

DIVISION OF CARE AND TREATMENT SERVICES

2020

ANNUAL REPORT



WISCONSIN DEPARTMENT
of **HEALTH SERVICES**

We manage and support community mental health and substance use services, community programs for people with histories of criminal offenses and mental health and substance use concerns, and seven care and treatment facilities that serve people living with psychiatric disorders and intellectual disabilities.

Our teams

- **Administrator's Office:** Manages overall policy and fiscal direction for all programs and services.
- **Central Wisconsin Center:** Provides health, assessment, treatment, and rehabilitation services for people with intellectual disabilities.
- **Client Rights Office:** Protects and promotes the dignity and respect of people receiving services for a developmental disability, mental illness, and substance use disorder.
- **Bureau of Community Forensic Services:** Promotes healthy living and protects public safety through the management and support of programs for adults with histories of criminal offenses and mental health and substance use concerns.
- **Bureau of Prevention Treatment and Recovery:** Promotes overall wellness through the management and support of community mental health and substance use services for people of all ages and backgrounds.
- **Mendota Mental Health Institute:** Provides psychiatric care and treatment services for people referred by county agencies and the court system.
- **Northern Wisconsin Center:** Provides assessment and treatment services for people with intellectual disabilities and behavioral health needs.
- **Office of Budget and Performance Management:** Manages fiscal matters, policy analysis, and data collection for all teams.
- **Office of Electronic Health Records Systems Management:** Oversees the development, implementation, and maintenance of DHS Connect, the electronic health records system for our seven care and treatment facilities.
- **Sand Ridge Secure Treatment Center:** Provides treatment services for people committed under Wisconsin's Sexually Violent Persons Law.
- **Southern Wisconsin Center:** Provides health, assessment, treatment, and rehabilitation services for people with intellectual disabilities.
- **Winnebago Mental Health Institute:** Provides psychiatric care and treatment services for people referred by county agencies and the court system.
- **Wisconsin Resource Center:** Provides specialized treatment services for people with severe and persistent mental health needs referred by the Department of Corrections and the court system.

Our duty to state residents is to offer our best work and our uncompromising compassion.

To honor our responsibility and our mission, we have spent the past year focusing on becoming an organization devoted to improving the way we do business.

Above all, we held ourselves accountable to the goals in our strategic plan.

- Enhance current practices throughout the division in support of a broader, lifelong continuum of care.
- Develop and support the collaborative partnership between the community and facility components of the division.
- Develop a broader view of administrative oversight of all operations with the intent of ensuring resources are used efficiently and meaningful data is collected, analyzed, and presented to leverage additional resources when available.

This annual report is the story behind our strategic plan. It emphasizes the details of our work, and highlights what drives us every day – a passion for our mission and dedication to ensuring everyone has the opportunity to thrive.

We've accomplished much more in the past year than the items shared in this report. Visit the Department of Health Services website to sign up for our email lists to receive updates on our activities throughout the year.

Delivering on the goals in our strategic plan requires not just innovating and executing among our team of 4,100 staff. You are among the partners that are necessary to create sustained and significant improvements in our system of care.

There is no doubt the past year was challenging. Bleak moments might have brought our spirits down, but we were simultaneously lifted by examples of hope and healing, including your courage and selflessness during the COVID-19 pandemic. Working together, we can build communities that are strong, connected, and thriving no matter the challenges. We are humbled by the opportunity to work with you.

Thank you for your support and partnership.



Rose Kleman, Ph.D., M.P.A.
Administrator



Holly Audley, M.A.
Assistant Administrator



Gynger Steele, M.A., Ed.S.
Assistant Administrator

Administrators meet regularly one-on-one and in groups with our team leaders to collaborate and problem-solve to ensure we are responding to the needs of the people and organizations we serve. New team leaders are highlighted.

Bureau of Community Forensic Services

Beth Dodsworth, Director

**Bureau of Prevention
Treatment and Recovery**

Teresa Steinmetz promoted from deputy director to director in August. Andrea Jacobson promoted from substance use services section chief to deputy director in October.

Central Wisconsin Center

Catherine Murray, Director

Carlen Kielisch, Deputy Director

Client Rights Office

Kevin Laetsch was named supervisor in May. He previously served as a client rights facilitator at Mendota Mental Health Institute.

Mendota Mental Health Institute

Greg Van Rybroek, Director

Paul Lane, Deputy Director

Northern Wisconsin Center

Jacqueline Neurohr, Director

Jay Dressler, Deputy Director

**Office of Budget and
Performance Management**

Caroline Ellerkamp transitioned from director of the former Office of Budget and Operations to director of this new office in March. Kersten Simon promoted from a budget and policy analyst in this office to assistant director in September.

**Office of Electronic Health Records
Systems Management**

Leon Lipp, Director

Sand Ridge Secure Treatment Center

Doug Bellile, Director

Ann Moran, Deputy Director

Southern Wisconsin Center

Michelle Bradley Glenn, Director

Kathy Blizzard, Deputy Director

**Winnebago Mental Health
Institute**

Jessie Andrews promoted from treatment director to facility director in January, with Chris Craggs continuing his service as deputy facility director.

Wisconsin Resource Center

Sue DeHaan, Director

Sharon Harter, Deputy Director

We are more fully facing the reality that the behavioral health system is not equitable nor inclusive.

We must eliminate the behavioral health disparities in our state.

Report to guide our work

To ensure the behavioral health system is working for everyone, we engaged the UW Population Health Institute to complete a needs assessment based on the knowledge and experiences of people providing and receiving services.

This two-year project concluded in November with the publication of the "2019 Wisconsin Behavioral Health System Gaps Report." The research questions for this report were approved in 2018. The findings included in the report are based on interviews, focus groups, and surveys conducted in 2019.

This study identified five areas of focus.

- Increase accessibility. The recommendations in this area included hiring community-based system navigators from marginalized communities to perform outreach and referral services and the prioritization of crisis response alternatives that avoid engaging the police or the criminal justice system.
- Develop the workforce. The recommendations in this area included suggestions to address the provider shortage in rural Wisconsin and training providers in a variety of sectors in trauma-informed care.
- Improve funding. The recommendations in this area included expanding the types of services covered by Medicaid and Medicare and more state financed services.
- Supplement the approach to clinical treatment. The recommendations in this area included shifting resources and attention toward prevention and early intervention services and efforts to counter the stigma that delays help-seeking.
- Improve system coordination. The recommendations in this area included more integration of behavioral and physical health services and regional models for service delivery.

We thank everyone who took time to share their thoughts on areas of opportunity for the state's behavioral health system. We are already using this report to guide our decision-making on funding priorities. We are committed to engaging the groups contacted for this report on a regular basis to gauge whether decisions made based on their feedback are helping us achieve our shared goal of an equitable and inclusive behavioral health system.

Staff dedicated to equity and inclusion work

Engaging in meaningful equity and inclusion work is challenging. We are up to this challenge. In the past year, many staff spent time on projects to advance the equity and inclusion goals of the Department of Health Services, including the establishment of an equity and inclusion plan, the formation of an equity action council, and resource building efforts focused on creating full-time positions focused on equity and inclusion.

All staff completed equity and inclusion training

Our team of more 4,100 employees completed a computer-based training designed to improve their advocacy of equity and inclusion issues. This training course is an important step in bringing greater visibility to the work we must collectively do to make Wisconsin a place where everyone can live their best life.

Much of our work in the past year was driven by the COVID-19 pandemic.

100+

The number of large group virtual meetings hosted by our subject matter experts for service providers to ask questions and address challenges to ensure critical community-based services remained accessible during the pandemic.

6,500+

The number of people with behavioral health needs as result of the pandemic supported by community-based programs developed under grants from the Federal Emergency Management Agency and the U.S. Department of Health and Human Services.

Nearly \$2.4 million awarded to support community-based services

All tribes and counties were invited to apply for one-time grants to increase access to mental health and substance use services during the pandemic. Funding was awarded to one tribe and 38 counties. Agencies used this funding to provide personal protective equipment for staff, implement new technology and training for telehealth services, and develop other tools to provide services. The grants were funded through Wisconsin's share of two annual block grants from the U.S. Department of Health and Human Services: the Community Mental Health Services Block Grant and Substance Abuse Prevention and Treatment Block Grant.

400+

The number of people with histories of criminal offenses in our care because of mental health and substance use challenges who for the first time during their time living in the community engaged in treatment and other support services using video conferencing technology. This effort allowed case managers and counselors to safely connect with their clients and more closely monitor their needs during the pandemic. Program staff found this approach also contributed to more efficient delivery of services to clients located across the state.

Our facilities soundly managed operations during the COVID-19 pandemic.

Staff at Central Wisconsin Center, Mendota Mental Health Institute, Northern Wisconsin Center, Sand Ridge Secure Treatment Center, Southern Wisconsin Center, Winnebago Mental Health Institute, and the Wisconsin Resource Center not only took care of the state's most vulnerable residents in a time of unprecedented challenges, they took exceptional care of them. Compared to other congregate living settings, disease activity was very low in our facilities.

- Collaborations with referring agencies allowed for safe admissions, transfers, and discharges.
- Services and supports were redesigned to bring treatment to living units, rather than having individuals go to a designated location for treatment, limiting movement throughout the facilities and opportunities for the virus to spread between living units.
- Isolation and quarantine procedures were established for people who were exposed to someone infected or who became sick.
- In-person meetings and visits by external providers and family members moved to virtual platforms.
- Staff were screened daily for symptoms and exposure and tested frequently, with the people in our care monitored and tested regularly.

Most of all, staff showed their commitment to our values by remaining flexible and positive as health and safety practices evolved.



Our year improving prevention, harm reduction, and intervention services through a focus on best practices.



The more we know about our health, the more equipped we are to take care of ourselves and the ones around us. More than 121,000 people have visited Resilient Wisconsin, our online initiative launched in March that helps people of all ages understand the key elements of behavioral, mental, and physical health, including a suite of resources to promote wellness within themselves, their relationships, and their communities.



The Small Talks campaign gives adults the knowledge and tools to start having short, casual conversations with kids starting at age 8 on the dangers of drinking alcohol before the age of 21. Supported by 100 local substance use prevention coalitions, more than 16,000 people have accessed the campaign's website since it launched in April. Research shows kids start to form their earliest opinions about alcohol at age 8.

Report provides guidance to prevent suicide

In partnership with Mental Health America of Wisconsin, the Medical College of Wisconsin, and other stakeholders, in September, we published "Suicide in Wisconsin: Impact and Response." This report presented the most up-to-date picture of suicide and self-harm injuries in Wisconsin, as well as four strategies and 50 opportunities for action that, when taken as a whole, provide a path toward enhancing practices to reduce suicide attempts and deaths in our state over the next five years.

Call center expands support for people in emotional distress

We supported the development of the Wisconsin Lifeline, which accepts calls to the National Suicide Prevention Lifeline originating from areas of our state not covered by a National Suicide Prevention Lifeline call center. Since August, when this new call center opened, an average of 85 percent of Wisconsin calls to the National Suicide Prevention Lifeline have been answered in-state, well above the national benchmark of 70 percent. Answering calls in-state is preferred as counselors here better understand the resources and supports available to Wisconsin residents who need more help than what can be provided over the phone.

First youth crisis stabilization facility opens

We provided start-up funding for a youth crisis stabilization facility in Milwaukee. This new residential care and treatment option for people ages 17 and under on the verge of mental health emergency is designed to give the youth the skills and support they need to cope with, and recover from, tough times in healthy ways in an effort to avoid a stay at a psychiatric hospital, like Winnebago Mental Health Institute, or more intensive services. The Milwaukee facility opened in October, with eight youth served in the first three months.

Program expands access to naloxone

NARCAN[®] is the nasal spray formulation of naloxone, the drug used to reverse an opioid overdose. Our NARCAN[®] Direct Program provides NARCAN[®] at no cost to community agencies. These organizations distribute the NARCAN[®] they receive to people at risk for an overdose and people who may witness an overdose. These people receive NARCAN[®] for free after they complete a training session on how to use it. Nearly 5,000 people attended a training session in the NARCAN[®] Direct Program's first year as a statewide effort.

Our year improving treatment and continuing care services through collaborations, partnerships, and the use of technology.

Medical consultant promotes effective drug treatment practices

The Bureau of Prevention Treatment and Recovery hired an addiction psychiatrist leading to collaborations across the division, counties, state agencies, and tribes promoting effective drug treatment practices. These efforts included workshops for staff at Winnebago Mental Health Institute and the Wisconsin Resource Center on how to deliver medication-assisted treatment for opioid use disorder.

Facility and community staff team up to enhance inpatient substance use services

To ensure substance use services are available to all patients in need at Winnebago Mental Health Institute, facility staff and staff from the Bureau of Prevention Treatment and Recovery collaborated to modify the structure of the services offered at the hospital. This included the development of an intake unit to better manage the unique screening needs for the population served at Winnebago Mental Health Institute.

Six counties sign on to jail-based competency restoration program

New partnerships with the county jails in Chippewa, Marquette, Milwaukee, Ozaukee, St. Croix, and Wood counties and continuing partnerships with 22 other county jails enabled us to provide treatment to competency services in the jails to people under court order for these services waiting to be admitted to one of our mental health institutes. The Jail-Based Competency Restoration Program gives these individuals immediate access to these services, resulting in better outcomes for them and a shorter stay at a state mental health institute. This is one of many partnerships involving the Bureau of Community Forensic Services, Mendota Mental Health Institute, and Winnebago Mental Health Institute. This collaboration allows us to serve more people who need the structure of an inpatient setting for treatment to competency services at a mental health institute.



Northern Wisconsin Center and Southern Wisconsin Center became the fourth and fifth facilities to implement DHS Connect. The electronic health records system for our seven care and treatment facilities allows for more coordinated care and better operational oversight of the services provided to ensure they are addressing the needs of the people in our care.



**Supervised Release
Continuity of Care
Workgroup**

The Supervised Release Continuity of Care Workgroup, an effort of the Bureau of Community Forensic Services and Sand Ridge Secure Treatment Center, assisted patients with their transition from the facility to their court-ordered community placement. For example, the Transitional Living Unit at Sand Ridge Secure Treatment Center provided information on daily living skills and behaviors to help the patient's community team address issues that may impact the patient's ability to thrive outside of the facility.

Our year supporting workforce development.

50+

The number of virtual conferences, workshops, and other training opportunities that we organized or sponsored for professionals in the behavioral health field on how to provide effective services and supports. These events reached more people because they were presented virtually.

100+

The number of people who completed coursework and obtained their certified nursing assistant credential through a training program hosted by one of our three centers for people with intellectual disabilities. Northern Wisconsin Center offered this training for the first time in nearly 30 years. Central Wisconsin Center and Southern Wisconsin Center have long-standing training programs. Certified nursing assistants are the heart and soul of our centers. These training programs allow a path to employment with us for people who may lack the credential, but have a passion for helping others.

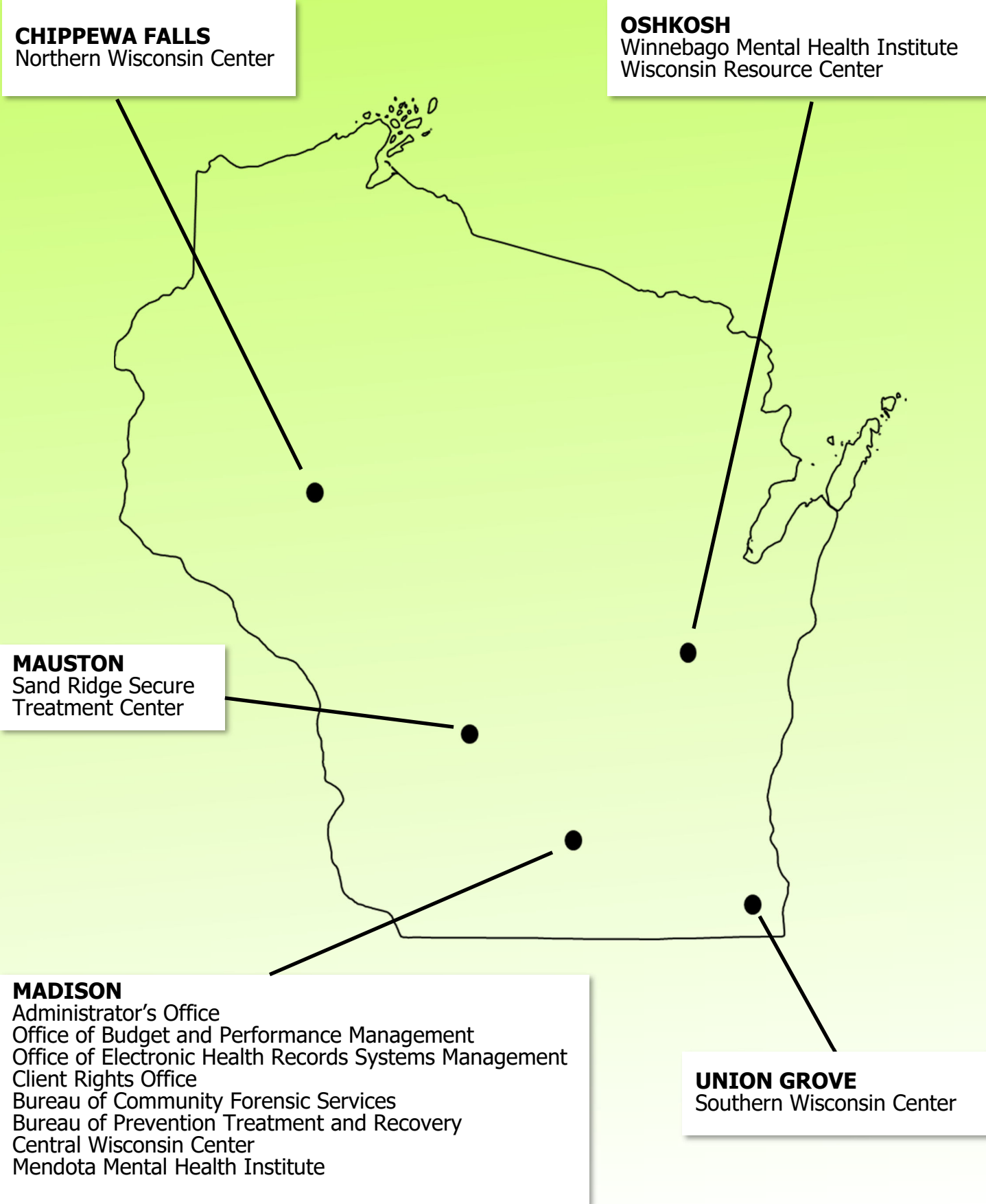
Increasing opportunities for qualified treatment trainees

Seventeen agencies were awarded grants to provide or expand supervision of master's level social workers, counselors, and marriage and family therapists to gain their 3,000 hours of observed practice to become certified or licensed professionals. The following agencies received \$20,000 to expand their support of qualified treatment trainees: AMRI Counseling Services (Milwaukee), Catalpa Health (Appleton), Children's Service Society of Wisconsin (Marshfield), Children's Service Society of Wisconsin (Stevens Point), Family Service Agency of Waukesha County (Waukesha), Foundations Counseling Center (Belleville), Hope for a Better Tomorrow (Waukesha), Integrative Psyche (Milwaukee), Lake Superior Community Health Center (Superior), Northwest Counseling and Guidance Clinic (Frederic), Oregon Mental Health Services (Oregon), Professional Services Group (Kenosha), SaintA (Milwaukee), and Shorehaven Behavioral Health (Brown Deer). The following agencies received funding to begin to support qualified treatment trainees: Community Health Systems (Beloit), \$500; Holistic Counseling Services (Beloit), \$1,500; and Reflections Mental Health (Madison), \$3,000.

100+

The number of opportunities for staff in the Client Rights Office to collaborate with service providers to mitigate issues that may impact the dignity and privacy of individuals seeking help for developmental disabilities, mental illnesses, and substance use challenges. These opportunities were the result of investigations and decisions on grievances appealed for review by the state office.

This year we remained committed to serving people when they need us the most from offices and facilities located in five communities.



Our vision

Everyone living their best life

Our mission

To improve quality of life for individuals and communities
by promoting hope, health, and healing

Our values

Dignity and respect
Compassion and well-being
Safety and support
Trust and teamwork

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