

**COUNTY OF MILWAUKEE**  
**INTEROFFICE COMMUNICATION**

Date: October 2, 2017

To: Supervisor Theodore Lipscomb, Sr., Chairman, County Board of Supervisors

From: Jeanne Dorff, Interim Director, Department of Health and Human Services  
and Laurie Panella, Chief Information Officer, Information Management Services  
Division

Subject: **A report from the Interim Director, Department of Health and Human Services (DHHS), and Chief Information Officer, Information Management Services Division (IMSD), requesting authorization to execute a contract with REDMANE TECHNOLOGY, LLC, for the implementation and licensing of the Integrated System and Practice Model (IS&PM) for DHHS case management**

**Request**

The Department of Health and Human Services (DHHS) and the Department of Administrative Services – Information Management Services Division (DAS-IMSD) respectfully request authorization to execute a contract with REDMANE TECHNOLOGY, LLC, for the implementation and licensing of the Integrated System and Practice Model (IS&PM).

**Background**

In May, DHHS provided a report to the Milwaukee County Board of Supervisors on its vision to develop an IS&PM (File No. 17-371) and followed up with a report in September on its implementation plan (File No. 17-584).

The goal of the IS&PM program is to identify, access and enroll participants and their families in all programs and services based on their needs in a coordinated manner, regardless of where or how they enter the DHHS service array. This model is expected to empower DHHS employees to respond to the citizens of Milwaukee County with the information and help they need. Therefore, this model is anticipated to yield better outcomes and, in turn, healthier communities by developing data-driven, cross-sector solutions and prevention-oriented programming.

**Historical Project Scope**

Over the last year, DHHS has worked with IMSD and consultants to:

- Perform a market assessment to understand the feasibility of performing a single system Case Management software that fits the needs of DHHS
- Examine the internal processes of case management activities throughout DHHS, including understanding current role requirements for case managers, care coordinators, human service workers, and other roles that support case management activities

- Perform detailed current state analysis of key systems and divisions of DHHS to understand how the process could be potentially optimized
- Execute the corresponding Request for Proposals (RFP). The RFP was released on March 17, 2017 (RFP #: 98170003). A Notice of Intent to Award was then issued on June 1, 2017 to RedMane Technology, LLC.

### **Future Project Scope**

The IS&PM program is an integrated approach to service among all DHHS Divisions (Delinquency Court Services Division, Housing Division, and Disability Services Divisions), the Behavioral Health Division, and the Milwaukee County Wraparound program. The success of the project is defined as the development and deployment of a community-based system of care which improves the level of service provided, produces outcomes that place emphasis on respect for the individuals served, and advances a system focused on the dignity of clients and their natural supports.

The project includes the modernization and integration of technology; the provision of role-based, cross-functional data views; and the deployment of quality assurance to measure the fidelity of the evidence-based programs. The project team will deploy new tools and interface existing systems in order to integrate services and technology and to provide a bi-directional, cross-functional view of appropriate client data and workflow processes. These improvements will directly impact DHHS and the clients they serve by ultimately improving the constituents' access to DHHS' services.

### **Overall Cost**

The total project cost is expected to be approximately \$5.5 million over a five-year period. Costs include implementation of the RedMane application, development, data conversion, decommissioning of legacy systems, contingency, annual license and support as well as internal technology support services to maintain and enhance the new service model into the out years.

The contract with REDMANE TECHNOLOGY, LLC reflects an amount of \$2,403,437 to implement the IS&PM program and \$1,130,777 in licensing fees over a five-year period. The \$2.4 million contract will commence in 2017. Licenses and maintenance fees will be budgeted in future year operating budgets and will commence in 2018.

The remaining cost of \$2 million reflects outside professional services and contingency. Professional services are provided under a separate contract that is bid out through the State of Wisconsin.

Please see the table below for a cost summary:

IS&PM Cost Breakdown		Total
<b>Vendor Services</b>		
Annual User Licenses		\$ 1,130,777
Implementation Services		\$ 2,403,437
	<b>Overall Vendor Costs</b>	<b>\$ 3,534,214</b>
Professional Services (State Contract)		\$ 1,721,418
Contingency		\$ 294,284
	<b>Total Project Costs</b>	<b>\$ 5,549,916</b>

The cost of the project will be financed by a combination of state revenue, tax levy and annual savings due to decommissioning of key legacy applications. Approximately 75 percent of the 2017 cost is offset by State revenue. Annual licensing and support for the out years will be included in the DHHS and BHD requested operating budgets.

**Anticipated Cost Savings**

The key legacy applications that DHHS utilizes to manage case management activities include the Juvenile Program Management (JPM) system, Milwaukee County Burials (MCB), Scripts, Midas, and Avatar. Historical trends are showing, per the chart below, that the expense to maintain the current case management activities are increasing year over year:

Time period	Expenses (annually)
Current year (2017)	\$1.3M
3 year average (2015 – 2017)	\$1.1M
5 year average (2013 – 2017)	\$680k

Note: Since Avatar is an Electronic Medical Record (EMR), it is not being included in the cost incurred.

This project is expected to incur significant cost savings from the current expenditures to maintain the historical case management architecture and support activities in the following ways: IMSD support costs, user licenses, and operating efficiency. Once implemented, the new case management system is expected to incur annual user license and support costs of \$688,000. Compared to the three-year average of \$1.1 million in actual expenses as shown above, the new system would be expected to result in an annual savings of \$412,000 at a minimum. And when compared to current year spending of \$1.3 million, the new system would be expected to generate \$612,000 in annual savings.

**Recommendation**

The Interim Director of the Department of Health and Human Services and the Chief Information

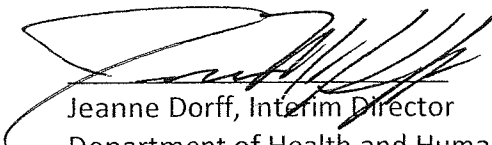
October 2, 2017

Officer of the Department of Administrative Services – Information Management Services Division respectfully request authority to execute a contract with REDMANE TECHNOLOGY, LLC, for the Integrated System and Practice Model reflecting a cost of \$2,403,437 for implementation and \$1,130,777 in licensing for a term beginning November 1, 2017 to October 31, 2022.

**Fiscal Impact**

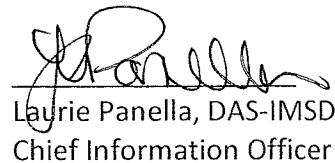
A fiscal note is attached.

Approved by:



Jeanne Dorff, Interim Director  
Department of Health and Human Services

Approved by:



Laurie Panella, DAS-IMSD  
Chief Information Officer

cc: County Executive, Chris Abele  
Raisa Koltun, Chief of Staff  
Supervisor Peggy West, Chair, Finance and Audit Committee  
Supervisor Supreme Moore Omokunde, Chair, Health and Human Needs Committee  
Supervisor Sheldon Wasserman, Vice-Chair, Finance and Audit Committee  
Supervisor Sequanna Taylor, Vice-Chair, Health and Human Needs Committee  
Scott Manske, County Comptroller  
Kelly Bablitch, Chief of Staff, County Board of Supervisors  
Teig Whaley-Smith, Director, Department of Administrative Services  
Jeanne Dorff, Deputy Director, Department of Health and Human Services  
Steve Cady, Research & Policy Director, Comptroller's Office  
Lisa Wozny, Budget & Management Analyst, Performance, Strategy and Budget Office  
Gina DeSota, Fiscal and Budget Manager, DAS Central Business Office  
Mark Wozny, Business Development Analyst, DAS-IMSD