


June 16, 2026

TO: Honorable Anthony Rodriguez, Chairman
 and Members, Miami-Dade Board of County Commissioners

FROM: David Zambrana 
 President & Chief Executive Officer

DATE: June 9, 2026

RE: Mental Health Center: Proposal Assessment

Pursuant to the motion adopted by the Miami-Dade Board of County Commissioners on May 19, 2026, Jackson Health System completed an independent evaluation and assessment of the proposals submitted by WestCare Foundation, Inc. and Advocate Program, Inc. for the operation of services at the Mental Health Center. This assessment examined the proposed scopes of service, staffing models, costs, and operational assumptions related to the service provision to evaluate whether the proposals are sufficient to support the County’s objectives and provide the required level of services to the intended patient population. Based on this review, Jackson has included recommendations for the County’s consideration to strengthen program oversight, accountability, and long-term effectiveness.

Scope of Services

WestCare’s scope of services includes a 10-bed Crisis Stabilization Unit (CSU), a 20-bed Short-Term Residential Unit (SRT), and a 45-bed Residential Level II Unit, designed to support the mission of the Mental Health Center, which is to divert individuals with severe mental illnesses from the criminal justice system into appropriate mental health treatment. These services primarily serve individuals who meet criteria for jail diversion, those requiring treatment for co-occurring substance use disorders, individuals experiencing homelessness, and other community members in need of behavioral health services.

Clinical Programs	Number of Beds	Estimated Length of Stay (LOS)	Estimated Number of Individuals Served (Annually)
Crisis Stabilization Unit	10	5 days	730
Short Term Residential Unit	20	60 days (2 months)	122
Residential Level II Unit	45	150 days (5 months)	110

Based on the proposed bed capacity and average lengths of stay, the projected annual utilization of approximately 962 individuals appears consistent with the operational assumptions presented in the proposal.

The total operating expenses associated with these programs are approximately \$12.8 million, with \$3.9 million in identified revenue support, primarily derived from grant funding provided through the

Managing Entity. Additionally, and at no cost to the County, each of the services above will incorporate Medication Assisted Treatment (MAT) for treatment of individuals who have substance use disorders, outpatient services, and Mobile Response Team (MRT) services. Given the breadth of services offered and the Center’s role in providing comprehensive behavioral health and diversion services, the reported operating expenses and funding support appear reasonable and aligned with the scope and complexity of operations.

The Advocate Program will provide wraparound services primarily through agreements with ancillary service providers. In addition, the program will be responsible for reporting service delivery findings, recommendations, and outcomes, as well as supporting grant writing and fundraising activities. The total operating expense budget is approximately \$2.2 million. At this time, a final assessment of the budget’s appropriateness is pending completion of the subcontracting process for wraparound services.

Staffing

WestCare’s staffing model was developed based in accordance with the minimum staffing requirements outlined in **Florida Statute 394.875** and **Rule 65E-12.105** for CSU and SRT programs, with additional staffing recommendations incorporated for both units.

Number of Beds	Registered Nurses (CSU)	Registered Nurses (SRT)	Mental Health Technicians (CSU)	Mental Health Technicians (SRT)
1–10	1	1	1	1
11–20	1	1	2	2
21–30	2	1	3	2

Consistent with the statutory requirements, WestCare’s staffing model appears to be sufficient to support the clinical scope of services provided.

Deliverables and Performance Measures

The Advocate Program will provide monthly reporting on (1) ancillary services coordination; (2) case management services; (3) partnerships with educational institutions; and (4) grant writing, management, and funding services. The Advocate Program will also be responsible for performance measures for clients who are referred from the Behavioral Health Services Provider and accepted in accordance with the Center discharge policies and procedures.

The Advocate Program will track the following performance metrics:

1. 100% of individuals admitted to residential services at the Center (SRT and Residential Level II) who are subsequently enrolled in case management services for linkage to ancillary supports.
2. 100% of individuals discharged from case management services will have a discharge plan that includes community linkages and, when indicated, scheduled follow-up appointments.

Based on the information provided, the identified metrics appear sufficient to support the Mental Health Center in delivering the required level of services to the intended population.

Recommendations

While the proposals submitted by WestCare and the Advocate Program are generally aligned with the mission and objectives of the Mental Health Center, it is recommended that the County place emphasis on

the establishment of clearly defined outcome measures and performance metrics to ensure patient safety, program effectiveness, accountability, and long-term sustainability.

Specifically, the County should consider the following:

1. **Strengthen Performance and Outcome Metrics**

Develop and implement measurable performance indicators that evaluate program impact over time, including client outcomes, service utilization, successful transitions of care, reductions in recidivism, housing stability, employment or educational engagement, and other indicators that demonstrate improvements in behavioral health and overall well-being.

2. **Require Ongoing Reporting and Program Evaluation**

Establish expectations for routine reporting and data analysis to monitor program performance. This will enable the County to assess effectiveness, identify opportunities for improvement, and ensure that public resources are producing measurable and meaningful outcomes for the target population.

3. **Staffing Evaluation**

The proposed staffing model is consistent with minimum staffing requirements. Following the Center's opening, the County may wish to evaluate staffing levels and composition to ensure they remain aligned with patient needs, service demands, and operational requirements.

If you have any questions, please feel free to contact me directly.

c: Honorable Daniella Levine Cava, Mayor
Honorable Juan Fernandez-Barquin, Clerk of the Court and Comptroller
Geri Bonzon-Keenan, County Attorney
Jess McCarty, Executive Assistant County Attorney
Basia Pruna, Clerk of the Board