

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT ON AGING – CARE MANAGEMENT ORGANIZATION

UNIT NO. 7990

FUND: Fund 0002

OPERATING AUTHORITY & PURPOSE

The Care Management Organization (CMO) Division was created in response to the Family Care initiative. In accordance with authorization initially granted by the County Board in 1997 (Resolution File No. 96-630) and 1998 (Resolution File No. 98-893), under Family Care, the Department's Care Management Organization coordinates all long term

care services, including home and community based services and institutional services for eligible elders who require publicly funded long term care services.

BUDGET SUMMARY				
Account Summary	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Personal Services (w/o EFB)	\$ 2,915,236	\$ 3,621,274	\$ 5,461,402	\$ 1,840,128
Employee Fringe Benefits (EFB)	1,756,422	2,103,868	3,442,923	1,339,055
Services	3,236,721	4,355,201	5,198,521	843,320
Commodities	33,615	57,000	50,776	(6,224)
Other Charges	166,967,757	176,112,950	244,286,254	68,173,304
Debt & Depreciation	0	0	0	0
Capital Outlay	32,221	19,400	8,752	(10,648)
Capital Contra	0	0	0	0
County Service Charges	1,878,700	2,302,816	3,105,056	802,240
Abatements	(508,907)	0	(40,000)	(40,000)
Total Expenditures	\$ 176,311,765	\$ 188,572,509	\$ 261,513,684	\$ 72,941,175
Direct Revenue	179,994,220	188,560,759	261,000,161	72,439,402
State & Federal Revenue	288,804	377,707	515,446	137,739
Indirect Revenue	0	0	0	0
Total Revenue	\$ 180,283,024	\$ 188,938,466	\$ 261,515,607	\$ 72,577,141
Direct Total Tax Levy	(3,971,259)	(365,957)	(1,923)	364,034

* Prior to 2008, Department on Aging costs were reported in a single narrative. In 2009, these costs are reported in separate narratives: Org Unit 7900 – Department on Aging and Org Unit 7990 – Department Aging – Care Management Organization.

ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Central Service Allocation	\$ 286,752	\$ 0	\$ 0	\$ 0
Courthouse Space Rental	0	0	0	0
Tech Support & Infrastructure	14,940	0	0	0
Distribution Services	5,648	0	0	0
Telecommunications	851	0	0	0
Radio	0	0	0	0
Applications Charges	16,152	0	0	0
Apps Charges - Network	0	0	0	0
Apps Charges - Mainframe	0	0	0	0
HRIS Allocation	18,273	0	0	0
Total Charges	\$ 342,616	\$ 0	\$ 0	\$ 0
Direct Property Tax Levy	\$ (3,971,259)	\$ (365,957)	\$ (1,923)	\$ 364,034
Total Property Tax Levy	\$ (3,628,643)	\$ (365,957)	\$ (1,923)	\$ 364,034

* In 2007, these costs were included in other charging departmental and non-departmental budgets. They were reflected here to show the "total" amount of tax levy support for this Department. In 2008 and 2009, these costs are budgeted within the receiving department to show the tax levy cost in the department.

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PERSONNEL SUMMARY				
	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Personal Services (w/o EFB)	\$ 2,915,236	\$ 3,621,274	\$ 5,461,402	\$ 1,840,128
Employee Fringe Benefits (EFB)	\$ 1,756,422	\$ 2,103,868	\$ 3,442,923	\$ 1,339,055
Position Equivalent (Funded)*	59.5	60.4	91.4	31.0
% of Gross Wages Funded***	97.2	100.0	100.0	0
Overtime (Dollars)**	\$ 65,502	\$ 70,953	\$ 46,197	\$ (24,756)
Overtime (Equivalent to Position)	1.3	1.4	0.9	(0.5)

* For 2007 Actuals, the Positions Equivalent is the budgeted amount.

** Delineated for information. (Also included in personal services.)

*** Prior to 2008, Aging and the Care Mangement Organization were reported together. This table reflects the change in reporting.

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Social Security & Fringe)
Claim Technician	Abolish	1/1.0	CMO	\$ (41,330)
Contract Service Co-ord (CMO)	Create	1/1.0	CMO	58,019
Human Service Wrkr (Aging)	Unfund	1/1.0	CMO	(52,972)
Family Care Ops Mgr	Create	1/1.0	Expansion	96,345
Health Care Plan Specialist 2	Create	2/2.0	Expansion	79,868
Office Support Asst 1	Transfer In	1/1.0	Expansion from DSD	31,783
Accountant 3	Create	1/1.0	Expansion	48,948
Fiscal & Mgt Analyst 3	Create	1/1.0	Expansion	62,437
Fiscal Asst 1	Create	1/1.0	Expansion	36,049
Accountant 2	Create	2/2.0	Expansion	84,128
Service Provider Training Spec	Create	1/1.0	Expansion	45,333
Performance Evaluator 3	Create	2/2.0	Expansion	108,340
Fiscal Asst 2	Transfer In	1/1.0	Expansion from DSD	36,784
Info & Outreach Coord Aging	Create	1/1.0	Expansion	53,525
Contract Servs Coord	Transfer In	2/2.0	Expansion from DSD	123,470
Program Coordinator(ASD)	Create	2/2.0	Expansion	129,846
Client/Provider Liaison	Create	1/1.0	Expansion	58,049
LTC Functional Screener	Create	1/1.0	Expansion	55,645
Quality Impr Coord (CMO)	Create	1/1.0	Expansion	65,271
Human Serv Wkr (QMGT)	Create	2/2.0	Expansion	103,100
RN 2 Dept on Aging	Create	1/1.0	Expansion	64,869
			TOTAL	\$ 1,247,507

MISSION

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Using inter-disciplinary teams of nurses, human service workers, other professionals and volunteers, the Department on Aging-Care Management Organization (CMO) oversees the provision of a comprehensive package of services. These include Adult Day Care, Supportive Home Care, transportation, accessibility equipment and home modifications, residential care services, money management, durable medical equipment, home health care, personal care, skilled nursing services and skilled nursing home care. In return for coordinating and managing these services, the Department's CMO receives a capitated rate payment per member per month from the State.

Human Services Disability Services Division waitlist. This increase in enrollment will require an increase in the CMO provider network (currently at 691 providers) to accommodate new members as well as to provide services in the benefit package that are not usually accessed by the current elderly population (i.e. pre-vocational services, supported employment, vocational futures planning). Expansion of the Family Care benefit in Milwaukee County will also require additional administrative staff to expand the provider network cost effectively and efficiently; to administer the operations of the program, and to ensure continued fiscal solvency.

OBJECTIVES

- Provide Family Care benefit as the sole CMO in Milwaukee County to all eligible adults and eliminate waiting lists for services.
- Heighten public awareness of the Milwaukee County Department on Aging Care Management Organization.
- Enhance provider network capacity and quality.
- Improve internal and external communication.
- Enhance Care Management Unit education and training curriculum.
- Maintain effective working relationship with the State.
- Enhance administrative infrastructure of CMO and continue to enhance sustained managed care fiscal model and maintain CMO's solvency.
- In 2008, the Department on Aging was awarded the sole contract to operate the Care Management Organization in Milwaukee County. The contract includes optional renewals through 2009.
- Total expenditures increase by \$72,941,175 from \$188,572,509 to \$261,513,684. Total revenues increase by \$72,577,141 from \$188,938,466 to \$261,515,607. Expenditures and revenues increase primarily due to projected growth in Care Management Organization enrollments from expansion and corresponding capitation rate receipts from the State of Wisconsin.
- Personal Services expenditures without fringe benefits increased by \$1,840,128 from \$3,621,274 to \$5,461,402 to address administrative resource needs due to increased enrollment from expansion and increased demands by the Wisconsin Department of Health and Family Services that has occurred since 2005.

BUDGET HIGHLIGHTS

- The CMO is budgeting for expansion of the program to provide the Family Care benefit in 2009 to persons between the age of 18 and 59 with disabilities. It is projected that by the end of 2009, Family Care enrollment will increase to 10,138 members: 7,042 elderly members and 3,096 disabled members. The 3,096 disabled members will include those in the existing Community Integration Program (CIP)/Community Options Program (COP) waiver program as well as targeted individuals presently on the Department of Health and
- Contractual services for data processing increased \$225,600, from \$710,000 to \$935,600 to hire contract staff due to difficulty in hiring qualified staff for the management and development of the MIDAS system. The decision to pursue this direction was made jointly with the IMSD Chief Information Officer. These increases are for two additional web developers to maintain, support and document the MIDAS system. IMSD will continue to maintain all other non MIDAS IT systems.

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- The CMO's capitated rate in 2009 is budgeted at the 2008 comprehensive nursing, and intermediate non-nursing level. Preliminary rate data had not been provided to the CMO at the time of budget approval.
 - The CMO will continue to work with the Behavioral Health Division to assist in the transition of BHD clients who may be eligible to opt into the Family Care program when appropriate, as well as increase the utilization of services by the Behavioral Health Division to CMO members.
 - An initiative has been established by the CMO to reduce institutional placements of enrollees. The CMO will work aggressively to ensure all members reside in the least restrictive and most integrated setting commensurate with their needs. The goal of this initiative is to reduce institutional placement utilization from 10.71% to 9.0%.
 - In 2007 the CMO hired a paralegal to focus efforts on converting high cost corporate guardianship cases, when appropriate, to more cost effective volunteer guardians. In 2009 the CMO anticipates savings of approximately \$50,000 from these efforts.
 - In the 2009 Budget, the CMO abolishes 1.0 FTE Claims Technician position and 1.0 FTE Human Service Worker (Aging) position is unfunded. These actions are offset by the creation and transfer of 24 positions for the expansion of Family Care to individuals with disabilities. These actions result in an increase in personal services of \$1,738,417.
 - The State Department of Health and Family Services requires the CMO to establish a separate professional services contract with the Best Practices Team rather than include this service in the member expense package. The 2009 budgeted contract amount is \$824,469 to accommodate this requirement.
 - In 2008, the CMO increased the co-pay paid to Paratransit for clients who use that service from \$7.00 to \$10.25. This is still below the actual cost of a Paratransit ride, which exceeds \$20. In 2009, the CMO co-pay increases to \$10.80. This results in increased cost of \$880,000 annually to the CMO. The Department of Health and Human Services Disabilities Services Division (DSD) undertook a similar initiative, and in 2009, the DSD co-pay increases to \$10.25.
 - The CMO has established a network of 691 providers to provide and manage care for its members. All providers must be HIPPA compliant. The CMO's contract with the Wisconsin Department of Health and Family Services requires the CMO to continually monitor the provider network to ensure that service capacity and access are managed in accordance with current and anticipated member service demands. The CMO is planning for an expansion of the provider network to increase the capacity to serve persons with disabilities age 18-59. Out of 152 providers under contract with the Department of Health and Human Services Disability Services Division (DSD), the CMO already contracts with 82 providers. Many of the remaining providers with whom MCDA does not contract are small 1 or 2 bed Adult Family Care Homes.
 - o 47% of existing CMO providers serve persons with developmental disabilities.
 - o 80% of existing CMO providers serve persons with a mental health diagnosis.
- Agencies providing Care Management under contract with DSD include the following CMO care management units:
- o Milwaukee Center For Independence (MCFI)
 - o Goodwill
 - o Curative
- In addition, DSD utilizes Creative Community Living Services (CCLS) and Easter Seals/Kindcare for care management. These agencies are not currently under contract with the MCDA however MCDA has begun contracting discussions with them.
- The 2008 Budget projected a CMO surplus of \$715,712. There is no budgeted surplus anticipated for 2009.
 - All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred

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against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation

incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."