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 among the 9,500 plus children and adolescents it has served. Its target population is children, youth, and young adults who are residents of Milwaukee County and 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 the youth and family) supports that plan and create the most effective continuum of services designed to support the child or youth in a safe and integrated way in the community.

Nationally recognized as a model program, Wraparound Milwaukee is administered by Milwaukee County's Behavioral Health Division, which contracts with over 125 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.

Wraparound Milwaukee continues to serve as a resource to mental health professionals around the world on issues of operating a successful system of care program, responding to countless requests for information, and presenting at multiple conferences and forums annually. 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.

For more information go to: [http://county.milwaukee.gov/WraparoundMilwaukee.htm](http://county.milwaukee.gov/WraparoundMilwaukee.htm)
Vision

To help build healthy and strong communities by enhancing children and families' ability to meet life's challenges and to foster resiliency and hope for a better future.

Mission

• To serve each youth and family with respect and dignity acknowledging their strengths, needs, and preferences.
• To partner with the agencies that work with families to create one plan for a better life.
• To support youth and their families to remain safely in their homes and communities.
• To provide quality care that is culturally responsive to the diverse needs of the families we serve.
• To provide leadership in creating lasting resources for families in their communities.

Values in Action

Wraparound Milwaukee's history and practice is driven by a steadfast commitment to core values. When questions arise, problems occur, and decisions need to be made, going back to these core values helps guide how Wraparound Milwaukee responds. In addition, each of these values represent set of practices that have proven to be the most effective in promoting meaningful and sustainable success for Wraparound Milwaukee's most important clients – the children and families.

Never gives up — providing unconditional care

Builds collaborative partnerships and breaks down system barriers

Is community-based and is strategically financed

Is Family Centered/Youth Guided

Builds on Strengths

Identifies and addresses the most critical needs

Values cultural diversity and family norms
Dear Friends,

Stepping into the role of Director of Wraparound Milwaukee in July of 2015 after being in the role of second in command for so many years was exciting, challenging and most certainly humbling. Not only did I have big shoes to fill from our previous director, Bruce Kamradt, Milwaukee County was experiencing numerous changes in leadership amongst our system partners as well as continued challenges in assuring our most valued resource, our children and families were getting their needs met in the most timely and responsive manner.

In the midst of it all, I was and remain, acutely aware of the incredible team of Managers, Community Partners and Care Coordinators who do amazing work every day that makes the lives of children and families in Milwaukee County a little easier, building on their strengths and resiliency and instilling hope for a better future. We continue to set the bar high here at Wraparound Milwaukee, including youth and families in all we do to inform our work to achieve better outcomes on their behalf. It is my privilege to continue this work with you, and for you, and ask your for your continuous feedback and support in our journey together to do the best possible work on behalf of the youth and families of Milwaukee.

With gratitude,

Mary Jo Meyers
Director
Last year, 2015, Wraparound Milwaukee served nearly 1,848 children and families through continued growth in the REACH program, the Youth in Transition grant, and strengthening our 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, over 1,100 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 average age, sex, and racial/ethnic diversity of children enrolled in Wraparound remained approximately the same as 2014. 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.

Wraparound Milwaukee efforts to build on the strength of the wraparound model has resulted in the continued growth of the REACH program, strengthening the partnership with the Milwaukee County Division of Delinquency and Court Services serving youth reentering the community from corrections, reaching out to more families in crisis, and solidifying the O-Yeah project for transitional youth. And, 2015 saw the development of the CORE (an intervention program for youth with early onset psychosis) program and the Youth Living Out Loud (YLOL) program that serves youth at risk of/involved in sex trafficking or commercial sexual exploitation.

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 2015 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 2015. For more information, interested parties are encouraged to go to the Wraparound Milwaukee website at http://wraparoundmke.com/quality-assurance/qaqi-reports/.

Bernard came into the world of Wraparound when he experienced significant loss of family members within a short amount of time. Having lost his grandmother to natural aging causes, he then lost an Uncle to cancer, then lost his brother to gun violence, all within a year’s time. He got to a point where he was worried that anyone and everyone he loved would disappear, and as a result pushed away everyone who cared about him. The Wraparound team was able to provide a supportive backdrop to him as they slowly and carefully brought other family members back into the picture, rebuilding his trust in others while also strengthening his own sense of self-worth that had been previously damaged through all the loss. Nowadays he is less stressed and less angry, letting out his pent-up frustrations in a positive way through Taekwondo, which he uses to direct his energy in a focused and productive way.
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.

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boys</td>
<td>71%</td>
<td>68%</td>
<td>67%</td>
</tr>
<tr>
<td>Girls</td>
<td>29%</td>
<td>32%</td>
<td>33%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>13.9</td>
<td>13.9</td>
<td>14*</td>
</tr>
<tr>
<td>(*Wraparound 14.9; REACH 14)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ethnicity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>70%</td>
<td>65%</td>
<td>60%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>12%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Hispanic/ Latino</td>
<td>10%</td>
<td>9.5%</td>
<td>15%</td>
</tr>
<tr>
<td>Bi-Racial</td>
<td>2%</td>
<td>1.5%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>.4%</td>
<td>0%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Native American</td>
<td>.1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Other/ Unknown</td>
<td>4%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Not Listed</td>
<td>1%</td>
<td>&lt;1%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Court Involvement at Time of Enrollment

Historically, Wraparound focused on serving youth and children with serious mental health concerns who were enrolled in Wraparound under a delinquency order or were determined by the court to be children in need of protection or services (CHIPS). The majority of youth served are involved in the juvenile justice system at the time of enrollment. However, over one-third are not system involved and are served through the REACH program.

<table>
<thead>
<tr>
<th>Court Status at Time of Enrollment</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delinquency</td>
<td>38.5%</td>
<td>39.9%</td>
<td>39.1%</td>
</tr>
<tr>
<td>Child in Need of Protection or Services (CHIPS)</td>
<td>19.4%</td>
<td>17.1%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Juvenile in Need of Protection or Services (JIPS)</td>
<td>5.9%</td>
<td>4.7%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Both (Delinquency &amp; CHIPS)</td>
<td>1.4%</td>
<td>1.6%</td>
<td>1%</td>
</tr>
<tr>
<td>None (Enrolled in REACH)</td>
<td>34.7%</td>
<td>36.6%</td>
<td>37.6%</td>
</tr>
</tbody>
</table>

Presenting Behavioral Health Diagnoses and Concerns of Children/Youth

The data for youth enrolled in 2015 highlights the need for and value of a cross-system's approach to care.

<table>
<thead>
<tr>
<th>Top Diagnoses</th>
<th>WRAP 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Disorder</td>
<td>245</td>
</tr>
<tr>
<td>ADHD</td>
<td>244</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>137</td>
</tr>
<tr>
<td>Anxiety Disorder</td>
<td>128</td>
</tr>
<tr>
<td>AODA Related</td>
<td>122</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Diagnoses</th>
<th>REACH 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADHD</td>
<td>195</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>112</td>
</tr>
<tr>
<td>Conduct Disorder</td>
<td>106</td>
</tr>
<tr>
<td>Anxiety Disorder</td>
<td>94</td>
</tr>
<tr>
<td>Depressive Disorder</td>
<td>74</td>
</tr>
</tbody>
</table>

Top Presenting Concerns/Issues

<table>
<thead>
<tr>
<th>School/Community Behaviors</th>
<th>658</th>
</tr>
</thead>
<tbody>
<tr>
<td>Severe Aggression</td>
<td>566</td>
</tr>
<tr>
<td>Attention Problems</td>
<td>506</td>
</tr>
<tr>
<td>Major Affective Illness</td>
<td>413</td>
</tr>
<tr>
<td>Other Conduct Disorder</td>
<td>412</td>
</tr>
<tr>
<td>Runaway Behavior</td>
<td>353</td>
</tr>
<tr>
<td>Suicidality</td>
<td>334</td>
</tr>
<tr>
<td>H/O Sexual Misconduct</td>
<td>319</td>
</tr>
<tr>
<td>Drug/Alcohol Abuse</td>
<td>302</td>
</tr>
</tbody>
</table>
Wraparound Milwaukee Ensures Families Have

Family Satisfaction Matters to Wraparound

A key accountability component of Wraparound is surveying families about their satisfaction with the care coordinator and provider services—refer to subsequent sections of this report for 2015 results. In addition, Wraparound Milwaukee is also 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 2015 there were no formal grievances filed, and 20 complaints were received. The complaint process provides an opportunity for families to express concerns, and the Wraparound leadership team uses this information to become engaged in resolving conflicts or clarifying expectations so that problems do not recur.

Voice and Choice and Builds on Strengths

A critical element of Wraparound is that care planning and services are coordinated to address multiple issues facing families as well as the enrollee. In spite of many challenges faced by families, they always bring strengths to the process. Wraparound Milwaukee works with families to build on those strengths and create solutions that help them address their difficulties in their lives.

Therefore, an important component of Wraparound is the involvement of families. United, a chapter of the National Federation of Families for Children’s Mental Health, to provide grassroots family support and advocacy families. United sponsors and hosts Family Orientation sessions throughout the year to educate and inform families. United can provide support to meet their family’s goals.
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. 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, on average, 125 organizations in Wraparound's provider network (WPN), representing approximately 70 different types of services.

Children and their families will typically utilize three or four different services during enrollment in Wraparound. Other than care coordination the services most frequently used in 2015 were crisis prevention and stabilization, therapy (in-home and office-based), and transportation supports.

<table>
<thead>
<tr>
<th>Services Used — 2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Stabilization</td>
<td>77.9%</td>
</tr>
<tr>
<td>In-Home Therapy</td>
<td>50.2%</td>
</tr>
<tr>
<td>Individual/Family Therapy</td>
<td>37.2%</td>
</tr>
<tr>
<td>- Office-Based</td>
<td></td>
</tr>
<tr>
<td>Transportation Supports</td>
<td>38.4%</td>
</tr>
<tr>
<td>Psychological Assessments</td>
<td>24.5%</td>
</tr>
</tbody>
</table>

Flexible Funding Meets Unique and Critical Family Needs

Another important feature of Wraparound Milwaukee is the availability of flexible funds — discretionary funds — that can be accessed by youth/families through their Care Coordinator to purchase services or goods to meet a youth/family need or enhance the plan of care. These funds, often strategically accessed on a one-time or emergency basis, can help the youth/family meet immediate needs that may not fall within the category of services provided within the Wraparound network. In 2015, over 42% of youth/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 Leads the Way

Youth Living Out Loud (YLOL)

2015 was the second year of development of the Youth Living Out Loud (YLOL) mentoring program administered by Wraparound that works with youth who have been or are at high risk for being commercially sexually exploited or trafficked. A comprehensive training curriculum for mentors and crisis stabilizers working with these youth was developed, and 43 youth received this specialized support in 2015. YLOL was also successful in reaching out to boys and transgender youth who are often unidentified or underserved among those who have been sexually exploited or trafficked.
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 abilities, 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, and 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. Data captured in 2015 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2015. 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 2015.

Achieving Permanence for Youth

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 placing care, has been adopted, or lives independently. In 2015, 92% of the 271 Wraparound children and youth completing the program were in a permanent setting when they disenrolled.

Academic Achievement & Meeting Special Needs

Given that school issues are identified as a concern by the vast majority of families, coupled with the importance that successful school engagement plays in a child’s life, Wraparound Milwaukee continues to increase its emphasis on school attendance and engagement issues. 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:

1. Attending child and family team meetings,
2. Ensuring students receive proper evaluations under the Individuals with Disabilities Education Act (IDEA) or Section 504 of the Rehabilitation Act of 1973,
3. Attending initial special education evaluation meetings,
4. Attending annual IEP meetings as well as participating in IEP Review meetings,
5. Attending manifestation determinations related to behavior problems,
6. Problem-solving with school staff related to disciplinary hearings and expulsion.
In 2015, youth in Wraparound attended school approximately 86% of the time, and REACH children attended approximately 90.5% of the time, similar to 2014. Improving attendance remains an important goal for Wraparound families and Care Coordinators.

**Tracking Reoffending Behavior(s)**

Given the risk nature of many Wraparound youth, a basic measure (far from the only measure) of interest is whether or not these youth reoffend during their enrollment period. The overall recidivism rate for those served between January 1, 2014 and December 31, 2015 was 10.1% with approximately 47% of those youth committing multiple offenses.

**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 throughout the course of their involvement, including a disenrollment survey. Families United of Milwaukee, part of Wraparound’s service network, conducts the family/youth satisfaction surveys. Gathering information about how family’s perception of Wraparound services reflects the real commitment Wraparound has to ensuring that families have a voice in the process. Families are asked to provide feedback on Care Coordination Services, Attained Progress, Provider Network Services, and Out of Home Services. Families are surveyed shortly after enrollment, 6-12 months after enrollment, and at the time of disenrollment. The surveys provide valuable feedback on critical principles of Wraparound — voice, access, and family ownership. More detailed results of the surveys are available in the 2015 Quality Assurance report on the Wraparound Milwaukee website.

### 2015 Child Behavior Checklist (CBCL)

<table>
<thead>
<tr>
<th></th>
<th>Wraparound T-Scores</th>
<th>REACH T-Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intake</td>
<td>Discharge</td>
</tr>
<tr>
<td>EXTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social &amp; Interpersonal interactions; external behaviors</td>
<td>69.1</td>
<td>65</td>
</tr>
<tr>
<td>INTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mood; thought processing</td>
<td>60.8</td>
<td>56.5</td>
</tr>
</tbody>
</table>

### 2015 Youth Self Report (YSR)

<table>
<thead>
<tr>
<th></th>
<th>Wraparound T-Scores</th>
<th>REACH T-Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intake</td>
<td>Discharge</td>
</tr>
<tr>
<td>EXTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social &amp; Interpersonal interactions; external behaviors</td>
<td>60.9</td>
<td>57.4</td>
</tr>
<tr>
<td>INTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mood; thought processing</td>
<td>56.2</td>
<td>52.5</td>
</tr>
</tbody>
</table>
All children and youth served receive care coordination services through a care coordinator who facilitates the care planning team that identifies and builds on the strengths of the child and family. The care coordinator works with a team of individuals, including family members, people who provide informal supports to the child and family (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, creates a safety plan, 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, with an overall benchmark of holding monthly team meetings 85% or more of the time. In 2015 Care Coordinators exceeded that goal, with a rate of 87.5% holding monthly Child and Family Team Meetings.

The Wraparound Network includes six different organizations that provide care coordination. In 2015 Wraparound Milwaukee provided on-going and re-certification training for coordinators and other key staff on a wide variety of topics, ensuring that the quality of training and ongoing support for care coordinators is one of the highest priorities for Wraparound Milwaukee.

Examples of training efforts in 2015 include:

- Wraparound Milwaukee was nominated for the National Staff Development and Training Association (NSDTA) Quality Training Award;
- Special focus on Trauma Informed Care (TIC) training has been offered to 180 staff across 6 Care Coordination agencies, all staff across 9 crisis stabilization agencies, Families United, and families served by Wraparound Milwaukee at no cost to the participant or agency. A concerted effort has been made to integrate trauma informed care concepts of exposure to adversity, trauma impact on the mind, body and spirit, regulation of the stress response, resilience building, and caring for the caregiver as a means of evolving the existing Wraparound process and values utilizing the latest science and best practices.

- Care coordinators have been trained in Motivational Interviewing, a tool to facilitate dialogue with families about their trauma related experiences, resilience, and the healing journey; and Care Coordinator Certification, which is comprised of 15 training modules and over 100 training hours, has been facilitated quarterly in accordance with Wraparound Milwaukee's commitment to the delivery of quality service provision through the development of a knowledgeable and skilled workforce. Parents from Families United are in a co-facilitation role with the trainer for 2 of the core training modules.

Wraparound Care Coordination Agencies

AJA Counseling
Alternatives in Psychological Consultations, S.C.
La Causa, Inc.
St. Aemilian Lakeside
St. Charles Youth and Family Services
Willowglen Community Care
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 2015, the Treatment Team provided crisis response services to over 1,000 families in Milwaukee County. MUTT expanded its role in 2015 through a collaborative arrangement with the City of Milwaukee and the Milwaukee Police Department (District 7) in which MUTT-trained law enforcement personnel partner with MUTT clinicians to identify and support child victims of traumatic violence.

MUTT also played a lead role in bringing Dialectical Behavior Therapy (DBT) training to members of the Wraparound Provider network as well as starting a treatment group to help support the efforts of trained clinicians providing individual therapy.

Alaya is a 16 year old girl that had been the strong survivor of sexual assault at a very early age. Since her adult perpetrator told her that he would hurt her younger (three year old) sister if Alaya ever told anyone, she kept the secret to herself; bottled up for years. After her PTSD and Depression played out in the form of serious behavioral issues (including self-harming tendencies), she was brought to the attention of Wraparound Milwaukee. She slowly but surely opened up about her sexual assault history, which helped lighten her depression and soften the symptoms of her PTSD. With supportive persistence by her mother and her Wraparound team, she joined a therapy support group of sexual assault survivors. She currently encourages others girls in the group who have gone through similar stressful trauma to open up about their stories so that, they, too, can work to overcome their past trauma to feel more peaceful, relaxed, and grounded, just like Alaya.
In 2015, 116 new youth were enrolled in the O-YEAH program.

What is Project O-YEAH?

Project O-YEAH, which stands for Older Youth and Emerging Adult Heroes, is an initiative designed to support young people ages 16½ 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. Now in its seventh year of operation, Project O-YEAH allows Wraparound to identify youth approaching adulthood and refer them for assessment and case management supports. In 2015, 116 new youth were enrolled in the O-YEAH program.
Owen's Place Expands to Support Youth in Transition

In the spring of 2011, the Clubhouse/Resource Center for Project O-YEAH was opened and in 2012 was renamed Owen's Place in honor of Owen Felix, the program's first director. In addition to being a drop-in resource center, Owen's Place is the home for the Wraparound Youth Council, the Young Adult Council, and for the youth Peer Specialists to work out of. In addition to expanding its physical capacity to provide additional space for transitional coordinators, a full kitchen, and being a home to Saint A's Independent Living Team and St. Charles FISS team, Owen's place expanded the role and outreach of the trained Peer Specialists to meet the needs of a growing transitional population.

Move Wisconsin

Move Wisconsin was established in October of 2013 as a chapter of Youth M.O.V.E National. Move Wisconsin is a youth-led, statewide initiative that is promoting and empowering youth and young adult voices in Wisconsin. It is made up of youth and young adults who have lived experiences in various systems; such as mental health, juvenile justice, and child welfare. Move Wisconsin will continue to support the youth and young adults to advocate for changes to be made around issues that pertain to them on the local, state and national level and focuses on a number of causes of importance to youth, including suicide prevention, providing peer support, promoting self-advocacy skills, addressing issues of homelessness, and eliminating the negative perceptions of others about youth who are trying to make their way into the adult world.

Julia recently graduated from Wraparound Milwaukee on a very positive note, having completed all of the conditions of her probation order without picking up any new charges. At the start of her probation order (with Wraparound), she carefully heeded the words of the Judge when he outlined the potential to be placed in detention to serve sanctions, or to be placed in an out-of-home placement in a group home or residential facility. She pledged that she would get through probation without having to be placed out of home, and also pledged to stay out of detention. With the strong support of her mother, who attended every team meeting and court hearing while also engaging collaboratively with the Wraparound team, Julia was able to stick to her self-promise to get through probation while remaining at home the entire time. The team recently was able to celebrate her successful graduation as they reflected back on a year in which her academics improved substantially, as well as her self-confidence and determination. She will be returning to Children's Court in a half a year to request that her juvenile record be expunged, so that she can start over with a clean slate.
Ensuring fidelity to system of care principles and Wraparound Milwaukee benchmarks, tracking program utilization and costs, and using outcome indicators to improve quality is a strong part of Wraparound Milwaukee’s program. This work is done through a Quality Assurance (QA)/Quality Improvement (QI) team. In 2015 Wraparound Milwaukee QA staff team:

- Continued to implement “single indicator” audits in order to monitor compliance with a specific required procedure, this year focusing on an audit of the documentation and billing for all in-home providers.
- Reviewed a variety of documentation related to billing, assessment, and payments.
- Shared information about QA efforts across a variety of partner groups, e.g. Care Coordinators and providers.

Synthesis — A Unique System for Data Collection and Analysis

One of the unique contributions of Wraparound Milwaukee has been the development of its own Information Technology System called Synthesis. Over time, Synthesis has become the platform that allows Wraparound to gather and analyze a wide range of performance and tracking information that helps ensure accountability and quality. Building on enhancements to Synthesis in 2014, in 2015 the on-line Provider Network Resource Guide was re-written in order to provide more information to families, and the range of provider types entering notes into Synthesis was expanded to increase the quality and accessibility of important Plan of Care information. Additional work in 2015 was done to migrate Synthesis to a new software platform, with completion of that transfer anticipated in 2016.

2015 Performance Improvement Project (PIP)

As mandated by Medicaid, Wraparound Milwaukee must engage in one Performance Improvement Project each year, focusing on improving a clinical or administrative issue or function that is critical to the success of Wraparound. The 2015 project, Empowering Family Choice, led to major revisions of the Provider Network Resource Guide and providing training for families and Care Coordinators on the concept of a family driven approach. The work led to a significant increase in access and usage of services and the Resource Guide. The development of the revised Provider Resource Guide, accompanied with promotion and training to all users, resulted in an immediate upsurge of access and usage (increase of 416% in a two month period).
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 four 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 which include foster care, group home care, and residential care.

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### Wraparound Milwaukee Continues to be Cost-Effective

Wraparound's average per-client monthly cost of $3,124 can be compared to more costly services that serve this high-risk, high-need population:

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychiatric/Inpatient Hospitalization</td>
<td>$38,100</td>
</tr>
<tr>
<td>Residential Care</td>
<td>$10,050</td>
</tr>
<tr>
<td>Corrections</td>
<td>$8,898</td>
</tr>
<tr>
<td>Group Home</td>
<td>$5,962</td>
</tr>
<tr>
<td>Wraparound Milwaukee</td>
<td>$3,124</td>
</tr>
</tbody>
</table>

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*2015 Wraparound Milwaukee Year End Report*
Adkins Counseling Services, LLC
AJA Counseling Center
Alliance Individual & Family Services, LLC
Alternatives In Psych. Consult.
American United Taxicab Service
Angels Counseling & Therapy Service
Anu Family Services, Inc.
Associated Mental Health Consultants, Inc.
Behavioral Consultants, Inc.
Bell Therapy, Inc. - C.S.P. South (Willowglen)
Benevolence First, Inc.
Berman Group Home-Norris
Bracy Psychological Service & Stress Mgmt. Institute
Carmelite Home, Inc.
Center for Communication, Hearing and Deafness
Center for Family Preservation, Inc. (The)
Changes Group Home-LSS
Children's Hospital of Wisconsin
Children's Service Society of WI (CSSW)
Childdynamics, LLC
Chileda Institute, Inc.
Choices Group Home for Girls-LSS
Cornerstone Counseling Services
DCS Transport Services, LLC
Dominion Behavioral Health Services, LLC
Eagles Nest Group Home-LSS
Easter Seals Southeast Wisconsin
Eau Claire Academy
Emilex, Stephen, Ph.D.
Ertl, Richard J. Ph.D.
Euphoria Family Services, Inc.
Exodus Family Services, LLC
Express Yourself Milwaukee, Inc.
Family and Children's Center, Inc.
Family Crisis Counseling
Family Options Counseling, LLC
Family Works Programs, Inc.
Fannie Wells Group Home-Norris
Adolescent Ctr.
Forward Choices, LLC
Fresh Start Counseling Center
Hale-Richlen Center for Psychiatry (The)
Harmony Social Services CPA, Inc.
Harper House-NEHEMIAH PROJECT
Hopgood Youth Home
House of Jabez, LLC
House of Love II
Human Development Center, Inc.
Integrity Family Services, LLC
Jackson, Denis Ian, Ph.D.
JW Transportation, LLC
Kids Discover Success Therapeutics, LLC
La Causa, Inc.
Lad Lake Crossroads To Independence GH
Lad Lake- St. Rose Rosie's Place Group Home
Lad Lake-St. Rose Stages
Lad Lake, Inc.
Lad Lake-St. Rose Language Source LLC
Lawson's Transportation, LLC
Lissy's Place - My Home Your Home
LS Transportation, Inc.
Lutheran Counseling & Family Services of WI
Lutheran Social Services-Homme Home YE&F Programs
MD Therapy
Med Group Transportation, LLC
Mental Health America of Wisconsin
Milwaukee Academy/Clinicare
Milwaukee Center For Independence
Milwaukee Health Services, Inc.
MindStar Counseling, LLC
Mt. Castle Transitional Living Services
My Home, Your Home
Nervig, Mary
New C.H.O.I.C.E.S, LLC
New Concept Self Dev. Ctr/CSS
New Horizon Center Crisis/Mentoring Services, LLC
New Horizon Center, Inc. (Child Placing Agency)
Norris Adolescent Center
North Shore Psychotherapy Associates
Northwest Passage Ltd.
Oconomowoc Developmental Training Ctr. of WI LLC
Park West Social & Psychotherapy Services
Pathfinders Milwaukee, Inc.
Pathways Counseling Center
Penfield Children's Center, Inc.
Positive Outlook Clinical Services, LLC
Professional Services Group, Inc.
Project Excel-CCC (WCS)
PsyCare-Milwaukee LLC
Psychological Assessment Services, LLC
Rawhide, Inc.
Resources Clinical & Consulting Services
Revive Youth and Family Center I
Revive Youth and Family Center II
Right Turn II
Right Turn, Inc.
Roads to Independence Group Home
Running Rebels Community Organization
Saint A
Schroeder Group Home-Norris
Sebastian Family Psychology
Practice
Servant Manor Group Home
Shecar Substance Abuse/Mental
Health OP Tx Center
Sherry, Kenneth E., Ph.D./First Step
Clinic, Inc.
Shorehaven Behavioral Health, Inc.
Sierra Group Home-LSS
Sixteenth Street Community
Health Centers, Inc.
Social Development Commission
Southwest Key Programs, Inc.
Spahn Clinical Services
St. Charles Youth and Family Serv.
Star 1 Limousine, LLC
T & H Group Home – Mt. Castle
Corp.
THRIVE Treatment Services, LLC
Tomorrow’s Future Phase II
Trotter House
V.I.C. Living Center, LLC
Wake Up Program, LLC
Washington House-LSS
Wauwatosa Therapies, LLC
Willowglen Community Care

Special appreciation is given to Pam Erdman, MS, as the Director of the Wraparound Milwaukee Quality Assurance program and to other QA team members who are dedicated to gathering on-going data and information to hold ourselves accountable. Without their efforts, this report would not be possible. More importantly, we would not have been able to maintain the never-ending quest to improve outcomes for children and families.
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