the new Mental Health Emergency Center (MHEC) and our Housing staff who are located at 6th & Walnut
- Places staff and services physically closer to residents served by DHHS – with many services and staff moving from Wauwatosa to the heart of Milwaukee

Recently, DHHS and FMD conducted a walk thru of the building with community stakeholders to gather feedback on the changes that are needed to ensure ease of access and a positive customer experience. This experience starts at the front door and continues throughout the first floor which is the focus of the preliminary planning and design work currently underway. In addition, investment is necessary to address the deferred maintenance needs, additional office reconfigurations for other County departments and functions, and potentially tenant improvements to maintain the State of Wisconsin as a tenant.

Capital Project WS12601 – Youth Services Admin Relocation was initially envisioned as a way to collocate all DHHS youth programming in one area with adult service colocation in a second phase. The project now anticipates colocation of all DHHS youth and adult staff at Coggs with additional presence at community clinics throughout Milwaukee.

Funding

Deferred maintenance requirements over the next 20 years are estimated to cost \$46 million. DAS-FMD staff has prepared a capital improvements plan to address the various capital needs starting in 2022. Attachment 1 – Marcia P. Coggs Center Capital Investment details the infrastructure needs as well as tenant improvements that are required to create a more efficient and accessible space for employees and participants.

The attachment reflects about \$26.3 million in buildout and improvements of existing space and \$11.4 million in deferred maintenance. The total estimated cost is about \$37.7 million. The County Board has already allocated nearly \$1.6 million to this capital project as part of the 2019 and 2021 Capital Improvements Budgets. With approval of the \$3.7 million in BHD reserve funding for this project, the gap is reduced to about \$32.3 million.

DHHS is submitting a request for the balance of funding to the county's American Rescue Plan Act (ARPA) Task Force. This project will create a central space that supports an atmosphere of dignity for those coming to Coggs for services. Timing of this project is important to accommodate BHD staff after the closure of the Mental Health Complex in mid-2022 and fully complete the redesign ahead of the ARPA expenditure deadlines. Improvements at Coggs and colocation of BHD staff are expected to result in a lower net administrative space costs for DHHS programs operating at Coggs.

STRATEGIC PLAN ALIGNMENT & RACIAL EQUITY COMPONENT

The relocation of DHHS staff and functions support the DHHS “No Wrong Door” approach, which aligns to the County’s strategic plan in the following ways:

- Determining what, where and how we deliver services to advance health equity
- Investing “upstream” to address root causes of health disparities
- Enhancing the County’s fiscal health and sustainability
- Dismantling barriers to diverse and inclusive communities

RECOMMENDATION

It is recommended that the Milwaukee County Mental Health Board authorize the use of up to \$3.7 million in BHD reserve funding for the buildout and improvement of existing space at the Marcia P. Coggs Human Services Center in support of WS12601 – Youth Services Admin Relocation and Tenant Improvements.

FISCAL EFFECT

BHD has adequate reserve funds to support the \$3.7 million expense.

TERMS

Not applicable.

PREPARED BY

Clare O'Brien, Budget & Policy Director, DHHS
Matt Fortman, Fiscal Administrator, DHHS

APPROVED BY



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

ATTACHMENT

1 – Coggs Center Estimated Capital Investment

cc: Thomas Lutzow, Milwaukee County Mental Health Board Finance Chair
Mary Jo Meyers, Chief of Staff, Office of the County Executive
Pam Matthews, Fiscal & Management Analyst, DAS

Marcia P. Coggs Center Estimated Capital Investment

Project Costs

Buildout Estimate

	Cost
DHHS Build-Out (not including FFE, technology, move expenses)	\$ 9,603,103
State of WI Build-Out	\$ 8,441,857
Common Areas	\$ 6,794,288
Furniture in DHHS Space & Common Areas	\$ 1,448,150
Subtotal	\$ 26,287,398

Capital Plan - Infrastructure Projects

	Cost
WS13701 -Accessibility - General Improvements	\$ 499,941
WS13401 - Accessibility - Elevator	\$ 500,000
WS14101 - Building Façade Renovation-Phase 1	\$ 1,551,426
WS13501 - AHU 2, 3, 4, 5, 7 VAV Distribution Replacement	\$ 3,310,162
WC22901 - Water Seepage Mitigation	\$ 571,000
WO56701 - Retro-Commissioning - Phase II	\$ 281,970
D3060 - HVAC DDC System (controls & instrumentation)	\$ 424,954
WC21001 - HVAC Replacement	\$ 3,813,854
D3042 - Exhaust System Replacement	\$ 15,666
D3040 - Distribution System - AHU-9 VAV	\$ 118,927
D3040 - Distribution System - AHU-1 VAV	\$ 284,212
Subtotal	\$ 11,372,112

Total Estimated Capital Cost **\$ 37,659,510**

Project Funding

Allocated Funding for Buildout & Capital Plan

	Amount
2019 and 2021 Capital Budget	\$ 1,560,000
2022 BHD Reserve Funds	\$ 3,763,816
Total	\$ 5,323,816

Total Funding Gap (ARPA Request) **\$ (32,335,694)**

Marcia P. Coggs Human Services Center Renovation

Department of Health & Human Services and
DAS-Facilities Management Division

December 2, 2021



Marcia P. Coggs Center Overview

- Former department store built in 1920
- Acquired by Milwaukee County in 1963
- 213,000 square foot building
- 150,000 rentable square feet (50,000 square feet per floor)
- State DHS occupies 1st and 2nd floor
- County DHHS occupies 3rd floor
- \$1.6 million in operating and maintenance costs in 2021
- \$3.35 million lease revenue in 2021 (primarily State DHS, plus cell towers and Food Pantry)



State DHS operations at Coggs include the Miles and MECA income maintenance and childcare subsidy programs for Milwaukee County

Decision Drivers for Renovation

- Reinvestment in Coggs Aligns with DHHS Strategic Plan & No Wrong Door Philosophy
- Places Staff & Services Physically Closer to Residents Served by DHHS
- Estimated Lease Costs of \$2M-\$2.9M for Other Locations Pose Financial Operating Burden & Risk to Programs/Services
- Flexibility of Building Control

Renovation Plan Highlights

- Focus on 1st Floor to Create Welcoming & Accessible Environment
- State Footprint Changes to Adapt to Evolving Program Needs
- Teleworking to Impact Space Configuration
- Addresses Critical Maintenance Issues
- Major Investment in Life Safety & Accessibility
- Full Scale Scope Includes All Major Projects to Avoid Future Construction Disruption
- Sustainability Improvements to Reduce Operating Costs

Coggs Renovation & Strategic Alignment

By Achieving Racial Equity, Milwaukee Is the Healthiest County in Wisconsin

Create Intentional Inclusion

Include public participants in design development

Create extraordinary opportunities for minority and women-owned businesses over a period of years

Bridge the Gap

Racial equity lens applied to the fundamental decision to locate at Coggs

Break down silos between County/State/local non-profits to maximize access and quality of services

Invest in Equity

An investment in Coggs is an investment in direct community services

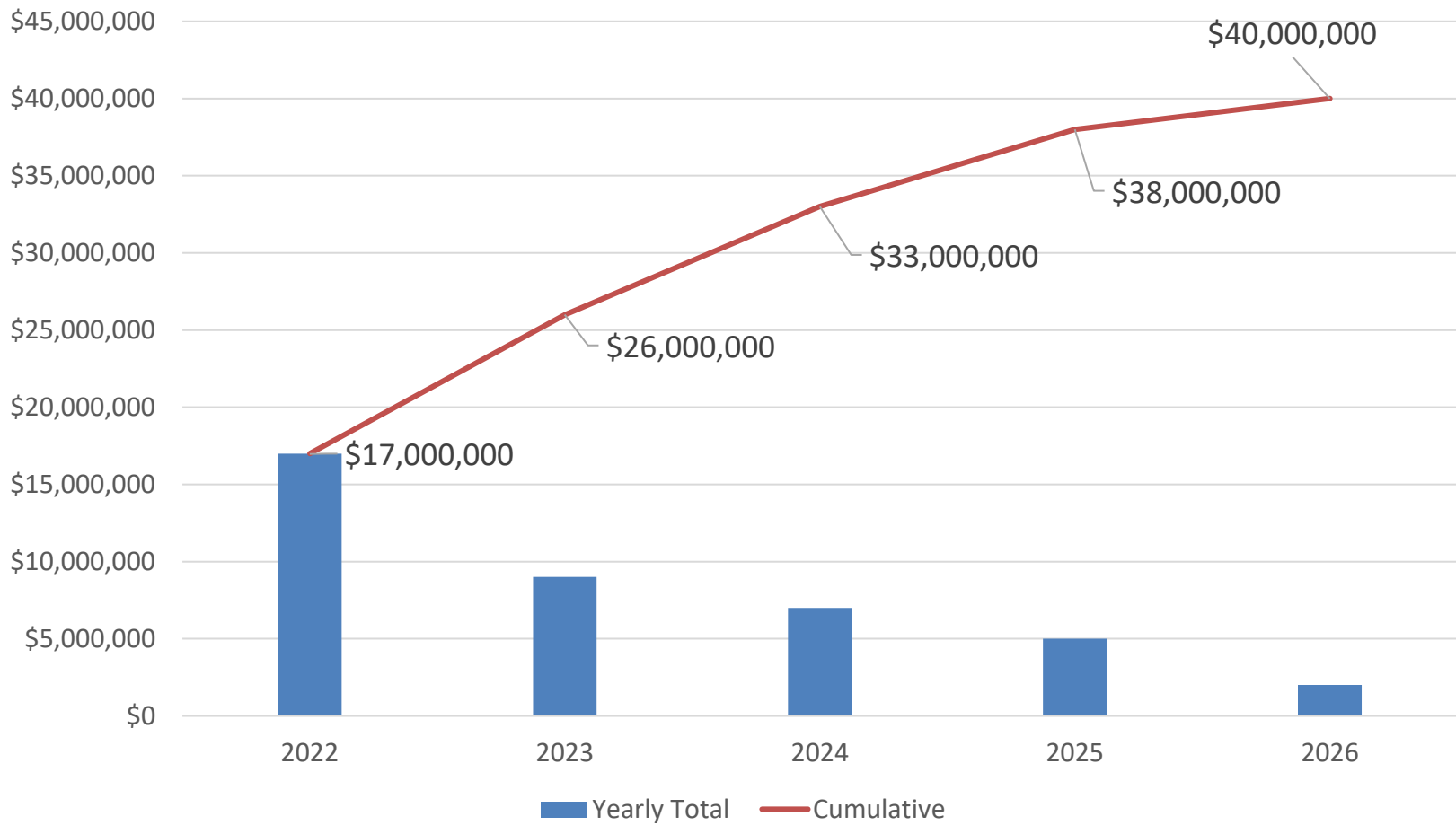
Design and invest in sustainable facility improvements that reduce operating costs

Synergy with Other DHHS Projects

- **New Mental Health Emergency Center**
 - Project Sited Partly Due to Proximity to Coggs Center
 - Service Synergy Between MHEC & Coggs Center
 - Customers Less Likely to Follow Up with Referrals if Services Not Convenient
- **Housing Division at 6th and Walnut**
 - Currently Undergoing Renovation
 - Some Staff to be Relocated to this Space

Coggs Center Capital Investment

Estimated Capital Expenditures by Year



Capital Estimate & Funding Gap

Marcia P. Coggs Center Estimated Capital Investment

Project Costs

Buildout Estimate

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Total Funding Gap (ARPA Request) **\$ (32,335,694)**

Alignment to ARPA Criteria

- Supports No Wrong Door Philosophy by Co-locating Staff with Youth & Adult Systems of Care
- Significant Public & Employee Engagement Already Undertaken
- Building Location Close to Populations Served
- Addresses Social Determinants of Health including Walkability, Accessibility & Transit Access to Reduce Service Barriers
- Onetime Investment to Address Backlog of Deferred Maintenance

Advancing the Vision

- Renovation & Colocation of Staff to Foster Collaboration, Partnership & Innovation
- Welcoming Space Created for Adult & Children's Integration to Achieve Person-Centered Focus
- Adjacency with Mental Health Emergency Center to Provide High-Quality & Easily Accessible Mental Health Services
- Gap Funding of \$32.3M Needed to Fulfill Strategic Vision

Thank you!



BEHAVIORAL HEALTH DIVISION

DASHBOARD REPORT

3rd Quarter 2021

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PAGE 5	Child and Adolescent Inpatient (CAIS)
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PAGE 7	Wraparound
PAGE 8	TCM (Targeted Case Management)
PAGE 9	CCS (Comprehensive Community Services)
PAGE 10	CSP (Community Support Program)

BHD COMBINED DASHBOARD

3rd Quarter 2021

		2021 Annual Projection		
	Actual YTD	Projection	Budget	Variance
Revenue	124,350,720	180,833,897	191,006,143	(10,172,246)
Expense				
Personnel	47,262,410	68,246,162	70,546,269	2,300,107
Commodities/Services	12,243,623	18,927,774	16,728,716	(2,199,058)
Depreciation/Inventory	2,630	3,506	-	(3,506)
Other Charges	95,887,653	145,762,178	152,117,304	6,355,126
Capital	1,908,245	3,358,663	3,358,663	-
Intra County Services	5,149,027	7,438,743	4,777,918	(2,660,825)
Total Expense	162,453,588	243,737,026	247,528,870	3,791,844
Tax Levy	38,102,867	62,903,129	56,522,727	(6,380,402)

Estimated favorable variance:

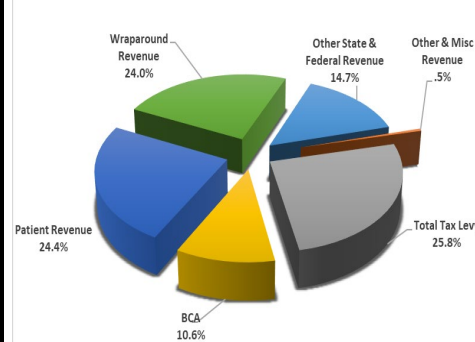
The County is projecting a fringe surplus for BHD

2,000,000

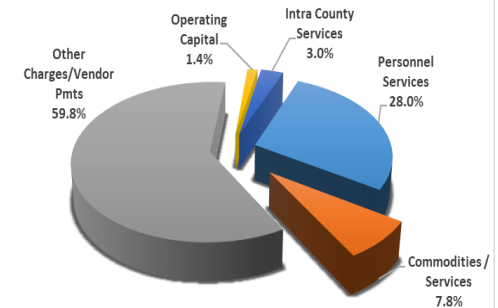
(4,380,402)

2021 Projected Annual Revenues & Expenses by Percentage

BHD 2021 Revenue by Source



BHD 2021 Expenditure by Type



Note: "Other Charges" in Expenditures include all Provider Payments - Fee For Service, Purchase of Service and other contracted services.

Financial Highlights & Major Variances

- Inpatient & PCS revenue deficit from low census (\$6.3m)
- Personnel services abatement (\$2.0m)
- State Institutions (\$2.6m) deficit
- Capital spending from reserves (\$3.4m)
- WIMCR settlement \$3.1 for community Medicaid programs
- One-time Community Aids Funding Increase \$3.5m

2021 Budget Initiatives

Initiative	Status
FQHC Partnerships	In progress
CSP AOT Team	Received Certification
Crisis Stabilization Redesign	In progress
State Institutes over budget	Positive trend turned negative in Q4

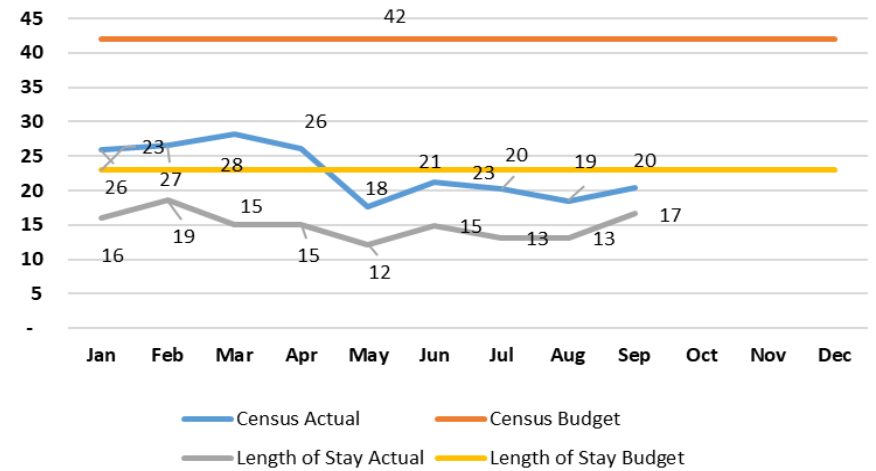
Complete	↑	Not Done	↓	Progressing	→
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ACUTE ADULT INPATIENT DASHBOARD

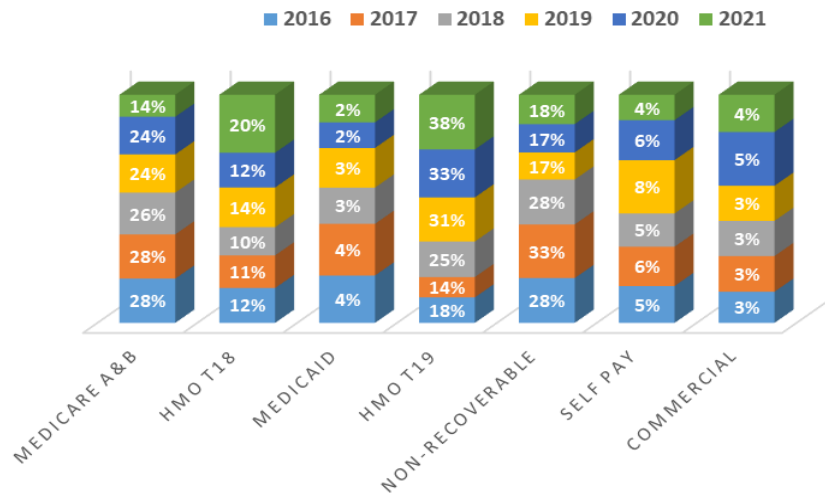
3rd Quarter 2021

	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	7,583,492	10,816,484	15,604,053	(4,787,569)
Expense				
Personnel	9,857,727	14,127,939	15,560,649	1,432,710
Commodities/Service	2,442,608	4,279,840	2,846,076	(1,433,764)
Depreciation/Inventory	347	463	-	(463)
Other Charges	3,995,099	5,991,202	3,349,001	(2,642,201)
Capital	-	-	-	-
Intra County Services	6,357,498	8,476,663	8,347,711	(128,952)
Total Expense	22,653,279	32,876,108	30,103,437	(2,772,671)
Tax Levy	15,069,787	22,059,624	14,499,384	(7,560,240)

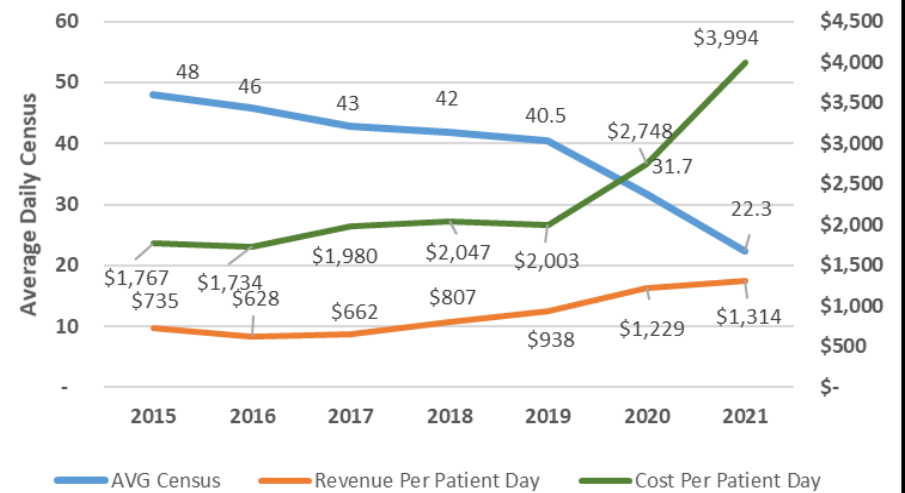
Adult Census and Length of Stay



ADULT INPATIENT PAYER SOURCES



Avg Census, Cost & Net Revenue per Patient Day

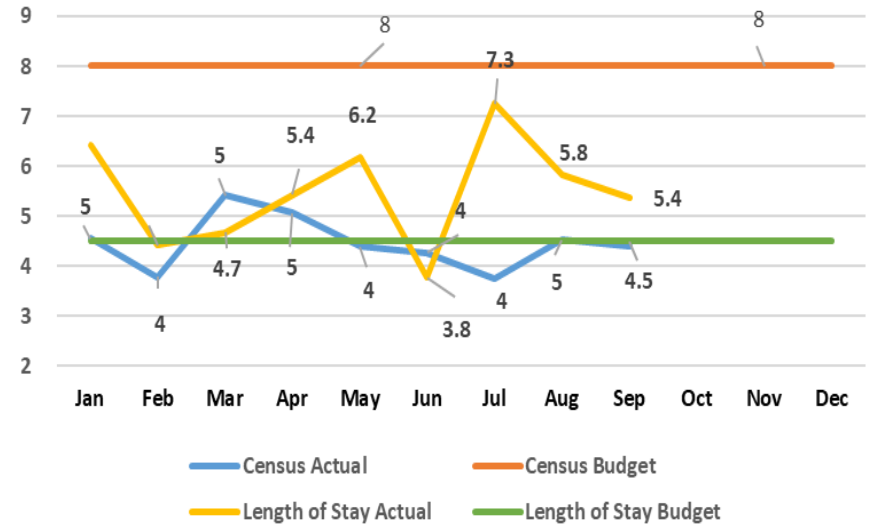


CAIS (Child & Adolescent Inpatient) DASHBOARD

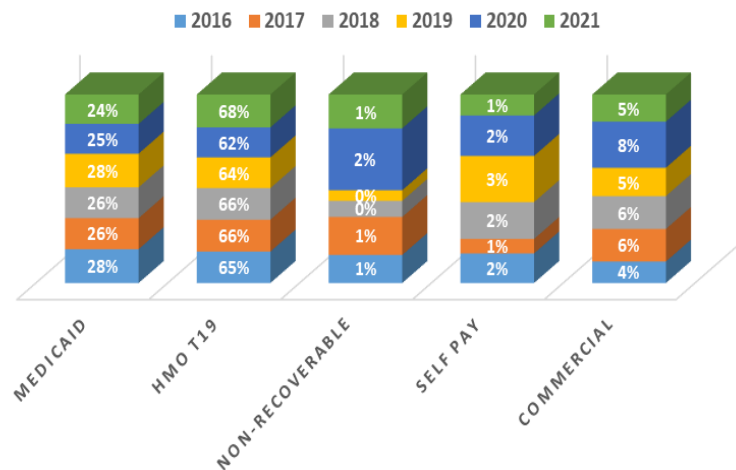
3rd Quarter 2021

	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	2,396,163	3,194,884	4,648,372	(1,453,488)
Expense				
Personnel	3,200,528	4,325,470	4,426,108	100,638
Commodities/Service	112,107	172,556	248,813	76,257
Depreciation/Inventory	-	-	-	-
Other Charges	-	-	-	-
Capital	-	-	-	-
Intra County Services	2,235,599	2,980,798	2,780,208	(200,590)
Total Expense	5,548,234	7,478,824	7,455,129	(23,695)
Tax Levy	3,152,071	4,283,940	2,806,757	(1,477,183)

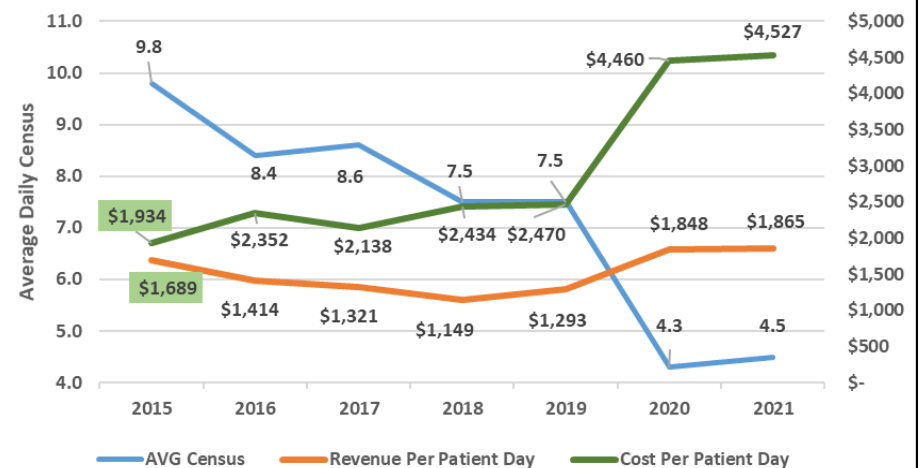
CAIS Census and Length of Stay



CAIS REVENUE - PAYER SOURCES



CAIS-Avg Census, Cost & Net Revenue per Patient Day



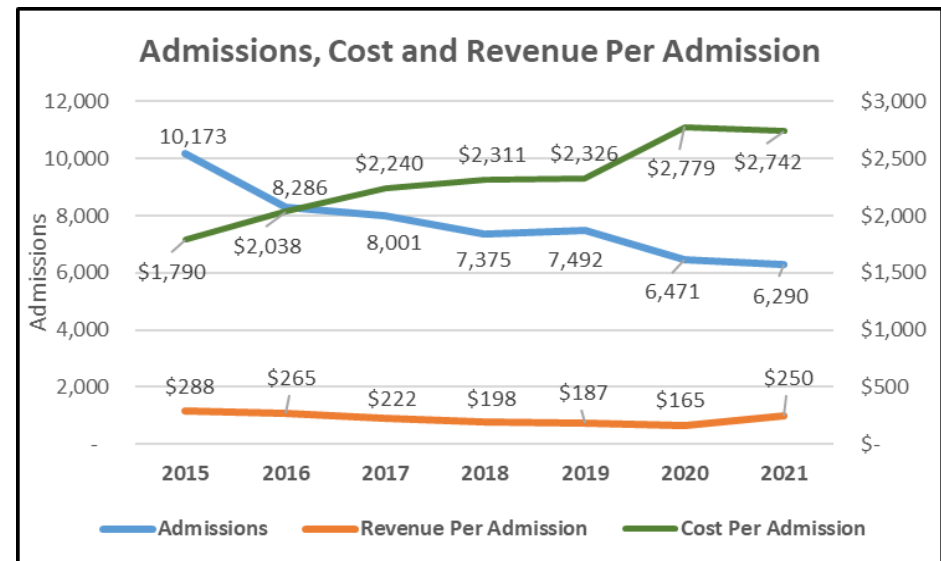
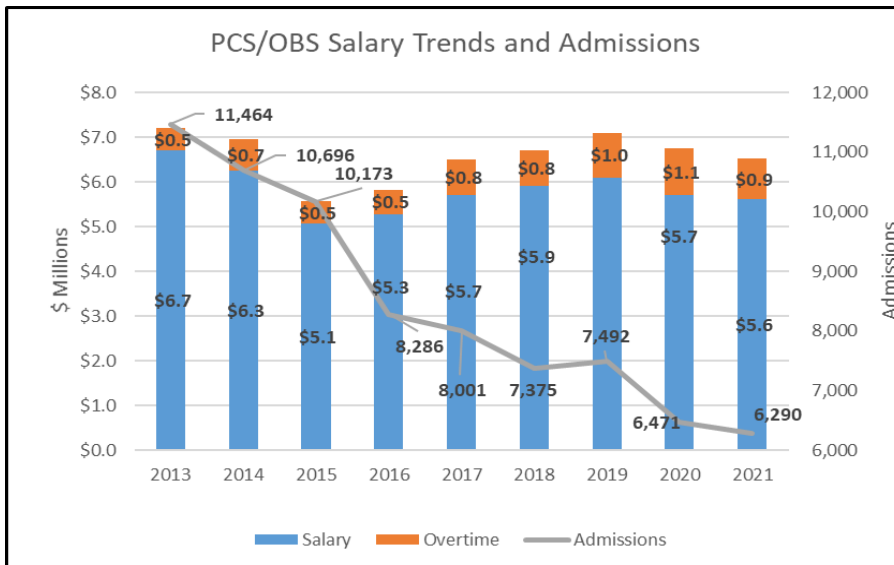
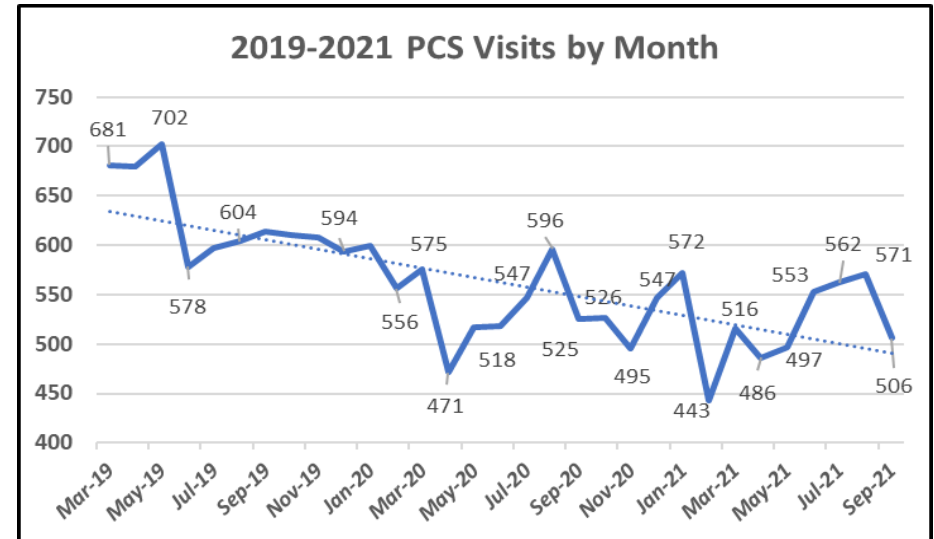
PCS - ER and Observation DASHBOARD

3rd Quarter 2021

	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue*	11,407,658	9,270,811	9,211,833	58,978
Expense				
Personnel	8,219,692	11,423,693	11,412,474	(11,219)
Commodities/Services	314,968	487,651	636,126	148,475
Depreciation/Inventory	554	739	-	(739)
Other Charges	-	-	-	-
Capital	-	-	-	-
Intra County Services	4,000,971	5,334,627	5,625,488	290,861
Total Expense	12,536,185	17,246,710	17,674,088	427,378
Tax Levy	1,128,527	7,975,899	8,462,255	486,356

* The majority of "Revenue" \$7,700,026 is BCA (Basic County Allocation), a source of taxpayer revenue. The State Plan Amendment cost settlement was split between Inpatient and PCS giving PCS \$585,829 in additional revenue this year.

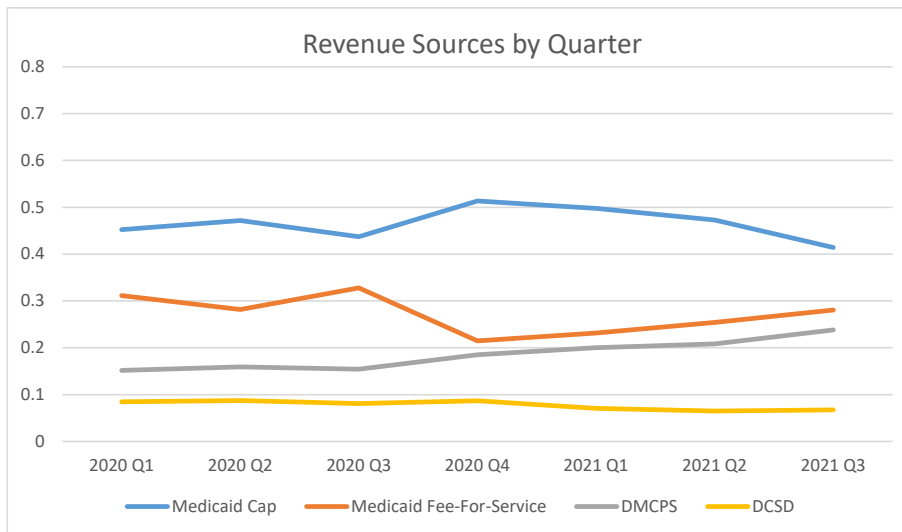
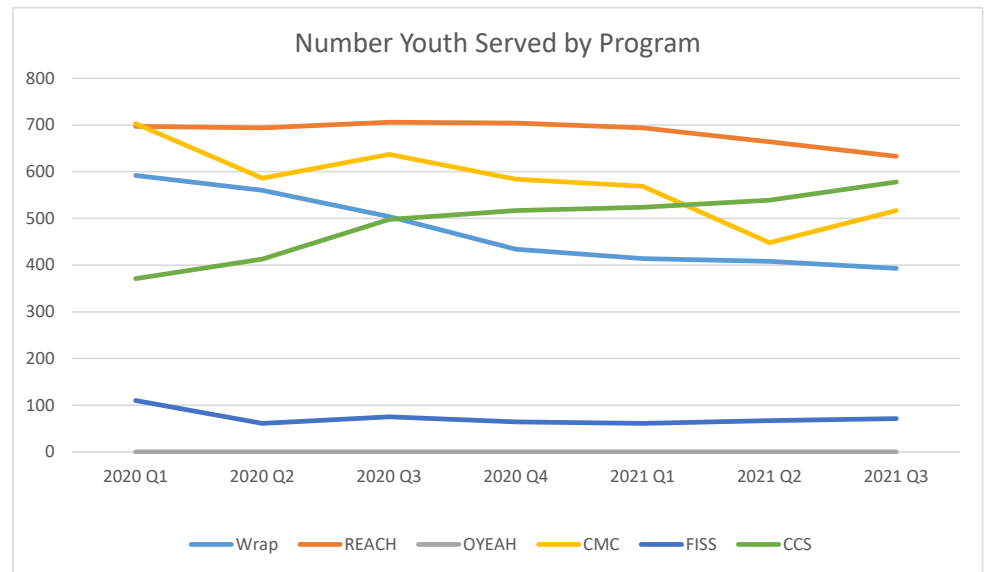
Number of PCS visits plateaued/decreased for the 10 months from June 2019 through March 2020 prior to the Covid related drop in April 2020. There is continued variability by month with a downward trend:



WRAPAROUND DASHBOARD

3rd Quarter 2021

	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	36,305,684	64,833,198	69,172,045	(4,338,847)
Expense				
Personnel	4,461,602	6,906,034	8,607,057	1,701,023
Commodities/Services	674,042	898,723	1,033,043	134,320
Depreciation/Inventory	708	943	-	(943)
Other Charges	34,647,518	56,352,688	60,083,311	3,730,623
Capital	-	-	-	-
Intra County Services	2,513,865	2,925,193	(53,380)	(2,978,573)
Total Expense	42,297,734	67,083,580	69,670,031	2,586,451
Tax Levy	5,992,050	2,250,382	497,986	(1,752,396)



WRAP by Low Org

Projected 2021

	Wrap HMO	Wrap Grants	CCS	FISS
REVENUE:				
State and Federal Revenue	352,191	3,017,469	0	295,404
Other Direct Revenue	47,800,931	0	13,367,204	0
Revenue Total	48,153,122	3,017,469	13,367,204	295,404
EXPENDITURE:				
Personnel	5,332,141	1,436,366	0	137,528
Commodities/Services	433,322	451,667	13,733	0
Depreciation/Inventory	943	0	0	0
Other Charges	41,166,810	1,469,621	13,439,162	277,095
Capital	0	0	0	0
Intra County Services	2,115,706	241,385	514,896	53,206
Expenditure Total	49,048,922	3,599,038	13,967,791	467,829
TAX LEVY	895,800	581,569	600,587	172,425

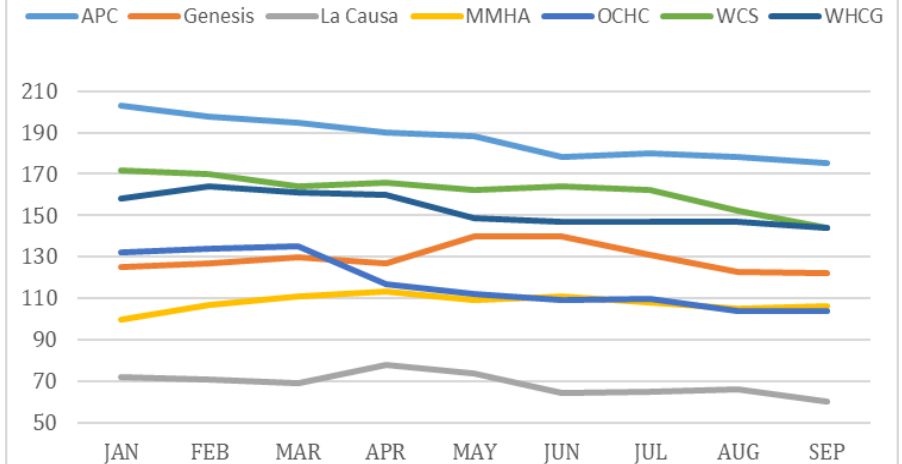
TCM (Targeted Case Management) DASHBOARD

3rd Quarter 2021

	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	5,829,596	8,324,915	4,010,899	4,314,016
Expense				
Personnel	216,921	285,966	282,899	(3,067)
Commodities/Services	364	486	-	(486)
Depreciation/Inventory	-	-	-	-
Other Charges	5,451,409	6,366,364	6,563,169	196,805
Capital	-	-	-	-
Intra County Services	395,653	527,537	553,723	26,186
Total Expense	6,064,347	7,180,353	7,399,791	219,438
Tax Levy	234,751	(1,144,562)	3,388,892	4,533,454

Average Enrollment 944 930 1,250

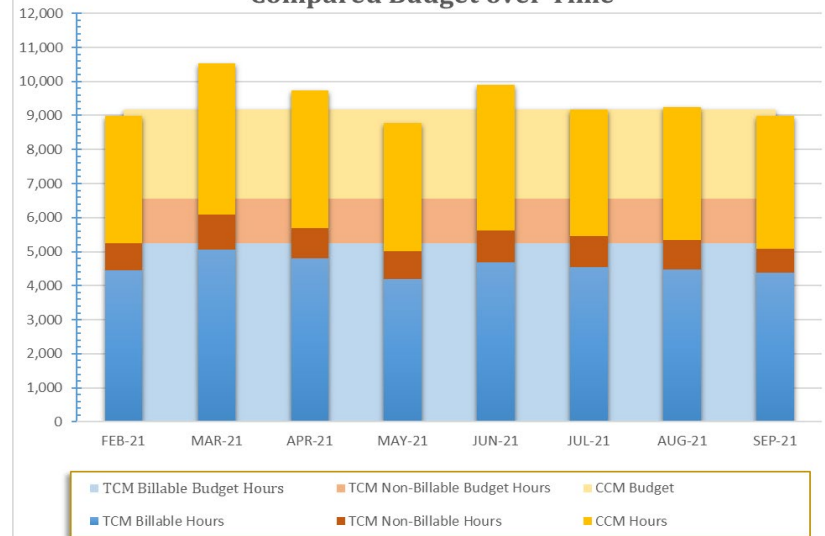
TCM Distinct Clients by Provider



	2021 Q3			2021 YTD		
	Billable	Non-billable	% Non-billable	Billable	Non-billable	% Non-billable
APC	11,252	2,209	16%	34,310	7,636	18%
Horizon	8,518	2,161	20%	23,922	7,186	23%
La Causa	3,816	750	16%	11,182	1,990	15%
MMHA	6,374	1,806	22%	19,797	5,414	21%
OCHC	5,745	328	5%	17,330	977	5%
WCS	9,176	2,000	18%	28,250	6,196	18%
WHCG	8,683	674	7%	30,018	1,725	5%
TOTAL	53,563	9,929	16%	164,807	31,125	16%

*** Non-billable services are paid to Providers, but not billable to Medicaid

Total TCM and CCM HOURS Compared Budget over Time



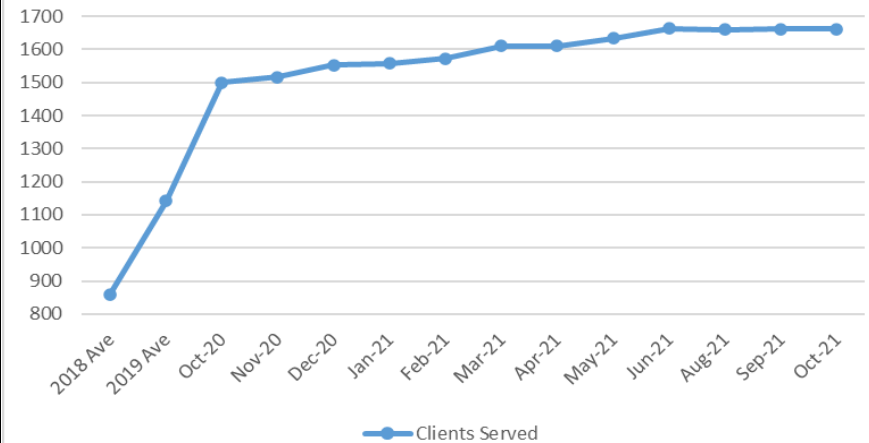
CCS (Comprehensive Community Services) DASHBOARD

3rd Quarter 2021

	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	22,959,949	32,868,786	33,143,973	(275,187)
Expense				
Personnel	571,688	813,030	821,954	8,924
Commodities/Service	-	-	-	-
Depreciation/Inventory	-	-	-	-
Other Charges	21,830,463	31,296,200	32,803,494	1,507,294
Capital	-	-	-	-
Intra County Services	2,005,985	2,674,646	2,806,338	131,692
Total Expense	24,408,136	34,783,876	36,431,786	1,647,910
Tax Levy	1,448,187	1,915,090	3,287,813	1,372,723

Average Enrollment 1,662 1,638 1,543

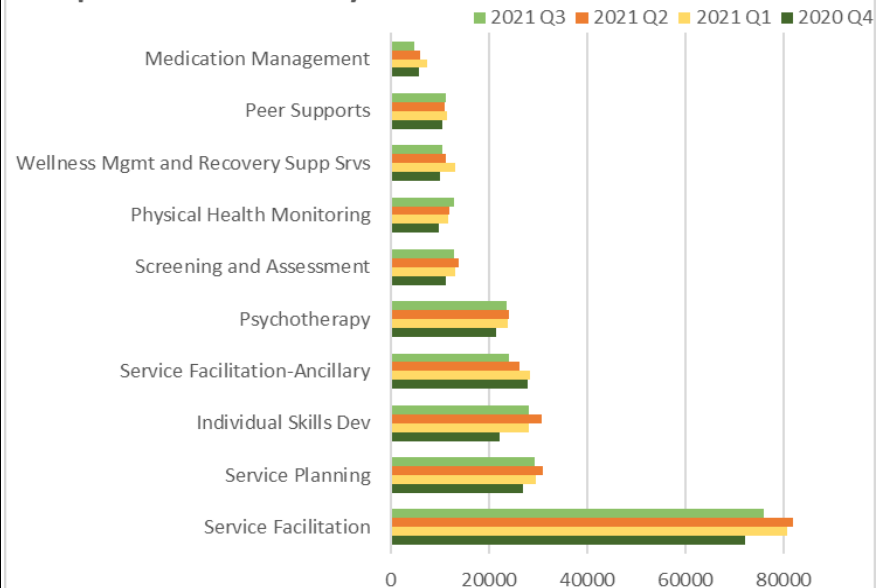
Distinct Clients Served 2018 to 2021



Number of Billable to Nonbillable Dollars - Top 10 Providers

	2021 Q3 Totals			2021 YTD Totals		
	Billable	Non-Billable	% Non-Billable	Billable	Non-Billable	% Non-Billable
Wisconsin Community Services	35,217	55	0.2%	106,706	263	0.2%
Project Access	36,395	625	1.7%	98,592	1,673	1.7%
Whole Health Clinical Group	26,180	-	0.0%	93,197	383	0.4%
Alternatives in Psychological Con	24,441	200	0.8%	78,302	441	0.6%
Guest House	14,612	216	1.5%	52,548	216	0.4%
Summit Wellness	18,091		0.0%	50,430		0.0%
Sirona Recovery	14,535	261	1.8%	45,117	683	1.5%
Milwaukee Mental Health Associates	11,650	104	0.9%	34,759	361	1.0%
Professional Services Group	11,309	182	1.6%	30,380	461	1.5%
Outreach Community Health Center	8,506	131	1.5%	27,650	208	0.8%

Top 10 CCS Services by Units



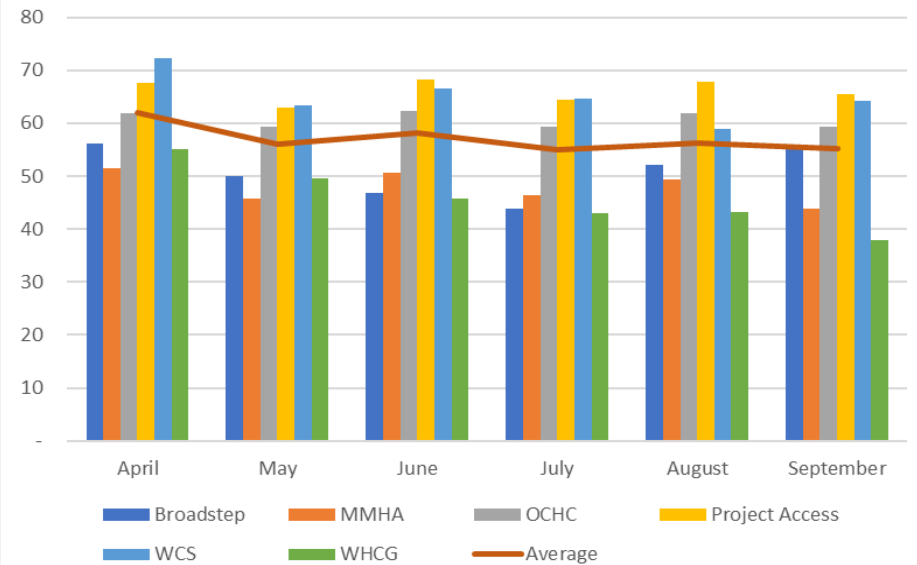
CSP (Community Support Program) DASHBOARD

3rd Quarter 2021

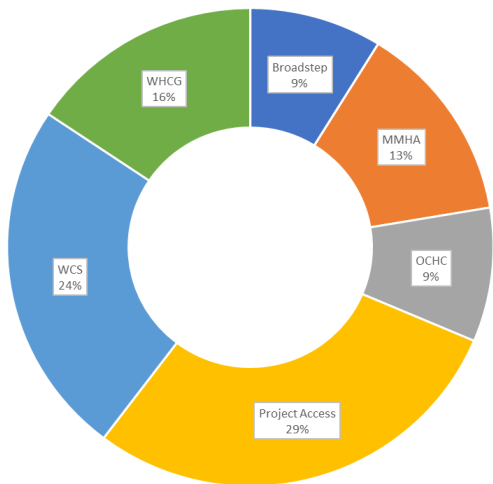
	2021 Annual Projection			
	Actual YTD	Projection	Budget	Variance
Revenue	11,375,289	14,630,514	10,702,800	3,927,714
Expense				
Personnel	628,443	945,096	941,424	(3,672)
Commodities/Services	169,420	225,893	357,895	132,002
Depreciation/Inventory	-	-	-	-
Other Charges	10,268,653	15,183,487	14,072,029	(1,111,458)
Capital	-	-	-	-
Intra County Services	921,506	1,228,674	1,291,720	63,046
Total Expense	11,988,021	17,583,151	16,663,068	(920,083)
Tax Levy	612,732	2,952,637	5,960,268	3,007,631

Average Enrollment	1,263	1,254	1,283
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2021 Q2 to Q3 Average Units Paid per Unique Client

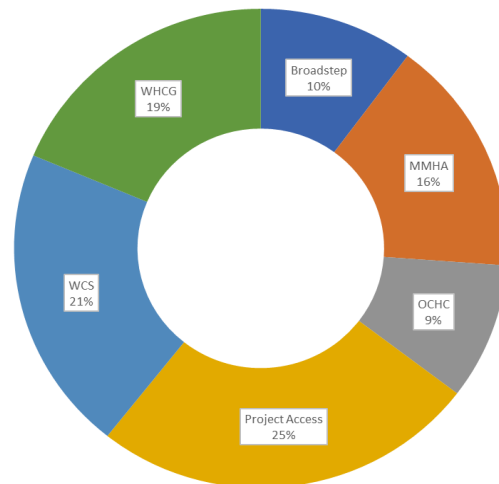


2021 to September % of Units Paid per Provider



Agency	Individual Units	
	September	YTD Total
Broadstep	7,123	57,590
MMHA	8,768	88,257
OCHC	7,187	59,131
Project Access	21,608	188,686
WCS	16,111	157,307
Whole Health	8,872	101,833
Grand Total	69,669	652,804

2021 to September % of Consumers per Provider



Agency	Ave Clients	
	September	YTD Ave per Month
Broadstep	128	128
MMHA	200	202
OCHC	121	116
Project Access	330	320
WCS	251	261
Whole Health	236	236
Grand Total	1,266	1,263

2021 Annual Projection as of September 2021

	2021 Budget				2021 Annual Projection				2021 Projected Surplus/(Deficit)			
	Hospital	Community Services	Mgmt/ Ops/Fiscal	Total BHD	Hospital	Community Services	Mgmt/ Ops/Fiscal	Total BHD	Hospital	Community Services	Mgmt/ Ops/Fiscal	Total BHD
Revenue												
BCA	7,700,026	14,636,560	-	22,336,586	7,700,026	18,136,560	-	25,836,586	-	3,500,000	-	3,500,000
Intergovernmental	130,000	28,097,169	870,920	29,098,089	-	21,500,364	870,920	22,371,284	(130,000)	(6,596,805)	-	(6,726,805)
Charges for Services	21,634,232	114,516,469	51,200	136,201,901	15,582,153	115,811,199	1,067	131,394,419	(6,052,079)	1,294,730	(50,133)	(4,807,482)
Other Revenue	-	1,103,578	2,265,989	3,369,567	-	964,607	267,002	1,231,608	-	(138,971)	(1,998,987)	(2,137,959)
Total Revenue	29,464,258	158,353,776	3,188,109	191,006,143	23,282,179	156,412,730	1,138,988	180,833,898	(6,182,079)	(1,941,046)	(2,049,121)	(10,172,245)
Expense												
Salary	15,234,096	11,983,640	5,265,077	32,482,813	13,193,118	9,894,687	7,256,217	30,344,021	2,040,978	2,088,953	(1,991,140)	2,138,792
Overtime	625,896	3,300	188,112	817,308	1,817,327	246,452	186,905	2,250,684	(1,191,431)	(243,152)	1,207	(1,433,376)
Fringe	15,539,239	12,292,487	9,414,422	37,246,148	14,866,657	11,716,882	9,067,918	35,651,457	672,582	575,605	346,504	1,594,691
Commodities/Services	3,731,015	3,133,169	9,864,532	16,728,716	4,940,048	2,187,202	11,800,525	18,927,774	(1,209,033)	945,967	(1,935,993)	(2,199,058)
Depreciation/Inventory	-	-	-	-	1,201	943	1,361	3,506	(1,201)	(943)	(1,361)	(3,506)
Other Charges	3,349,001	148,768,303	-	152,117,304	5,991,202	139,770,976	-	145,762,178	(2,642,201)	8,997,327	-	6,355,126
Capital	-	-	3,358,663	3,358,663	-	-	3,358,663	3,358,663	-	-	-	-
Intra County Services	16,753,407	12,799,665	(24,775,154)	4,777,918	16,792,089	15,517,854	(24,871,200)	7,438,743	(38,682)	(2,718,189)	96,046	(2,660,825)
Total Expense	55,232,654	188,980,564	3,315,652	247,528,870	57,601,642	179,334,996	6,800,389	243,737,027	(2,368,988)	9,645,568	(3,484,737)	3,791,843
Tax Levy	25,768,396	30,626,788	127,543	56,522,727	34,319,463	22,922,266	5,661,401	62,903,129	(8,551,067)	7,704,522	(5,533,858)	(6,380,402)

Estimated favorable variance:**2,000,000**

The County is projecting a fringe surplus for BHD

(4,380,402)

Hospital includes Adult Inpatient, Child and Adolescent Inpatient and Crisis ER/Observation.

Mgmt/Ops/Fiscal includes administrative functions includes all support functions such as: management, quality, contracts, legal, dietary, fiscal, admissions, medical records and facilities.

Community includes Wraparound, AODA and Community Mental Health.

Community Mental Health includes major programs: TCM, CCS, CSP and CRS in addition to CBRF, CCC, IOP, Day Treatment, Community Administrative functions and Community Crisis programs including Mobile Teams, Access Clinic and contracted crisis services.

Behavioral Health Division

Inpatient - Hospital

2021 Annual Projection as of September 2021

	2021 Budget				2021 Annual Projection				2021 Projected Surplus/(Deficit)			
	Adult	CAIS	Crisis ER/Obs	Total Inpatient	Adult	CAIS	Crisis ER/Obs	Total Inpatient	Adult	CAIS	Crisis ER/Obs	Total Inpatient
Revenue												
BCA	-	-	7,700,026	7,700,026	-	-	7,700,026	7,700,026	-	-	-	-
Intergovernmental	-	-	130,000	130,000	-	-	-	-	-	-	(130,000)	(130,000)
Charges for Services	15,604,053	4,648,372	1,381,807	21,634,232	10,816,484	3,194,884	1,570,785	15,582,153	(4,787,569)	(1,453,488)	188,978	(6,052,079)
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	15,604,053	4,648,372	9,211,833	29,464,258	10,816,484	3,194,884	9,270,811	23,282,179	(4,787,569)	(1,453,488)	58,978	(6,182,079)
Expense												
Salary	6,953,757	2,103,510	6,176,829	15,234,096	5,635,594	1,938,859	5,618,665	13,193,118	1,318,163	164,651	558,164	2,040,978
Overtime	404,232	41,256	180,408	625,896	701,666	212,847	902,814	1,817,327	(297,434)	(171,591)	(722,406)	(1,191,431)
Fringe	8,202,660	2,281,342	5,055,237	15,539,239	7,790,679	2,173,764	4,902,214	14,866,657	411,981	107,578	153,023	672,582
Commodities/Services	2,846,076	248,813	636,126	3,731,015	4,279,840	172,556	487,651	4,940,048	(1,433,764)	76,257	148,475	(1,209,033)
Depreciation/Inventory	-	-	-	-	463	-	739	1,201	(463)	-	(739)	(1,201)
Other Charges	3,349,001	-	-	3,349,001	5,991,202	-	-	5,991,202	(2,642,201)	-	-	(2,642,201)
Capital	-	-	-	-	-	-	-	-	-	-	-	-
Intra County Services	8,347,711	2,780,208	5,625,488	16,753,407	8,476,663	2,980,798	5,334,627	16,792,089	(128,952)	(200,590)	290,861	(38,682)
Total Expense	30,103,437	7,455,129	17,674,088	55,232,654	32,876,108	7,478,824	17,246,710	57,601,642	(2,772,671)	(23,695)	427,378	(2,368,988)
Tax Levy	14,499,384	2,806,757	8,462,255	25,768,396	22,059,624	4,283,940	7,975,899	34,319,463	(7,560,240)	(1,477,183)	486,356	(8,551,067)

Behavioral Health Division

Community Services (CARS & Wraparound)

2021 Annual Projection as of September 2021

	2021 Budget				2021 Annual Projection				2021 Projected Surplus/(Deficit)			
	AODA	Mental Health	WRAP	Total CARSD	AODA	Mental Health	WRAP	Total CARSD	AODA	Mental Health	WRAP	Total CARSD
Revenue												
BCA	1,500,000	13,136,560	-	14,636,560	0	18,136,560	-	18,136,560	(1,500,000)	5,000,000	-	3,500,000
Intergovernmental	11,477,302	10,107,959	6,511,908	28,097,169	7,823,182	10,012,118	3,665,064	21,500,364	(3,654,120)	(95,841)	(2,846,844)	(6,596,805)
Charges for Services	550,000	51,396,332	62,570,137	114,516,469	411,446	54,299,466	61,100,287	115,811,199	(138,554)	2,903,134	(1,469,850)	1,294,730
Other Revenue	-	1,013,578	90,000	1,103,578	0	896,759	67,848	964,607	-	(116,819)	(22,152)	(138,971)
Total Revenue	13,527,302	75,654,429	69,172,045	158,353,776	8,234,628	83,344,904	64,833,198	156,412,730	(5,292,674)	7,690,475	(4,338,847)	(1,941,046)
Expense												
Salary	68,036	7,228,667	4,686,937	11,983,640	97,844	6,630,329	3,166,514	9,894,687	(29,808)	598,338	1,520,423	2,088,953
Overtime	-	-	3,300	3,300	0	227,010	19,442	246,452	-	(227,010)	(16,142)	(243,152)
Fringe	77,437	8,298,230	3,916,820	12,292,487	75,104	7,921,701	3,720,077	11,716,882	2,333	376,529	196,743	575,605
Commodities/Services	280,086	1,820,040	1,033,043	3,133,169	176,067	1,112,412	898,723	2,187,202	104,019	707,628	134,320	945,967
Depreciation/Inventory	-	-	-	-	0	-	943	943	-	-	(943)	(943)
Other Charges	14,399,354	74,285,638	60,083,311	148,768,303	10,402,882	73,015,406	56,352,688	139,770,976	3,996,472	1,270,232	3,730,623	8,997,327
Capital	-	-	-	-	-	-	-	-	-	-	-	-
Intra County Services	1,292,277	11,560,768	(53,380)	12,799,665	1,213,085	11,379,575	2,925,193	15,517,854	79,192	181,193	(2,978,573)	(2,718,189)
Total Expense	16,117,190	103,193,343	69,670,031	188,980,564	11,964,981	100,286,434	67,083,581	179,334,996	4,152,209	2,906,909	2,586,450	9,645,568
Tax Levy	2,589,888	27,538,914	497,986	30,626,788	3,730,353	16,941,530	2,250,383	22,922,266	(1,140,465)	10,597,384	(1,752,397)	7,704,522

Community Mental Health includes the following major programs: TCM, CCS, CSP and CRS in addition to CBRF, CCC, IOP, Day Treatment, Community Administrative functions,

Behavioral Health Division

Management/Operations/Fiscal

2021 Annual Projection as of September 2021

	2021 Budget	2021 Annual Projection	2021 Projected Surplus/(Deficit)	
Revenue				
BCA	-	-	-	
Intergovernmental	870,920	870,920	-	
Charges for Services	51,200	1,067	(50,133)	
Other Revenue	2,265,989	267,002	(1,998,987)	Will settle up from reserves at year end as needed
Total Revenue	3,188,109	1,138,988	(2,049,121)	
Expense				
Salary	5,265,077	7,256,217	(1,991,140)	County targeted reduction of BHD levy in Budget (\$2m)
Overtime	188,112	186,905	1,207	
Fringe	9,414,422	9,067,918	346,504	
Commodities/Services	9,864,532	11,800,525	(1,935,993)	Prof Services: Wipfli/CMS/ERS/Greeley
Depreciation/Inventory	-	1,361	(1,361)	
Other Charges	-	-	-	
Capital	3,358,663	3,358,663	-	SIA Capital Spending from Reserves
Intra County Services	(24,775,154)	(24,871,200)	96,046	
Total Expense	3,315,652	6,800,389	(3,484,737)	
Tax Levy	127,543	5,661,401	(5,533,858)	

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: November 15, 2021

To: Maria Perez, Chairperson – Milwaukee County Mental Health Board

From: Shakita LaGrant-McClain, Director, Department of Health and Human Services

Subject: A report from the Director, Department of Health and Human Services, notifying the Milwaukee County Mental Health Board of Financial Risks, Vulnerabilities, and Opportunities.

File Type: Informational Report

BACKGROUND

The Milwaukee County Behavioral Health Division has identified the following vulnerabilities.

Risks & Vulnerabilities

1) Milwaukee County General Financial Health

Milwaukee County has struggled with stagnant revenues for several decades. The Behavioral Health Division is somewhat isolated from these issues with a statutory tax levy floor of \$53,000,000. The 2022 requested budget includes \$53,000,000 in local tax levy funds, but BHD will need to continue to absorb inflationary increases in each budget year going forward.

The 2022 budget also includes an expenditure reduction of \$2 million. This is a structural deficit included in BHD's budget to help mitigate Milwaukee County's financial strain. BHD's actual need for tax levy anticipated in the 2022 budget is \$55,000,000. If Milwaukee County is unable to make progress on increasing local sales or property tax revenues, it is unlikely that BHD's tax levy will be increased to the \$55,000,000 amount prior to exhausting reserve funds.

2) BHD Inpatient Revenue Loss due to Bed Capacity Reduction

BHD is projecting \$6.3m inpatient revenue deficit in 2021 due to ongoing inpatient bed capacity reductions. This is partially offset by accelerated CPE payments to provide and

one-time additional in community aids funding of \$3.5m. Bed capacity limitations remain a risk as staffing becomes more challenging during hospital closure.

3) Ongoing System Change

In the first half of 2022, BHD anticipates full closure of the Mental Health Complex on Watertown Plank Road including the inpatient psychiatric hospital, the Psychiatric Crisis Services emergency room, and administrative space for 287 FTE BHD staff. Unexpected delays in any of these three transitions could lead to substantial unanticipated costs that would need to be covered by BHD reserve funds.

4) 2020 Crisis Intervention Cost Report

In 2020, DHS issued interim rate increases for Crisis Intervention services. These rate increases assumed that counties in Wisconsin would continue or expand and existing rates of crisis intervention services. Since the pandemic began, Milwaukee County has seen a 30% decline in some crisis intervention services being provided during the pandemic. This decrease in services has a possibility of causing a less favorable Crisis Intervention cost settlement payment for Milwaukee County in December 2021. Current 2021 projections anticipate WIMCR revenue \$500,000 below the 2020 payment amount for the CY19 cost reconciliation.

5) Labor Market

The Behavioral Health Division has seen an increase in provider agencies requesting rate increases due to difficulties hiring and retaining staff at current rates. Milwaukee County has very limited ability to increase rates without increases to local, state, or federal revenue to offset increased costs. Milwaukee County has raised this issue with DHS partners, but no immediate solutions have been identified.

Opportunities:

1) One-time funding increases due to state and federal grant opportunities

Milwaukee County is expecting substantial ARPA, Mental Health Block Grant supplemental, Substance Abuse Block Grant supplemental, Healthcare Infrastructure, and Opioid Settlement funding over the next several years. These one-time increases are aimed at assisting our community recover from the coronavirus pandemic and opioid epidemic. BHD leadership is developing plans for use of these funds that will be brought to the Milwaukee County Mental Health Board at future meetings. The focus will be on creating efficiencies, expanding access to care to underserved communities, and reducing reliance on BHD reserve funds during the transition of inpatient care to Granite Hills.

2) NICRA

Milwaukee County has substantial overhead costs. However, the Behavioral Health Division is only able to drawdown the 10% de minimis indirect cost rate for most grants. This means subsidizing the difference between the 10% indirect cost rate funded by grant revenue and Milwaukee County's actual indirect cost rate which is closer to 40%-50%. This is not sustainable as the Behavioral Health Division continues to rely more on grant funding for direct services. DHHS is partnering with the new Department of Administrative Services Grants Office and the Office of the Comptroller to obtain a Negotiated Indirect Cost Rate Agreement (NICRA) for Milwaukee County. This has a possibility to create immediate tax levy savings and allow BHD to continue to expand services with new grant opportunities.

PREPARED BY:

Matthew Fortman, Fiscal Administrator, Department of Health and Human Services

APPROVED BY:

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

cc: Thomas Lutzow, Chairperson, Milwaukee County Mental Health Board Finance Committee

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: November 15, 2021

To: Maria Perez, Chairperson – Milwaukee County Mental Health Board

From: Shakita LaGrant-McClain, Director, Department of Health and Human Services

Subject: A report from the Director, Department of Health and Human Services, notifying the Milwaukee County Mental Health Board of Fund Transfers Processed in the previous quarter.

File Type: Informational Report

BACKGROUND

Per the “BHD Fund Transfer Policy” adopted by the Mental Health Board, the BHD Fiscal Administrator will provide a quarterly informational report notifying the MHB as to any administrative fund transfers that have occurred during the previous quarter.

Wisconsin Statutes 51.41 authorizes the Milwaukee County Mental Health Board (MHB) to propose an annual budget to the County Executive for the Behavioral Health Division (BHD). Once this budget is approved by the County Executive, the budget provides the total spending authority for BHD for one calendar year. This budget reflects total expenditures, revenues and property tax levy required for the operation of programs and services within BHD.

Throughout the course of the year, certain adjustments to the budget may be necessary to better reflect BHD’s actual experience. In most cases, these adjustments, or appropriation transfers, would increase or decrease BHD’s expenditures and revenues compared to its base budget while maintaining the same tax levy as established in the original budget.

Quarterly Fund Transfer Report

Title	Description	Total Funds Transferred
BCA	Realigns Basic Community Aids (BCA) budget with actuals based on where the BCA funding is being received. This allocation is consistent with the allocation in the 2022 requested budget.	\$7,840,116
AOTP Federal Grant	This transfer reduces revenue and expenditures appropriated for the AOTP federal grant by \$1,019,460. The revenue in this transfer is a multi-year award that will be expended in future fiscal years.	\$1,019,460
CORE Grant	Shift funds from 6477 to 6476, a grant-specific cost center in Wraparound Milwaukee for enhanced expense tracking and audit compliance. This appropriation transfer has no programmatic impact.	\$449,410
Professional Services	Recognize revenue and expenditure authority related to ongoing professional services agreements. Critical Management Solutions and Greeley are vendors supporting the Center for Medicare and Medicaid Services (CMS) Systems Improvement Agreement at BHD for a total of \$838,000. These costs are funded through BHD reserve funds. Wiplfi and Kane Communications are supporting the development and communications related to the Mental Health Emergency Center for a total of \$290,000. These costs are reimbursed by Mental Health Emergency Center, Inc.	\$1,128,000
National Suicide Prevention Lifeline Funding	An appropriation transfer in the amount of \$16,967 to recognize State Revenue from DHS. Funding will cover minor equipment cost for BHD's implementation of the National Suicide Prevention Lifeline (NSPL) call center.	\$16,967

Quarterly Fund Transfer Report

Title	Description	Total Funds Transferred
GMF AOTOP Funding	Recognize private funding revenue by the Greater Milwaukee Foundation. Funding will cover minor equipment cost for BHD to facilitate access to telehealth services for individuals in the Assisted Outpatient Treatment Program .	\$43,167
Com. Mental Health Service Block Grant Supplement - Coronavirus Response & Relief Act	An appropriation transfer in the amount of \$913,562 to recognize Community Mental Health Service Block Grant Supplement - Coronavirus Response and Relief Supplemental Appropriation Act . Funding will cover Wraparound Coordinated Comprehensive Services for Children with SED and IMSD licenses and upgrades.	\$913,562
BHD Inpatient Temp Services	This transfer recognizes underspending in Personnel Services and shifts funds to contract personnel service-short term to recognize additional expenditure authority needed to continue staffing the psychiatric hospital at safe staffing levels while the hospital continues to downsize in anticipation of closure.	\$1,643,482
Youth CCS	Establishes additional expenditure and revenue in the Youth CCS program based on increased enrollment projections.	\$4,802,272

PREPARED BY:

Matthew Fortman, Fiscal Administrator, Department of Health and Human Services

APPROVED BY:

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

cc: Thomas Lutzow, Chairperson, Milwaukee County Mental Health Board Finance Committee

2021 Projected BHD Reserve Balances

	2019 Balance	2020 Contribution*	2020 Balance	2021 Contribution (Proj)	2021 Balance (Proj)
0904 Wrap Reserve	9,079,856	231,970	9,311,826	(895,800)	8,416,026
0906 Capital Reserve	5,154,733	(2,212,102)	2,942,631	(2,942,631)	0
0905 Surplus Reserve	19,074,563	5,046,644	24,121,207	(541,971)	23,579,236
Total Reserves	33,309,152	3,066,512	36,375,664	(4,380,402)	31,995,262

2022 Reserve Impacts

	Surplus Reserve
Commitments	
2022 Crisis Assessment Response Team (CART) Startup Expense	\$ 225,000
Retention / Bonus / Severance Payments	\$ 1,800,000
Relocation Costs	\$ 3,700,000
2022 Expenditure Reduction	\$ 2,000,000
2022 Mental Health Emergency Center Startup Costs	\$ 3,300,000
Closure costs	\$ 2,540,000
Total Commitments	\$ 13,565,000
Current Balance	23,579,236
Future Balance after Known Commitments/Risks	\$ 10,014,236

**Milwaukee County Mental Health Board
Finance Committee**

2022 Meeting Schedule

February 24, 2022, at 8:00 a.m. (Contracts Approval)

March 24, 2022, at 1:30 p.m. (Quarterly Meeting)

April 28, 2022 at 8:00 a.m. (Contracts Approval)

June 2, 2022, at 4:30 p.m. (Preliminary Budget Presentation)

June 14, 2022, at 4:30 p.m. (Budget/Public Comment)

June 16, 2022, at 8:00 a.m. (Contracts Approval)

June 23, 2022, at 1:30 p.m. (Budget Presentation/Public Comment/Budget
Approval)

August 25, 2022, at 8:00 a.m. (Contracts Approval)

September 8, 2022, at 1:30 p.m. (Quarterly Meeting)

October 27, 2022, at 8:00 a.m. (Contracts Approval)

December 1, 2022, at 1:30 p.m. (Contracts Approval/Quarterly Meeting)