

ANNUAL REPORT



Waukesha County

DEPARTMENT OF HEALTH & HUMAN SERVICES

2024

Mission & Vision

MISSION

We enhance quality of life while assuring critical needs are met.

VISION

A connected, resilient community where everyone thrives.



Our Values

C

COLLABORATION

We leverage individual and partner strengths to achieve a shared purpose and common goals.

A

ACCOUNTABILITY

We make prudent fiscal decisions, act and respond with integrity, and provide high-quality programs.

R

RESPECT

We honor the dignity, culture and diversity of the people with whom we work and serve.

E

ENGAGED WORKFORCE

We actively create an environment of transparency, trust, shared responsibility and inclusivity while valuing professional development and work/life balance.

I

INNOVATION

We intentionally implement creative solutions that foster meaningful change to best meet the needs of our community and position the department for the future.

S

SELF-DETERMINATION

We engage individuals through a strength-based approach to make informed choices that positively impact quality of life.

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Advisory & Standing Committees

- Aging & Disability Resource Center Advisory Board
- Child & Family Services Advisory Committee
 - Coordinated Services Team Committee
- Children's Community Options Program (CCOP) Advisory Committee
- Interagency Program for the Intoxicated Driver (IPID) Committee
- Joint Mental Health Center Conference Committee
- Mental Health Advisory Committee
 - Comprehensive Community Services (CCS) Coordinating Committee
- Public Health Advisory Committee
- Substance Use Advisory Committee
- Veterans Service Commission

FROM THE Director



Dear HHS Board and Waukesha County Community,

Over the course of the past year, Health and Human Services embarked on a transformative journey, strengthening our strategic focus on community impact. As a department we stepped away from traditional division specific services to provide services across boundaries to individuals and families through supported self-determination.

Through dynamic partnerships and leveraging community expertise, we've redefined our role as community strategist, thus drawing ever closer to our vision of "A connected, resilient community where everyone thrives." Our dedicated staff have exemplified unwavering dedication, while crafting innovative programs and strategies to address evolving community needs.

At the core of our mission is the support we provide during challenging times, guiding individuals and families through unfamiliar terrain with expertise and compassion. Our teams have stood ready, responding tirelessly on a 24-hour basis, showcasing our commitment as trusted partners in navigating complex care systems.

This report serves as a testament to our collective efforts, outlining our strategic approach in living our Standards of Service Excellence. Together, we move forward as one department, one community.

In 2023, our response to the growing need for support services was marked by collaboration and coordination, guided by data and community input. As part of that response, we sponsored five new community-led mental health services aimed at keeping youth out of the child welfare system, and forged partnerships with more than 60 community entities to establish an Overdose Fatality Review team, tackling overdoses through data-driven interventions.

Through targeted outreach, we've identified and connected with underserved populations, fostering collaborations to enhance services for the Hispanic community, from nutrition support to dementia care.

As we embrace the opportunities ahead, I extend my heartfelt gratitude for your continued support.

A handwritten signature in dark ink, appearing to read "Elizabeth Aldred".

ELIZABETH ALDRED

Director, Department of Health & Human Services

County Executive

Paul Farrow

Health & Human Services Board

Board Chair

Co. Brd. Supervisor

Larry Nelson

Citizen Member

Mary Baer

Citizen Member

Christine Beck

Citizen Member

Mary Berg

Citizen Member

Vicki Dallmann-Papke

Co. Brd. Supervisor

Joel Gaughan

Citizen Member

Mike Goldstone

Co. Brd. Supervisor

Christine Howard

Citizen Member

Robert Menefee Jr.

OUR TEAM



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Waukesha County
Health & Human Services



www.waukeshacounty.gov/HHS

HEALTH & HUMAN SERVICES EXECUTIVE TEAM



Elizabeth Aldred
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Manager, Administrative
Services



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Manager, Adolescent &
Family Services



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Manager, Aging & Disability
Resource Center



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Manager, Child & Family
Services



Kirk Yauchler
Manager, Clinical
Services



Sandra Masker
Manager, IT Business
Application Support



Benjamin Jones
Manager, Public Health



Nicole Kelly
Public Communications
Coordinator

At 497 strong, our Health & Human Services team represents a diverse force for positive change in Waukesha County. We understand that public service thrives on shared purpose and collaboration. That's why building a strong, cohesive team isn't just about individual talent; it's about fostering a culture where every member feels empowered, valued, and driven by a singular mission: **To enhance quality of life while assuring critical needs are met.**

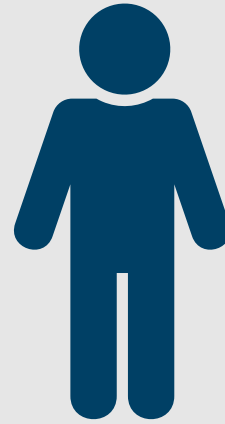
By nurturing a diverse and inclusive environment, we tap into a wealth of perspectives and expertise, enriching our service array and ensuring it effectively meets the needs of all residents. When we invest in open communication, mutual respect, and shared goals, we unlock the true potential of our team, transforming individuals into a united force capable of making a real difference in the lives of those we serve.

BY THE NUMBERS

Level III



Waukesha County Public Health has been officially recognized by the Wisconsin Department of Health Services (DHS) as a Certified Level III Health Department. This five-year certification signifies that Waukesha County meets the highest level of health department standards identified in state statute and administrative rules.



52,800

People served at the Human Services Center

10,800

People served at the Mental Health Center

4.67

HHS achieved a commendable milestone by surpassing the established benchmark of 4.65 on the customer service survey, achieving an impressive score of 4.67.



41% Increase

The Children's Long-Term Support program increased their list of contracted service providers by almost 41%, ensuring families have access to the various supports they need.



\$6 Million

Value of benefits accessed by clients with the help of ADRC Benefit Specialists.

Calls for Crisis Intervention Services increased more than 20% compared to 2022, with 8,947 calls for service in 2023.

20% Increase

25,618

Total interactions with the Health & Human Services Facebook and Instagram accounts. Interactions include likes, shares, comments, saves, and clicks.



The Youth CCS program continues to expand, almost doubling their provider network in 2023, ensuring youth are able to access the supportive services needed to succeed.



On the Employee Engagement Survey, 92% of HHS staff said they understand how their work directly contributes to the overall success of the County in meeting its key strategic goals.



WAUKESHA COUNTY HEROIN TASK FORCE

WORKING TOGETHER to break the cycle of substance use through community action & hope!

The Waukesha County Heroin Task Force now has more than **235** community partners connected to the coalition, collaborating to improve outcomes through the work of the four action teams and quarterly meetings.

Department Plan

From Strategy to Success

A strategic plan serves as the guiding compass for organizational success, providing a roadmap that aligns objectives, resources, and actions to achieve desired outcomes.

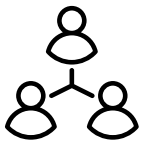
In the ever-evolving landscape of public service, a clear strategic plan acts as our compass, guiding us towards a brighter future for Waukesha County. This roadmap isn't simply a document; it's the embodiment of our core values - collaboration, accountability, respect, an engaged workforce, innovation and self-determination.

These principles infuse every goal, objective, and strategy, ensuring our efforts remain aligned with the needs of our community and fueled by the collective power of our team. With this strategic plan as our north star, we navigate challenges, seize opportunities, and ultimately, deliver impactful services that improve the lives of those we serve.



Accomplishments

In this inaugural year of our department's strategic plan, the following five accomplishments highlight the transformative impact of achieving organizational objectives. Moving forward, we remain committed to utilizing our strengths and engaging partners to continually explore innovative ways to better serve and engage with our community.



Recruitment and Retention

Engaged more than 80 department leaders to tackle employee engagement strategies



Technology Fair

Hosted a Technology Fair for staff to explore innovative tools, igniting their vision for streamlining services



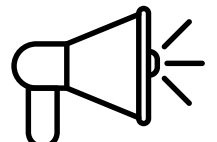
Critical Incident Stress Management (CISM)

Launched CISM team to support the community during traumatic events



Prevention & Early Intervention

Prioritized prevention and early intervention to provide support before individuals reach crisis points



Advocacy

Advocated to elected officials at all levels, focusing on improving the programs and services that impact our clients

Teamwork & COLLABORATION



Recognizing that the path to optimal community well-being requires a collaborative approach, HHS embarked on a journey in 2023 to strengthen partnerships within the community, focusing on open-minded collaboration, mutually beneficial solutions, and a collective commitment to producing the best results.

BUILDING BRIDGES WITH LAW ENFORCEMENT

In 2023, HHS leadership committed to working strategically with area law enforcement agencies. The initiative involved semi-annual rounding with each jurisdiction in the county, fostering a deeper understanding of HHS services, priorities, and a reciprocal exchange of concerns and innovative ideas. This deliberate effort aimed to create a foundation for collaborative solutions that would benefit the entire community.

The results of these collaborative efforts have been nothing short of transformative, reflecting the power of teamwork in addressing complex community challenges.

Overdose Aid Kits (OAK boxes):

One remarkable outcome was the collaboration between HHS and law enforcement in distributing Overdose Aid Kits (OAK boxes). Through joint efforts, more than 200 OAK boxes were deployed across the community, providing quick access to life-saving resources such as Narcan, fentanyl testing strips, and recovery support.

Youth Services:

The Youth Justice Program and law enforcement have teamed up to improve collaboration, leading to better support for youth in contact with the law. Together, they've developed innovative strategies focusing on intervention and support rather than punishment. This partnership now includes team meetings involving high-risk youth and their families to address their needs while enhancing community safety.

Crisis Response:

HHS and law enforcement continue to work together to provide a comprehensive mental health response to individuals experiencing crises in the community.

This ensures a swift and compassionate intervention, addressing mental health challenges with a unified approach.

Serving Vulnerable Adults:

Collaboration extended to addressing the needs of vulnerable adults, particularly those at risk of abuse and neglect, as well as individuals with dementia exhibiting challenging behaviors. Together, HHS, health care systems, and law enforcement are working to enhance the quality of care and support for these individuals, fostering a safer and more compassionate community.

The commitment of HHS to work hand-in-hand with law enforcement exemplifies the potential for lasting impacts on community well-being.

"The swift deployment of mental health professionals is essential to helping a person through what is potentially the darkest day of their life. The expertise and compassionate interventions of these crisis professionals offer both an immediate lifeline and a vital connection to services and resources that pave the path toward healing and resilience."

-- Jennifer Wrucke, Crisis Services Coordinator



Grant Initiative Paves the Way for Enhanced Child Welfare and Youth Justice Systems



In a testament to the power of collaboration and community-driven initiatives, Waukesha County's Child & Family Services team embarked on a transformative project in 2023. Leveraging \$350,000 in funding from the American Rescue Plan Act (ARPA), the department offered grants to local community organizations, aiming to enhance the child welfare and youth justice systems in the county.

The grant initiative is a strategic response to the pressing need for comprehensive and innovative programs that support children, youth, and families. By partnering with community providers, Waukesha County is taking a proactive approach to address challenges within these systems, aligning with the principles outlined in the Family First Prevention Services Act.

The primary goal of these collaborative efforts is to preserve, stabilize, and reunify families, emphasizing the importance of keeping children safely within their natural environment whenever possible. The awarded agencies have successfully increased capacity for parent peer supports, in-home parent skill building, outpatient clinical services, and school based mental health.

This initiative recognizes that the strength of Waukesha County's communities lies in ongoing support and involvement from various stakeholders. Families, non-profits, schools, law enforcement, and community members all play vital roles in creating a robust support network that uplifts and protects the well-being of children and youth.

Additional Teamwork & Collaboration Highlights in 2023:

- Enhanced partnerships with agencies serving the Hispanic Community by allocating resources to support dementia services, health promotion, and nutrition.
- Distributed more than 2,000 naloxone kits to the community through various channels, securing agreements to pilot 'leave behind' programs with the City of Waukesha Police Department and the Menomonee Falls Fire Department.
- Waukesha County Foster Care partnered with the Bridges Library System for a recruitment campaign and laid the groundwork for a 2024 partnership with the Waukesha Parks Department.
- Clinical Services partnered with the ADRC to provide community-based psychological evaluations, streamlining services and providing optimal care to adults in need of support.

COMMUNICATION

In a world abuzz with information, true communication goes beyond mere words; ensuring that the information conveyed resonates with every individual, meeting diverse needs.



BREAKING BARRIERS: MARKETING STRATEGIES FOR FENTANYL CRISIS AWARENESS AND ADDICTION STIGMA REDUCTION

In the face of a rising fentanyl crisis, Waukesha County has undertaken a bold and proactive approach, harnessing the power of marketing and advertising, not only to increase awareness about the dangers of fentanyl, but also to challenge and dismantle the stigmas surrounding addiction. This multifaceted campaign, woven with data-driven social media initiatives, impactful advertising, and community partnerships, stands as a testament to the county's commitment to safeguarding its residents and fostering a culture of understanding.

Data-Driven Social Media Campaigns:

At the forefront of these efforts are compelling social media campaigns, strategically utilizing data to highlight the lethal nature of fentanyl. By sharing real-life stories of individuals from Waukesha County who have tragically lost their lives to fentanyl poisoning, the campaigns aim to create a visceral impact, urging the community to recognize the urgency of this crisis.

Impactful Documentary-Style Videos:

To add a human touch to the narrative, Waukesha County collaborated with local video production companies to craft short, documentary-style videos. These videos delve into the heart of the fentanyl and opioid crisis, narrating the stories of those directly affected. By presenting an authentic portrayal of the local impact, the videos strive to foster empathy and understanding, inspiring collective action.

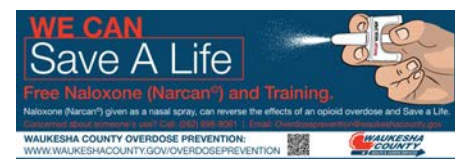
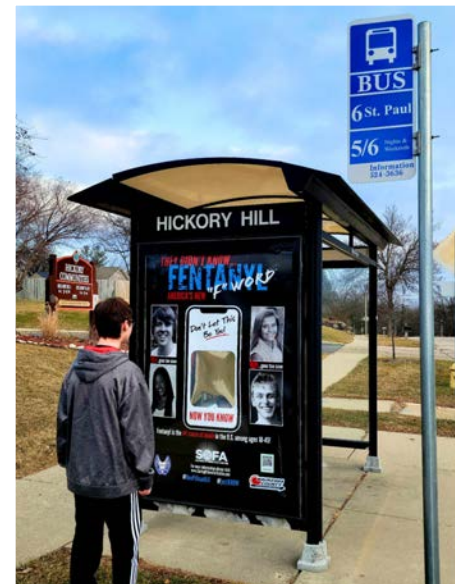


Diverse Advertising Channels: Waukesha County's commitment extends beyond the digital realm, with a comprehensive advertising strategy that leaves no stone unturned. Bus ads, bus shelter ads, billboards, YouTube ads, digital advertising, podcast and radio spots, and videos during the opening credits at Marcus Theaters collectively produced more than 6 million views throughout the county. This widespread outreach ensures the message penetrates diverse demographics, reaching individuals where they are most engaged.

Community Partnerships:

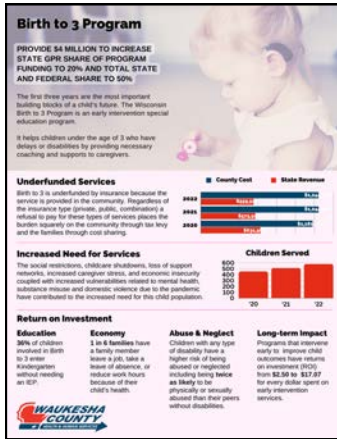
Recognizing the need for community involvement, Waukesha County partnered with law enforcement and community agencies to amplify outreach efforts. A groundbreaking collaboration with the Lake Country Dockhounds resulted in the largest-ever Narcan training event before one of their games, where over 2,000 individuals were educated about the importance of Narcan and its potential to save lives in the event of an overdose.

Waukesha County's comprehensive marketing and advertising campaign represents a united front against the fentanyl crisis and addiction stigma. Through innovative strategies that leverage both traditional and digital channels, this initiative aims not only to inform but also to ignite conversations, reshape perceptions, and ultimately save lives. As the county continues to champion awareness and understanding, it stands as a beacon of resilience, proving that collective action is the antidote to crisis.



UNLOCKING THE POWER OF CONNECTION

Improved advocacy efforts by leveraging data-driven narratives and crafting persuasive one-pagers to drive impactful changes at the state level.



Collaborated with an external vendor to create compelling recruitment videos for the Mental Health Center and the ADRC.



HHS rebranded all social media accounts to unify our online presence.

Disseminated resource materials from the Dementia Challenging Behavior Initiative to provide knowledge and tools, building a more supportive community for those living with Dementia and their caregivers.



A Waukesha County Community Response

Hired a Video Assistant, increasing capacity to utilize video to tell our story.



WAUKESHA COUNTY VETERANS SERVICES OFFICE SPEARHEADS OUTREACH AND SUPPORT INITIATIVES

The Veterans Services Office of Waukesha County embarked on a mission to fortify connections with local veterans, ensuring they are not only aware of their entitled benefits but also fostering a platform for open dialogue. This initiative saw the collaboration of Veterans Services with local Veterans of Foreign Wars (VFW) posts and American Legion chapters, weaving a network of support for those who have served and their families. Together, they hosted more than a dozen events all throughout Waukesha County.



INNOVATION



In the ever-evolving landscape of our community, embracing innovation is not just a choice; it's a necessity. As the needs of the community change and become clearer, our services swiftly adapt to shape a brighter and more resilient future for us all.

EMBRACING HOPE: UNVEILING OUR NEW CRISIS RESOURCE CENTER TO TRANSFORM MENTAL HEALTH SUPPORT IN OUR COMMUNITY



The unveiling of the Waukesha County Crisis Resource Center (CRC) heralds a new era in mental health care, addressing the growing need for a level of care that has not been available within the clinical services continuum. The facility is a partnership between Waukesha County Health & Human Services and Centers For Independence. The program strives to serve people in need in Southeastern Wisconsin with a philosophy based on person-centered, trauma-informed principles.

Setting a Tone of Recovery: At the heart of the CRC's therapeutic approach is a strengths-focused environment. Far removed from the clinical sterility often associated with mental health facilities, the center boasts a warm, home-like environment where support meets safety. The message "Recovery Happens Here" is not only a statement overlooking the common spaces, it is a philosophy that is incorporated into the design, the service array, and the alliance between helpers and those who need assistance.

providing services such as screening and referral, assessment, individual service planning, and individual and group programming. Addressing a person's unique needs is at the forefront of the CRC's approach.

Adapting to Diverse Crises: When a person experiences a mental health crisis, it can be a complex and dynamic situation unique to that individual. A mental health crisis can take on many forms, like thoughts of not wanting to live, extreme mood disturbances, substance use issues, and/or thoughts not based in reality. The CRC professionals assess each person's situation and provide tailored support to assist the person through the crisis.

Community Collaboration: True to the spirit of innovation, the CRC is not an isolated effort. Its establishment is a result of collaboration between public and private entities, demonstrating the power of partnerships in addressing complex societal challenges. In the coming years, the CRC has the potential to have a positive impact not only on the people who seek help there, but also the systems who support our exceptional services to the community, like hospitals, law enforcement, and service agencies.

Waukesha County hopes this model becomes a beacon, inspiring similar initiatives that contribute to a future where mental health care is accessible, comprehensive, and compassionate.



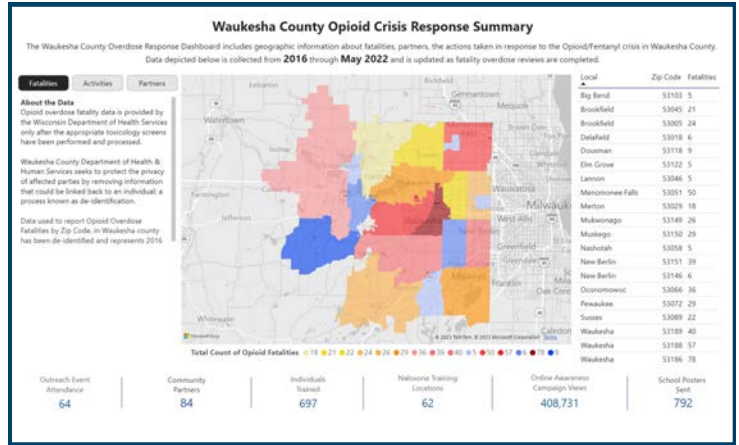
Individualized Services: Innovation extends beyond the physical space to service offerings. The CRC introduces a comprehensive approach to mental health,

EMPOWERING COMMUNITIES: REAL-TIME ACCESS TO LOCAL FENTANYL/OPIOID DATA THROUGH INNOVATIVE DASHBOARD

In the relentless pursuit of addressing the opioid and fentanyl crisis, Waukesha County has unveiled a groundbreaking tool — the Overdose Response Dashboard.

This comprehensive platform goes beyond conventional data reporting, offering geographic insights into fatalities, community partnerships, Overdose Aid Kit locations, and the responsive actions taken. The primary mission: to empower the public and elected officials with real-time data, catalyzing informed decisions and fostering lasting change.

As the dashboard opens its virtual doors to the community, it issues a call to action. It beckons individuals, elected officials, and community leaders to engage with the data, to understand the intricate web of challenges woven by the opioid crisis. Together, armed with knowledge and a shared commitment, Waukesha County can navigate the path towards a healthier, safer, and more resilient community.

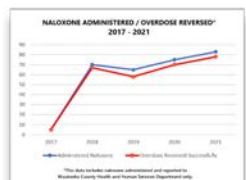
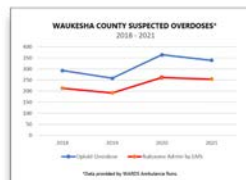
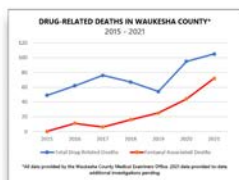
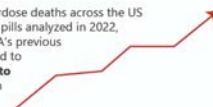


Additional Innovation Highlights:

- Upgraded technology in conference rooms to accommodate hybrid meetings.
- Introduced a Sexually Transmitted Infections (STIs) dashboard to keep Public Health staff informed with real-time data.
- Implemented a new customer relationship management software for our Veterans Services Office, allowing them to service clients more efficiently and effectively.

Waukesha County has seen a steady increase in fentanyl related deaths since 2016.

Fentanyl, a synthetic opioid, is 100 times more powerful than morphine, and is fueling overdose deaths across the US and Wisconsin. The DEA Laboratory has found that, of the fentanyl-laced fake prescription pills analyzed in 2022, six out of ten now contain a potentially lethal dose of fentanyl. This is an increase from DEA's previous announcement in 2021 that four out of ten fentanyl-laced fake prescription pills were found to contain a potentially lethal dose. **We are sharing data with our community in an effort to increase awareness.** We are also sharing our community efforts with the hope that we can fight the community crisis together. Data is presented through 2021, as 2022 data still has additional investigations pending.



“County Board Supervisors appreciated being able to look at this level of detail and intervention at their local levels – they are excited to be able to share this information with their constituents.”

-- Lisa Roberts, Deputy Director, Health & Human Services



ETHICS & DIVERSITY

In our steadfast commitment to fostering a culture of ethics and diversity, we embrace transparency, honesty, and respect as the cornerstones of trust and accountability. At the heart of our endeavors is a dedication to inclusivity, valuing the richness of diversity and recognizing the unique needs of every individual within our community.



HEALING WITH HEART: A JOURNEY INTO TRAUMA-INFORMED CARE AND SENSORY-INFORMED SPACES

In our unwavering quest for compassionate and impactful care, our dedication to trauma-informed practices has become paramount. Recognizing the diverse backgrounds and trauma histories of those we serve, we've made Trauma-Informed Care (TIC) a cornerstone of our approach. This commitment is vividly illustrated in the profound transformation of our sensory-informed visitation rooms, which now stand as physical embodiments of empathy and healing, and our focus on training our leaders.

Understanding TIC:

A TIC approach recognizes the prevalence of trauma in individuals' lives and seeks to create an environment that promotes healing and empowerment. TIC operates on the principles of safety, trustworthiness, choice, collaboration, and empowerment. It shifts the focus from asking, "What's wrong with you?" to "What happened to you?" This shift in perspective informs every aspect of our interactions, programs, and spaces.

Deepening our Commitment in 2023:

Building upon the success of our initial training, 2023 saw a concerted effort to deepen our commitment to Trauma-Informed Care. More than 80 HHS leaders dedicated the year to an intensive training program, delving into advanced concepts, practical applications, and the nuances of leading with a trauma-informed lens. This investment in leadership ensures that our commitment to TIC is not only embraced at the ground level but is also embedded in the strategic decisions and vision of our organization.

Sensory-Informed Visitation Rooms:

A tangible manifestation of our commitment to TIC is the transformation of our visitation rooms into sensory-informed spaces. These rooms are designed to be safe, calming, and accommodating to the sensory needs of neuro-atypical youth and individuals who have experienced trauma. From soothing colors to soft lighting and comforting textures, each element is thoughtfully curated to provide a healing environment.





In 2023, the HHS Equal Access Group achieved significant milestones in fostering a culture of diversity, equity, and inclusion (DEI). The formation of two Employee Resource Groups (ERGs) provided dedicated spaces for staff to connect, share experiences, and contribute to an inclusive work environment. The vibrant spirit of diversity was celebrated with an exhilarating International Potluck, bringing together the richness of our collective backgrounds through the universal language of food. Numerous staff trainings on DEI topics further fortified our commitment to fostering awareness and understanding. As a testament to our dedication, the committee formulated a strategic plan, laying the groundwork for future initiatives that champion equal access, representation, and a sense of belonging for all members of the HHS community.



FORGING ALLIANCES: KICKSTARTING THE REVIVAL OF THE CAREGIVER COALITION AND PIONEERING DEMENTIA-FRIENDLY INITIATIVES IN WAUKESHA COUNTY

In recognizing the significant demographic presence of seniors within Waukesha County, the Aging & Disability Resource Center has taken a proactive stance by reforming the Caregiver Coalition and restructuring the Dementia Friendly Waukesha County initiative. As a crucial facet of our community, seniors deserve focused attention to address the unique challenges they encounter as they age.

These coalitions stand as crucial avenues for understanding and meeting the evolving needs of these populations. By leveraging community connections, we gain a comprehensive understanding of the challenges seniors and family caregivers encounter daily. Through these insights, innovative and tailored strategies can be developed to uphold their dignity and well-being.



Concurrently, family caregivers, who play an indispensable role in supporting seniors, are facing unprecedented stress as they navigate the delicate balance between caregiving, work, and having a personal life.

Both initiatives are committed to centering the voices of those directly affected. Listening to their concerns and suggestions is not just a formality but an essential practice that informs compassionate and effective support systems.

EFFICIENCY & COST SAVINGS

As stewards of public resources, our commitment to efficiency and cost savings underscores our dedication to providing cost-effective services to the community. In this section, we delve into our unwavering pursuit of quality assurance, mindful time and expense management, and the open invitation for valuable suggestions that continually enhance our operations for the benefit of those we serve.

MAXIMIZING REVENUE AND EFFICIENCY: THE STRATEGIC SHIFT TO OUTSOURCING INPATIENT BILLING

In a strategic move aimed at optimizing efficiency and enhancing revenue streams, HHS embarked on a transformative journey — outsourcing the billing process for our inpatient psychiatric hospital. The motivation behind this shift was to explore alternative methods to ensure accurate and efficient claims processing, reduce denials, and improve the likelihood of full payment for services.

Previously handled internally by our dedicated staff, the claims submission process posed challenges as the labor force underwent fluctuations, making resource management a complex task. Recognizing the need for a more sustainable solution, a thorough review and analysis led to the decision to partner with an external vendor for inpatient billing.

In collaboration with our contracted vendor, a seamless transition of duties took place, leveraging their advanced revenue cycle management expertise. The early stages of this partnership have shown promising results, affirming our expectations of improved

efficiency, reduced denials, and optimized revenue. This strategic outsourcing move aligns with our commitment to adaptability and resource optimization, ensuring that we can continue delivering high-quality services to our community with enhanced fiscal responsibility.



BRIDGING GAPS, BUILDING COMMUNITY: HARNESSING THE POWER OF VOLUNTEERS TO MEET CLIENT NEEDS AND OPTIMIZE RESOURCES

In the heart of Waukesha County, a powerful force is at play—volunteers who serve as the backbone of our community services, bridging gaps, meeting client needs, and contributing to significant cost savings. Their contributions extend across diverse areas, from running support groups for individuals in substance use recovery to delivering meals, providing office support, leading health classes, offering youth training sessions, and ensuring vital transportation to appointments.



The impact of these volunteers goes beyond altruism; it transforms the landscape of service provision. By leveraging the dedication and skills of community members, we can offer vital services that might otherwise be financially unfeasible. The result is a stronger, more interconnected community where individuals can access the support they need, facilitated by the generosity of volunteers.

In 2023, our dedicated volunteers provided an astounding 32,177 hours of service, a testament to their commitment to the well-being of our community. The estimated cost savings realized through this volunteer time exceeded \$964,345, illustrating the profound financial efficiency achieved by strategically incorporating volunteers into our service delivery model.



Beyond the numbers, the impact of volunteerism resonates in the stories of lives touched and communities strengthened. Volunteers not only offer their time but also infuse our programs with a spirit of empathy and connection. Their involvement not only stretches tax dollars further but also amplifies the sense of community ownership, where individuals actively contribute to the well-being of their neighbors.

As we celebrate the remarkable contributions of our volunteers, we acknowledge that their dedication is not just a cost-effective solution but a profound investment in the social fabric of Waukesha County. In harnessing the power of volunteerism, we not only fill essential service gaps but also create a resilient community where every individual has the opportunity to succeed.

"The volunteers who deliver our food are so kind. I appreciate that a caring human being comes to visit and check on us. I always look forward to seeing them."

-- Anonymous Meals on Wheels Consumer

Building a Stronger Team: Innovative Strategies for Improving Hiring and Staff Retention

In our dynamic pursuit of building a thriving workforce, Waukesha County has embraced innovative strategies to enhance both hiring efforts and staff retention. Recognizing the transformative power of visual storytelling, we've crafted recruitment videos that spotlight the unique benefits and vibrant culture that define our community.

Leveraging the expansive reach of LinkedIn, we've ventured into new territories, engaging with a broader audience to amplify our recruitment initiatives.

The commitment to retaining high-quality staff and fostering an enriching workplace culture is further demonstrated through the formation of staff workgroups.

These collaborative teams have become hubs of creativity, brainstorming tactics to elevate retention rates and enhance the overall work environment. By placing HHS supervisors at the center of these initiatives, we aim not only to attract top talent but to create a workplace where every individual feels valued, motivated, and inspired to contribute their best.



Through these pioneering approaches, HHS is not just building a team; we are cultivating a community of dedicated professionals committed to excellence and mutual growth.



WELL-BEING

At the heart of our mission lies a steadfast dedication to supporting and promoting the health and safety of every individual, ensuring that each person in our community not only survives but thrives in every aspect of their journey.

CHARTING THE COURSE FOR COMMUNITY WELL-BEING: THE VITAL ROLE OF PUBLIC HEALTH IN WAUKESHA COUNTY

When it comes to community well-being, Public Health plays a vital role in improving community well-being through the Community Health Improvement Plan (CHIP) process. Every five years, Waukesha County Public Health embarks on a comprehensive journey to assess, analyze, and enhance

the health of the community; a process that goes beyond physical health to encompass mental health, environmental health, and other contributors to overall well-being.

The CHIP process stands as a benchmark for a holistic approach to community health improvement.

Drawing on a wide range of qualitative and quantitative data, community members actively engage in systematic analysis of health-related information. This inclusive approach ensures the resulting action plans not only address immediate health concerns but also reflect the nuanced needs of a diverse population.



At the heart of this process lies the CHIP Steering Committee; a collective force representing crucial sectors of the community, including healthcare, government, non-profits, business, education, faith-based organizations, and consumers. This committee is essential in steering the five-year journey, shaping the vision for a healthy Waukesha County.

interventions and community-wide initiatives.

This endeavor recognizes the significance of the collaborative process. It's not just about addressing health issues; it's about creating a vision for a community that flourishes on the principles of inclusivity, accessibility, and well-connected support systems.

The CHIP vision for 2022-2026 reflects a commitment to inclusivity, connectivity, and equitable access to services. The strategic health priorities, Mental Health, Substance Use, and Healthy Aging, are the focal points for targeted

Through the CHIP process, Waukesha County Public Health is not merely addressing health concerns; it is actively shaping the trajectory of a healthier, more resilient community.



BUILDING RESILIENCE: UNVEILING A ROBUST PREPAREDNESS STRUCTURE TO ENHANCE EMERGENCY READINESS



In a strategic move to bolster our community's resilience, HHS has introduced an enhanced Emergency Preparedness structure. This initiative involves rigorous staff training on emergency procedures and our specific roles during crises. Strengthening our emergency response teams has increased our ability to navigate emergencies effectively. A training exercise scheduled for 2024 aims to refine our understanding and coordination further. Through these proactive measures, HHS is committed to reinforcing our preparedness, guaranteeing a swift and coordinated response to safeguard the community's well-being during unforeseen challenges.

Nurturing Strengths: Positive Youth Initiatives Transforming Futures with Empowerment and Community Engagement

Waukesha County's Positive Youth Initiatives (PYI) program stands as a beacon of transformation, offering a progressive approach to youth development. Originating as an alternative to traditional court-ordered sanctions, PYI has evolved into a powerful platform that focuses on nurturing the strengths of young individuals rather than focusing on their weaknesses. This innovative program not only provides opportunities for higher achievement and self-confidence but also sparks interest in physical activity and community engagement. By emphasizing empowerment and positivity, PYI is shaping a future where youth not only succeed personally but also contribute meaningfully to the community they call home.



CONSUMER IMPACT



FINDING THE RIGHT FIT

Experiencing anxiety and depression, our daughter refused school and activities. Private therapy wasn't working. Despairingly, we turned to Waukesha County HHS. Within a week, her amazing therapist began building trust and teaching vital coping skills. The collaboration extended to school, medication, and family sessions, forming a united front for success. Today, she thrives in school, activities, and social circles, showcasing the life-changing potential of HHS's Counseling and Wellness Unit. We are eternally grateful.

-- A thank you message from a parent

FROM SERVICE TO SUCCESS

A former Marine from Waukesha reached out to the Waukesha County Veterans Services Office seeking support, and our dedicated staff stepped in to assist him with his disability claim. As a result, he will now receive \$1,700 per month in benefits along with full VA Health Care coverage. Moreover, our team provided guidance in navigating the VA Rehabilitation and Employment Program, enabling him to successfully enroll at a local university.



A HOME FILLED WITH LOVE

Tammy finalized the adoption of her 4-year-old granddaughter, Aria, during the county's National Adoption Day celebration. After caring for Aria for three years, Tammy's love and dedication culminated in providing her granddaughter with a safe and stable home.

With more than 700 successful adoptions in Waukesha County over the past decade, Tammy's journey serves as an inspiring reminder of the transformative power of love and stability offered by relative caregivers and foster parents.

AWARDS & RECOGNITION

DISTINGUISHED SERVICE

In 2023, Danielle Birdeau and Eve Altizer were honored with the Distinguished Service Award by the Wisconsin County Human Services Association (WCHSA). This prestigious accolade recognizes individuals who have demonstrated outstanding commitment to enhancing the delivery of human services. Their remarkable leadership of the CCS-Youth expansion project resulted in a remarkable 15-fold increase in the number of youth benefiting from CCS services compared to just two years prior. Their contributions exemplify dedication and excellence in advancing the field of human services.



INNOVATIONS IN CAREGIVING

Bridges Library System and the Aging & Disability Resource Center were honored to receive the Innovations in Alzheimer's Caregiving Award from the Family Caregiver Alliance. The award recognized their collaborative program, the Library Memory Project (LMP), which provides monthly social opportunities for individuals with memory loss and their caregivers. Serving more than 200 people annually, individuals living with memory loss and their care partners can count on finding warm companionship, acceptance to be who they are, and enjoyable discussions and engagement in music, art, theater, poetry, and literature.

CUSTOMER SATISFACTION

HHS proudly received an award for outstanding customer service in 2023. Waukesha County's commitment to excellence is reflected in its rigorous customer satisfaction survey, offered to all served individuals. With a countywide goal of achieving an overall score of 4.65 or higher on a scale of 1-5, departments are continuously evaluated across categories such as accessibility, attitude, and timeliness. Feedback from these surveys not only serves to recognize staff members who excel in customer service but also guides targeted training initiatives to address areas needing improvement. This award underscores our dedication to providing exemplary support to the community we serve.

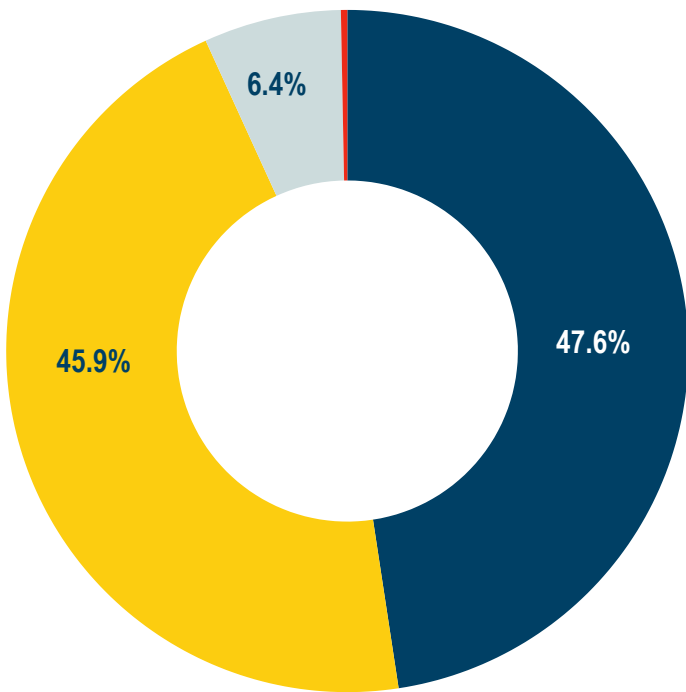


2024 Adopted Budget (by Major Program Area)

ADMINISTRATIVE SERVICES.....	\$12,362,289
ECONOMIC SUPPORT SERVICES.....	\$4,218,691
ADOLESCENT & FAMILY SERVICES.....	\$10,858,953
AGING & DISABILITY RESOURCE CENTER.....	\$10,530,760
CHILD & FAMILY SERVICES.....	\$27,414,966
CLINICAL SERVICES.....	\$23,275,222
MENTAL HEALTH CENTER.....	\$6,633,882
CRIMINAL JUSTICE COLLABORATING COUNCIL.....	\$2,091,145
PUBLIC HEALTH.....	\$3,527,195
VETERANS SERVICES.....	\$593,529

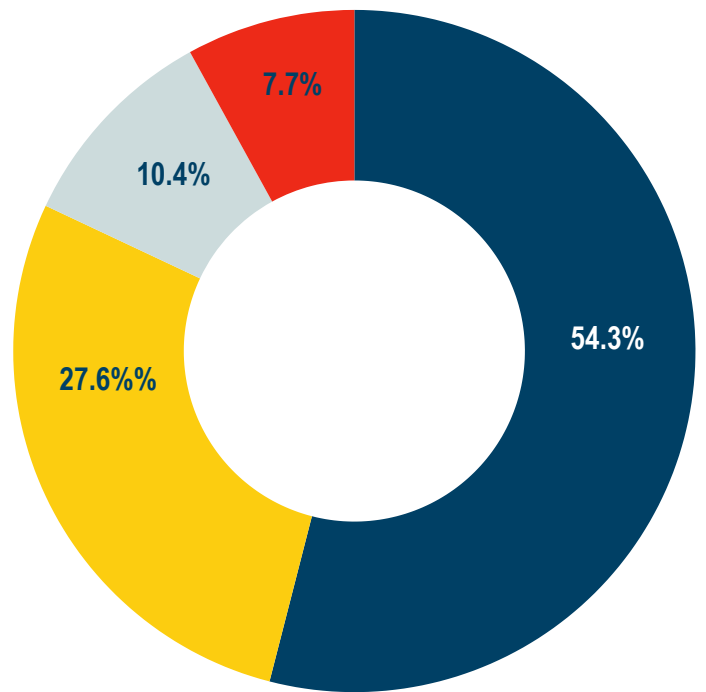
TOTAL **\$101,506,632**

2024 BUDGETED EXPENSES



- OPERATING EXPENSES: \$48,317,815
- PERSONNEL EXPENSES: \$46,650,550
- INTERDEPARTMENTAL CHARGES: \$6,532,689
- CAPITAL ASSETS: \$5,578

2024 BUDGETED REVENUES



- GENERAL GOVERNMENT: \$55,078,601
- COUNTY TAX LEVY: \$28,086,647
- CHARGES FOR SERVICE: \$10,541,500
- OTHER REVENUE: \$7,799,884

LOOKING AHEAD

2024 Focus Areas

AMPLIFY THE DEPARTMENT'S STRATEGIC LEADERSHIP ROLE

- Launch Overdose Fatality Review
- Award community grants to programs aligned with CHIP initiatives
- Lead community response to the fentanyl crisis, including the launch of PulsePoint
- Enhance prevention and early intervention services to stabilize families
- Engage community through Healthy Brain Initiatives grant

LEAD AS ONE UNIFIED DEPARTMENT

- Continue to implement department-wide emergency preparedness training
- Host Strategic Fest event to engage staff in HHS Strategic Plan efforts
- Ensure staff are aware of all internal and external resources and services
- Increase cross-divisional collaboration through triage meetings
- Implement HHS Strategic Communications Plan

OPTIMIZE HHS INFRASTRUCTURE AND OPERATIONS

- Streamline processes through collaboration with other county departments
- Implement lean projects for Continuous Quality Improvement (CQI)
- Launch Emergency Detention time study with law enforcement
- Enhance budget accountability and transparency

DELIVER AN EXCEPTIONAL CONSUMER FOCUSED EXPERIENCE OF CITIZENS

- Expand embedded Crisis mental health worker program in Brookfield and City of Waukesha
- Provide outreach bereavement support to next of kin after an overdose death
- Pilot transportation initiatives in the ADRC to improve accessibility
- Collaborate with healthcare partners to revise system of care for Chapter 55 adults

INVEST IN A CULTURE THAT ATTRACTS AND RETAINS HIGH PERFORMING STAFF

- Enhance opportunities for university student engagement by expanding capacity and strengthening partnerships
- Highlight the impact of government service from mission to benefits
- Develop best internal communication practices for sharing department and divisional updates and priorities
- Establish a process for funneling ideas to decision makers who can take action
- Develop a menu of core trainings for new leaders over the first five years

