

2011

Year End Report



Wraparound Milwaukee



Wraparound Milwaukee — A Model for Change



Since it was first established, Wraparound Milwaukee has significantly improved outcomes for the 7,000 plus children and adolescents it has served.

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 7,000 plus 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 and youth and their families. Participants receive flexible, comprehensive, family-focused care. Services are coordinated through a team of formal (professional) and informal (including extended family and others) 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.

In September 2011, Wraparound Milwaukee had the honor to serve as a host site for mental health leaders from the US, Canada, England, Ireland, Scotland, New Zealand, and Australia who were attending the International Mental Health Leadership Exchange program; and, in October 2011 Wraparound Milwaukee collaborated with the Georgetown University Technical Assistance Center for Children's Mental Health to host a three-day Wingspread Conference at which teams from around the country gained valuable information about all the operational components of a successful system of care program. These and other opportunities, serve both as recognition of the accomplishments of Wraparound Milwaukee as well as a chance for other sites to take the lessons learned from Milwaukee and apply them to their own program development.

A Letter From The Director

Dear Friends,

*Change is the real constant for Wraparound Milwaukee, as 2011 brought new opportunities and challenges in our never-ending effort to reach out to meet the needs of children and families in Milwaukee County. Our outreach to younger children through our **REACH program** continues to grow, reinforcing the importance of engaging children/families at younger ages. At the same time, through our growing **partnership with the Milwaukee County Delinquency Services Department**, we are finding new ways to successfully support youth returning to our community from a juvenile correctional placement. We learned a lot in 2011 about how to engage older youth in the Healthy Transitions initiative – **Older Youth and Emerging Adult Heroes (Project O-YEAH)**, lessons that are being put to good use to better support their transition to independence in their 20's.*

This past year also marked a year of reenergizing our internal quality assurance processes, improving our care coordinator and partner training, increasing our capacity to evaluate outcomes and use that information to inform practice, and finding ways to give youth an increased voice in programming and new opportunities to demonstrate their strengths.

To be sure, the operation of Wraparound Milwaukee is a complex undertaking, both for our own staff as well as our many partner and provider organizations. But, our successes serve to reinforce that the fundamental principles upon which Wraparound Milwaukee is based and that are used in other coordinated systems of care efforts around the country and world are central to achieving positive outcomes with often-challenging children and family situations. We continue to be inspired by the strengths we see in children and families, and we remain grateful that we can play a small part in their achievements and accomplishments.

In Partnership,

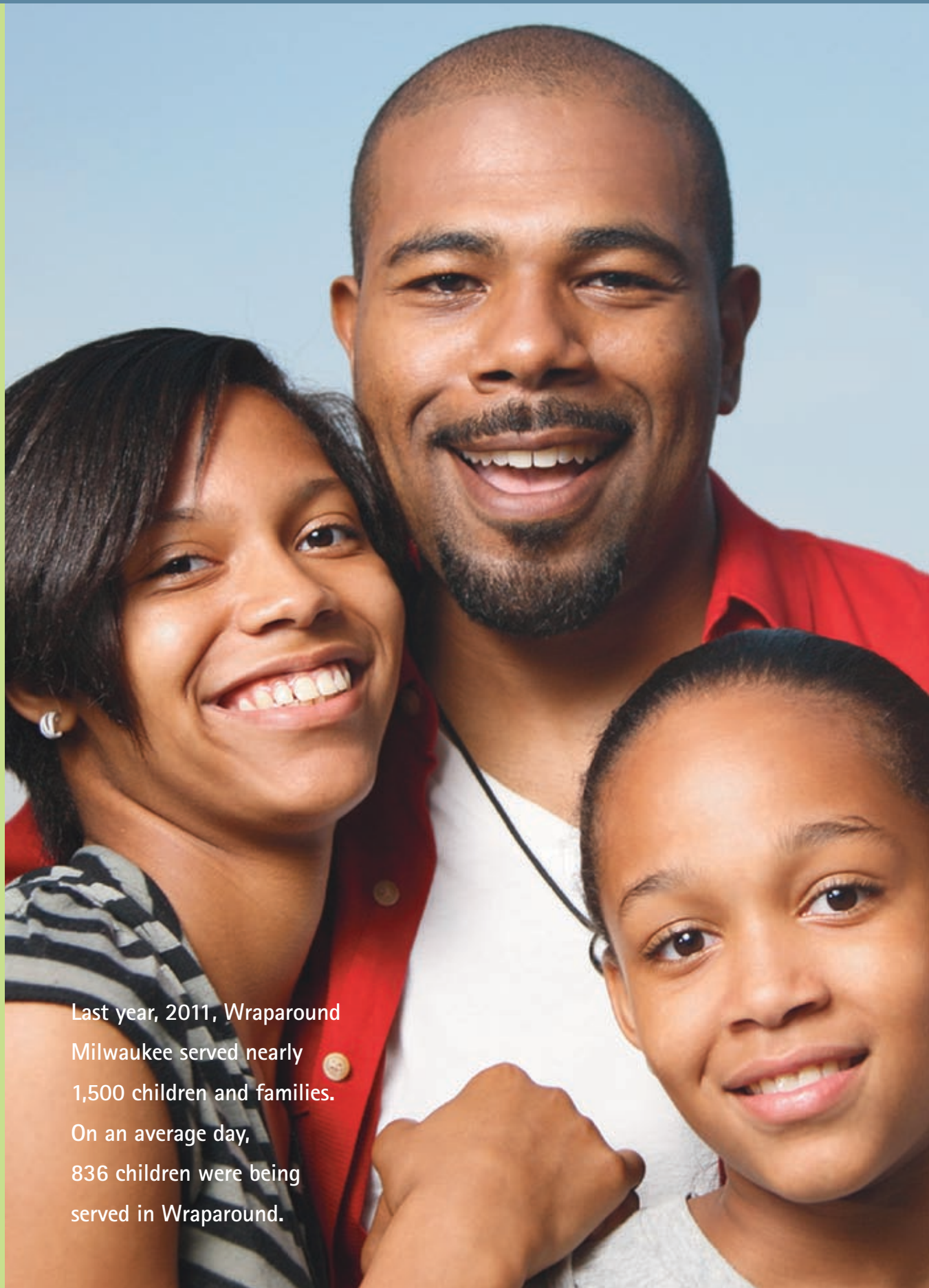
Bruce Kamradt

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Director



Executive Summary



Last year, 2011, Wraparound Milwaukee served nearly 1,500 children and families. On an average day, 836 children were being served in Wraparound.

Last year, 2011, Wraparound Milwaukee served nearly 1,500 children and families through continued growth in the REACH program, the Youth in Transition grant, and developing a partnership with Milwaukee County and the State Division of Juvenile Corrections to provide Wraparound services for youth returning to the community from a correctional placement. On an average day, 836 children were enrolled/being served in Wraparound. More importantly, Wraparound continued to prove to be cost-effective in terms of promoting significant behavior change and stability for children/families and reducing repeat court involvement.

The age of youth enrolled in Wraparound declined somewhat in 2011 as a result of increased enrollment in REACH, and that increase accounts for an increase in the number of youth involved without being under the supervision of the court as well. Diversity among children enrolled remains high, and boys continue to account for nearly three-fourths of enrollees. 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.

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 2011, 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. 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 2011. For more information, interested parties are encouraged to go to the Wraparound Milwaukee website at <http://county.milwaukee.gov/WraparoundMilwaukee.htm>.

Oscar was enrolled in the REACH program in April 2008 at the age of ten as an alternative to being hospitalized again (had three prior hospitalizations). Oscar has been placed with his family when he was three years old, but the behaviors he presented had the family questioning if they would be able to keep Oscar with them. The family remained committed to working with REACH and utilized a wide variety of supportive services, and Oscar's behaviors improved tremendously. At the time of his transition from REACH in July 2011, Oscar remained at home, was attending school regularly, and was involved in a variety of pro-social activities. Most importantly, Oscar and his family have high hopes for their future and are appreciative of their involvement with REACH and the progress all have made.

Serves a Diverse Group of Children and Families

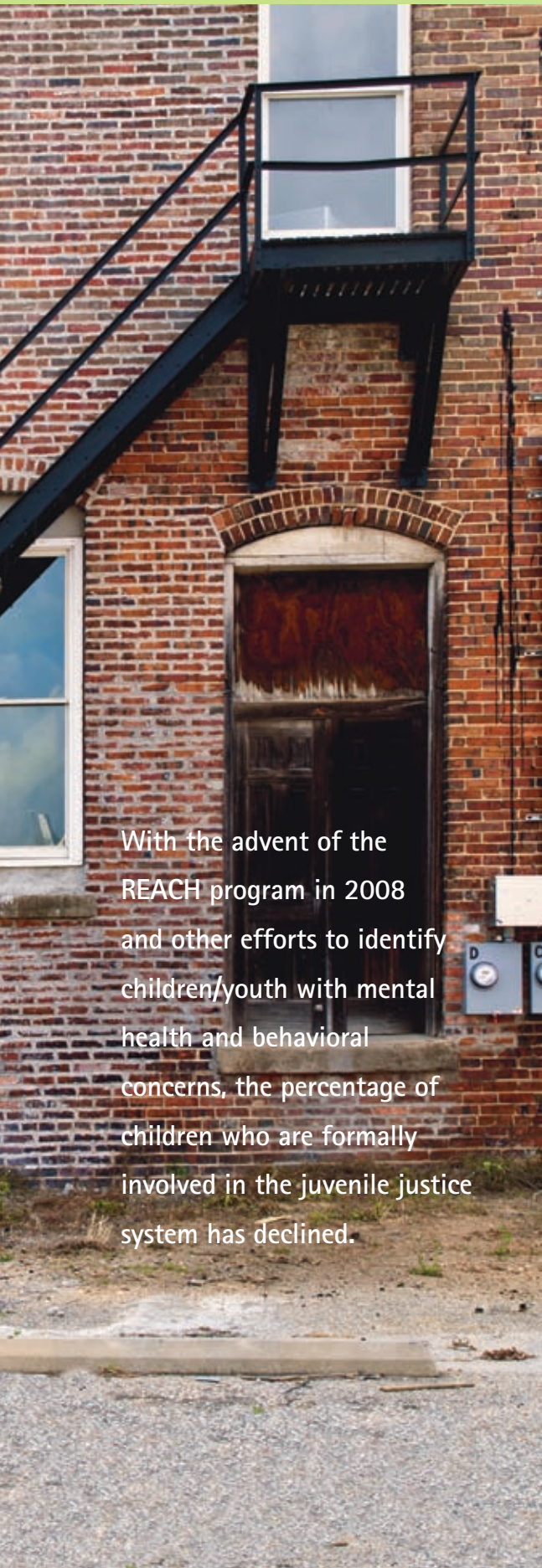
Wraparound Milwaukee

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. The gender and racial distribution have been relatively stable, with a notable decline in the average age in 2011.

	2009	2010	2011
Gender			
Boys	74%	72%	72%
Girls	26%	28%	28%
Age			
Average	14.5	14.5	14
Ethnicity			
African American	71%	71.2%	68%
Caucasian	17%	14.5%	17%
Hispanic/Latino	7%	9.3%	9%
Bi-Racial	3%	3.4%	2%
Asian	<1%	0.4%	0.3%
Native American	1%	0.6%	0.3%
Other/Unknown	1%	0.7%	3%





With the advent of the REACH program in 2008 and other efforts to identify children/youth with mental health and behavioral concerns, the percentage of children who are formally involved in the juvenile justice system has declined.

Court Involvement at Time of Enrollment

Historically, Wraparound has 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 being 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.

	2009	2010	2011
Court Status at Time of Enrollment			
Delinquency	52%	46.3%	43.4%
Child in Need of Protection or Services (CHIPS)	24%	14.1%	16.2%
Juvenile in Need of Protection or Services (JIPS)	NA	6.1%	6.8%
Both (Delinquency & CHIPS)	2%	0.6%	1.1%
None	22%	33%	32.5%

Strengthening and supporting families and family relationships is critical to long-term success.



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 2010, the most common presenting

concerns (duplicated counts) for youth entering Wraparound in 2011 remained similar, 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.

	2010	2011
Top Diagnoses		
ADHD	335	344
Conduct Disorder	368	294
Mood Disorder	326	280
AODA Related	204	193
Developmental Disorder	171	193
Other	178	157

	2010	2011
Top Presenting Concerns/Issues		
School/Community Behaviors	401	386
Attention Problems	282	294
Severe Aggression	323	292
Drug/Alcohol Abuse	269	256
Runaway Behavior	*	224

*Not among the top five presenting concerns in 2010

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." Families United sponsors and hosts Family Orientation sessions throughout the year (eight sessions in 2011) to engage new Wraparound families in understanding not only how Wraparound works but also how Families United can provide support to meet their family's goals.

Family Satisfaction Matters to Wraparound

One of the elements of the Family Satisfaction Survey asks families to rate whether Wraparound (including care coordinators and providers) focus on family strengths. In the 9-month Provider Survey results, families responded with an average score of 4.38 on a maximum five-point scale, indicating that they strongly believed Wraparound providers do focus on strengths in their work.

Wraparound Milwaukee also is required to have a complaints and grievances system in which any family, adult or child may express a concern or file a formal grievance. In 2011 there were no formal grievances filed and only 35 complaints (approximately 2.3 percent of all families served). The vast majority of the complaints were filed against service providers, and the complaint process provides an opportunity for Wraparound leadership to become engaged in resolving conflicts or clarifying expectations so that problems do not reoccur.

Refer to subsequent sections of this report for more information about Family Satisfaction.

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 therapy, substance abuse treatment, crisis intervention, in-home therapy, family and parent supports, life skills development, medication management, child care, 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 an average of 175 organizations in Wraparound's provider network (WPN).

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 2011 were crisis prevention and stabilization, therapy (in-home and office-based), and transportation supports.

	2010	2011
Services Used		
Crisis Stabilization	64%	74%
In-Home Therapy	49%	51%
Transportation Supports	33%	36%
Individual/Family Therapy — Office Based	29%	36%
Residential Treatment Placement	22%	25%

In 2011, Wraparound Milwaukee provided over \$36 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 Meets Unique and Critical Family Needs

Another important feature of Wraparound Milwaukee is the availability of flexible/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 plan of care. 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 2011, forty-two 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.



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.



A special emphasis of this project is on helping families remain connected and involved with planning while the youth is in the juvenile correctional institution.

Partnering for Successful Reentry

New in 2011, the DOC re-entry collaboration project is a federally funded initiative through the Bureau of Justice Assistance designed to help keep youth connected to their families and communities while they are in juvenile correctional institutions and help ensure their safe and successful reentry back into the community through innovative cross-system collaboration. The program is a joint project between the Milwaukee County Delinquency and Court Services Division, Wraparound Milwaukee, and the Wisconsin Department of Corrections – Division of Juvenile Corrections. Admission criteria for this program include having a mental health diagnosis and a non-violent commitment charge (per federal grant requirements). Participation in the program is voluntary on the part of youth and their family and must be approved by the Division of Juvenile Corrections' Office of Juvenile Offender Review. Once approved, participants are enrolled in Wraparound

Milwaukee, which provides care coordinators who are specifically assigned to the project to work with youth and families during the youth's stay in the juvenile correctional institution and following release to the community under the supervision of the Division of Juvenile Corrections. The Wraparound care coordinator works closely with the youth's aftercare agent and the rest of the child and family team to provide services based on individual client needs to support successful reentry. Consistent with the Wraparound approach, a special emphasis of this project is on helping families remain connected and involved with planning while the youth is in the juvenile correctional institution, located in Irma, Wisconsin (four hours from Milwaukee). Video-conferencing is used to facilitate family visits and participation in planning meetings. In 2011, the project served 20 youth.

All children and youth served received care coordination services through a care coordinator who facilitates the Child and Family Treatment Team that identifies and builds on the strengths of the child and family. The family team includes family members, people who provide informal supports to the child and family (e.g. friends, neighbors, and community members), and professional service staff. The team develops a plan of care (POC) based on the needs and strengths of the individual child and family. In 2011, Wraparound Care Coordinators took an even more proactive approach to identifying informal/community supports thereby meeting its goal of ensuring that at least 50 percent of active team members were informal/community supports. 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 following abilities: positively engage 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. In 2011, New Care Coordinator training has expanded to 75 hours of in-service training. Two New Care Coordinator Trainings were held, with each session including approximately 25 new staff. Additionally, Care Coordinator Re-certification Training was held in October 2011, allowing current Care Coordinators to

sharpen their skills on the fundamental Wraparound process and use of community supports. Finally, ten in-service training sessions provided to staff covered a wide range of specific issues facing Wraparound families and children.

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



The child and family team develops a plan of care based on the needs and strengths of the individual child and family.

Wraparound Milwaukee is Outcome-Based

By supporting a child's ability to succeed at home, in school and in the community, the flexible services provided through Wraparound also helps to achieve another important goal in the program: keeping children in our community.



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.
- Reduction in recidivism

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. The CBCL is completed by the families of children and youth served.

Data captured in 2011 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2011. A normal range of functioning score for a child or youth is considered to be anything below 60.

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 Wraparound and REACH in 2011.

2011 Child Behavior Checklist (CBCL)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL Social & interpersonal interactions; external behaviors	68.1	64.7	73.3	69.3
INTERNAL Mood; thought processing	60.2	57	66.3	65.3

2011 Youth Self Report (YSR)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL Social & interpersonal interactions; external behaviors	60.1	56.4	65.1	61.1
INTERNAL Mood; thought processing	54.5	50.6	60.8	59.1



Staff from the Education Liaison Department actively promote positive school engagement and academic success for Wraparound children.

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 2011, 71 percent of the 368 Wraparound 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.

Academic Achievement

Over 92 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:

- Attending 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

In 2011, staff participated in nearly 700 meetings with school staff and other team members to help ensure school success for Wraparound youth. 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.

Educational research clearly establishes a strong correlation between attendance and achievement, so Wraparound does track attendance of Wraparound and REACH children/youth as one element of measuring to what extent students are engaged in school. In 2011, Youth in Wraparound attended school approximately 85.5 percent of the time, and REACH children attended approximately 91 percent of the time. Improving attendance remains an important goal for Wraparound families and Care Coordinators.

Juvenile Justice — Tracking Reoffending Behaviors

In 2011, Wraparound Milwaukee continued to refine its research around the central question of whether

delinquent youth reoffend during or following their involvement in the program. Wraparound gathers information every six months that includes:

(1) monitoring the overall number and nature of youth recidivism; (2) for the youth who do reoffend, discernible patterns of reoffending that might inform better practice; (3) monitoring high risk populations; and (4) tracking reoffending behaviors of youth post enrollment.

Key findings in the 2011 research include:

- Of the 669 new youth included in the sample, 21.9 percent had new, referred offenses after their enrollment in Wraparound.
- Youth who reoffend are significantly more likely to reoffend early in their term of enrollment, and as youth become more engaged in the program, the likelihood of reoffending declines.
- High Risk and High Risk Juvenile Sex Offenders reoffended significantly less than the non- High Risk youth.
- These results are consistent with two prior reviews of recidivism and reinforce the conclusion that Wraparound Milwaukee is successful in reducing new delinquent behaviors and promoting enhanced public safety.

Logan was enrolled in Wraparound as a Child in Need of Protection or Services (CHIPS) following removal from his parental home for neglect and abuse. Initial placements of Logan proved challenging, as his behaviors escalated, and he was placed in several treatment foster homes and eventually in residential care. While in residential treatment, Logan's father became reengaged, and after working with the father to stabilize his housing situation and provide other treatment/support services Logan was placed with him. The team worked to identify supports for Logan's father when he had health problems, and at the time of transition from Wraparound Logan was excelling in school and his father was providing a safe and loving home.

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 family ownership. In 2011, 557 families completed surveys at the time of disenrollment, with their composite rating of 4.1 on a 5-point scale, above the Wraparound goal of 4.0. In addition, scores are collected on thirteen items related to the family's satisfaction of Care Coordinator services. For families completing the survey in 2011 the average overall was 4.5 on a five-point scale, indicating a very high level of family satisfaction with their Care Coordinator's work.

Measuring Progress — both youth and families respond to survey questions that relate to their perception of progress in achieving their goals over the course of their Wraparound enrollment. In 2011, youth had an average rating of 4.0 on a five-point scale and family's perceptions of progress averaged 4.1. For both children and family members, these scores provide strong support for the perception that involvement in Wraparound has been a positive experience for them.

Provider Network Services — Families were surveyed at 4 months and again at 9 months after enrollment on their perceptions 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 4.4, essentially the same as 2010. Within the overall score, it is not surprising to note that the most positive perceptions were for services that provided therapy (both in-home and office-based) and that the lowest satisfaction scores were for out of home placements, although even for out of home placements the scores were favorable.

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. 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 4.0 on a 5-point scale.

Monitoring a Critical Process — Child and Family Team Meetings

In 2011, 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 2011 that target was exceeded, with a 91.4 percent rate of achievement (an increase of 3.3 percent from 2010).



A target rate of 85 percent completion was established for Child and Family team meetings, and in 2011 that target was exceeded, with a 91.4 percent rate of achievement.

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 2011, the Treatment Team provided crisis response services to 1,092 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.

A letter from Tracy — a Wraparound Graduate (written to his care coordinator):

Dear Tanya,

Here is a status update on myself. Since Wraparound I have graduated from Riverside University High School. I went on and graduated from Lewis University with a 3.0 GPA, with a degree in Aviation Maintenance Management and a minor in Business Administration. While at Lewis University, I was highly involved in the community on campus, and I was even a part of the President Student Advising Committee. I am currently a Lasallian Volunteer, volunteering in Albany, New York. My responsibilities consist of planning and implementing after school recreation activities for court adjudicated youth. Wraparound was of great benefit to me. It taught me the value of community. From Wraparound I learned that my actions had more of an impact than I perceived. Guided with this new perception, I was able to get to the point I am today. The Wraparound program was a sort of catalyst that guided me from my ignorant mindset of just doing things for emotional gratification, to doing things that help the community as a whole. My current position allows me to give back to programs like Wraparound and possibly change the life of another struggling youth. I just want to thank Wraparound for the help it gave to me, and join it and programs like it in their empowerment of young people.

Sincerely,

Tracy



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.

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 Child and Family 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. In 2011, eighteen girls were placed in this program, and outcome data was gathered for these and prior girls enrolled. Results included:

- The goal of 60 percent of the girls achieving permanency in placement has been met.
- School attendance improved for 44 percent of the girls placed in the program in 2011, but achieving consistency in attendance and achievement remains a challenge for this group.
- The average cost for youth in the pilot professional foster care program has been \$6,022/month, approximately one-half of the cost for residential care placement.

Building a Healthy Transition to Adulthood

Project O-YEAH —



Project O-YEAH, allows Wraparound to identify youth approaching adulthood and refer them for assessment and case management supports.

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 ½ 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. Since 2011, 46 youth were enrolled in the O-YEAH program.

Levels of Services for Levels of Need

Enrollment in Project O-YEAH is voluntary on the part of the youth, and youth 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 was re-named Owen's Place in memory of Owen Felix, the first coordinator of O-YEAH. It 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. In 2011, on average 150 youth attended Owen's Place and linked with support and other resources.

Additionally, the Youth Council provides a forum for discussing and raising awareness of the priorities of young adults. Youth are engaged in developing and carrying out monthly activities and periodic large group activities that are open to all youth and families of Wraparound and REACH. Youth have the opportunity to socialize and learn leadership skills through involvement on the Youth Council Board and by volunteering to serve as part of an initial Wraparound orientation for new youth and families.

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 of care, is the role of the Wraparound Milwaukee Quality Assurance (QA)/Quality Improvement (QI) team. The QA team's primary role internal to Wraparound is to review/audit the components of the program in order to ensure that core Wraparound principles are being followed, appropriate outcome measures are being collected and evaluated, services are being utilized in a cost-effective manner, and complaints/grievances that may arise are dealt with.

Additionally, in 2011 the team actively participated in a county-wide QA initiative that promoted

improved communication across county divisions and departments. In 2011, the QA Committee focused its efforts on:

- Conducting Provider Network audits/reviews, discussing those outcomes and identifying next steps for further on-going evaluation.
- Revising the protocol for review disallowances.
- Establishing guidelines for those network providers identified as Indirect Staff.
- Discussing and proposing revisions that were integrated into 2012 fee-for-service agreements
- Planning and holding an annual countywide fee-for-service agreement meeting
- Beginning planning for implementing and auditing the use of risk assessment tools in 2012.

Dana enrolled in the Wraparound REACH program in February 2010. She had been separated from her biological mother for five years and was experiencing significant school-related problems. After getting a team in place that included her two uncles, a therapist and crisis support, the team got involved in resolving issues at school that could have led to her expulsion. Rather than being expelled, it was determined that she qualified for additional support services and an Individualized Education Plan (IEP) was developed that helped support her, her family, and the school. As the family gained trust in Wraparound REACH, Dana got the support of individual therapy, and communication within her family improved greatly. Equally as important, Dana's mother began a new direction in her life as well, completing her GED and beginning to take some college courses. As the school year came to a close this spring, all of Dana's teachers and other educational staff had wonderful things to say about Dana as a student and as a young lady. Dana and her mom recently enjoyed positive time with other family and friends in Texas, as they were very excited to be able to enjoy their first family vacation together in over five years. Together, Dana and her mother are on a new path to a positive and supportive relationship with high hopes for the future.

Unique Funding of Wraparound Milwaukee

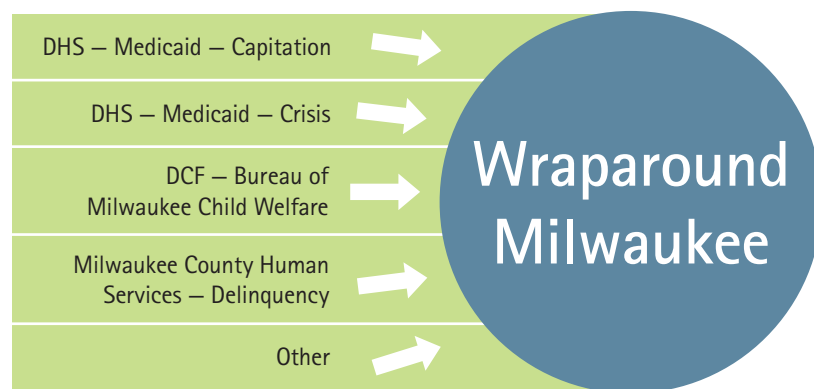
Revenue Sources

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)

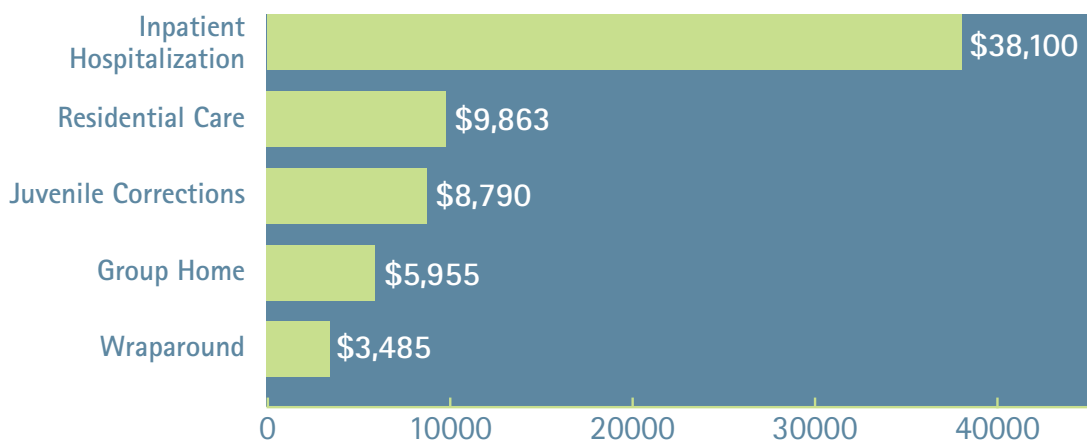
Funds are spent on community-based services, including care coordination, and out-of-home care services, including foster care, group home care, and residential care.



Wraparound Milwaukee Continues to be Cost-Effective

Wraparound's average per-client monthly cost of \$3,485 can be compared to more costly services

that serve this high-risk, high-need population:



Looking ahead into 2012, Wraparound plans to continue moving forward on consolidating the gains made in 2011 and focusing on additional goals, which include:

- Further expanding enrollments in the Healthy Transitions Initiative (HTI), a five-year federal grant to serve youth and young adults, 16½ to 24 with serious emotional needs as they transition to adulthood. Called Project O-YEAH, the program has new satellite transitional specialists at Pathfinders working with homeless youth and Lad Lake, Inc. which serve youth aging out of foster care.
- Identifying, developing, training, and certifying young adults in our HTI project to be peer specialists to work with other young adults needing support and an advocate to navigate the adult system.
- Further developing the Club House (Owen's Place), serving as a resource center and recreation place for youth/young adults.
- Further developing and expanding Family Intervention Support Services into a single consolidated program merging assessment and FISS services so there is a single provider.
- Expanding enrollment capacity in Wraparound Milwaukee's voluntary, non-court ordered REACH program serving families with a child with serious emotional needs who has not yet been involved formally in child welfare or juvenile justice.
- Working on final year of Safe Schools Program and look for other grant opportunities or ways to sustain school liaison position.
- Seeking opportunities to collaborate with Milwaukee County BHD Adult Community Service (SAIL) and Milwaukee County Adult Disability Services around transitional care needs of youth and young adults.
- Consolidating gains made in working with Milwaukee County's Delinquency and Court Services and Wisconsin Division of Corrections to enroll youth in the Re-Entry Program assisting youth in making a successful return to their home.



2011 Provider Network

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

Lissy's Place – My Home Your Home	Peace Home	St. Charles Youth and Family Serv.
LS Transportation, Inc.	Peacemaker Social Services, LLC	St. Rose Youth & Family Center, Inc.
Mary Determan MSW, LLC	Pediatric Psychology Associates	STAGES – St. Rose
MD Therapy	Positive Outlook Clinical Services	Star 1 Limousine, LLC
Med Group Transportation, LLC	Professional Services Group, Inc.	T & H Group Home – Mt. Castle Corp.
Milwaukee Academy/Clinicare	Project Excel-CCC (WCS)	Teen Living Center I-AJA Enterprises
Milwaukee Center For Independence	PsyCare-Milwaukee LLC	Teen Living Center II-AJA Enterprises
Milwaukee Christian Center	Rawhide, Inc.	Terry-Len Transportation
MindStar Counseling, LLC	REACH, Inc. Comprehensive Mental Health Clinic	The Bridge Health Clinics & Research Centers, Inc.
Mt. Castle Transitional Living Services	Renew Counseling Services	The Richardson School, LLC
My Home, Your Home	Right Turn, Inc.	Therapies East Associates
Nakoda Cognitive Behavioral Services, LLC	Right Turn, Inc. II	THRIVE Treatment Services, LLC
Nervig, Mary	Right Way Development Center	Tomorrow's Future, LLC
New-Life Community Resource Center	Roads to Independence Group Home	Totty and Associates
New C.H.O.I.C.E.S, LLC	Running Rebels Community Organization	TransCenter of Nehemiah Project GH (CCC)
New Concept Self Dev. Ctr/CSS	Schroeder Group Home-Norris	Trotter House
New Horizon Center Crisis/Mentoring Services, LLC	Sebastian Family Psychology Practice	Turcott Medical & Psychiatric Associates
New Horizon Center, Inc.	Servant Manor Group Home I	Unity Group Home-Svcs (CCC)
Noah House Group Home-Srvcs	Servant Manor Group Home II	Wake Up Program, LLC
Norris Adolescent Center	Servant Manor, Inc.	Washington House-LSS
North Shore Psychotherapy Associates	SHARE of Southeastern Wisconsin	Wauwatosa Therapies, LLC
Oconomowoc Developmental Training Ctr. of WI LLC	Shorehaven Behavioral Health, Inc.	Wiedel, Timothy C., Ph.D.
Omni Enrichment, Inc.	Sierra Group Home-LSS	Willowglen Academy-Hein Foster Care Group Home
Park West Social & Psychotherapy Services	Social Development Commission	Willowglen Community Care
Pathfinders Milwaukee, Inc.	Southeastern Youth & Family Services, Inc.	Wyalusing Academy-Clinicare Corp
Pathways Counseling Center	Southwest Key Programs, Inc.	
	Spahn Clinical Services	
	St. Aemilian – Lakeside	
	St. Catherine Residence	



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