



WRAPAROUND MILWAUKEE

2012

QUALITY ASSURANCE & QUALITY IMPROVEMENT ANNUAL REPORT



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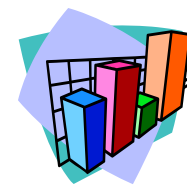
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I. Enrollee Demographics

Wraparound/REACH Enrollments = 792

Wraparound/REACH Disenrollments = 619

Average Daily Census = 879 **Total Youth Served = 1,588**

GENDER (792 youth represented)

Female = 263 (33%)

Male = 529 (67%)

AGE (792 youth represented)

Average age = 14 years old

(WRAP = 15.0, REACH = 12.2)

ETHNICITY (792 youth represented)

African American = 520 (66%)
(68% male – 32% female)

Caucasian = 108 (14%)
(61% male – 39% female)

Hispanic = 90 (11%)
(72% male – 28% female)

Bi-racial = 14 (1.7%)
(64% male – 36% female)

Asian = 2 (.2%)
(50% male – 50% female)

Native American = 7 (.9%)
(71% male – 29% female)

Other/Unknown = 40 (5%)
(56% male – 44% female)

Not Listed = 8 (1%)

COURT ORDER (504 youth represented)

- 67% of youth who were enrolled into Wraparound were on a Delinquency order (N=336)

- 26% were on a CHIPS order (N=131)

- 5% were on a JIPS order (N=25)

- 2% were on a Dual (CHIPS/Delinquent) order (N=12)

NO COURT ORDER (REACH)

36% REACH youth (N=288)

DIAGNOSIS (755 youth represented. Youth may have one or more diagnosis)

ADHD (WRAP = 256, REACH = 180)

Conduct Order (WRAP = 318, REACH = 99)

Mood Disorder (WRAP = 245, REACH = 120)

AODA related (WRAP = 215, REACH = 11)

Developmental Disorder (WRAP = 160, REACH = 40)

Learning Disorder (WRAP = 191, REACH = 14)

Anxiety Disorder (WRAP = 147, REACH = 81)

Depressive Disorder (WRAP = 100, REACH = 40)

Adjustment Disorder (WRAP = 44, REACH = 27)

Thought Disorder (WRAP = 11, REACH = 10)

Personality Disorder (WRAP = 31, REACH = 3)

Eating Disorder (WRAP = 3, REACH = 1)

Other (WRAP = 183, REACH = 22)

YOUTH ISSUES (744 WRAP & REACH youth represented. Youth may have one or more issues.)

Adjudicated Sex Offender = 48

Attention Problems= 501*#

Dev. Disorder/Autism = 130

Drug/Alcohol Abuse = 319*

Fire setter = 140

H/O Sexual Misconduct = 273

Hx. of Psychiatric Hosp = 377

Major Affective Illness = 375

Physical Disability = 253

Previous Physical Abuse = 154

Psychosis = 63

Runaway Behavior = 321

School/Community Concerns = 670*#

Severe Aggressiveness = 588*#

Sex Offender (Registered) = 5

Sexual Abuse Victim = 146

Suicidal Behavior = 290

System Involv. – Child Protective Svcs. = 338

System Involv. – Education. = 496#

System Involv. – Juv. Jus. = 303*

System Involv. – MH. = 499#

System Involv. – Social Svcs. = 82

Other = 247 (For example: stealing, manipulative behavior, traumatic events/illnesses)

* Top 5 WRAP youth issues #Top 5 REACH youth issues

FAMILY ISSUES (744 WRAP & REACH families represented. Families may have one or more issues.)

Abandonment by Parent = 486*#

Adj. Phys. Abusive Caregiver = 53

Adj. Sexually Abusive Caregiver = 42

Domestic Violence = 280

Felony Conviction = 259

Neglect = 140

Non-adjudicated Abuse = 92

Out-of-Home Placement = 444*

Parent Dev. Disability = 68

Parental Incarceration = 362*#

Parental Severe Mental Ill. = 386*#

Previous Psych. Hosp = 131

Sibling Foster Care = 119

Sibling Institutionalization = 93

Substance Abuse Caregiver = 315*#

Other = 256 (For example: traumatic events/illnesses/deaths, divorce/separations, adoptions) #

* Top 5 WRAP youth issues #Top 5 REACH youth issues

II. Outcome Indicators

Functioning

The functioning levels of the youth in Wraparound/REACH are currently being measured by the Child Behavior Checklist (CBCL) and the Youth Self-Report (YSR). The evaluation tools are collected on every enrollee at Intake, 6 months, 1 year, annually thereafter and at disenrollment.

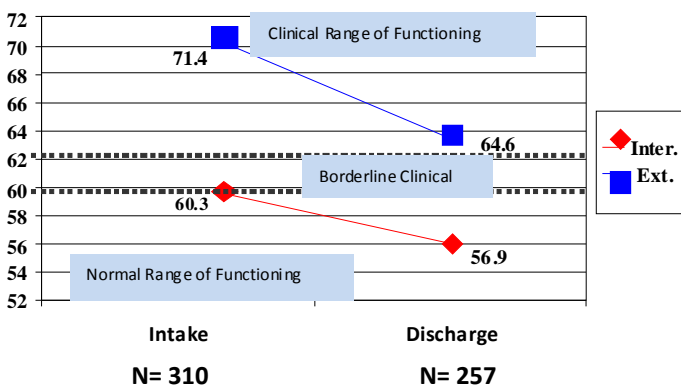
The **CBCL** is filled out by the parent/primary caregiver and provides information about the internal (mood, thought processing) and external (social/interpersonal interactions, community-based behaviors) behavioral issues of a child during the preceding six-month period. It comprises various scores consisting of symptoms of depression, anxiety, withdrawal, social problems, thought problems and delinquent and aggressive behavior. Total scores are computed and fall into three ranges: *Normal, Borderline and Clinical*. Scores are converted into age-standardized scores (T scores and Percentiles) so they can be compared with scores obtained from a normative sample of children within the same age range. The results can be utilized by the Child and Family Team to identify areas of need that should be addressed within the Plan of Care.

The **YSR** is similar to the CBCL. It is completed by youth 11 years of age and older.

Normal Range of Functioning – Scores that fall into the same range as the comparative sample group.
Borderline Clinical – Scores that suggest enough issues have been reported to be of concern, but not so many that it is a clear indicator of needing clinical professional help.
Clinical Range of Functioning – Scores that reveal sufficient issues that are significantly greater than the comparative sample group; in need of clinical intervention.
NOTE: A decrease in the score over time reflects improved functioning in the Behavior Problem areas.

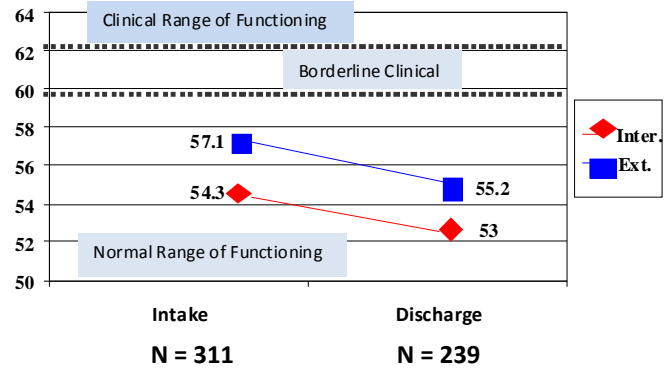
WRAPAROUND

CBCL T-Scores from Intake to Discharge
(Disenrollments from 1/1/12 – 12/31/12)



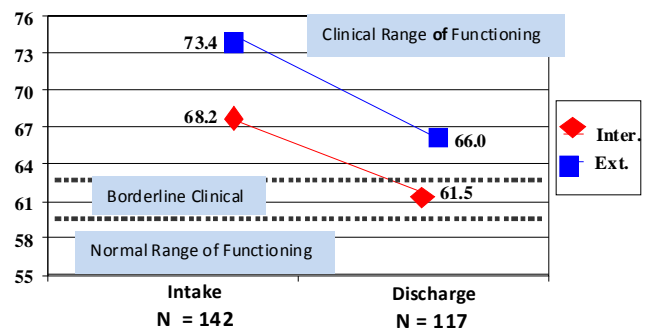
WRAPAROUND

YSR T-Scores from Intake to Discharge
(Disenrollments from 1/1/12 – 12/31/12)



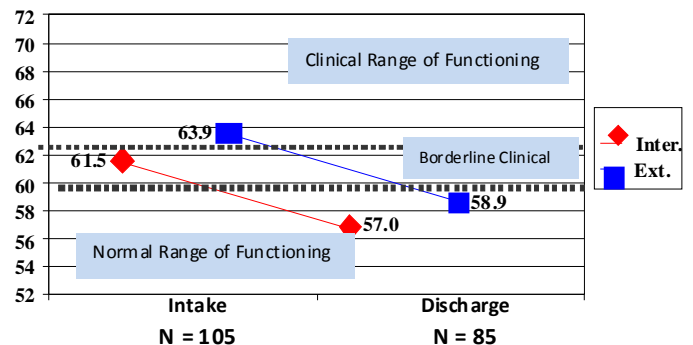
REACH

CBCL T-Scores from Intake to Discharge
(Disenrollments from 1/1/12 – 12/31/12)



REACH

YSR T-Scores from Intake to Discharge
(Disenrollments from 1/1/12 – 12/31/12)



Living Environment



Wraparound youth at enrollment are living in a variety of places. The level of restrictiveness of the placement varies. Wraparound is committed to getting youth into and/or keeping youth in the least restrictive environment possible and in minimizing the number of placement changes that a youth encounters.

Permanency (Wraparound Only) In defining the data below, permanency is described as:

- 1.) Youth who returned home with their parent(s)
- 2.) Youth who were adopted
- 3.) Youth who were placed with a relative
- 4.) Youth placed in subsidized guardianship
- 5.) Youth placed in sustaining care
- 6.) Youth in independent living

Total Wraparound disenrollments (excludes 67 youth that were discharged as “runaway/missing” and 87 youth that were summoned to a correctional facility) = **230**

Of the 230 Wraparound youth, 199 or 86% achieved permanency as defined above.

Other disenrollment scenarios upon discharge:

- 6 - Group Home Care
- 1 - Inpatient Hospitalization
- 3 - Residential Care
- 3 - Respite Care
- 9 - Detention
- 4 - Other
- 5 - No data

School



Wraparound Milwaukee is invested in ensuring that the youth we serve are getting the best education possible, that all educational needs are identified, and that attendance improves.

Of the enrollees for which school data was entered into the Synthesis database during 1/1/12-12/31/12 the following was revealed:

	#WRAP	%WRAP	#REACH	%REACH
K-5 th	25	5%	92	26%
6 th - 8 th	87	16%	172	49%
9-12 th	423	79%	85	24%

Youth in Wraparound are attending school approximately **87% of the time**, while those in **REACH** are attending school approximately **91.5% of the time**. For Wraparound and REACH this average has improved about 3% over the past 3 years.

Our benchmark for attendance is set at 85%.

Youth and Family



Satisfaction

Youth/Family satisfaction is measured through the surveys that are being administered through the Wraparound QA Department in conjunction with Families United of Milwaukee, Inc. These surveys inquire about the satisfaction level of the family/youth as it relates to the provision of Care Coordination and Provider Network services.

Family/Youth Satisfaction Levels related to Care Coordination Services

Surveys related to the families’ satisfaction levels with Care Coordination are distributed at 1-month, 6-months, 1-year/2-year/etc. and at disenrollment. A 5-point ranking scale is utilized with 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree”. An option of “Not Applicable” is also available.

Survey Time Frame	# of Surveys Sent	# of Surveys Received	Return Rate	Average Overall Score
1-Month	956	186	19.4%	4.59
6mo/yearly	1258	171	13.5%	4.51
Disenrollment – Family	619	405	65.4%	4.05
Disenrollment – Youth				3.97

1-month Care Coordinator Family Survey:

1).	My CC has been polite and respectful to me and my family.	4.74
2).	Meetings with my care coordinator have been scheduled at times and places that are convenient for me.	4.67
3).	I know how to reach my care coordinator when I need to.	4.66
4).	My care coordinator returns my calls within 24 hours.	4.61
5).	I know how to reach my care coordinator’s supervisor.	4.49
6).	The contents of the enrollment folder were explained to me.	4.56
7).	My care coordinator has talked with me about a Crisis/Safety Plan for my family.	4.55
8).	I’ve been offered choices about the services my family receives.	4.45
9).	Overall, I feel satisfied with the services my family is receiving.	4.00

Average Overall Score
4.59

6-mo/yearly Care Coordination Family Survey:

1.)	My Care Coordinator has been polite and respectful to me and my family	4.71
2.)	I am seeing my Care Coordinator as often as I'd like to.	4.43
3.)	My Care Coordinator returns my call within 24 hours.	4.55
4.)	My Care Coordinator follows through with what she/he says she/he is going to do.	4.54
5.)	Meetings with my care coordinator have been scheduled at times and places that are convenient for me.	4.59
6.)	I feel Wraparound has been sensitive to my cultural, ethnic and religious needs.	4.61
7.)	I would be comfortable calling my care coordinator's supervisor if I had any concerns.	4.48
8.)	I've had the opportunity to include people on my team that are important in our family's life.	4.49
9.)	I get a copy of every Plan of Care.	4.59
10.)	I understand my Plan of Care and how it can help me and my family.	4.55
11.)	I have been offered choices about the services my family receives.	4.41
12.)	My team is starting to work to prepare my family for disenrollment from Wraparound.	4.05
13.)	Overall, I feel the care provided to me/my family so far has been helpful.	4.55

**Average
Overall Score
4.51**

Disenrollment Family Progress Report:

1.)	I feel my family has made significant progress in meeting the Family Vision we have been working towards.	4.02
2.)	I feel my child's educational needs have been met	3.66
3.)	Overall, I feel that Wraparound/REACH helped me be better able to handle challenging situations.	4.18
4.)	I feel that I have family, friends and community resources that will be there for me and my family if I need them.	4.16
5.)	If my family does have a crisis, I believe the final Crisis Plan my Team developed will help us.	4.13
6.)	After disenrollment, I will know how to get services and supports that my family may still need.	4.19

**Average
Overall Score
4.05**

Disenrollment Youth Progress Report:

1.)	I'm doing better in school than I did before.	3.95
2.)	I am getting along better with my family than I did before	4.01
3.)	I feel like I'm getting along better with my friends than I did before	3.90
4.)	I feel my behavior has gotten better since I was enrolled in Wraparound.	4.04

**Average
Overall Score
3.97**



Family Satisfaction Levels related to Provider Network Services

Families also receive surveys inquiring about their satisfaction level related to the services they receive through Wraparound Provider Network. Each survey is reflective of the specific service that a specific Network Provider provides to the family. A 5-point ranking scale is utilized with 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree”. An option of “Not Applicable” is also available. These surveys are distributed to the families during their 4th and 9th month of enrollment.



Provider Survey Outcomes by Service

Referenced below are the overall service satisfaction outcomes per the data that has been collected and entered into Synthesis for 2012. Only those services in which at least 5 surveys have been received are reported on. A 5-point ranking scale is utilized with 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree”. An option of “Not Applicable” is also available.

Survey Time Frame	# of Surveys Sent	# of Surveys Recv'd	Return Rate	Average Overall Score
4-Month	1948	161	8%	4.5
9-Month	1614	82	4%	4.62

To Note: The overall 4-month average in 2011 was 4.28 and the 9-month was 4.43. Thus, overall, families expressed a greater level of satisfaction with Providers in 2012!

4-month Provider Survey Results:

1.)	Focuses on my family’s strengths	4.46
2.)	Understands our family’s needs and limits.	4.44
3.)	Is sensitive to our cultural needs	4.52
4.)	Listens to my family	4.56
5.)	Follows my family’s Plan of Care	4.47
6.)	Has knowledge of families/child development	4.70
7.)	Is respectful to my family	4.61
8.)	Is available when we need him/her	4.40

Average Overall Score 4.50

Service Name	# of Surveys Recv'd	# of Agencies Represented	Overall Average	2011 Overall Average
AODA Individual/Family Counseling	5	4	4.51	4.16
Crisis Stabilization	83	7	4.53	4.25
Group Home Care	24	13	3.45	3.69
In-Home - Lead	47	19	4.71	4.57
Individual/Family Therapy – Office-based/Psychologist	6	2	4.51	Not Available
Individual/Family Therapy- Office-based	34	12	4.66	4.66
Mentoring	9	4	4.27	4.30
Parent Assistance	8	3	4.56	4.47
Psychiatric Review/Meds –w/ Therapy	12	3	4.75	4.39
Residential Care	98	12	3.82	3.74

9-month Provider Survey Results:

1.)	Focuses on my family’s strengths	4.61
2.)	Understands our family’s needs and limits.	4.58
3.)	Is sensitive to our cultural needs	4.58
4.)	Listens to my family	4.65
5.)	Follows my family’s Plan of Care	4.61
7.)	Is respectful to my family	4.73
8.)	Is available when we need him/her	4.61

Average Overall Score 4.62

Family Satisfaction Levels related to Out of Home Services

Families also receive surveys inquiring about their satisfaction level related to the services they received through Wraparound Provider Network Out of Home placement agencies, i.e. – residential centers, group homes. A 5-point ranking scale is utilized with 1 meaning “Very Dissatisfied” and 5 meaning “Very Satisfied”. An option of “No Response” is also available. These surveys are administered by a trained Families United of Milwaukee parent representative and are completed upon the youth’s discharge from the out of home facility.

Survey Time Frame	# of Surveys administered	Average Overall Score
Upon Discharge from the facility	123	3.73

Out of Home Survey Results:

1.)	How satisfied were you with the care that your child received in the facility?	4.08
2.)	How easy was it to stay in contact with your child (phone and travel)?	4.03
3.)	How well did the staff keep you/your child informed through the time your child was in placement?	4.03
4.)	How well do you feel your child has improved during this placement?	3.50
5.)	How well did the staff do in terms of giving you ideas or teaching you new techniques you could use with your child at home?	3.44
6.)	How safe did you feel your child was in the facility?	4.17
7.)	How culturally sensitive do you feel the staff were to the needs of your child?	4.14
8.)	Would you utilize this placement again or recommend it to other families.	2.43

Costs/Services

The cost of providing services for the youth in Wraparound/REACH is less than the cost of care in alternative children's mental health systems and other systems of care.



The overall total number of youth serviced in some capacity from 1/1/12 – 12/31/12 was 1,588.

The average overall cost per month/per enrollee was **\$3,263.00**.

The total paid for services in 2012 was **\$35,201,486.00**

This represents a combination of both Wraparound and REACH youths' monthly service costs.

Listed below are several program cost comparisons as it relates to the provision of services. Please note that the monthly cost for Wraparound type services may also include providing care to other family members in addition to the identified enrollee.

PROGRAM	APPROXIMATE AVERAGE COST PER MONTH/PER YOUTH
<i>Wraparound Milwaukee</i>	<i>\$3,263</i>
<i>Group Homes</i>	<i>\$5,952</i>
<i>Corrections</i>	<i>\$8,714</i>
<i>Residential Care</i>	<i>\$9,672</i>
<i>Psychiatric Inpt. Hospital</i>	<i>\$39,370</i>

Listed below are the top five service groups utilized per authorizations from January through December 2012 in which the client/family were the primary recipients.

- 1.) **Crisis Stabilization/Supervision** 1,532 or 96% of the youth utilized this service in some capacity
- 2.) **In-Home Therapy (Lead-Medicaid)** 779 or 49% of the youth/families utilized this service in some capacity.
- 3.) **Transportation** 733 or 46% of the youth/families utilized this service in some capacity.
- 4.) **Individual/Family Therapy** 729 or 46% of the youth/families utilized this type of service in some capacity.
- 5.) **Residential Care** 320 or 20% of the youth utilized this service in some capacity.

Although not considered a specific service per se, it is important to note:

Five-hundred and ninety-three (593) or 37% of the youth/families utilized Discretionary Funds in some capacity. Discretionary funds are flex monies that are often utilized to assist the family in meeting a need that may not be connected to a specific provider-related network service.

The majority of Discretionary Fund requests (excluding Miscellaneous funds) are for assistance/support with Rent/Security Deposits (34%), clothing/shoes (13%) and monetary incentives (12%).

The five most costly service areas (excluding Care Coordination) for 2012 (though not necessarily the most utilized) are:

1. Residential Care at 28% of the total paid
2. Group Home Care at 12% of the total paid
3. Crisis Services at 11% of the total paid
4. Foster Care at 8% of the total paid
5. In - Home Therapy at 6% of the total paid

III. Process Indicators

Plan of Care

The Plan of Care (POC) is a family and needs-driven document utilizing the strengths of the child/family. The POC is comprehensive and is the driving force behind the services provided. The initial POC meeting is expected to occur within the first 30 days after enrollment. Subsequent POC meetings should be held at least every 60 - 90 days.



Wraparound uses a ranking system in which the family scores each identified “need” on the Plan of Care.

A 1-5 ranking scale is utilized. Starting with 1 meaning minimal progress was made in that needs area to 5 meaning that the need has been successfully met.

Average overall “Need Ranking” score at discharge for 2012 was 3.13. This number was representative of 619 disenrolled youth.

The established threshold of desired performance is a 3.75.

Family and Community-Based Service Delivery & Collaboration



Services and support are provided in the youth’s natural environment, including home, school and community. Collaboration within the Child and Family Team, meaning the network of formal and informal supports, must be evident.

Care Coordinators are currently coding identified community-based supports/resources on the Plan of Care Strengths Discovery List. These resources are considered to be “informal/natural” supports, i.e. - are individuals on the Team that are volunteers (unpaid supports), family members, neighbors, clergy affiliations, etc. These supports must be actively utilized, i.e. – be within the “strategy” related to a “need”, to be calculated within the data.

Wraparound strives for at least 50% of the active members on any Team to be informal/community resources.

From 1/1/12 – 12/31/12, an average of **48.7% of the Team members** were informal/community supports.

During the Team Meetings **at least one informal support was in attendance 32% of the time.** The established threshold is 35%.

Audits/Evaluations/Reports & Utilization Review

Wraparound uses auditing processes, surveys, evaluation data and other reported outcomes, as an ongoing means of monitoring the quality of care being provided to youth and families.



Audits

Care Coordination Plan of Care (POC) Audit

A POC audit was conducted on our Care Coordination agencies in 2012. The audit reviewed indicators reflective of all areas of the POC, i.e. – demographic indicators, strengths discovery, family narrative, crisis plan, domains/needs. Approx. a 10%

sample was reviewed at all agencies. **The overall quality compliance score was 78.8%.** (The established threshold is 90%.) Agency overall **scores ranged from 63.7% to 90.6%.** The area of greatest strength was the Crisis Plans with an overall compliance score of 86.1%. The area in need of the greatest improvement was the Strengths Discovery/Family Narrative with an overall compliance score of 66.4%.

Audits/Reviews of Provider Network Agencies

The Department of Health and Human Services – Contract Administration, in collaboration with Wraparound Milwaukee, Children’s Court Network and the WIsler Choice Network conducted **seven (7) provider agency reviews.** Comprehensive outcome reports on the review results are compiled by Contract Administration staff. Any corrective action measures/disallowances were then implemented until the agency evidenced satisfactory compliance.

One of the reviews was a “single indicator” desk review in which a total of 30 agencies’ **“Consent for Treatment” Forms** were reviewed for policy compliance. Compliance scores for this review **ranged from 100% to 20%.**

The other “single indicator” desk review that was conducted focused on service providers’ **compliance with having a Valid Driver’s License** during times of service provision. Agencies that were audited provided mentor and crisis stabilization/supervision services. A total of 11 agencies participated in the review. Compliance scores **ranged from 100% to 59%.**

Reports

Performance Improvement Project

Wraparound Milwaukee must engage in one Performance Improvement Project per year as mandated through our Medicaid Contract with the State of Wisconsin. The project must focus on a clinical or administrative issue that the program wants to further explore in an effort to engage in a quality improvement endeavor.

The 2012 project, entitled **“The Wraparound REACH Program: Exploring Youth Transitions into Alternative Systems of Care”** focused on an in-depth study of the REACH population to determine if there are characteristic differences between those youth who make substantial progress vs. those youth who make little progress and /or those youth that move into an alternative system of care (e.g. Wraparound).

The full study report is available for viewing on the Wraparound Milwaukee website:

<http://county.milwaukee.gov/WraparoundMilwaukee.htm>

Click on link above to go to the Wraparound Main Page – Program Specific Information – Quality Assurance

Utilization Review

Service Group	Average Total Paid Per Child/Per Month for CY 2012	# of youth served	% of youth served
AODA Services	\$6.47	120	7.8%
Care Coordination	\$762.20	1,536	100%
Child Care/Rec.	\$6.09	70	4.6%
Crisis Services	\$377.42	1,190	77.5%
Day Treatment	\$16.97	29	1.9%
Discretionary Funds	\$13.59	596	38.8%
Fam/Parent Support Services	\$18.25	190	12.4%
Foster Care	\$255.15	143	9.3%
Group Home	\$373.65	271	17.6%
Independent Living	\$33.02	27	1.8%
In-Home Therapy	\$182.27	791	51.5%
Inpatient Hosp.	\$51.13	154	10%
Life Skills	\$31.16	217	14.1%
Med. Mngmt./Nursing	\$18.28	380	24.7%
Occupational Therapy (new)	\$00.50	11	0.7%
Outpatient Therapies	\$74.68	709	46.2%
Psychological Assess.	\$4.61	130	8.5%
Residential Treatment	\$922.87	319	20.8%
Respite	\$8.90	65	4.2%
Transportation	\$27.34	600	39.1%
Youth Support Services	\$15.59	233	15.2%
APPROX. TOTAL	\$3,200	1,536	

IV. Structure Indicators

Wraparound Milwaukee, as a system of care, utilizes a diversified administrative team, which assesses Provider services, provides training in Wraparound philosophy, and establishes policies and procedures. A structured intake process is utilized with reference to enrolling families into the program. A Care Coordinator is assigned to work with every family. The Care Coordinator organizes and coordinates care for the youth and family. Each family has a Child and Family

Team that meets regularly. The Team develops and implements the Plan of Care.

Child and Family Team Meeting



A Child and Family Team (CFT)

Meeting is expected to be held once a month to discuss the status of the Plan of Care and the child/family. The CFT meeting must be documented in the Care Coordinator's Progress Notes and coded as such.

Per Progress Notes dated 1/1/12–12/31/12, the compliance score as it relates to holding a monthly Child and Family Team Meeting was **89.03%**. This percentage has generally remained constant over the past two years.

The established threshold for compliance is 85%.

Training

Care Coordinators receive 80+ hours of initial certification training in a curriculum developed by Wraparound Milwaukee. Care Coordinators are expected to complete the



training within the first six months of employment. The Training Team consists of a diverse group of individuals from different disciplines. Parents/Caregivers are also training facilitators. Ongoing mandatory and non-mandatory meetings, inservices, conferences, re-certification training, etc. are also offered throughout the year for provider staff and/or families.

Two **New Care Coordinator Trainings** were held during 2012. In the spring session approximately 20 new Care Coordinators participated in the training in addition to one (1) Wraparound Administrative staff and seven (7) Families United of Milwaukee parent/youth facilitators.

In the fall session, approximately 22 new Care Coordinators participated in the training in addition to three (3) Professional Foster Parents, four (4) FISS workers, four (4) O'YEAH workers and seven (7) Families United of Milwaukee parent/youth representatives.

Two **Care Coordinator Re-certification Trainings** were held in 2012. Re-certification Training provides the opportunity for our Care Coordinators that have been with the program for 1+ years to attend training that has been specifically designed to address a Wraparound–related topic of importance. This year the trainings focused on supervision/coaching strategies, natural and informal supports, and “unwrapping” services.

Several in-services/workshops took place, providing continuing educational opportunities for Wraparound–related staff.

These consisted of:

- Safety, Hope and Healing Inservice
- Update/review of Synthesis Plan of Care Developments
- Youth involved in Trading Sex for Money/Survival Needs Inservice
- Alliance School/Milwaukee LGBT Program Overviews
- Understanding/Using Non-traditional Therapies Inservice
- Updates on Special Education Issues
- Helping Families Navigate Through Autism Inservice
- Milwaukee County Disabilities Services Division Programs Inservice
- Resources through the Public Library Inservice
- Child Protection Center Orientation Inservice

Grievances/Complaints/Violations

Wraparound Milwaukee, as a system of care, has a formal grievance procedure and a complaint investigative and reporting process. Complaints can be generated by any party within the Wraparound system of care. Grievances are primarily generated by family members/enrollees.



One (1) grievance was filed in 2012. Wraparound Milwaukee identifies a grievance as the action a recipient may choose to pursue if they are not happy with the outcome of a filed complaint

Complaints/Violations that were logged during the time frame of 1/1/12 – 12/31/12 consisted of:

37 written
+ 1 verbal
38 total

# of 2007 complaints 12 out of 1,018 served or 1.1%	# of 2008 complaints 17 out of 1,238 served or 1.3%	# of 2009 complaints 24 out of 1,353 served or 1.7%
# of 2010 complaints 21 out of 1,486 served or 1.4%	# of 2011 complaints/violations 35 out of 1,468 or 2.3%	# of 2012 complaints 38 out of 1,588 served or 2.3%

***NOTE: Exposure of confidential patient information (HIPAA) is considered a violation and not a complaint**

Complaints/Violations were generated from the following sources:

Twenty (20) from Care Coordinators/Care Coordination Supervisors

Six (6) from Wraparound Administration
Twelve (12) from a Parent/Guardian/Youth

Complaints/Violations were filed against:

All complaints were filed against Service Providers

- 14 related to poor service delivery
- 12 related to client safety issues
- 6 related to lack of professionalism
- 2 related to failure to implement Wraparound philosophy/practices
- 3 related to poor boundaries/ethical issues
- 1 related to poor billing practices

Outcomes

- Twenty-three (23) complaints were substantiated
- Eight (8) complaints was partially substantiated
- Four (4) were unsubstantiated
- Three (3) were identified as having an “Other” outcome

Information Technology System

Wraparound Milwaukee, as a system of care, has an Information Technology System (IT) - Synthesis. Reports, including those utilized for utilization review, are generated reflecting a variety of data. These reports are analyzed for variances from desired practice both as a system and by individual client if necessary. Summary information for these reports is developed and forwarded to the QA/QI Department and the Wraparound Management Team for review. Reports are distributed to stakeholders as appropriate.



During this time period the following Synthesis enhancements occurred:

- 1) The re-write of the Plan of Care was completed and implemented in March, 2012. The enhanced version allows care coordinators to more frequently and easily update information such as medications, medical history, educational data and assessment information. Verification steps are also required for each section of the Plan, to ensure that information is reviewed and updated with each Plan.
- 2) In addition to the re-write of existing Plan of Care functionality, a Transition Summary was incorporated into the POC. The Transition Summary serves as a checklist to ensure that Teams are working with older adolescents and young adults to address needs specific to the transition to adulthood.

3) The move toward scanning and uploading hard copies of documents into Synthesis continues. Psychological assessments, report cards, court orders and signature sheets are now routinely kept in Synthesis. Functionality now exists to allow us to scan and store any type of document.

4) The on-line Resource Guide was re-written. Care Coordinators and families now have access to audit and satisfaction surveys scores by vendor and provider.

5) A significant portion of the Demographic table of content area was converted to newer technology.

Wraparound Provider Network

The Wraparound Provider Network (WPN) is a diverse group of individuals/agencies that provide mental health and support services for the children and families in Wraparound, REACH, Family Intervention and Support Services (FISS) and the O'YEAH programs.



In 2012, the Network contained, on average, **180 Provider Agencies**. Approximately seventy-seven (77) different types of services were offered.

The total number of agencies that provide services within the **various service categories** consisted of:

- AODA Services = 19
- Child Care/Recreation = 7
- Crisis-related Services = 33
- Day Treatment = 6
- Employment Preparation = 3
- Family/Parent Support Services = 12
- Foster Care = 15
- Group Homes = 27
- Independent Living Placements = 4
- In-Home Therapy Services = 43
- Life Skills services = 11
- Med Mngmnt./Nursing Services = 15
- Outpatient Therapies = 59
- Psychological Assessment = 13
- Residential Care = 14
- Respite Services = 21
- Transportation = 10
- Youth Support Services = 13

In 2012, the Provider Network launched a **Performance Measures Initiative**, which formalizes a process for reporting, tracking, and communicating key measures of Provider performance for Network services. These performance measures are reported as a provider scorecard using the Synthesis Resource Guide. Care Coordinators and families are encouraged to consider provider performance in the selection

of providers. Eventually, Provider Performance Reports will be distributed to Provider agencies for quality improvement and quality management purposes.

Performance measures developed thus far reflect client satisfaction and audit performance. In mid 2013, a Performance Measure for complaints will be deployed.

There were **one-hundred fourteen (114) "Out of Network Requests"** that were submitted during 2012. Requests were primarily submitted for services such as medication reviews, competency restoration, individual therapy and group home care. **Thirteen (13) of the 114 requests were denied** primarily due to the request not being submitted in advance of the service being provided, or in-network capacity already existing.

One New Provider Orientation took place during this time frame in which **fifteen (15) vendors** attended.

Several Level I and Level II Wraparound Provider Philosophy Trainings were held. The trainings focus on the implementation of Wraparound philosophy and the Child and Family Team process. Level I is a 6 hr. training and Level II is a 3 hr. training.

Provider Fiscal Training and Provider HIPAA Training is also offered approximately 4 times per year.

Five (5) Provider Forum Meetings took place. This meeting provides an arena in which the network vendors assemble to receive information about the Wraparound Milwaukee program in general and specific changes/happenings related to the Wraparound Milwaukee Provider Network. The Providers are also offered the opportunity to share information about their programs and ask any questions or express any concerns.

Training specific to the Crisis Stabilization Providers was offered in 2012. In February, a 4 hr. training entitled "Wraparound 101" was offered by Mary Jo Meyers – Wraparound Deputy Director, and in April a 2 hr. training entitled "HIPAA/Confidentiality and Overview of Crisis-Related Policies" was offered by Pam Erdman – Wraparound QA Director and Melissa Graham – Wraparound QA Administrative Coordinator.

Centralized Quality Assurance Committee

Wraparound Milwaukee actively participates in the County-wide quality assurance initiative. Centralization promotes and improves communication between several County Divisions and Departments with regards to the standardization of quality assurance issues/processes/procedures and practices.



During 2012 the QA Committees' efforts focused on the following:

- Continued to strategize collaboratively and collectively as issues arose within one or more programs/networks
- Conducted Provider Network audits/reviews and discussed outcomes/next steps of those audits/reviews
- Discussed the process of Drivers License monitoring. Developed thresholds and discussed methodology for disallowances/sanctions and how suspensions and/or revocations effects insurance
- Discussed revisions that needed to be integrated into the 2013 Fee-For-Service Agreement.
- Planned and held the annual County Fee-for-Service Agreement Meeting at the Zoofari Conference Center
- Began to discuss the implementation of "single indicator" desk reviews
- Explored the creation of a tool to be used as a guide for addressing "substantially related" items of concern related to ones criminal history
- Began to address audit/review plans for 2013 utilizing the Risk Assessment Tool

Project O'YEAH

Project O'YEAH (Older Youth and Emerging Adult Heroes), a program administered under the auspices of Wraparound Milwaukee, is designed to support older youth and young adults who may be experiencing emotional and behavioral challenges, to successfully transition to adulthood. This is a voluntary program.



In 2012 Project O'YEAH accomplished the following:

- Memorandum of Understanding was created between Project O-YEAH and the Adult Services Branch in Milwaukee County. Allowed for service overlap of young adults prior to age 18 to help support transition into adulthood
- Peer Specialist Training and Orientation occurred. Conducted a community forum on the peer specialist model and began pursuit of certifying peer specialists. Thru partnership with Grass Roots Empowerment, 12 young adults completed a week long training and certification process. This training course prepared young adults to take the State certification test.
- Created a practice model of Individualized Future Planning, which includes 4 phases- Relationship Formation, Planning, Action and

Transfer of Learning. This model is what Transitional Specialists are trained on and what drives the O-YEAH program.

- MIAYTT- Milwaukee Inter-Agency Youth Transition Team continued to meet with O'YEAH representatives to discuss transitional obstacles, and initiated a sub-committee to explore housing, employment and education barriers.



Owen's Place

Formerly known as the Clubhouse, Owen's Place (in honor and memoriam of Owen Felix, the first Director of Project O'YEAH) is a resource center designed to assist young adults between the ages of 16 and 24 years old whose mental health needs may be impacting on their ability to lead an independent life. Programs at Owen's Place include the Wraparound Milwaukee Youth Council, Young Adult Council and support from Peer Specialists.

Owen's Place happenings in 2012:

- Created an Advisory Committee to help steer the Clubhouse in appropriate directions, make policy changes and assist with changing the name to Owens Place.
- Officially changed our name from the Clubhouse to Owen's Place and redesigned the program into a Drop-In Resource Center to assist young adults as they transition into independence
- Created a Mission Statement to drive all services
- Hired a full time Resource Coordinator
- Modified the age range for participation from all ages to focusing on young adults between the ages of 16-24 years old
- Developed a "Portfolio" to guide the youth towards independence and transitioning to adulthood. The Portfolio consists of 8 categories, i.e. – Identification, Medical/Mental Health, Education, Food, Housing, Employment, Finances/Income, Community Supports.
- Partnered with Guaranty Bank who worked with our young adults to provide a greater understanding about budgeting and finances.

At the end of the course, all participants had an opportunity to open a bank account with them.

- In October, Owens Place moved from the location at the Milwaukee County Behavioral Health Complex to St. Charles Youth & Family Services just off of 76th and Hampton Ave in Milwaukee.
- In October, a Peer Specialist was employed. This individual assists in making healthy connections as a peer support for our young adults.

Wraparound Milwaukee Youth Council



The Wraparound Milwaukee Youth Council is a youth-run organization designed to empower adolescents and young adults involved in the Wraparound Milwaukee program. Community-based activities are planned and implemented focusing on leadership development and creativity. The group meets at Owen's Place.

In 2012, Youth Council continued to hold monthly meetings and activities. During the meetings, youth had the opportunity to plan events, engage in a variety of activities, and share ideas.

The Council organized/held several events which included:

- A successful 3rd Annual Talent Show that featured over 20 performances as well as an art display and a large scale art project ("The Block") which is displayed outside the Wraparound Administration Building at 9201 W Watertown Plank Rd.
- The Council was one of the sponsors of the Wraparound Annual Family Picnic held in June 2012 at Lincoln Park. Over 400 families/youth attended.
- Participated in the Mental Health Awareness Week activities.
- Sponsored and raised \$200.00 at the December Bake Sale to be donated to the American Red Cross for the Hurricane Sandy Relief Fund.

In addition, when able, a Youth Council representative participates in Family Orientations, explaining to newly enrolled families the positive impact that Youth Council can have should their child become involved.

FISS Program



The FISS (Family Intervention and Support Services) Program is a program administered through the Milwaukee County Behavioral Health Division per a contractual agreement with the Bureau of Milwaukee Child Welfare (BMCW). Milwaukee County was awarded the contract which began in July of 2012.

The program is designed to assess and provide services to families experiencing life challenges with their adolescent child age 12-18. The FISS program goal is to strengthen the parent/guardian's ability to support their adolescent in the home, community and school.

The FISS program has two components:

1. **Assessment** - Assessments are conducted either in the office or in the home utilizing tools provided by the Bureau of Milwaukee Child Welfare (BMCW). Based on the assessment results and supervisory consultation, the family is referred to the FISS services unit, Bureau of Milwaukee Child Welfare, Milwaukee County Department of Human Services Delinquency and Court Services, or programs/agencies in the community.
2. **Case Management** - The FISS services unit provides families with a case manager (contracted through St. Charles Youth and Family Services) who utilizes Wraparound Milwaukee's provider network, crisis services through the Mobile Urgent Treatment Team, and community agencies to formulate and implement a service plan with the family. Case managers utilize the Wraparound philosophy and Coordinated Service Team approach with the goals of providing stabilization, and sustainable connections to community resources. The approach is strength based, and utilizes a combination of paid network services, natural supports, and community based services.

V. Other Accomplishments



Positive Recognition Announcements

A total of 127 Families/Service Providers/System Collaborators and/or Care Coordinators were recognized in 2012 through the **Positive Recognition Announcement**. The Positive Recognition Announcement is a format that enables anyone involved in the Wraparound system of care to recognize the hard work, dedication, perseverance, etc., of another. Those recognized are identified in the monthly Wraparound Newsletter.



“Ms. W. has persevered when we had doubts. She showed genuine concern for my family. She cared unconditionally.”

“Ms. P. is a very important part of our Team. She is available whenever we need her. She puts our needs front and center when we are in the middle of a crisis. She has a positive attitude and is a caring provider.”

“Mr. B. has shown outstanding care and concern for my son and family. He understands our needs. He is available when needed and you can see his genuineness. We have been blessed to have him on our Team.”

“Ms. F is an amazing woman. She has supported our family 100% and has taught us a lot through family therapy. She has gone above and beyond her job duties to ensure our family is successful and doing well. We love her dearly and thank her for everything.”

Research Activity



Several research projects were conducted during 2012. These included studies that focused on the following:

- **Recidivism-** The questions addressed through research included:
 - I. The overall recidivism during enrollment in Wraparound
 - II. The re-offending pattern across time in Wraparound
 - III. An in-depth look at the high risk populations, including Juvenile Sex Offenders
 - IV. Investigation of Multiple Offenders
 - V. Recidivism Post Enrollment into adulthood
- **O'YEAH-** Ongoing research is being conducted with the young adults in the O'YEAH program to assess the impact of the program on their perception of need fulfillment and feelings of empowerment.

- **The Professional Foster Parent Program** (PFPP) 2012 evaluation was structured around specific Information and criteria that have been requested by the Division of Safety and Permanence, Wisconsin Department of Children and Families. The focus of this evaluation and summary study was primarily on those girls that have disenrolled from PFPP since its inception in August 2007. Specific criteria included: 1). A full description of the unique characteristics of this population, 2). Outcomes related to placements, permanency and achievement in school
- **Education-** An education dashboard was developed in which liaison activities and their outcomes can be tracked and monitored. It included: Service Trends, Referral Sources, Reasons for Referrals, Outcome data related to special education eligibility, placements, IEP's and behavioral concerns

Consultation

Dr. Kozel, Dr. Mosio and Dr. McClymonds- Wraparound affiliated psychiatrists, conducted several “**Child Psychiatry Consultation**”



sessions. These are over-lunch work sessions in which the doctors provide medication information and psychiatric consultation for the Care Coordinators. In addition, Dr. Kozel visited the office of Families United of Milwaukee, Inc. to provide consultation to interested parents about their child's medication(s) and mental health issues.

Family Orientations

Eight (8) Family Orientations were held.

On average, five (5) Families

United of Milwaukee representatives assisted with each orientation providing support and guidance.

The orientations are **sponsored by Families United of Milwaukee, Inc. in partnership with Wraparound Milwaukee.** The orientations focus on defining Wraparound and Families United roles and what they can offer the families as well as the role of the Care Coordinator. In addition, Child and Family Team composition, the Youth Council, service provision, system partner collaboration, crisis services, paperwork/evaluation requirements and the disenrollment process are discussed. All new families entering the Wraparound system of care are invited and encouraged to attend.



Families United of Milwaukee staff continue to call families in an effort to encourage attendance at the Family Orientations.

Visits from other Sites/Programs, Technical Assistance, Presentations

September 2012 – On September 24th & 25th, Wraparound hosted a **site visit** for five individuals from **Grand Rapids, Michigan**.



The visit focused on an overview of Wraparound Milwaukee, the role of the Care Coordinator, Provider Network services, Child Welfare services, Mobile Urgent treatment team, QA/QI and Program Evaluation, Information Technology (IT) services and the Electronic Health Record, and family advocacy.

October 2012 - On October 12th, three individuals from the **Great Circle System of Care in St. Louis, Missouri** visited Wraparound Milwaukee. The visit focused on an overview and philosophical base of Wraparound Milwaukee and its administrative and fiscal structure, system partner collaboration, the role of the Care Coordinator, Provider Network services, crisis services, and IT services.

October 2012 – On October 24th & 25 three individuals from the **Jewish Board of Family and Children's Services in N.Y. City** visited Wraparound Milwaukee. The visit focused on an overview of Wraparound Milwaukee and its administrative and fiscal structure, Child Welfare and Juvenile Justice collaboration, the role of the Care Coordinator, Provider Network services, crisis services, and IT services and QA/QI and Program Evaluation.

December 2012 – On December 11th, four individuals from **Loudon, Virginia** visited Wraparound Milwaukee. The visit focused on an overview of Wraparound Milwaukee and its administrative and fiscal structure, the role of the Care Coordinator, Provider Network services, crisis services, and IT services and QA/QI.

Mobile Urgent Treatment Team (MUTT)



In 2012, the Mobile Urgent Treatment Team worked closely with the community to develop and implement new Crisis Stabilization services. Through a collaborative partnership, MUTT and Crisis 1:1 agencies furthered the provision of quality crisis help to many families. MUTT continues to support Wraparound –affiliated crisis stabilization agencies, group homes, and treatment foster care providers through review of documentation, supervision, and training of staff.

In accordance with Wraparound's mission and core values, and through working closely with child and family teams, 2012 saw a drop of approximately 25% in the utilization of inpatient care for Wraparound families.

MUTT staff helped to coordinate efforts with the Red Cross for on-scene support for the individuals who were evacuated from the Sikh Temple tragedy that occurred in August 2012.

The coming year should bring more exciting developments, with a focus on providing increased culturally responsive services.

Finally, in all, MUTT saw more than 4,000 families once again in 2012.

High Risk Consultation



It is the policy of Wraparound Milwaukee that all youth who have a substantiated history of sexual aggression (adjudicated or non-adjudicated) or other behavior possibly requiring specialized treatment and safety planning, be reviewed within the **High Risk Review** process. The aim is to promote best practice approaches and utilization of community resources to effectively prevent harm and promote healthy relationships.

Care Coordinators must attend the mandatory High Risk Review as scheduled and indicated in the Referral Packet. This individual review occurs within the first two (2) weeks following enrollment. Agency-based High Risk Reviews also occur on a monthly basis. Stephen Gilbertson, M.S., Wisconsin Licensed Psychologist, Wraparound Milwaukee Clinical Coordinator, conducts the consultation sessions.

Wraparound remains committed to providing quality care to the youth and families that we serve. It is the responsibility of Wraparound and all its affiliated partners to be actively involved in the process of continuous quality improvement.



Thank you to all the individuals who contributed to this report in some way. Your time is greatly appreciated!

Respectfully Submitted,

***Pamela Erdman MS, OTR
Wraparound Milwaukee Quality Assurance Director***

H/cate/QAShare/2012QAQIAnnualReport