



Annual Report 2023

**Annual Review of 2022
Current Operations in 2023
Forecasting for 2024**

Presented to the community
by the Waukesha County
Health & Human Services Board



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Letter from the Director of Health & Human Services



To the HHS Board and Waukesha County community:

2022 was a year in which Health & Human Services was defined by its innovation and partnerships. Throughout the year the department needed to respond to external market pressures such as caregiver and employee shortages and an inflationary market. Department staff rose to the occasion by expanding partnerships, creating new programming, and following evidence-based practices to keep individuals and families safe, supported, and connected. I am honored to highlight the work of our dedicated staff and excited about the initiatives they have developed and implemented to strengthen our community and its system of care.

This annual report will outline our strategic approach to innovation bringing us closer to our vision of a connected, resilient community where everyone thrives. This year will focus on strengthening collaborations that support economic growth while maximizing the expertise of our partners.

Through the lens of collective community impact and safety services, we move forward in addressing the health and wellness of our community. In response to the fentanyl community health crisis that was declared in August 2022, the department developed a 13-point plan to respond through prevention, harm reduction, and intervention strategies. We have combined efforts with surrounding counties and local organizations, and we continue to collaborate with the Heroin Task Force and the Community Health Improvement Plan action teams to expand our message and reach a larger audience.

Furthermore, our divisions have expanded their network of providers and services to support significant expansions in the Comprehensive Community Services (CCS) and Children's Long Term Support (CLTS) Waiver programs while continuing to shift to a Family First model of care to support families and keep them together. Our ADRC and Child & Family divisions collaborated to ensure a smooth and successful transition of youth with disabilities to our adult systems of care when they turn 18 years old.

The department was awarded the Wisconsin Policy Forum's 2022 Salute to Local Government Award for Innovative Approach to Problem Solving for our Embedded Mental Health Professional program. This program was also showcased in the January 2023 edition of Wisconsin County magazine focusing on Improving our Mental Health Crisis Response System. This program is a collaboration between HHS and the Sheriff's Department, the City of Waukesha Police Department and the Waukesha County 911 Communication Center. The goal of this collaboration is to provide immediate mental health response from trained mental health professionals to reduce law enforcement intervention when appropriate.

I continue to be excited about the opportunities available to us and thank you for your continued support.

ELIZABETH ALDRED

Director, Health & Human Services Department

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



Elizabeth Aldred, *Director*
Lisa Roberts, *Deputy Director*



Compliance Program Coordinator
Wade Woodworth

Centralized Records Supervisor
Julie Callies

Clinical Director
Dr. Darryl Kabins

Veterans Services Officer
Dan Driscoll

Public Information Officer
Nicole Kelly

Business Applications Support Manager
Sandra Masker



**Admin. Services
Division**
Randy Setzer



Administrative Support, Economic Support Services (Medicaid Eligibility, FoodShare, Childcare Assistance), Accounting Services, Revenue Cycle Services

**Adol. & Family
Division**
Dr. Ron Pupp



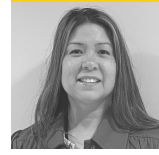
Youth Justice Intake & Ongoing Services, Secure/Non-Secure Detention, Intensive Youth Mental Health Services, Non-business Hours Child Welfare Crisis Response

**ADRC
Division**
Mary Smith



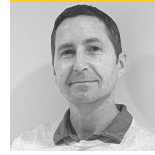
Resource Center, Long Term Care Program Enrollment, Community Support Services, Senior Nutrition, Adult Protective Services, Specialized Transportation and Youth Transition

**Child & Family
Division**
Penny Nevicosi



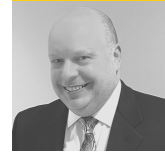
Child Protective Services (CPS) Access, Initial CPS and Ongoing CPS, Foster Care, Children with Special Needs, Birth to Three

**Clinical Services
Division**
Kirk Yauchler



Inpatient Adult Psychiatric Services, Mental Health and Substance Use Treatment Services, Adult Community Case Management, 24/7 Crisis Intervention, Criminal Justice Services

**Public Health
Division**
Benjamin Jones



Communicable Disease, Tuberculosis, Lead, Maternal & Child Health, Screening Clinic, Immunization and Travel Clinic, Women Infants & Children (WIC), Emergency Preparedness

STAFFING (2023 BUDGETED POSITIONS): 386 FULL TIME | 20 PART TIME | 75 LIMITED TERM (LTE)

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

HHS Committee

Oversees the Department of Health & Human Services and its Divisions

Membership by County Board Supervisors:

Peter M. Wolff, Chair
Larry Bangs
Jennifer Grant
Thomas J. Schellinger
Jeremy Walz
Matthew E. Weil

2022 Departmentwide Accomplishments



Staffing

Increased focus on retaining and recruiting the right staff. Efforts include the use of a recruitment video, the redesign of the Lead Worker program and using data from the Employee Engagement survey to inform changes in policy.



IT Infrastructure

Worked across departments and divisions to identify and deploy critical technology improvements to streamline services and provide innovative ways to serve the community. Improvements include a new IT project management system and an improved electronic health records service.



Workplace Culture

Expanded efforts to improve diversity, equity and inclusion across the department. Additionally, department leadership prioritized the use of Trauma Informed Care practices in the work of each division.



Expanded Partnerships

Established new partnerships and strengthened current collaboratives to serve youth and families with a true communitywide approach. This includes the expansion of the Children's Long Term Support program and the Comprehensive Community Services program. The department added more than 250 new contracted services providers.

Emergency Response

Provided Critical Incident Stress Management (CISM) interventions in support of the community. Continued to provide support to those touched by the parade tragedy, assisted those affected by the closing of a condominium complex in Waukesha, and provided support to the jurors following a significant trial.



Social Media

Improved utilization of social media to share important messages and reach target audiences. Launched LinkedIn and Instagram accounts, increased the use of videos to tell stories and curated large campaigns across multiple platforms to improve branding.

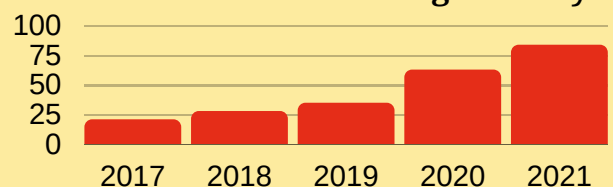
The Advisory and Standing Committees seek advice, gain insights, and explore new opportunities through presentations and dialogue. Committee membership is representative of pertinent target groups, is limited in number, and includes terms of office.

These committees exist largely due to volunteers, without whom we wouldn't be able to accomplish great things in our community. Thank you to each member who contributes to our Advisory and Standing Committees.

Fentanyl Crisis Initiative

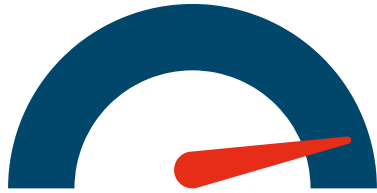
By declaring fentanyl a community health crisis, Waukesha County is leading a community-wide initiative to increase efforts around prevention, harm reduction, intervention, and overall awareness and education.

Overdose Deaths Involving Fentanyl



2022 Customer Service Survey Results

The foundation of Waukesha County's cultural philosophy, is built upon Five Pillars. One of those pillars is Customer Service. Health & Human Services incorporates top tier customer service into everything we do, and staff pride themselves on going the extra mile to meet the needs of everyone we serve. Customers are given the opportunity to rate the department on five aspects of customer service, and **in 2022 the overall score was 4.59, up from 4.56 in 2021.**



**OVERALL CUSTOMER
SATISFACTION SCORE**

4.59

Accessibility: **4.56**

Accuracy: **4.59**

Attitude: **4.70**

Communication: **4.62**

Timeliness: **4.51**



2022 Employee Engagement Survey Results

The Employee Engagement survey, sent each year to all county staff members, allows leadership to measure progress over time, and identify areas of strength and areas for improvement. The countywide benchmark is to have 80% agreement for each survey question. **In 2022, HHS had an overall score of 90.0%, up from 86.3% in 2021. In addition, the department scored above the benchmark 80% in every category for the first time since the survey began in 2018.**



% of HHS employees who would recommend Waukesha County as an employer **increased from 81% in 2018 to 88% in 2022**



% of HHS employees who believe information is shared openly within the department **increased from 72% in 2018 to 86% in 2022**



% of HHS employees who feel empowered to make process improvement changes **increased from 79% in 2018 to 88% in 2022**



% of HHS employees who said their supervisor frequently asks their opinion on how to do things better **increased from 75% in 2018 to 89% in 2022**

2020-2022 Strategic Plan Wrap-Up



Customer Service Pillar Customer Satisfaction Strategy

HHS increased their overall customer satisfaction rating from 4.49 in 2020 to 4.59 at the end of 2022.



Customer Service Pillar Outreach and Marketing Strategy

Created a checklist to ensure all marketing materials follow Diversity, Equity and Inclusion (DEI) standards.



Quality Pillar Data Access Strategy

Improved collaboration for the more than 74% of HHS clients 18yo+ receive services from more than one HHS division. Staff can now see if a client is open for services throughout the department.

Team Pillar Employee Retention Strategy



Developed Exit Survey, Stay Survey, and DEI Presenter Protocol Checklist to improve data-driven decision making.



Health and Safety Pillar Trauma Informed Care Strategy

Staff members from all the divisions within HHS have participated in basic Trauma Informed Care (TIC) training.



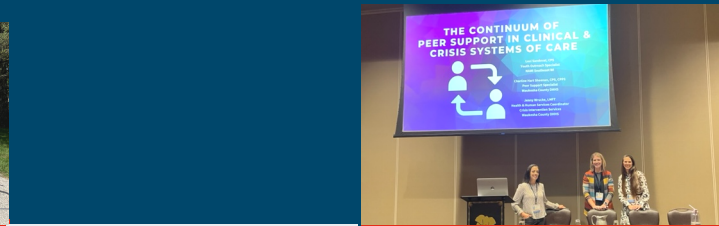
Finance Pillar Quality Assurance Strategy

Remittance denials were reduced by 20% in 2022, increasing the total reimbursement for billable services.

2023-2025 Strategic Plan Priorities



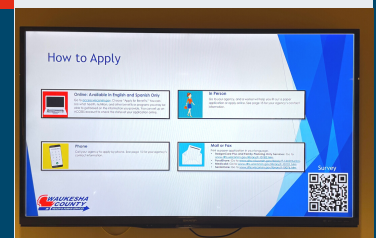
**Employee
Recruitment and
Retention**



**Technology and
Innovation**

**Mental Health and
Substance Use**

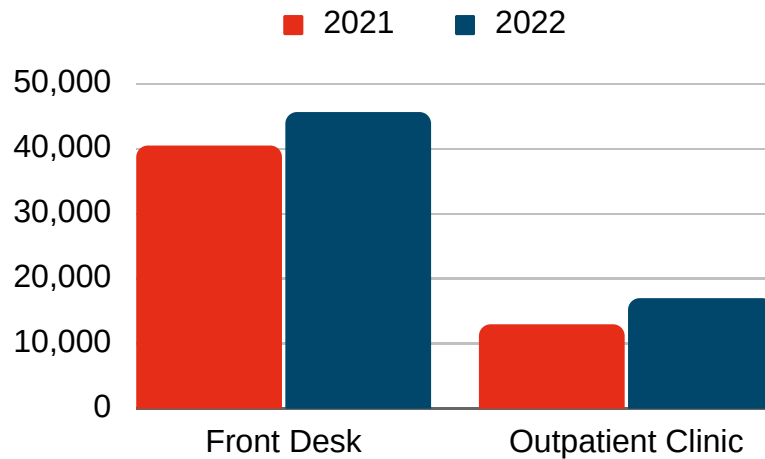
**Economic
Development**



Administrative Services

Purpose Statement: To provide operating, fiscal and management support to all Health and Human Services Divisions, including centralized administrative support and processing of client and provider billing & payments. Manages centralized records, oversees compliance, administers a variety of economic support programs for county residents.

Clients Served By Administrative Staff



25,164

Calls Received By
Economic Support
Services

85,400

Medical Claims
Submitted for Payment

208,120

Scanned Medical
Records

The Administrative Services division serves a complex dual role: providing great customer service to both internal and external customers.

In 2022, the division focused on analyzing current processes and procedures in an effort to streamline services.

Divisional Highlights:

- **Completed a gap analysis** on the HHS new hire on-boarding process. This led to restructuring the offer letter, and changes to internal instructions provided to supervisors who are on-boarding new staff.
- **Managed more than 20** internal office construction and reorganization projects.
- **Upgraded technology** in conference rooms to increase ability to host virtual meetings and allow for alternative ways to collaborate with community partners and clients.
- **Enhanced monthly financial statement** to provide budget driver analysis and revenue cycle reports.
- Improved the department's revenue cycle process which **resulted in maximized revenue** and risk mitigation.
- **Prepared for the public health emergency unwinding** through extensive planning with Moraine Lakes Consortium counties and the state.
- Facilitated the **installation of software** that enabled the showing of relevant benefit information in the Economic Support client waiting area.



Adolescent & Family Services

Purpose Statement: To serve youth and families through the coordination of resources that promote health, safety, and wellbeing.



Comprehensive Community Services (CCS) & Coordinated Services Team (CST)

- Served a total of **73 youth** through CCS/CST programs
- **Expanded the program** by adding 5 service facilitators, 1 mental health professional, 2 supervisors, 1 Quality Assurance/Vendor Relations staff and .5 outreach/CST Coordinator
- **Expanded the provider network by 50%** to better serve both the adult and youth CCS programs
- **94% of CCS respondents** reported they are satisfied with the services they receive

Youth Justice

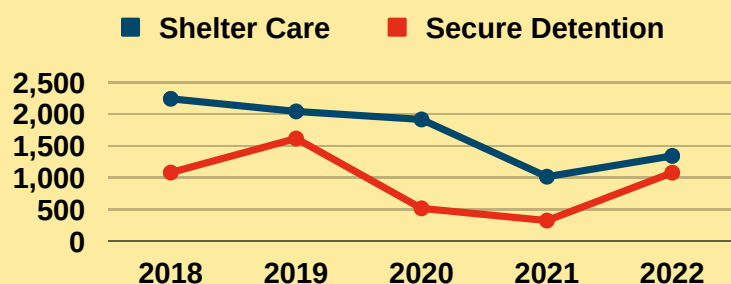
- Received **454 new Youth Justice referrals**
- All youth who pose a public safety risk were placed in secure detention, and in 2022, Waukesha County **partnered with seven counties** to provide secure placement for youth
- Donated 461 pounds of produce which was harvested through the **Positive Youth Initiatives** program in partnership with UW Extension



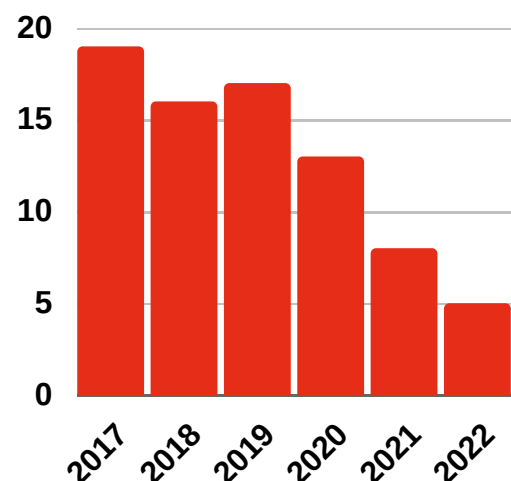
The Adolescent & Family division spent much of 2022 aligning the scope of youth justice services with the Wisconsin Department of Children & Families strategic plan while also expanding the CCS and CST service array. The division revised their approach to serving truancy cases, voluntary cases and youth on deferred prosecution agreements while expanding availability of mental health providers available to youth. With the expansion of the CCS and CST programs the division saw a significant reduction in the number of youth in out of home care, consistent with the Family First philosophy.



Days of Youth in Shelter Care and Secure Detention



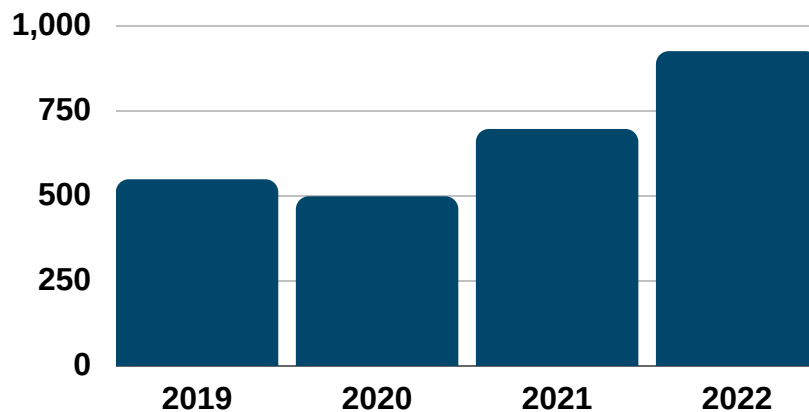
Number of Youth in Out-of-Home Care



Aging & Disability Resource Center

Purpose Statement: To provide older adults and people with physical or developmental/intellectual disabilities the resources needed to live with dignity and security and to achieve maximum independence and quality of life. The goal of the Aging and Disability Resource Center (ADRC) is to empower individuals to make informed choices and to streamline access to the right and appropriate services and supports.

Referrals for Aging Services



34,486

Calls Received From
the Community

150,280

Meals Served Through
the Senior Nutrition
Program

\$6Million

In Benefits Accessed
By Clients With the
Help of Benefit
Specialists

The population of Waukesha County continues to age, and with that the need for ADRC services increases each year. By streamlining services, building community partnerships, and using innovative approaches, ADRC staff are able to serve the needs of individuals who reach out for services.

Divisional Highlights:

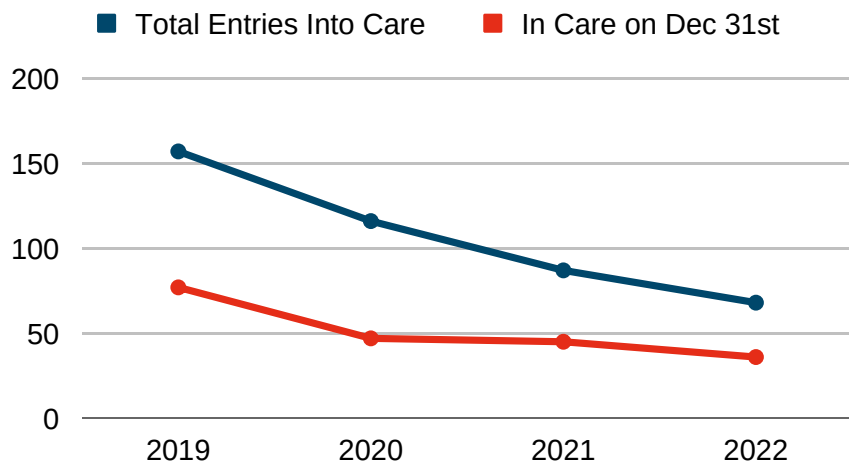
- Provided educational presentations quarterly to families who have children with disabilities transitioning from children's services into the adult world. **In 2022, six presentations were offered to a total of 65 participants.**
- Contracted with a partner agency to provide Friendly Visitor calls to community seniors who are socially isolated. **87% of consumers** responding to a survey indicate the call helped them to feel less isolated.
- **Launched a Younger Onset Dementia Caregiver Support Group** for caregivers of individuals who have displayed symptoms of and/or have been diagnosed with a form of dementia prior to age 65.
- Overcame challenges to provide more than **51,000 subsidized taxi and accessible van rides** to consumers who can no longer drive.
- Adult Protective Services screened more than **1,000 reports of abuse and neglect.**



Child & Family Services

Purpose Statement: To improve outcomes for children and families in Waukesha County by promoting the health, safety, and well-being of our community. We strive to make a positive difference by strengthening individual, family, and community relationships and promoting a healthy work force.

Youth in Out-Of-Home Care



6/10



Youth in Out-Of-Home Care Are Placed With a Relative

169

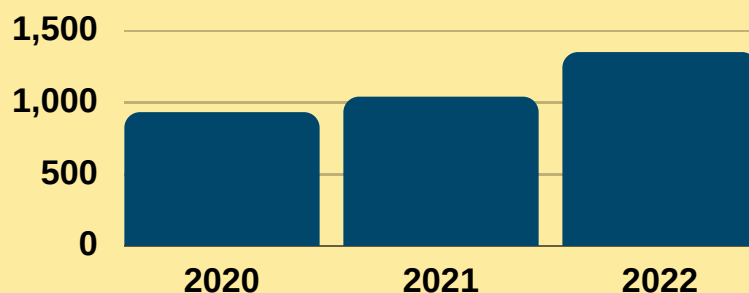
Children and Families Received Targeted Services through an In-Home Safety Plan

2022 was all about collaborations and building partnerships to meet the needs of the whole family. Staff collaborated with Adolescent & Family Services and Clinical Services to better serve youth with complex needs and their families through a Youth Triage process. The division also utilized a one-time donation to transform the family visitation rooms, making them more trauma and sensory informed.

Divisional Highlights:

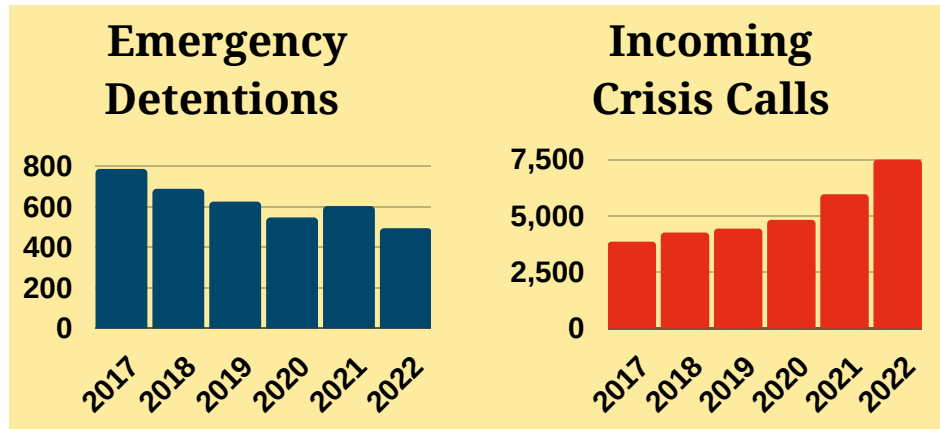
- **580 Children** Enrolled in Birth to 3 Services
- **292 Youth** Served by Children's Community Options Program
- **627 Reports** Screened in for Child Protective Services & Child Welfare
- **92 Foster Homes** Licensed by Waukesha County
- **395 Adults and Children** Provided with Foster Care and Relative Caregiver Support through the Zoo Event, Camp Kim, and Santa Breakfast

Youth Served Annually through Children's Long Term Support Waiver Program



Clinical Services

Purpose Statement: To provide high quality, individualized, culturally responsive mental health and substance use services that help people improve their health, safety, well-being, and quality of life.



The reduction in Emergency Detentions and rise in Incoming Crisis Calls reflects how increased collaboration with law enforcement and the community has resulted in the Crisis Team being able to assist persons experiencing a mental health crisis in preventative, least restrictive, and cost effective ways.

34,429

Appointments
Provided For Clients

3,681

Unduplicated Clients
Served By Clinical
Services



Mental Health

- Embedded a Mental Health professional with the Waukesha County Sheriff's Department to reduce wait time on crisis calls
- Increased access to Mental Health Center for individuals with Medicaid insurance by restructuring and allowing for removal of Institution for Mental Disease (IMD) status
- Launched project to create a regional Crisis Stabilization Facility

Substance Use

- Initiated project with the Waukesha County Jail to provide medication assisted treatment (MAT) services for inmates
- Expanded Naloxone distribution to Spanish speaking community
- Partnered with community organization to dispense Naloxone in an automated vending machine
- Launched fentanyl test strip distribution program



Divisional Highlights:

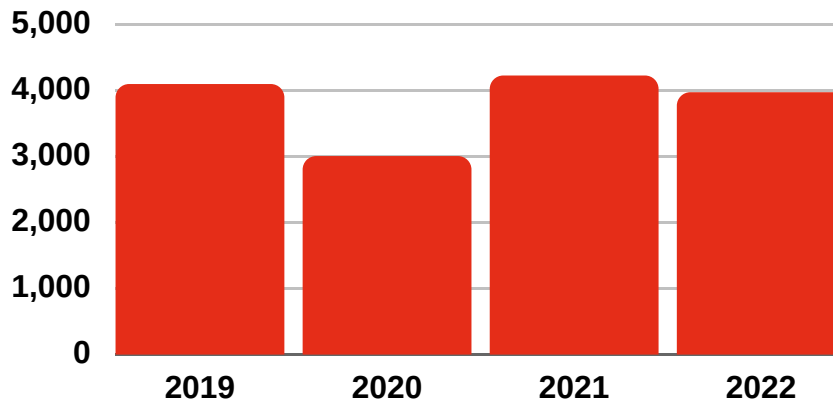
- Significant **expansion of substance use prevention** efforts.
- Expanded **peer support** in the community and outpatient clinic.
- Enhanced **evidenced based practices** for treatment of outpatient clients.
- Focused on **earlier identification** of people in need of mental health services.



Public Health

Purpose Statement: To champion innovative programs and partnerships to foster optimal health and well-being for our community.

Communicable Diseases Referrals Investigated (non-COVID-19)



106

Children
Case-Managed for
Lead Poisoning

2,375

Women, Infants, and
Children Program
Clients

Waukesha County Public Health has embraced the role of chief health strategist as it continues to modernize and adapt to changing community health needs, as well as position for the future. The fulfillment of this role, often called Public Health 3.0, will allow the realization of collective impact efforts throughout the community, and will help achieve an efficient and more effective way to reach positive health outcomes, with a quicker response to emerging health issues. This approach will not only better position the county to respond to future emergencies, but also continue to recover from COVID-19. It emphasizes the appropriate use of health data and data systems to identify insights and trends and systematically use that data to inform decisions and promote positive health outcomes in the community. Public Health created a strategy team in 2022 to infuse the appropriate and diverse expertise needed to ensure ongoing success as public health continues to evolve.

Divisional Highlights:

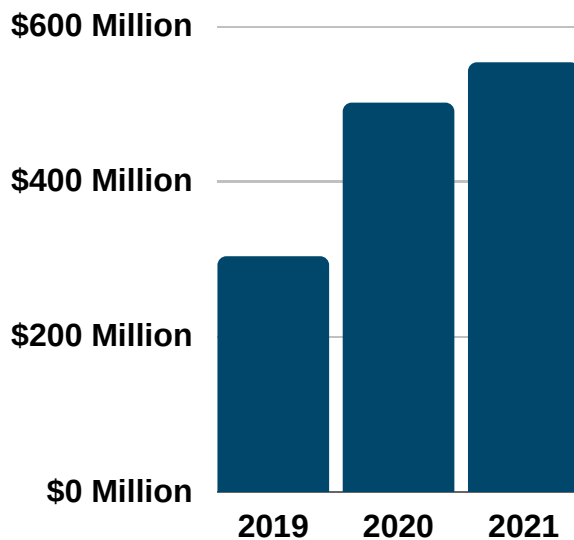
- Evaluation and **modernization of public health services** and programs with reduction in duplicated direct services to streamline efforts and better position for the future.
- Infusion of **new roles and position types**, such as Epidemiologist, Communications expert and Disease Intervention Specialists to more fully utilize skills and expertise of new and existing staff.
- Launched a new cycle of the **Community Health Improvement Plan & Process (CHIPP)**, which identified the leading health priorities as Healthy Aging, Substance Use and Mental Health.
- Integral in the **launch of the Fentanyl Crisis Awareness Campaign** and the creation of a process to implement an innovative approach to overdose fatality reviews.
- Greatly **reduced COVID response** by ceasing case investigation and follow-up, focusing on required disease management activities and recovery.
- WIC successfully **completed a biennial state audit** of its services and was commended for exemplary services.
- Reviewed and **strengthened emergency response plans** to incorporate lessons learned from recent events.
- **Enhanced communication to the community** through new partnerships, educational events and social media campaigns.



Veterans Services

Purpose Statement: To provide Waukesha County Veterans and their dependents with a range of benefits and services for which they are eligible, adhering to the highest standards of compassion, commitment, and excellence.

Value of VA Benefits Received by Waukesha County Citizens



Veterans Services successfully responded to PACT Act 2022 legislation providing additional benefits for Vietnam and Gulf War Veterans exposed to toxins. The new legislation also allowed Veterans Services to file appeals and gain survivor benefits for spouses of deceased Veterans exposed to Agent Orange in areas outside of Vietnam. Beginning in January 2022, Veterans Services successfully implemented a new data management system to manage more than 70,000 case files of Waukesha Veterans. Additionally, the office expanded outreach efforts by partnering with local VFW posts, Carroll University, and other community organizations.

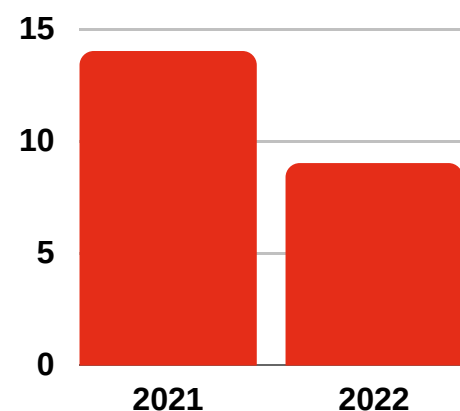


Corporate Compliance

Purpose Statement: To ensure Health and Human Services and its employees follow all laws, regulations, standards, and ethical practices that apply to the work and the populations being served.

Corporate Compliance took on some big projects in 2022, including the completion of the 2022-2025 Civil Rights Compliance (CRC) Plans for HHS and Waukesha County Child Support Division. This plan allows the county to use collected data to identify underserved populations and implement strategies to improve services. Additionally, Compliance successfully updated the Limited English Proficiency (LEP) and American Sign Language (ASL) Policies and Procedures and introduced new platforms to better serve these populations through improved communications.

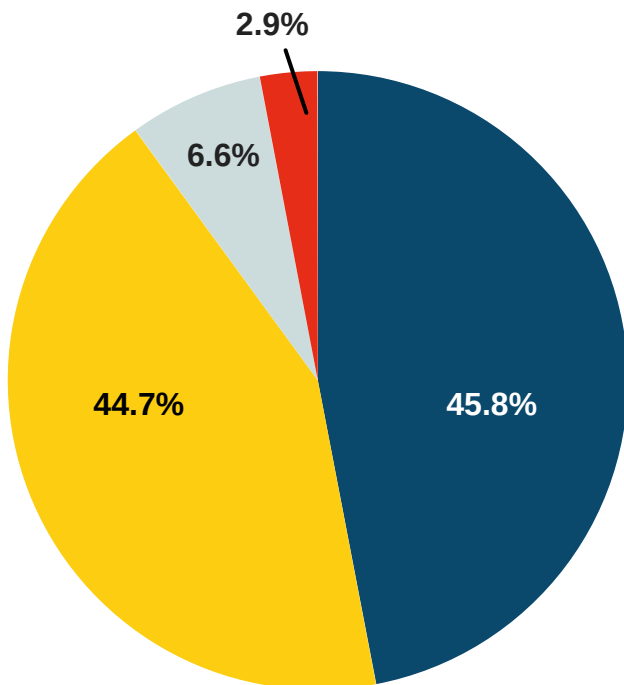
Reportable HIPAA Disclosure Incidents



2023 Adopted Budget (by Major Program Area)

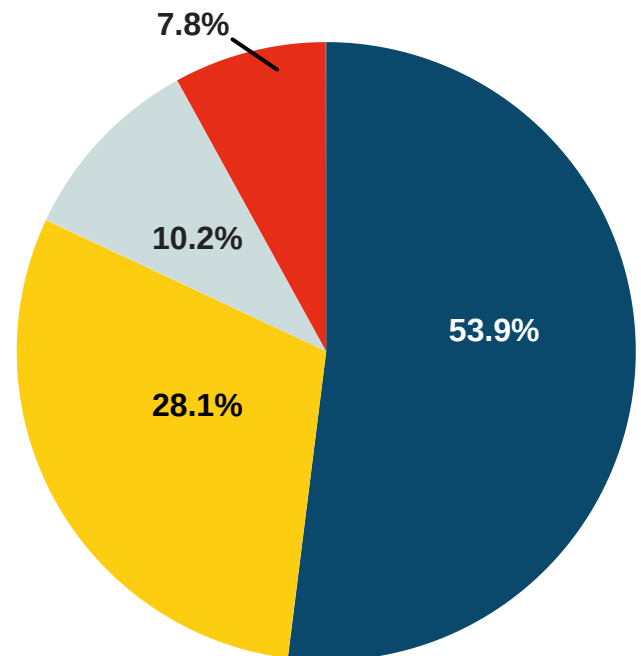
ADMINISTRATIVE SERVICES DIVISION.....	\$11,843,044
ECONOMIC SUPPORT SERVICES.....	\$3,750,982
ADOLESCENT & FAMILY DIVISION.....	\$10,196,130
AGING & DISABILITY RESOURCE CENTER.....	\$10,243,883
CHILD & FAMILY DIVISION.....	\$17,097,995
CHILDREN'S LONG-TERM SUPPORT	\$9,000,000
CLINICAL SERVICES DIVISION.....	\$21,920,619
MENTAL HEALTH CENTER.....	\$6,718,672
CRIMINAL JUSTICE COLLABORATING COUNCIL.....	\$2,177,715
PUBLIC HEALTH DIVISION.....	\$3,496,282
VETERANS SERVICES.....	\$544,398
TOTAL	\$96,989,720

2023 BUDGETED EXPENSES



- PERSONNEL EXPENSES: \$44,440,700
- PURCHASED SERVICES: \$43,367,783
- INTERDEPARTMENTAL CHARGES: \$6,376,062
- OPERATING EXPENSES: \$2,805,175

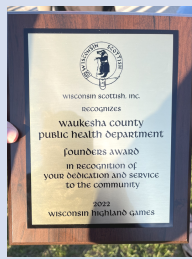
2023 BUDGETED REVENUES



- GENERAL GOVERNMENT: \$52,320,790
- COUNTY TAX LEVY: \$27,134,374
- CHARGES FOR SERVICE: \$9,915,409
- OTHER REVENUE: \$7,619,147

Awards and Recognition

Public Health Awarded for Dedicated Service to the Community



Wisconsin Scottish, Inc. a non-profit organization dedicated to preserving the traditional arts, crafts, culture, heritage and traditions of the British Isles through educational activities hosted the annual Wisconsin Highland Games in September 2022. During the event, they awarded their Founders Award to Waukesha County Public Health for their dedication and service to the community. During the 20 year history of the Highland Games, this is only the 4th time the award has been given.

Criminal Justice Collaborating Council Celebrates 20 Years

The Waukesha County Criminal Justice Collaborating Council (CJCC) celebrated its 20-year anniversary in October 2022. The committee, comprised of 19 justice system stakeholders, is one of the oldest CJCCs in the state. In November the CJCC was also selected to join the National Network of Criminal Justice Coordinating Councils. Additionally, the Waukesha County Drug Treatment Court program celebrated its 10-year anniversary in March 2022. Between 2012 – 2022, the program served a total of 418 justice-involved participants with severe substance use disorders, with 225 successful graduations (61% success rate).



HHS Honored by Wisconsin Policy Forum for Innovation



The newly established 'Embedded Mental Health Professional' collaboration between Health & Human Services (HHS) and the Waukesha Sheriff's Department (WSD) was recognized at the Wisconsin Policy Forum's 30th annual Salute to Local Government Awards in November 2022. Waukesha County was awarded the Policy Forum's *Salute to Local Government Award for Innovative Approach to Problem Solving* for their collaboration.

Child & Family Social Worker Wins *Caring for Kids* Award

In celebration of Social Work Month every March, the Wisconsin Department of Children and Families honors the contributions of social workers throughout the state. Libby Sinclair was selected to receive a 2022 Secretary's *Caring for Kids* Award. Libby spent many years as an ongoing social worker for Waukesha County, most recently working within the foster care program. Not only did Libby support clients, she was also the backbone of the professional teams she was on. Libby made great contributions to bring mental health awareness to the child welfare profession. She invested time and energy to establish a local Parent Café support group and was a support group facilitator. Libby retired from Waukesha County in 2022.



Client Impact Stories

Staff Work Together to Ensure Client Accesses New Housing

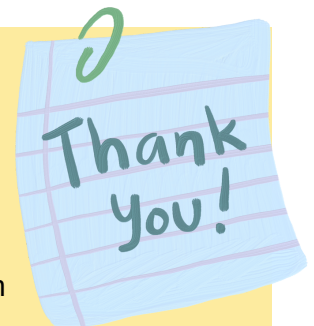
In August 2022, staff from the ADRC and Adolescent & Family collaborated to assist a consumer living in a group home contracted by Waukesha County. Multiple group homes owned by one company were closing, and several Health and Human Services consumers were being displaced. ADRC staff worked seamlessly with a case manager and a clinical therapist in Adolescent & Family to contact the consumer, obtain necessary paperwork, and hold a joint visit in order to minimize consumer anxiety while providing wraparound support. Staff worked together to get all necessary documents needed for the ADRC to do an assessment and eventually enroll the consumer into a long term care program, ensuring the consumer had funding to move to a different residential setting. Adolescent & Family staff then assisted the consumer throughout the transition process.



Consumer Shares Appreciation After Assistance During Mental Health Struggles

Below is an excerpt of an email sent by an HHS Consumer. The note has been edited for length and clarity:

"I wanted to give a huge thank you to everyone who helped me when I was in crisis in November of 2021 and then again in November of 2022. They talked to me when I was at my lowest. I know my journey isn't over yet, but I am grateful for all the help and support I have had from Waukesha County Sheriff's Department and Waukesha County Health and Human Services. I hope everyone who helped me knows they are the reason I am still here, and I can't thank them enough for responding in a positive manner. I'm grateful for the mental health system we have here in Waukesha County. Thank you so much for responding to every crisis I have had that needed more than just a talk over phone. Although I have had my ups and downs I am so thankful that I am still here and thriving. The past couple years have been rough, but I wouldn't have been able to make it through without the help and support from crisis intervention."



Volunteers Play a Vital Role at HHS

Volunteers offer their time, skills, and expertise to support various programs and initiatives aimed at improving the health and well-being of individuals, families, and our community.

Volunteers do everything from delivering meals to older adults and teaching health classes to providing support to those in recovery and offering rides to vital appointments. Volunteers help bridge the gap in services and resources for those in need, and provide a sense of connection and community for both the volunteers and those they serve. Overall, Health & Human Services volunteers donated more than 29,338 hours of their time in 2022. That donation of time is valued at more than \$878,673.



A special thank you to the AODA (Alcohol and Other Drug Abuse) volunteers for four decades of service! These volunteers regularly visit area facilities and reach out to those who are either new in recovery, or those who are considering abstinence from alcohol or drugs.

2023 Departmentwide Initiatives



Employee Recruitment and Retention

- Hire a Program and Project Analyst to improve employee onboarding procedures and support department staff
- Restructure Veterans Services positions for better workload distribution and to allow for succession planning
- Initiate a year-long Trauma Informed Care (TIC) training for all department leadership

Economic Development

- Continue expansion of Comprehensive Community Services (CCS) and the Coordinated Services Team (CST)
- Coordinate the unwinding of pandemic related benefits and assist affected community members
- Expand community partnerships and employ innovative strategies to conserve resources

Substance Use and Mental Health

- Collaborate with Medical Examiner's office to gather and analyze data related to overdose fatalities
- Showcase countywide efforts around the fentanyl crisis through a marketing and outreach campaign
- Redesign Mental Health Center to make room for a new crisis stabilization facility
- Expand the embedded crisis therapist program into the 911 dispatch center

Technology and Innovation

- Deploy new software and services to enhance our ability to work across divisions and streamline services
- Continue initiative to go paperless and digitize all client records
- Launch a data management and governance committee to oversee changes
- Investigate a new software solution to improve referral process with community partners

2024

Forecasting

Establish the Department's role as Community Health Strategist

Prioritize safety and preparedness to ensure the Department is responsive to emergency needs

Reduce health disparities through policy and program development

2023 Divisional Initiatives

Administrative Services



Enhance the monthly financial performance review process to include additional revenue cycle and expense budget driver analysis along with projections. Revamp staff on-boarding to improve the new hire experience including addition of DEI principles. This will provide consistency in procedures across the department.



WAUKESHA COUNTY Adolescent & Family Services

Adolescent & Family

Continue the expansion of Youth Comprehensive Community Services (CCS) and the Coordinated Services Team (CST) and sustain efforts to align the Youth Justice Service array with Department of Children and Families (DCF) objectives.



Aging & Disability Resource Center

Continue efforts to collaborate with agencies to reach underserved populations, including the Hispanic community, to expand services in health promotion, dementia care and nutrition.



Child & Family Services

Retain a stable and healthy workforce and enhance community partnerships to keep children safely in their homes. Strengthen internal and external partnerships to meet the needs of all children and families in the community.



WAUKESHA COUNTY HEROIN TASK FORCE

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

Clinical Services

Maintain high quality services while optimizing revenue and ensuring staff remain skilled in evidenced based practices. The new crisis stabilization unit is projected to start accepting clients by December 2023.



Public Health

Public Health
Prevent. Promote. Protect.

Waukesha County Public Health

Focus on Public Health 3.0 activities to position the division for the future. Additionally, a strong emphasis will be placed on quality improvement and workforce development, strengthening the division's ability to be responsive to emerging needs.

Host a Technology
Fair with a focus on
consumer products

Expand partnerships
with area colleges and
universities to
address changing
employment needs



Veterans Services

Increase visits to elderly Veterans and Surviving Spouses and increase assistance provided for enrollment in the VA Health Care system. Provide greater access for Gulf War Veterans and current National Guard and Reservists in Waukesha County desiring education benefits, health care services and employment.

Health & Human Services Mission

We enhance quality of life while assuring critical needs are met

Vision

A connected, resilient community where everyone thrives.

Values

CARE IS... HHS

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

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

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

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

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

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

Waukesha County Mission

Promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.



Human Services Center
514 Riverview Avenue, Waukesha, WI
(262) 548-7212



Mental Health Center
1501 Airport Road, Waukesha, WI
(262) 548-7950



Public Health Center
Human Services Center
(262) 896-8430
facebook.com/WaukeshaCountyPublicHealth



Veterans Services Office
Human Services Center
(262) 548-7732
facebook.com/WaukeshaCountyVeteransServices



Aging & Disability
Resource Center
Human Services Center
(262) 548-7848
facebook.com/ADRCWC



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Waukesha County
Health & Human Services