

2010 Wraparound Milwaukee Year End Report



Wraparound Milwaukee – A Model For Change

Wraparound Milwaukee was established in 1994 as part of a six-year, \$15 million federal grant from the U.S. Department of Health and Human Services' Center for Mental Health Services. Milwaukee County was one of 10 sites around the country to receive grant funding.

Since it was first established, Wraparound Milwaukee has significantly improved outcomes for the over 6,200 children and adolescents it has served. Its target population is children, youth and young adults who are residents of Milwaukee County and who have complex emotional, behavioral and mental health needs. Wraparound provides a strength-based, individualized approach to working with children, youth, and their families. Participants receive flexible, comprehensive, family-focused care. Services are coordinated through a team of formal (professional) and informal (including the youth and family) supports that plan and create the most effective continuum of services designed to support the child or youth in a safe and integrated way in the community.

Nationally recognized as a model program, Wraparound Milwaukee is administered by Milwaukee County's Behavioral Health Division, which contracts with over 200 organizational partners that provide direct services. Wraparound uses a mix of local, state and federal funds that are pooled to create a flexible source of funding to best meet the needs of children, youth and their families. The primary sources of funding for Wraparound are the Wisconsin Department of Children and Families, the Wisconsin Department of Health Services—Division of Health Care Access and Accountability, the Milwaukee County Behavioral Health Division and the Milwaukee County Delinquency and Court Services Division.



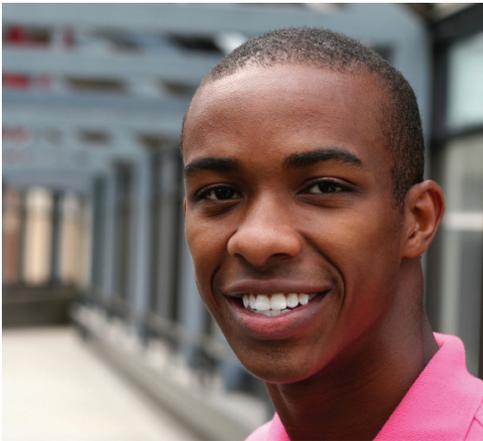
A Letter From The Director

Dear Friends,

I remain amazed as each year brings new opportunities, challenges, and responsibilities to Wraparound Milwaukee. 2010 marked another year of growth for Wraparound Milwaukee as we solidified our efforts with younger children through the REACH program and implemented the Healthy Transitions initiative – Older Youth and Emerging Adult Heroes (Project O-YEAH) – to support youth age 16-25 with serious mental health conditions transitioning into adulthood. Through the O-YEAH program, we continue to learn about the challenges of successfully engaging young adults in moving toward independence, and worked hard to build partnerships with resources and supports that can help them achieve their goals.



We continue to work together to realize our vision of helping to build healthy and strong communities by enhancing the ability of children and families to meet life's challenges and to foster resiliency and hope for a better future. This is not easy work; if it was, anyone could do it. "It is the hard that makes it great," and the changed lives we see every day give us the encouragement to keep going forward to ensure we live up to our vision.



In an increasingly challenging fiscal climate, I am proud of our Wraparound team, our community partners, and our families who continue to demonstrate the commitment, persistence, and humanity that makes meaningful changes in the lives of the children and families we serve. The recognition that Wraparound Milwaukee has received is appreciated, but I know our real success is measured by the long-lasting changes we are able to promote in the lives of Milwaukee's children.

In Partnership,



Bruce Kamradt
Director



Summary

**Overall,
Wraparound
Milwaukee
served
nearly
1,500
children
and families
in 2010.**

One might think that with its success and recognition, Wraparound Milwaukee would somehow “rest on its laurels,” particularly in an increasingly challenging fiscal environment. But this report will show that nothing could be further from the truth. Wraparound continued to build on its success in reaching children earlier through the REACH program by identifying and building partnerships to address the needs of new populations, including youth who are reentering the community from a correctional placement and youth transitioning to adulthood.

Overall, Wraparound Milwaukee served nearly 1,500 children and families in 2010 (1,112 in Wraparound and 380 in REACH) and continued to do so at essentially the same or lower cost than in previous years. Adding to the wealth of data on outcomes for Wraparound youth, the program developed an ongoing model/capacity for tracking the reoffending behaviors of youth, based on the understanding that one critical measure of success is whether Wraparound can reduce the delinquent behaviors that harm us and hinder youth from becoming productive members of our community.

The age of youth enrolled in Wraparound has remained constant, and there has been a slight trend for more girls to be enrolled. Nearly three-quarters of Wraparound youth are boys and a sizeable majority of youth is non-white. Consistent with the goals of Wraparound, youth present with very high levels of need related to mental health services, educational supports, behavior management supports, and substance abuse issues. The most common mental health diagnoses and the most common presenting problems for youth have also remained relatively constant in recent years, the most common presenting problems being issues related to aggressiveness and school behavior and performance.

In addition to establishing a model to track reoffending behaviors, Wraparound Milwaukee takes seriously the need to use data to track outcomes related to permanence, satisfaction, school performance, and behavioral changes over time. This report highlights only some of the data and quality assurance information that is collected and used by Wraparound as part of an ongoing quality/performance review process. Good outcomes in 2010, combined with the costs for the average Wraparound Milwaukee child, which remain well below the cost for out of home residential care or correctional care, reinforce that Wraparound Milwaukee remains a great investment for the community.

Each year, Wraparound Milwaukee examines the program’s accomplishments and outcomes for the previous year. This report is designed to provide to the community a year-end review of characteristics of the children, youth and families served, program outcomes, major achievements and changes during 2010..

Wraparound Milwaukee

Serves a

Diverse

Group of Children and Families

Gender, Age, and Ethnicity

The children and youth served by Wraparound Milwaukee come from diverse backgrounds. The economic, experiential and ethnic diversity of the children and families served require Wraparound and its partners to effectively operate culturally competent, flexible programs and services to meet the needs of participants. This results in a highly innovative and adaptable approach to working successfully with children with exceptional challenges.

Over the past three years, there has been a modest shift in the percentage of girls enrolled in Wraparound, increasing from 24 percent to 28 percent. The average age and the ethnic distribution have been relatively stable.



Gender, Age, and Ethnicity Demographics

	2008	2009	2010
Gender			
Boys	76%	74%	72%
Girls	24%	26%	28%
Average Age of Youth Enrolled in Wraparound			
	14	14.5	14.5
Ethnicity			
African American	69.0%	71.0%	71.2%
Caucasian	17.0%	17.0%	14.5%
Hispanic/Latino	7.0%	7.0%	9.3%
Bi-Racial	4.0%	3.0%	3.4%
Asian	1.0%	<1%	0.4%
Native American	1.0%	1.0%	0.6%
Other/Unknown	1.0%	1.0%	0.7%

Court Involvement at Time of Enrollment

Historically, Wraparound focused on serving youth and children with serious mental health concerns who were enrolled in Wraparound under a delinquency order or were determined by the court to be children in need of protection or services (CHIPS), with the majority of youth served involved in the juvenile justice system. With the advent of the REACH program in 2008 and other efforts to identify children/youth with mental health and behavioral concerns that put them at risk of out of home placement, the percentage of children who are formally involved in the juvenile justice system and those involved due to delinquent behavior has declined.

	2008	2009	2010
Court Status/Involvement at Time of Enrollment			
Delinquency	39.0%	52.0%	46.3%
Child in Need of Protection or Services (CHIPS)	22.0%	24.0%	14.1%
Juvenile in Need of Protection or Services (JIPS)	NA	NA	6.1%
Both	3.0%	2.0%	0.6%
None	16.0%	22.0%	33.0%

Wraparound Milwaukee Addresses

Complex Issues

Presenting Diagnoses and Concerns of Children/Youth

All children and youth entering Wraparound go through an assessment that includes a **behavioral health diagnosis**. Children/youth served by Wraparound often present multiple diagnoses and behaviors that result in referral to the program. Compared to 2009, the most common diagnoses and presenting concerns (duplicated counts) for youth entering Wraparound in 2010 remained essentially the same, illustrating that youth at the highest risk of out of home placement and in need of a cross-systems approach to care are being served by Wraparound Milwaukee.

	2009	2010
Top Diagnoses		
Conduct Disorder	315	368
ADHD	288	335
Mood Disorder	217	326
AODA Related	166	204
Learning Disorder	117	180
Developmental Disorder	158	171

Top Presenting Concerns/Issues

School/Community Behaviors	364	401
Severe Aggression	289	323
Attention Problems	278	282
Drug/Alcohol Abuse	252	269
Major Affective Illness	255	244
H/O Sexual Misconduct	209	230

Children/youth served by Wraparound often present multiple diagnoses and behaviors that result in referral to the program.

Successful Partnerships

**Strengthening
and supporting
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Families Matter, and Wraparound Milwaukee Responds

A critical element of Wraparound is that case planning and services are coordinated to address multiple issues facing families as well as the enrolled youth. Most families served in Wraparound are low-income and most are headed by a single parent. Some of the most common challenges Wraparound addresses with families are a history of out-of-home placements of the enrolled youth or siblings; mental illness or substance abuse issues of a parent/caregiver; and a history of justice system involvement. In spite of these challenges, families always bring strengths to the process, and Wraparound Milwaukee works with families to build on those strengths and create solutions that help them address other difficulties in their lives. Everyone who has worked with at-risk children understands that no matter how challenged their family situations may be, strengthening and supporting families and family relationships is critical to long-term success.



Therefore, a critical component of Wraparound is the involvement of **Families United**, a chapter of the National Federation of Families for Children’s Mental Health, to provide grass-roots family support and advocacy. Families United’s mission is to provide empowering, quality-oriented, community-based programs and advocacy services specifically for Wraparound youth and to work closely with Wraparound’s other agencies by providing training, information, advocacy, and consultation to promote positive family engagement and outcomes. Families United believes that “it is imperative that anyone providing services must project patience, dignity, and respect as they work with youth and families.”

A Network of Services and Providers Working Together

Recognized as a national leader in wraparound programming, Wraparound Milwaukee has developed an extensive network of organizations that provide a comprehensive, flexible array of services to the children, youth, and families enrolled in the program. Additional services include mental health treatment, substance abuse treatment, crisis intervention, in-home therapy, family and parent supports, life skills development, medication management, and child care and day treatment, and many others.

Services vary by the needs of the child or youth, and the provider network is designed to ensure services can be highly individualized and targeted to address particular needs or goals in a child’s life. Community-based services are provided through **over 200 organizations** in Wraparound’s provider network.

Children and their families will typically utilize three or four different services during enrollment in Wraparound. Other than care coordination, which all Wraparound participants receive, the services most frequently used in 2010 were crisis prevention, flexible funding for discretionary services, in-home and office-based (outpatient) therapy, and transportation supports.

Wraparound Milwaukee has developed an extensive network of organizations that provide a comprehensive, flexible array of services.

	2009	2010
Service		
Crisis Stabilization	71.6%	63.5%
In-Home Therapy	57.5%	49.4%
Transportation Supports	45.0%	32.5%
Individual/Family Therapy – Office Based	39.4%	29.0%
Residential Treatment Placement	25.6%	21.5%

In 2010, Wraparound Milwaukee provided over \$37 million to support these and other community-based services and out-of-home care. Wraparound Milwaukee's fee-for-service approach gives families a broad choice of providers while still maintaining uniform performance expectations for all organizations in the provider network. The leading "cost centers" for Wraparound were residential care placements, care coordination, group and foster care, and crisis services.

Flexible Funding Pays Off

Another important feature of Wraparound Milwaukee is the availability of flexible funds – discretionary funds – that can be accessed by clients/families through their Care Coordinator to purchase services or goods to meet a client/family need or enhance the case plan. These funds, often strategically accessed on a one-time or emergency basis, can help the client/family meet immediate needs that may not fall within the category of services provided within the Wraparound network. In 2010, nearly 36 percent of clients/families accessed these funds. These small investments often pay big dividends in terms of maintaining family/housing stability, incentivizing a youth's behavior, providing opportunities for youth to become engaged in pro-social community activities, and supporting educational gains critical to long-term success.



The Heart of Successful Relationships and Planning:

Care Coordination

All children and youth served receive care coordination services. The care coordinator facilitates the care planning team that identifies and builds on the strengths of the child and family. The care coordinator works with a team of individuals, including family members, people who provide informal supports to the child and family, and professional service staff. The team develops a plan of care (POC) based on the needs of the individual child and family. The team also creates a safety plan, identifies and refers to both formal and informal supports, and works with the child and family to create realistic goals. While the team creates the plan of care early in the Wraparound process (within the first 30 days), that plan is reviewed and adapted to the changing needs and circumstances of the child or youth. The Wraparound Network includes eight different organizations that provide care coordination.

Ensuring the quality of training and ongoing support for care coordinators is one of the highest priorities for Wraparound Milwaukee. Care coordinators need many skills, including the ability to: positively engage varied families (many of whom have had less than positive experiences with other professionals in the system); critically assess and facilitate analysis of client/family needs; help clients/families identify and engage informal resources to support the plan; communicate effectively with a diverse array of service providers; and advocate for clients/families within the complex justice and mental health systems.



Wraparound Care Coordination Agencies

AJA Counseling

Alternatives in Psychological Consultations, S.C.

Aurora Family Services

La Causa, Inc.

My Home, Your Home

St. Aemilian Lakeside

St. Charles Youth and Family Services

Willowglen Community Care

Wraparound Outcomes – Our Measure of Success

Wraparound has historically assessed the effectiveness of its services and approaches by tracking a number of measures.

A plan of care with Wraparound is designed to improve outcomes for the child and family. By supporting a child's ability to succeed at home, in school and in the community, the flexible services provided through Wraparound also help achieve another important goal in the program: keeping children in the community instead of institutional care. As part of an ongoing data-driven quality assurance process, Wraparound has historically assessed the effectiveness of its services and approach by tracking a number of measures, including:

- Reported improvement in a child's functioning, as measured by the Child Behavior Checklist (CBCL) and the Youth Self Report (YSR), from intake to 12 months after initial enrollment.
- Children achieving permanency, as measured by the percentage of children leaving the program who are able to live at home rather than in other settings, including foster care, group home care and residential care.
- School enrollment.
- Family satisfaction with services.

Child and Youth Functioning

A critical goal of Wraparound is to help children and youth improve their ability to successfully function at home, in school and in the community. The Child Behavior Checklist (CBCL) is completed by the child's parent or primary caregiver and provides information about internal and external behavioral issues a child has at the time of intake and during the course of enrollment. These include symptoms of depression, anxiety, withdrawal, social problems, and delinquent or aggressive behavior.

Data captured in 2010 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2010. A normal range of functioning score for a child or youth is considered to be anything below 60.

Child Behavior Checklist (CBCL)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL	66.9	62.7	66.8	63.5
Social and interpersonal interactions, external behaviors				
INTERNAL	59	54.9	77.3	68.1
Mood; Thought processing				

Another measure of functioning is the Youth Self Report (YSR), completed by youth participating in Wraparound who are 11 and older. A normal range of functioning score for a youth on the YSR is anything below 60. The scores below represent the intake and discharge scores for youth discharged from REACH in 2010.

Youth Self Report (YSR)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL	58.6	55.3	64.6	60.5
Social and interpersonal interactions, external behaviors				
INTERNAL	56.8	50.5	60.5	57.3
Mood; Thought processing				

Achieving Permanence

Permanency is a critical federal and state statutory goal for children and youth served in the child welfare and juvenile justice systems. Wraparound shares the responsibility with its partners in the child welfare and juvenile justice systems to help children and youth and their families achieve the goals in their permanency plan. Placement of all children and youth leaving the program is tracked as a part of assessing program effectiveness. Permanency is considered achieved if the child: lives at home with a parent or relative, is in a subsidized guardianship, is in sustaining care, has been adopted, or lives independently. In 2010, 75 percent of the 368 children and youth completing the program were in a permanent setting when they disenrolled, with approximately two-thirds of those youth residing in their parental home or the home of a relative.

Over 90 percent of families identify school issues as a major concern at the time of screening for Wraparound Milwaukee enrollment.

Academic Achievement

Over 90 percent of families identify school issues as a major concern at the time of screening for Wraparound Milwaukee enrollment. Since 2003, Wraparound Milwaukee has supported educational advocacy services as a necessary component of the program. Staff from the Education Liaison Department actively promote positive school engagement and academic success for Wraparound children by:

- Participating in child and family team meetings
- Ensuring students receive proper evaluations under the Individuals with Disabilities Education Act (IDEA) or Section 504 of the Rehabilitation Act of 1973
- Attending initial special education evaluation meetings
- Attending annual IEP meetings as well as participating in IEP Review meetings
- Attending manifestation determinations related to behavior problems
- Problem-solving with school staff related to disciplinary hearings and expulsion

Additionally, Education Liaison staff train care coordinators on special education and Section 504 rules and regulations and on how to effectively advocate for their clients when problems arise at school. As members of Wraparound family teams, staff is in a position to offer assistance to the school members of the team to promote meaningful educational outcomes for Wraparound youth.

In July 2010 the Bureau of Milwaukee Child Welfare (BMCW) contracted with Wraparound for the head of the Wraparound Education Liaison department to hire, train and supervise a parallel advocacy position for BMCW.



Juvenile Justice – Tracking Reoffending Behaviors

The majority of youth enrolled in Wraparound have a history of committing a delinquent offense, an offense that would be considered a crime if committed by an adult. Wraparound Milwaukee is committed to reducing the likelihood that these youth will reoffend by addressing the mental health and behavioral issues that contribute to delinquent behaviors. While it sounds simple, accurately gathering and tracking delinquent behaviors over time often requires gathering data from multiple sources, developing a database that can be readily accessed for analysis, and making strategic decisions about how to tabulate the data gathered. For Wraparound Milwaukee youth, juvenile justice data is collected prior to enrollment, during enrollment, and one and three years following disenrollment. Data collected includes number and type of offense, number and type of adjudications, and amount of time until an offense is committed.

The majority of youth enrolled in Wraparound have a history of committing a delinquent offense.

Denzel was enrolled in Wraparound in August 2009 following delinquency offenses related to drug possession. As an alternative to placement in corrections, Denzel was placed in the FOCUS program and from the beginning was willing to talk about what got him into trouble. Denzel related problems with peers and getting involved in the possession/sales of drugs as a way to make some money and impress peers. Denzel graduated from FOCUS, returned to his parent's home, and has transitioned successfully back to public school where he is making new, pro-social friends. Most importantly, Denzel now believes he has a future and plans to attend college after his senior year of high school. ■

Family Satisfaction is a final important indicator of Wraparound's success.

Family Satisfaction

Family satisfaction is a final important indicator of Wraparound's success. Each year, as part of Wraparound's extensive quality assurance program, family and youth are encouraged to complete a variety of surveys, including a disenrollment survey, throughout the course of their involvement with Wraparound Milwaukee. Families United of Milwaukee, part of Wraparound's service network, conducts the family/youth satisfaction surveys. Families are asked to provide feedback on:

Care Coordination Services – Families are surveyed shortly after enrollment, 6-12 months after enrollment, and at the time of disenrollment. Survey questions focus on a variety of issues including: (1) critical relationships and process measures related to care coordination, (2) perceptions of progress made in meeting treatment goals, and (3) perceptions of their ability to continue forward with progress made during enrollment. The surveys provide valuable feedback on critical principles of Wraparound – voice, access, and ownership on the part of families involved in the process. In 2010, 530 families completed surveys at the time of disenrollment, with their composite rating of 4.4 on a 5-point scale, surpassing the Wraparound goal of 4.0.

Provider Network Services – Families were surveyed at 4 months and again at 9 months enrollment on their perceptions related to focus of services, cultural sensitivity, adherence to the Plan of Care (POC), and availability. On a 5-point scale, at the 9-month mark, the composite family rating was 4.3.



Out of Home Services – Successfully engaging families when a youth/child is placed outside the home is critical to a plan’s long-term success, so families are asked (at the time of discharge from an out-of-home placement) how satisfied they are with the placement. Families are asked for their perceptions on the quality of basic care received, their ability to access/stay connected with their child, behavior improvements, cultural sensitivity, and to what extent the out-of-home placement helped prepare them for their child’s return. For the 130 families responding, their composite rating of satisfaction was 3.9 on a 5-point scale.

Monitoring a Critical Process – Child and Family Team Meetings

In 2010 Wraparound tracked whether Child and Family Team (CTF) meetings were held as expected – once a month – to discuss the status of the Plan of Care. It is during these meetings that the Plan of Care is reviewed, progress recognized, challenges/issues to be resolved identified, and new strategies developed by the team. A target rate of 85 percent completion was established, and in 2010 that target was exceeded for both Wraparound (88.7%) and REACH (95.2%).



Meeting Needs at the Time of Need - Crisis Services

**Since 1994, the
Mobile
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Since 1994 the Mobile Urgent Treatment Team (MUTT) has been a vital part of Wraparound's success by responding to youth in crisis. The team provides crisis intervention services on a 24-hour basis to families enrolled in Wraparound and to any family in Milwaukee County with a child who is having a mental health crisis resulting in behavior that creates a high risk of removal from their school or current living arrangement. In 2010, the Treatment Team provided crisis response services to 1,629 children and youth in Wraparound and the community. When called, the team immediately travels to the location where the crisis is occurring. The team assesses the potential risk the child poses to him or herself and to others. Based on the assessment, the team develops different intervention options. Those options including keeping the child at home with support services, temporary placement of the child in a group home or emergency setting, or, as a last possible option, psychiatric inpatient hospitalization if the child is at risk to him or herself or the community.

Joe is 7 years old and was enrolled in Wraparound Milwaukee after both his medical and mental health needs became overwhelming in his home. Joe experienced cognitive delays, and with those delays and his young age, Joe has difficulty understanding and verbally expressing his feelings. His acting out behavior became too much for his Great Aunt and Great Uncle (his caretakers) to manage.

Wraparound became involved and quickly developed a support team, helped coordinate his multiple providers and teachers, and provided respite services to help give his caretakers a much-needed break. Largely through developing a strong collaboration and ensuring communication among all the adults in his life, Joe's behavior became much more manageable. Joe became involved with Special Olympics, and through that and other recreational outlets, Joe is making new friends and his Aunt and Uncle are getting support from others. As a result of the team's collaboration, Joe has been able to remain happy and at home with his family. ■

Building Permanency for Girls - The Professional

Foster Parent Program

Program Description

In 2007, Wraparound Milwaukee launched the Professional Foster Parent (PFP) program to meet the needs of one of the most challenging at-risk populations, girls ages 12 to 17 with serious emotional and mental health needs and histories of chronic runaway behaviors. Each girl is matched with a foster care parent who is employed directly or contractually by a treatment foster care agency. The foster care parent, through their experience and specialized training, also becomes the care coordinator for the youth. In this position, the foster parent assures that the Plan of Care designed by the Care Coordination Team is executed, and becomes the youth's primary support person and advocate. Referrals of girls come from the Bureau of Milwaukee Child Welfare, Milwaukee County Delinquency and Court Services, and Wraparound Care Coordinators.



Promoting A Healthy Transition to Adulthood

Project O-YEAH

**In 2010,
29 youth
were
enrolled
in the
O-YEAH
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What is Project O-YEAH?

Project O-YEAH, which stands for Older Youth and Emerging Adult Heroes, is a federally funded initiative (through SAMHSA) designed to support young people ages 16 1/2 to 24 to successfully transition to adulthood. In partnership with the Wisconsin Bureau of Prevention, Treatment, and Recovery, Wraparound Milwaukee is creating developmentally appropriate and youth-guided local systems of care that will improve outcomes for youth/young adults with serious mental health conditions. Historically, youth “aging out” of Wraparound Milwaukee were offered limited, if any, support through the mental health system to make this developmental transition. Project O-YEAH, allows Wraparound to identify youth approaching adulthood and refer them for assessment and case management supports. In 2010, 29 youth were enrolled in the O-YEAH program.

Levels of Services for Levels of Need

Enrollment in Project O-YEAH is voluntary. Youth who choose to participate are assessed and can participate in varying levels of services: (1) Tier 1 is for youth who need some help and guidance and can get that help through participation/attendance in the Clubhouse/Resource Center; (2) Tier 2 is for youth who need more support and can access a Transitional Specialist to help them develop a Futures Plan and coach the youth to gain necessary knowledge and skills; and (3) Tier 3 supports provided by an O-YEAH Transition Specialist in partnership with adult service professionals for youth who have serious and chronic mental health needs.

Including a Youth Voice in Project O-YEAH

Through the Clubhouse/Resource Center, which opened in the spring of 2011, and through participation on a Youth Council, youth can take part in the development of activities, services, and resources to help themselves and their peers. The Clubhouse is designed as a drop-in resource center and is staffed with a resource specialist whose role is to build relationships, engage youth, and strategically link them to community resources. The Youth Council provides a forum for discussing and raising awareness of the priorities of young adults.



Wraparound Milwaukee Supports

Community Safety

Measuring Recidivism

Recidivism is a fundamental concept in criminal justice and is viewed as one of the most important measures of success for sanctions or intervention programs for juvenile offenders. Recidivism refers to a person's relapse into criminal behavior "during or after receiving sanctions and/or participating in an intervention program for a previous offense."¹ Given the delinquent history and high-risk nature of many of the youth served in Wraparound, the study and monitoring of recidivism rates is essential to evaluating Wraparound's impact in the community. While youth and families make many important changes while in Wraparound, the question of whether the program is successful in reducing delinquent behavior provides one of the most powerful sets of data that helps Wraparound monitor its cost-effectiveness.

Conducting research on juvenile recidivism is complex and can be narrowed or broadened to address many varied questions about this population. Beginning in 2009, Wraparound developed a model and system for gathering and analyzing recidivism data, and in 2010 a sufficient number of cases could be analyzed to draw certain conclusions about the frequency and nature of youth's reoffending behaviors, including:

- Wraparound is successful in reducing the frequency of reoffending behaviors.
- Wraparound is successful in reducing the severity of subsequent offenses.
- Youth reoffending behaviors decrease over time of enrollment/participation in Wraparound.



The study and monitoring of recidivism rates is essential to evaluating Wraparound's impact in the community.

¹ National Institute of Justice (May 2010)

Quality Improvement

Reviewing and evaluating the quality of the delivery of services is the role of the Wraparound Milwaukee QA/QI unit.

Reviewing and evaluating the quality of the delivery of services to children with serious emotional and mental health needs and their families, and instituting measures to improve quality as needed, is the role of the Wraparound Milwaukee QA/QI unit. Its primary functions include:

- creating, implementing and tracking family satisfaction – both at the Care Coordination and Provider levels;
- partnering with families and other system stakeholders at the decision-making level of policy and program development to assure that strength-based, culturally sensitive care is being provided;
- creating and reviewing program policies and procedures;
- auditing at the Care Coordination and Provider levels;
- monitoring tracking and reporting on the established performance indicators identified for our affiliated Care Coordination and Provider agencies;
- addressing complaints/grievances;
- monitoring the requirements set forth in our Medicaid contract with the State of Wisconsin; and
- engaging in monthly service utilization review processes ensuring program and fiscal responsiveness.

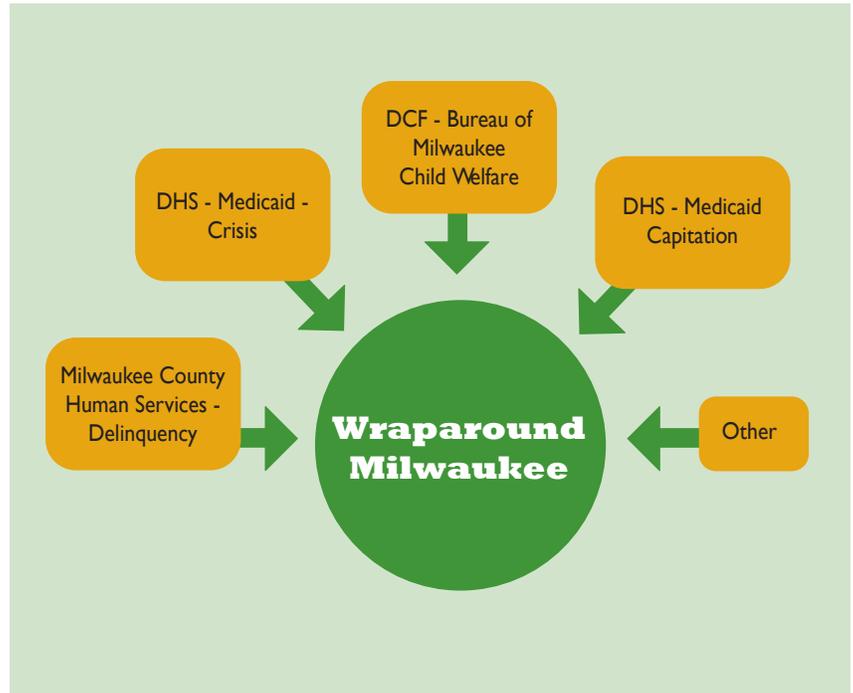


Wraparound Milwaukee's Unique Funding

Revenue Sources

A unique feature of Wraparound Milwaukee is its ability to “blend” funding from multiple sources and create a service-funding mechanism that allows the cost-effective investment of those funds on an individualized basis. Wraparound’s funds come from five different sources:

- Capitated funding from State’s Medicaid Program;
- Fee-for-service funding from the State’s Medicaid Program;
- A case rate from the Wisconsin Department of Children and Families;
- Fixed funding from Milwaukee County’s Delinquency and Court Services Division; and
- Grants and other miscellaneous sources (less than 2% of funding)



Funds are spent on community-based services, including care coordination, and out-of-home care services, including foster care, group home care, and residential care.

Wraparound Milwaukee Continues to be Cost-Effective

Wraparound’s average per-client monthly cost of \$3,663 can be compared to more costly services that serve this high-risk, high-need population:



Setting Goals for 2011

Looking ahead into 2011, Wraparound plans to continue moving forward on consolidating the gains made in 2010 and focusing on additional goals.

Looking ahead into 2011, Wraparound plans to continue moving forward on consolidating the gains made in 2010 and focusing on additional goals, which include:

- Implementation of the Child & Adolescent Needs and Strengths (CANS) in addition to the CBCL for assessing needs and risks, case planning and establishing levels of care and rates in foster homes, group homes and residential treatment centers.
- Development and implementation of the Club House for the youth in Wraparound, providing a meeting, resource, and recreational place for youth/young adults.
- Work to expand enrollment capacity, particularly in the REACH program.
- Consolidation of gains made in working with Milwaukee County's Delinquency and Court Services and the Division of Juvenile Corrections to enroll youth in the Re-Entry Program funded by a Department of Justice Grant, assisting youth with emotional and mental health issues to make a successful return to their home and community.
- Collaboration with the Department of Children and Families and with our Network partners in implementing new rate setting methodologies and levels of care that promote equity and sufficient supports for placement services.
- Collaboration with the Georgetown University Technical Assistance Center to hold a 2 1/2 day training academy for teams and individuals from other states who are interested in developing systems of care based on the Wraparound Milwaukee Model.
- Expansion of Project O-YEAH to work with transitional age youth served by Pathfinders, which works with homeless youth, and Lad Lake Inc., which helps young adults 18 and over transitioning out of foster care.

Wraparound Milwaukee's 2010 Provider Network

16th Street Behavioral Health Center
4 Star Achievement
A Positive Outlook Group Home-New Horizon Center
Acacia Mental Health Clinic, LLC
Adkins Counseling Services, LLC
AJA Counseling Center
All Care Transportation, LLC
Alternatives In Psych. Consult.
AMAD's Place - My Home Your Home
American United Taxicab Service
AMRI Counseling Services, LLC
Anders Developmental & Transitional Home, LLC
Angels Counseling & Therapy Service
Anu Family Services, Inc.
Applied Therapies and Wellness Center S.C.
ARO Behavioral Healthcare, Inc.
Associated Mental Health Consultants, Inc.
Aurora Family Service
Autism Intervention Milwaukee, LLC (AIM)
Beasley, James, LCSW
Benevolence First, Inc.
Berman Group Home-Norris
Blessed Hope Agency
Bracy Psychological Service & Stress Mgm Institute
Bray Consultants
Brooks, William, MSSW, LCSW
Career Youth Development, Inc.
Carmelite Home, Inc.
Center for Communication, Hearing and Deafness
Changes Group Home-LSS
Children's Hospital of Wisconsin
Children's Service Society of Wisconsin
Childynamics, LLC
Chileda Institute, Inc.
Choices Group Home for Girls-LSS
Christian Life Counseling
Claretta Simpson House-CYD
Community Care Resources, Inc.
Community Support Resource Center
Connecting Youth Group Home
Connecting Youth II
Cornerstone Counseling Services
Cornerstone Youth & Family Service
Crossroads To Independence GH-St. Rose
CSL Image Consulting, Inc.
Current Initiatives Counseling Service, LLC
DCS Transport Services, LLC
Discovery & Recovery Clinic, Inc.
Dominion Behavioral Health Services, LLC
E & V Transportation, LLC
Eagles Nest Group Home-LSS
Easter Seals Southeast Wisconsin
Eau Claire Academy
Emiley, Stephen, Ph.D.
Empowerment Clinic, Inc.
Ertl, Richard J. Ph.D.
Exodus Family Services, LLC
Express Yourself Milwaukee, Inc.
Family Crisis Counseling
Family Options Counseling, LLC
Family Works Programs, Inc.
Fannie Wells Group Home-Norris Adolescent Ctr
FOCUS on Employment Opportunities, Inc.
Fokus Family Services, LLC
Forward Choices, LLC
Foster Care Youth Independence Ctr. of WI, Inc.
Fresh Start Counseling Center
Genesis Behavioral Services, Inc.
Greensquare Developmental Specialists
GRO Family Services
Hale-Richlen Center for Psychiatry (The)
Harmony Social Services CPA, Inc.
Harper House-NEHEMIAH PROJECT
Homme Home Youth & Family Programs - LSS
House of Jabez, LLC
House of Love II
House of Love Youth Homes, Inc.
Hyssop Diagnostic Treatment and Social Service Ag.
ICF Consultants, Inc.
Inner Dynamics, Inc.
Integrity Family Services, LLC
Jackson, Denis Ian, Ph.D.
JW Transportation, LLC
La Causa, Inc.

Lad Lake, Inc.
 Language Source LLC
 Lawson's Transportation, LLC
 Lemonade Stand (The)
 Lissy's Place - My Home Your Home
 LS Transportation, Inc.
 Lutheran Counseling & Family Services of WI
 Lydia Group Home II-Girls
 Malen & Associates
 Mary Determan MSW, LLC
 MD Therapy
 Milwaukee Academy/Clinicare
 Milwaukee Center For Independence
 Milwaukee Christian Center
 Mt. Castle Transitional Living Services
 My Home, Your Home
 Nakoda Cognitive Behavioral Services, LLC
 Nervig, Mary
 Neu-Life Community Resource Center
 New Concept Self Dev. Ctr/CSS
 New Horizon Center, Inc.
 Noah House Group Home
 Norris Adolescent Center
 North Shore Psychotherapy Associates
 Oconomowoc Developmental Training Ctr.of Wis LLC
 Only God Can House of Peace
 Paragon Community Services LLC
 Park West Social & Psychotherapy Services
 Pathfinders Milwaukee, Inc.
 Pathways Counseling Center
 Peace Home
 Peacemaker Social Services, LLC
 Pediatric Psychology Associates
 Positive Outlook Clinical Services
 Professional Services Group, Inc.
 Project Focal Point, Inc.
 PsyCare-Milwaukee LLC
 Rawhide, Inc.
 REACH, Inc. Comprehensive Mental Health Clinic
 Renew Counseling Services
 Right Turn, Inc.
 Right Turn, Inc. II
 Right Way Development Center
 Roads to Independence Group Home
 Rolling Stone Group Home
 Running Rebels Community Organization
 Schroeder Group Home-Norris
 Sebastian Family Psychology Practice
 Servant Manor Group Home II
 Servant Manor, Inc.
 SHARE of Southeastern Wisconsin
 Shorehaven Behavioral Health, Inc.
 Sierra Group Home-LSS
 Social Development Commission
 Southeastern Youth & Family Services, Inc.
 Southwest Key Programs, Inc.
 Spahn Clinical Services
 St. Aemilian - Lakeside
 St. Catherine Residence
 St. Charles Youth and Family Serv.
 St. Rose Youth & Family Center, Inc.
 STAGES - St. Rose
 Star I Limousine, LLC
 T & H Group Home - Mt. Castle Corp.
 Teen Living Center I-AJA Enterprises
 Teen Living Center II-AJA Enterprises
 THRIVE Treatment Services, LLC
 Tomorrow's Future, LLC
 Totty and Associates
 TransCenter of Nehemiah Project GH (CCC)
 Trotter House
 Turcott Medical & Psychiatric Associates
 Washington House-LSS
 Wheaton Franciscan Healthcare - Southeast WI
 WI FACETS
 Wiedel, Timothy C., Ph.D.
 Willowglen Academy-Hein Foster Care Group Home
 Willowglen Community Care
 Wisconsin Conservatory Of Music
 Word Of Hope Ministries, Inc.
 Wyalusing Academy-Clinicare Corp



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