

**COUNTY OF MILWAUKEE**  
INTEROFFICE COMMUNICATION

**DATE:** March 7, 2019

**TO:** Theodore Lipscomb, Sr., Chairman, and Milwaukee County Board of Supervisors;  
Anthony Staskunas, Chair, Milwaukee County Board of Supervisors, Judiciary, Safety, and General Services Committee

**FROM:** Teig Whaley-Smith, Director, Department of Administrative Services

**SUBJECT:** Inmate Medical Services Self-Operation (IMSSO) Project Decisions

**SUMMARY**

The County Board passed resolution 18-898 indicating that the County Board “recommends that inmate medical services be directly provided by Milwaukee County, rather than a private vendor” and requested an update from various county departments in the January 2019 meeting cycle on “a plan to provide these medical services in-house....” (“Self-Operation Model”). In January 2019, the Department of Administration submitted file 19-14 which provided an outline of a plan, which includes working with NCCHC Resources, Inc. (NRI) to develop the Self-Operation Model. Since that time, the Administration has set up the Inmate Medical Services Self-Operation (IMSSO) project, which includes a check in with stakeholders to provide input into both the process and the model.

Both NRI and various stakeholders have suggested that we need to (a) establish a common definition of “Self-Operation”, and (b) establish a governance model. This report provides the County Board with the definition of Self-Operation and governance model so that the County Board has the opportunity to weigh in, prior to the Model development proceeding. Furthermore, the Administration would like to forecast that the intensity of this project is likely to require the addition of additional staff members to complete the model. We are working on a staffing plan for submittal in a subsequent cycle.

## **BACKGROUND**

The attached Decision Paper provides a more detailed description of the assumptions and options used to formulate the following.

- The proposed definition of Self-Operation is as follows:

*“Self-operation means the provision of inmate medical care, including dental and mental health care, by Milwaukee County through the conversion of the existing 128.8 full- and part-time roles, currently identified as required positions under the Christensen Consent Decree and in RFP 98180020: Correctional Medical Services Section 11: Staffing Plan and Personnel Requirements and 12: Licensure, Credentialing, and Qualifications (Exhibit A), from contracted staff positions provided through the County’s medical services vendor to permanent County employee roles overseen by County authority. Self-operation shall be defined to permit the County the flexibility to fill and/or backfill vacant or temporarily under-filled staff roles with pool, agency, or locum tenens staff members or other temporary staff in order to ensure required coverage of care hours as described in the RFP, Section 11. Under this definition, County employees are not expected to provide any services currently provided by subcontractors or third-party entities otherwise engaged in a business relationship with the medical services vendor (for example, specialty care or pharmacy services), but oversight of any such needed contracts will be the County’s responsibility under self-operation. In addition, self-operation shall be defined to include any additional positions required above and beyond the 128.8 positions required by the Consent Decree, including, but not limited to, backfill and pool staff required to meet the ‘hours of care’ requirement in RFP 98180020, administrative and compliance staff, HR support, IT support, fiscal support, and/or other positions necessary to support and ensure the success of the medical services mission.”*

- The proposed governance model is as follows:

*The creation of a new Department, the Correctional Health Care Department (CHCD), reporting directly to the County Executive. This model will support NRI’s recommendation that a single, unified governance structure is the most effective method to ensure the provision of quality healthcare to inmate-patients in a corrections environment. It will eliminate the bifurcated model of governance currently in place, with two separate reporting authorities (the MCJ to the elected Sheriff, and the HOC to the elected County Executive), improving patient care and reducing cultural friction by the establishment of a semi-autonomous authority over the provision of inmate-patient health care. By reporting to the CEX, the CHCD will be able to leverage the CEX’s institutional and operational knowledge and authority regarding diverse aspects of County government, and*

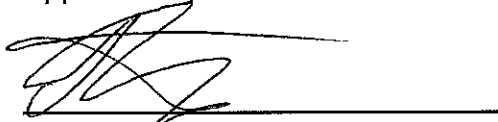
*direct reporting will ensure focus and attention to the complex mission of correctional health care. The CHCD will be led by an appropriately trained and credentialed County staff member, and will be the governing entity that oversees administration, safety of staff and inmates, personnel and training, patient care and treatment, health promotion, special needs and services, health records, and medical and legal issues, all within the context of NCCHC standards.*

In addition to the items above, the Decision Document provided certain assumptions made by the project team regarding the items treated, to ensure alignment and understanding of the thought processes that went into the development of the document and proposed definition and governance models. Furthermore, the listing of the 128.8 jobs was gathered for the 2018 RFP and are also attached.

### **REQUEST**

The Director of the Department of Administrative Services respectfully submits this informational report and requests that the County Board review the above definitions and if the definitions are not consistent with the Board's policy pursuant to its December 6, 2018 Resolution (18-898) that the County Board provide an amended definition for Self-Operation and Governance.

Approved by



Teig Whaley-Smith, Director  
Milwaukee County Department of Administrative Services

Attachments:

Decision Document  
RFP Sections 11& 12

cc: Members of the Judiciary Committee  
Chris Abele, County Executive  
Raisa Koltun, Chief of Staff, County Executive's Office  
Kelly Bablitch, Chief of Staff, County Board of Supervisors  
Michael Hafemann, Superintendent, House of Correction  
Earnell Lucas, Sheriff, Office of the Sheriff  
Scott Manske, Comptroller, Office of the Comptroller  
Mary Jo Meyers, Director, DHHS  
Nicole Brookshire, Director, OAAA  
Patrick Lee, Director, DAS-Procurement