



MILWAUKEE COUNTY AMERICAN RESCUE PLAN ACT ALLOCATION Community Support Program Proposal Access to Mental & Behavioral Health Care

COMMUNITY SUPPORT CATEGORY

Please select the community support category that applies to this proposal:

- Household Assistance.** Proposals may include expenditures related to food programs; rent, mortgage, and utility aid; cash transfers; internet access programs; eviction prevention; unemployment benefits or cash assistance to unemployed workers; housing support: affordable housing; and housing support: services for unhoused people.
- Mental & Behavioral Health.** Proposals may include expenditures related to mental health services; substance abuse services; and other public health services.
- Other Social Determinants of Health.** Proposals may include expenditures related to job training assistance; small business economic assistance; aid to nonprofit organizations; aid to other impacted industries; healthy childhood environments: home visiting and services to foster youth or families involved in child welfare system; social determinants of health: community health workers or benefit navigators and community violence interventions; clean water; drinking water; and broadband.

PROJECT DESIGN

Provide an overview of how the community support project being proposed addresses an urgent community need brought on by the COVID-19 pandemic. Demonstrate how the project provides a feasible solution to the demonstrated need and is being coordinated with partners. Include any collaboration that will occur during the project. Explain how the proposal falls within Milwaukee County's scope of services. (500-word max response)

City on a Hill (COAH) proposes to improve the care for the top ranked need in Milwaukee County – mental health (2019 Community Health Needs Assessment, Key Informant Report Survey). Through our work with patients and families in resilience training, we know that Adverse Childhood Experiences (ACEs) are a significant problem in our community. In the communities COAH serves, most families are caught in a cycle of generational poverty. The effects of generational poverty are trauma, isolation, elevated levels of stress, limited options, and hopelessness. By adding capacity with additional health professionals to provide a greater level of care to these patients, we will improve the care we provide in our clinic setting, increase the number of visits we can offer, and accelerate the healing process.

The specific health disparities that COAH will address are access to quality mental health care. COAH's primary service zip code, 53233, is ranked 4th out of 35 Milwaukee zip codes with the greatest socioeconomic needs correlating with poor health outcomes (2021 Health Compass Milwaukee). This population has also been disproportionately affected by the COVID-19 pandemic as this area was a federally designated mental health, dental care, and primary care shortage area (HRSA), even before the

pandemic. Residents have a higher rate of “not good” mental health (19.1%) compared to the average City of Milwaukee rate (15.4%) (NWS Transformation Plan). All our patients are indigent/self-pay, which puts mental health care out of reach.

To close gaps in mental health access, this project will leverage the engagement of COAH’s collaborative network of partners to better respond to the need for mental and behavioral health provider access. As a member of the Wisconsin Association of Free and Charitable Clinics (WAFCC) network, we will leverage those resources to implement a tele behavioral health network through a hub and spoke model of care for behavioral health patients. We will serve as the local site for Milwaukee County.

Further, we will add additional capacity through a unique partnership leveraging a tech-enabled kiosk approach with Nurse Disrupted and Anesis Therapy that will provide culturally responsive behavioral health services through their client facing kiosks at our COAH campus. Initial services will include Crisis Stabilization and Brief Therapy - two areas of expertise for Anesis which currently offers these services through its walk-in clinics in Dane County. Nurse Disrupted was founded to provide tele-health services into underserved communities. Their self-serve, fully configured, one-touch kiosk has successfully provided over 41,000 tele-health encounters across 390 providers in the last year alone. Combined with our dedicated on-site health staff, we are confident we will blend the best of in -person and telehealth approaches to deliver an enhanced experience for our clinic guests.

COAH will hire additional personnel focused on mental health through this project investment to manage the outreach, scheduling, and overall coordination necessary to provide enhanced care to more patients. When fully at scale, this investment will allow us to provide an average of 500 mental health visits per year for those most in need.

TRACKABLE PERFORMANCE INDICATORS

Provide an overview of the project’s goals, objectives, outcomes, and/or outputs that will be achieved by December 31, 2024. Please ensure that proposed project outcomes align with the Milwaukee County vision to achieve racial equity and eliminate health disparities. (250-word max response)

We will know this project is successful when we improve access to mental health as measured by the number of mental health visits provided annually to residents of Milwaukee County showing increased access to mental health care.

To that end, we will meet the following goals & objective by December 31, 2024:

Goal: Increase the number of people equipped with the importance of mental and behavioral health for overall well-being.

Objective 1: Through City on a Hill’s Informational & Support Events, 1300 individuals will learn about the benefits of mental health and resilience, as measured by attendance records.

Objective 2: Through our Telehealth and In-Person clinic appointments, at least 1,000 individuals will access the mental and behavioral healthcare needed to heal.

Objective 3: By participating in our program, 85% of our adult attendees will report a better understanding of the communication skills needed to address their own trauma and interact with others.

Objective 4: We will increase by 50% the number of overall patients served at our clinic.

Objective 5: We will see 500 completed mental and behavioral telehealth visits.

INVEST IN EQUITY & INTENTIONAL INCLUSION

Provide an overview of how the proposed project supports historically underserved, marginalized and/or adversely affected groups. Projects will be scored by their alignment with Milwaukee County's strategic objectives to (1) achieve racial and health equity, (2) dismantle barriers and (3) invest "upstream" to address root causes of health. Demonstrate how this proposal supports any or all of these objectives. If applicable, include how this proposal was informed by community input and builds capacity of community organizations. (500-word max response).

This proposal was informed by community input provided by the following:

- **The 2021 Community Health Need Assessment (CHNA) conducted in Milwaukee County by the Milwaukee Health Care Partnership's collaborative through resident surveys, interviews & focus groups, and data from Health Compass Milwaukee. Of the Top Five issues identified, Mental Health & Mental Disorders was identified as the top health issue in Milwaukee County. Further, the top two reasons given for not seeking mental health services were a) cost – too expensive, and b) the wait was too long. Our proposal addresses both concerns.**
- **In July 2021, Near West Side Partners brought together a wide variety of community stakeholders – from residents to business leaders, government officials to non-profit organizations – for a conversation about the future of Milwaukee's Near West Side. City on a Hill was a participant of this Appreciative Inquiry Summit that identified health, and in particular, mental health, as a focus area.**
- **Residents across our programs from 2020-Present have provided feedback through our Neighborhood Advisory Council, Youth Council, and surveys at our monthly health outreaches, identifying access to affordable, quality, and culturally responsive mental health services as a critical area to address.**

Input gathered from noted sources and visits with our clinic providers has informed the approach to our mental and behavioral health supports, as well as how City on a Hill leverages our other programs to address multiple upstream factors related to the social determinants of health. Our approach is holistic.

- **Racial & Health Equity - The families and individuals served by City on a Hill (COAH) are negatively impacted by a cycle of generational poverty – experiencing daily hardships and emotional pain. Working with this demographic for over twenty years, we know that 66.2% of our residents live below the poverty line – nearly three times the 24.9% of residents living in poverty across all of Milwaukee. When we look at child poverty in the area zip codes, the differences are even greater. Whereas in the city 26% of children live in poverty; in zip code 53208, 39% of children live in poverty; and in 53233, an astounding 76% of children live below the poverty line. (Census Data, 2018 Update) Our focus and outreach will directly address these disparities.**
- **Dismantle barriers – our mental and behavioral health services will leverage provider networks across Wisconsin via telehealth to increase capacity in Milwaukee County and allow for wider schedule offerings. The adaptability of our project directly addresses the major noted barriers to**

accessing services by a) providing care at no cost, b) increasing appointment availability, c) utilizing providers of color that are representative of our client demographic.

- Investing upstream – this project will increase the capacity of City on a Hill’s clinic team and will allow them to further leverage health related connection points to equip residents with additional opportunities to further their education, income, and build relational connections with others in the neighborhood through our Youth & Family Neighborhood Center services provided onsite.

EVIDENCE-BASED STRATEGY

Please select the statement that aligns with the community support project. This project was developed with:

- Strong Evidence:** can support casual conclusions for the specific program with the highest level of confidence. This consists of one or more well-designed and well-implemented experimental studies conducted on the proposed program with positive findings on one or more intended outcomes.
- Moderate Evidence:** reasonably developed evidence base that can support casual conclusions. The evidence-base consists of one or more quasi-experimental studies with positive findings on one or more intended outcomes OR two or more nonexperimental studies with positive findings on one or more intended outcomes. Examples of research that meet the standards include well-designed and well-implemented quasiexperimental studies that compare outcomes between the group receiving the intervention and a matched comparison group (i.e., a similar population that does not receive the intervention).
- Preliminary Evidence:** can support conclusions about the program’s contribution to observed outcomes. The evidence-base consists of at least one nonexperimental study. A study that demonstrates improvement in program beneficiaries over time on one or more intended outcomes OR an implementation (process evaluation) study used to learn and improve program operations would constitute preliminary evidence. Examples of research that meet the standards include: (1) outcome studies that track program beneficiaries through a service pipeline and measure beneficiaries’ responses at the end of the program; and (2) pre- and post-test research that determines whether beneficiaries have improved on an intended outcome.

Provide an explanation to support the statement that most aligns with the project. Include the experimental studies conducted on the proposed project. *Evidence-based strategies can be found through the following: [Results First Clearinghouse Database](#) | [The Pew Charitable Trusts \(pewtrusts.org\)](#) and [Homepage | CLEAR \(dol.gov\)](#). (250-word max)

There is convincing evidence that telemedicine increases access to care, especially for individuals with chronic conditions and those in rural and other traditionally underserved areas. These strategies have been tested in many robust studies with consistently positive results. Telemedicine can improve health outcomes for long-term chronic conditions such as asthma, diabetes, heart failure, COPD, and hypertension, as well as mental illness.

Further, there is convincing evidence that culturally adapted health care improves health outcomes, mental, health-related knowledge, and chronic disease management for culturally and linguistically diverse (CALD) patients.

Over the last decade, City on a Hill has collected client data, including pre and post tests, to highlight areas of marked improvement in guests across our health interventions. In collaboration with the Medical

College of Wisconsin, we have also contributed to research studies around chronic illness in urban contexts for local and national studies, leveraging our health clinic guests and their experiences. During the project period, we will leverage our partnership network to create stronger evidence through research studies of our mental health program and support of outcomes.

City on a Hill will also be a Founding Member of a consortium whose mission is to improve healthcare access for socially vulnerable populations in the City of Milwaukee. This consortium will focus more broadly on the population and on preventative strategies and delivery of mental health care services. Founding Members will include leaders from the following: Milwaukee Health Department, UWM, Marquette, and the Wisconsin Free and Charitable Clinic Association.

ARPA REPORTING REQUIREMENTS

Provide a detailed overview of the applicant's experience managing federal funds. Detail any experience ensuring accurate data collection and adherence to federal reporting requirements. If this is an internal application, detail any experience managing contracts and ensuring reporting deadlines are met. If this is an external applicant, detail any experience receiving funding from Milwaukee County and ensuring reporting deadlines are met.

City on a Hill has received Community Development Block Grant (CDBG) funds from the City of Milwaukee to support programs and services at our Youth Center since 2013, leveraging the federal formula-allocated funds from the U.S. Department of Housing and Urban Development (HUD) to build stronger and more resilient neighborhoods in Milwaukee. To date, we have successfully managed and reported on over \$300,000 of these funds to strengthen communities of color in our city. Further, since 2018, we successfully managed a ReCAST Program funded by a federal grant from the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration and disseminated through the City of Milwaukee's Office of Violence Prevention Resiliency in Community after Stress and Trauma (ReCAST) Program's Summer of Healing Project.

Most recently, since 2021, we have successfully managed over \$230,000 of federal funds from the Wisconsin Department of Health Services (DHS) for purposes of a) reducing health disparities, and b) conducting COVID-19 vaccination education and outreach in high-risk populations. Both projects were renewed after the initial year based on successful outcomes and ability to meet reporting deadlines.

City on a Hill has a long history of grants and contract management with other local, state, and federal government agencies that further efforts across the social determinants of health and reduce disparities in communities of color. The organization has experienced grant managers and other resources necessary to successfully manage this grant. Kristy Vang, our Director of Finance, who has had experience with state and federal grants, will provide fiscal management for this project and will submit all required reports. She is our official representative registered with Grants.gov and is authorized to sign applications for federal assistance. Our Chief Executive Officer, Art Serna, has over twelve years directly managing and overseeing state and federal funds and contracts. He will provide strategic and programmatic direction for the project.

City on a Hill is a multi-faceted human service organization that has operated in Milwaukee County since 2001. We have a 20-year history of trust and relationships on the near west side of Milwaukee. Working to break the cycle of generational poverty has led City on a Hill to an integrated approach that is founded on trust. Since 2016, City on a Hill's free clinic has been reducing health disparities among low income and vulnerable adults. We have developed partnerships, volunteer networks, and expertise to help people

identify their health risks, obtain health insurance, find medical homes, and live healthier lives. For 225 people each month, (more than 1020 unduplicated individuals each year), we provide a free Primary Care Health Clinic, our “Medical Homes for the Homeless” Program, and food and hygiene pantries.

The organization has a strong internal infrastructure with policies and procedures that are written and carried-out by COAH’s Board of Directors and staff. Policies and procedures for the organization’s personnel, property management, procurement and financial management are reviewed and updated regularly by COAH staff and Board. We have a 94/100 Charity Navigator score, as well as a GuideStar Gold Seal of Transparency, instilling confidence in our donor base to invest in our mission. In 2021, City on a Hill became one of more than 2,600 organizations to be accredited by ECFA given to organization’s that faithfully demonstrate compliance with established standards for financial accountability, transparency, fundraising, and board governance.

ARPA FUNDS REQUESTED

Provide the total request amount to be spent between 2022 – 2026. Explain how funds will be incurred and encumbered by December 31, 2024. Include if the project has matching funds or resources. (250-work max)

The total funding amount request for Milwaukee County during the project period is \$284,363 with the following breakdown per year: \$22,041 (2022), \$134,953 (2023), and \$127,369 (2024).

With the Milwaukee County ARPA funding, we will hire one full-time Social Worker and an Administrative Assistant to help with our health outreach activities – with a focus on mental health. They will be added to our Health Services team that consists of a Community Health Worker, Health Educator, and Health Services Manager. Additionally, the COAH clinic will be open additional days a week, approximately 5 hours a day, staffed by these employees. This will allow us to provide an average of 500 mental health visits per year for those most in need.

COAH will also cover the cost to expand remote mental health service delivery through a culturally responsive mental health initiative that works extensively with low-income populations. Funds will cover costs for individual visits with other network providers at COAH via our tele-mental health initiative.

We are estimating a portion of salary and benefits for 2.25 years (October 2022 – December 2024) for four positions: a full-time Health Services Manager, a full-time Community Health Worker, a full-time Social Worker, and a full-time administrative assistant with a 5% COLA increase in 2023 and 2024. City on a Hill has individual, foundation, and corporate donors that are providing supplies and will eventually fully fund these positions.

BUDGET

Complete the short-form budget and provide a formula for your calculation by defining the expense item, number of units, and cost per unit for the requested project period. Please add rows as necessary. In the table below, outline any matching funds or resources. Please note: all costs needed for a project should be included in the budget below (example: staffing capacity, rent/space, utilizes, etc.).

Expense Item	Description	Total Cost
Personnel Expenses (including fringe benefits)		
1. Salary + Fringe Benefits	Health Services Manager, Community Health Worker, Social Worker, and Administrative Assistant	\$273,576

2.		
3.		
Professional Services		
1. Advertising & Marketing	Postcard mailing, Google ads, and radio ads	\$20,500
2. Telehealth Mental Health Services	Partnership with Nurse Disrupted and Anesis Therapy (1,060 30-minute sessions @ \$113/hour)	\$59,890
3.		
Supplies & Equipment		
1.		
2.		
3.		
Capacity Building Resources for Implementation		
1.		
2.		
3.		
Indirect Costs		
1. Indirect Cost	10% Indirect Rate	\$35,397
Total Calculations		
Total Expenses		\$389,363

Other Revenue Source (s)	Committed or Available Revenue Amount	Potential Revenue Amount
Contributions	\$0	\$5,000
Government Funds	\$20,000	\$30,000
Foundation	\$0	\$50,000
Total Other Revenue Amount	\$20,000	\$50,000