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
1. To serve each youth and family with respect and dignity acknowledging their strengths, needs, and preferences.
2. To partner with the agencies that work with families to create one plan for a better life.
3. To support youth and their families to remain safely in their homes and communities.
4. To provide quality care that is culturally responsive to the diverse needs of the families we serve.
5. 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 a 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
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 7,700 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, including serving as a host for key leaders from Grand Rapids, Michigan; Loudon, Virginia; St. Louis, Missouri; and New York City. 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
Dear Friends,

I continue to be amazed by the creative energy of our Wraparound staff and community partners. We take pride in Wraparound Milwaukee being a resource to other communities interested in better serving children and families who are facing difficult challenges. But, that pride is more than about the numbers in this report or the recognition that Wraparound Milwaukee has received.

There is very little about what we do that is easy. It would be easier to deal with the challenges children and families face in a more traditional way, in systems and services that are overly bureaucratic, face funding restrictions and limitations, and are slow to respond to the individual nature of the challenges families face let alone recognize their strengths. But, doing what is easy for us is rarely the best way to really change the future of our children and families.

It is a passionate and deliberate commitment to our values that I believe every family deserves from us. They should expect nothing less than our complete commitment. It is a dedication to our fundamental values that I see every day as I work with our staff and partners throughout the Wraparound Milwaukee network. And, it is a dedication to those values that sustains us, that sustains me, through the ups and downs in meeting and ultimately breaking through the challenges we all face in doing this work.

In Partnership,

Bruce Kamradt
Director
Last year, 2013, Wraparound Milwaukee served just over 1,700 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 one thousand children were enrolled/being served in Wraparound. More importantly, Wraparound continued to prove to be cost-effective in terms of promoting significant behavior change and stability for children/families and reducing repeat court involvement.

The age of youth enrolled in Wraparound remained the same in 2013, and there was a slight increase in the number of youth involved without being under the supervision of the court. Diversity among children enrolled was even greater in 2013, with a slight decrease in the percentage of girls compared to 2012. 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, bringing the number of REACH youth served in 2013 on average to over 300. Also, through 2013, the continued partnership with the Milwaukee County Division of Delinquency and Court Services serving youth reentering the community from corrections and solidifying the O'YEAH project for transitional youth means that Wraparound Milwaukee is continuing its efforts to reach out to other children, youth, and families that can benefit from the program.

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 2013, 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 2013. For more information, interested parties are encouraged to go to the Wraparound Milwaukee website at http://county.milwaukee.gov/WraparoundMilwaukee.htm.

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.
Wraparound and its partners effectively operate culturally competent, flexible programs and services to meet the needs of participants.
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>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boys</td>
<td>72%</td>
<td>67%</td>
<td>71%</td>
</tr>
<tr>
<td>Girls</td>
<td>28%</td>
<td>33%</td>
<td>29%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Age</strong></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>14</td>
<td>14</td>
<td>13.9*</td>
</tr>
</tbody>
</table>

(*Wraparound 14.8; REACH 12.1)

<table>
<thead>
<tr>
<th><strong>Ethnicity</strong></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>68%</td>
<td>66%</td>
<td>70%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>17%</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Hispanic/ Latino</td>
<td>9%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Bi-Racial</td>
<td>2%</td>
<td>1.7%</td>
<td>2%</td>
</tr>
<tr>
<td>Asian</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>.4%</td>
</tr>
<tr>
<td>Native American</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>.1%</td>
</tr>
<tr>
<td>Other/ Unknown</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Not Listed</td>
<td>NA</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Wraparound Milwaukee Shares Lessons Learned — Spreading the Word

Wraparound Milwaukee continues to be a resource for communities around the nation, and the world, by sharing the lessons learned in developing and sustaining the program. In 2013 Wraparound Milwaukee hosted site visits for:

- The Illinois Division of Mental Health, Child and Adolescent Services.
- Ramsey County (St. Paul, Minnesota) Community Corrections Juvenile Services — they came twice!!
- Leadership from El Paso County, Colorado.
- Key leaders working in the service system from New Zealand.
- Leadership from MacKillop Family Services, Melbourne, Australia.

Addressing Emerging Challenges — Attacking Growing Concerns related to Sex Trafficking

During 2013, Wraparound Milwaukee partnered with Children’s Court District Attorneys, the Medical College of Wisconsin (MCW) and Rethink Resources, to secure a planning grant from the MCW Healthy Wisconsin Partnership Program (HWPP). The aim of this 2-year project is to promote early identification and improved response to youth at risk or who have been known victims of commercial sexual exploitation. Wraparound Milwaukee serves as the lead community partner. Questions can be directed to Stephen Gilbertson @ 414-257-7209.
Court Involvement at Time of Enrollment

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

<table>
<thead>
<tr>
<th>Court Status at Time of Enrollment</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delinquency</td>
<td>43.4%</td>
<td>42.4%</td>
<td>38.5%</td>
</tr>
<tr>
<td>Child in Need of Protection or Services (CHIPS)</td>
<td>16.2%</td>
<td>16.5%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Juvenile in Need of Protection or Services (JIPS)</td>
<td>6.8%</td>
<td>3.2%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Both (Delinquency &amp; CHIPS)</td>
<td>1.1%</td>
<td>1.5%</td>
<td>1.4%</td>
</tr>
<tr>
<td>None (Enrolled in REACH)</td>
<td>32.5%</td>
<td>36%</td>
<td>34.7%</td>
</tr>
</tbody>
</table>

Presenting Behavioral Health Diagnoses and Concerns of Children/Youth

The data for youth enrolled in 2013 highlights the need for and value of a cross-system's approach to care.

<table>
<thead>
<tr>
<th>WRAP 2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Diagnoses</td>
<td></td>
</tr>
<tr>
<td>Conduct Disorder</td>
<td>274</td>
</tr>
<tr>
<td>ADHD</td>
<td>263</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>188</td>
</tr>
<tr>
<td>Developmental Disorder</td>
<td>172</td>
</tr>
<tr>
<td>Learning Disorder</td>
<td>161</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REACH 2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Diagnoses</td>
<td></td>
</tr>
<tr>
<td>ADHD</td>
<td>187</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>110</td>
</tr>
<tr>
<td>Conduct Disorder — AODA Related</td>
<td>87</td>
</tr>
<tr>
<td>Anxiety Disorder</td>
<td>70</td>
</tr>
<tr>
<td>Depressive Disorder</td>
<td>58</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Presenting Concerns/Issues*</td>
<td></td>
</tr>
<tr>
<td>School/Community Behaviors</td>
<td>589</td>
</tr>
<tr>
<td>Severe Aggression</td>
<td>545</td>
</tr>
<tr>
<td>Attention Problems</td>
<td>434</td>
</tr>
<tr>
<td>Major Affective Illness</td>
<td>307</td>
</tr>
<tr>
<td>H/O Sexual Misconduct</td>
<td>305</td>
</tr>
<tr>
<td>Drug/Alcohol Abuse</td>
<td>286</td>
</tr>
<tr>
<td>Runaway Behavior</td>
<td>281</td>
</tr>
<tr>
<td>History of Psychiatric Hospitalization</td>
<td>280</td>
</tr>
</tbody>
</table>

*Youth may have more than one issue identified.
A critical element of Wraparound is that case planning and services are coordinated to address multiple issues facing families as well as the enrolled youth. Most families served in Wraparound are low-income and most are headed by a single parent. Some of the most common challenges Wraparound addresses with families are a history of out-of-home placements of the enrolled youth or siblings; mental illness or substance abuse issues of a parent/caregiver; and a history of justice system involvement. In spite of these challenges, families always bring strengths to the process, and Wraparound Milwaukee works with families to build on those strengths and create solutions that help them address other difficulties in their lives. Strengthening and supporting families and family relationships is critical to long-term success.

Therefore, a critical component of Wraparound is the involvement of Families United, a chapter of the National Federation of Families for Children's Mental Health, to provide grass-roots family support and advocacy. Families United believes that "it is imperative that anyone providing services must project patience, dignity, and respect as they work with youth and families." Families United sponsors and hosts Family Orientation sessions throughout the year to engage new Wraparound families in understanding not only how Wraparound works but also how Families United can provide support to meet their family's goals.

Family Satisfaction Matters to Wraparound

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 2013 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 2013, there was no formal grievance filed, and 33 complaints were received, representing fewer than two percent of the total number of children/families served. The complaint process provides an opportunity for Wraparound leadership to become engaged in resolving conflicts or clarifying expectations so that problems do not reoccur.

Strengthening and supporting families and family relationships is critical to long-term success.
Recognized as a national leader in wraparound programming, Wraparound Milwaukee has developed an extensive network of organizations that provide a comprehensive, flexible array of services to the children, youth, and families enrolled in the program. Additional services include mental health therapy, substance abuse treatment, crisis intervention, in-home therapy, family and parent supports, life skills development, medication management, child care, day treatment, and many others. Services vary by the needs of the child or youth, and the provider network is designed to ensure services can be highly individualized and targeted to address particular needs or goals in a child's life. Community-based services are provided through, on average, 125 organizations in Wraparound's provider network (WPN), representing 77 different types of services.

Children and their families will typically utilize three or four different services during enrollment in Wraparound. Other than care coordination, which all Wraparound participants receive, the services most frequently used in 2013 were crisis prevention and stabilization, therapy (in-home and office-based), and transportation supports.

In 2013, Wraparound Milwaukee provided over $43.7 million to support these and other community-based services and out-of-home care. Wraparound Milwaukee's fee-for-service approach gives families a broad choice of providers while still maintaining uniform performance expectations for all organizations in the provider network. The leading "cost centers" (excluding Care Coordination which everyone received) for Wraparound were residential care placements, group and foster care, in-home therapy, and crisis services.

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 2013, 42% of youth/families accessed these funds. These small investments often pay big dividends in terms of maintaining family/housing stability, incertivizing 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.

"Welcome Home Teens in Motion" Support Group

During 2013, a youth support group was created focusing on the needs of runaway youth in Wraparound Milwaukee. The group meets monthly to share stories, concerns, and resources and provide anonymous support to one another. In addition, collaboration with several system partners occurred in developing several tools to support youth and families. These tools are available at http://bit.ly/1CyTJgd.
All children and youth served receive care coordination services through a case manager 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 and creates a safety plan, identifies and refers to both formal and informal supports, and works with the child and family to create realistic goals. While the team creates the plan of care early in the Wraparound process (within the first 30 days), that plan is reviewed and adapted to the changing needs and circumstances of the child or youth, with an overall benchmark of holding monthly team meetings 85% or more of the time. In 2013 Care Coordinators exceeded that goal, with a rate of 89% holding monthly Child and Family Team Meetings.

The Wraparound Network includes eight different organizations that provide care coordination. Ensuring the quality of training and ongoing support for care coordinators is one of the highest priorities for Wraparound Milwaukee. Care coordinators need many skills, including the following abilities: positively engage families (many of whom have had less than positive experiences with other professionals in the system); critically assess and facilitate analysis of youth/family needs; help youth/families identify and engage informal resources to support the plan; communicate effectively with a diverse array of service providers; and advocate for youth/families within the complex justice and mental health systems. In addition to 85+ hours of initial training for 32 new Care Coordinators as well as eight Families United parent/youth facilitators. In 2013 Wraparound Milwaukee also provided ongoing and re-certification training for coordinators and other key staff on a wide variety of topics.
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.
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. The CBCL is completed by the majority of families of children and youth served.

Data captured in 2013 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2013. 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 2013.

#### 2013 Child Behavior Checklist (CBCL)

<table>
<thead>
<tr>
<th>Measure</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 Social &amp; interpersonal interactions</td>
<td>67.7</td>
<td>63.1</td>
</tr>
<tr>
<td>EXTERNAL External behaviors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTERNAL Mood; thought processing</td>
<td>60</td>
<td>56.6</td>
</tr>
</tbody>
</table>
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 sustaining care, has been adopted, or lives independently. In 2013, 77% of the 291 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 promotes positive school engagement and academic success for Wraparound children by:

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

In the 2012/2013 academic year, 100 youth were served and a result of a special needs assessment, 62% received services for the first time. Additionally, 97% of behavioral/learning problems were addressed and resolved to a level of satisfaction via the review/revise provision of the IEP process.

Educational research clearly establishes a strong correlation between attendance and achievement, so Wraparound does track attendance of Wraparound and REACH children/youth as one element of measuring to what extent students are engaged in school. Similar to 2012, Wraparound youths attended school 88% of the time, and REACH youth attended 92% of the time. 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. For the 2-year time period of October, 2010 - September, 2012 (data finalized in 2013), the recidivism rate revealed was 21% for the entire regular Wraparound population. The high risk group, which includes both extremely high risk behaviors of identified youth and juvenile sexual offenders was extremely low yielding a combined recidivism rate of 5% compared to the total Wraparound population. Additionally, considering this population of reoffenders, the severity level of the offenses did not increase in magnitude.
Staff from the Education Liaison Department actively promotes positive school engagement and academic success for Wraparound children.

Jason (name changed) is a 16 year old successful graduate of the Wraparound Milwaukee FOCUS program. His initial placement at FOCUS left his mother, step-dad and two sisters saddened by his absence from the home, and they worked hard to get him back home. His mother joined in on family therapy with Jason so that they could work on understanding how to handle their frustrations together and more fully communicate with each other. His step-dad, a very positive force in his life, offered Jason a job at his store, where he stocked shelves and painted. Jason got involved in a Christian-based community resource, City on a Hill, where he developed a positive, supportive relationship with a mentor, who continues to work with him to this day.

While in Wraparound, Jason successfully learned how to slow down his thinking so that he could "respond" instead of "react" to situations, and during the Wraparound Talent Show last August Jason (along with "the Figureheads" and other FOCUS youth) performed a rap that he had created.

After returning home, Jason was able to successfully complete the terms of his court supervision, and he graduated from Wraparound Milwaukee in January of this year. Jason remains at home with excellent school attendance and has plans to get a summer job to help financially support his son.
Family Satisfaction

Family satisfaction is a final important indicator of Wraparound’s success. Families United of Milwaukee, part of Wraparound’s service network, conducts the family/youth satisfaction surveys. Families are asked to provide feedback on:

Care Coordination Services —
Families are surveyed shortly after enrollment, 6-12 months after enrollment, and at the time of disenrollment. Survey questions focus on a variety of issues including: (1) critical relationships and process measures related to care coordination, (2) perceptions of progress made in meeting treatment goals, and (3) perceptions of their ability to continue forward with progress made during enrollment. The surveys provide valuable feedback on critical principles of Wraparound — voice, access, and family ownership. In 2013, over 500 surveys were completed by families at the time of disenrollment, with their composite rating of 4.14 (family) and 3.99 (youth) on a 5-point scale. In addition, scores are collected on thirteen items related to the family’s satisfaction of Care Coordinator services. For families completing the survey in 2013 the average overall was 4.7 on a 5-point scale.

Measuring Progress —
Both youth and families respond to survey questions that relate to their perception of progress in achieving their goals (e.g., better in school, improved family and peer relationships, and improved behavior) over the course of their Wraparound enrollment. In 2013, both children and family members’ scores (approximately 4.0 out of 5) provided strong support for the perception that involvement in Wraparound had been a positive growth experience for them.

Provider Network Services —
Maintaining a network of services that successfully meet the needs of families is critical to the success of Wraparound Milwaukee. Families were surveyed at 4 months and again at 9 months after enrollment on their perceptions of services, cultural sensitivity, adherence to the Plan of Care (POC), and availability. On a 5-point scale, at the 9-month mark, the composite family rating was 4.6, approximately the same as 2012. Within the overall score, it is not surprising to note that the most positive perceptions were for services that provided therapy (both in-home and office-based) and that the lowest satisfaction scores were for out-of-home placements.

Out of Home Services —
Successfully engaging families when a youth/child is placed outside the home is critical to a plan’s long-term success. Families are asked (at the time of discharge from an out-of-home placement) how satisfied they are with the placement. Families are asked for their perceptions on the quality of basic care received, their ability to access/stay connected with their child, behavior improvements, cultural sensitivity, and to what extent the out-of-home placement helped prepare them for their child’s return. For the 101 families responding, their composite rating of satisfaction was 3.6 on a 5-point scale.

► Wraparound Milwaukee Leads the Way

Critical Incident Reporting —
Ensuring the Proper Response
A group of Wraparound Managers in collaboration with Wraparound’s Research Consultant reviewed and strengthened the Critical Incident (CI) reporting process and policy. A Critical Incident Matrix was created to assist in identifying and recording incoming CI’s in a consistent manner. The matrix also clearly defines each category/type of incident. In 2014, the revisions will be supplemented by the creation of a Critical Incident Training Module for all new Care Coordinators. In addition, efforts will be made to visit each Care Coordination agency to provide an in-service to those Care Coordinators and Supervisors who were not able to participate in the module training.
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 2013, the Treatment Team provided crisis response services to over 1,300 new families in Milwaukee County. When called, the team immediately travels to the location where the crisis is occurring. The team assesses the potential risk the child poses to him- or herself and to others. Based on the assessment, the team develops different intervention options. Those options include: keeping the child at home with support services, temporary placement of the child in a group home or emergency setting, or, as a last possible option, psychiatric inpatient hospitalization if the child is at risk to him or herself or the community.

In addition, MUTT "Family Foster Teams" provided foster care support and stabilization to over 50 youth. Generally, MUTT was a critical component in reducing utilization of inpatient hospitalization.

Reaching Out Beyond Wraparound — Family Intervention Support & Services (FISS)

The FISS program, contracted through the Bureau of Milwaukee Child Welfare (BMCW), is a collaborative project of Wraparound Milwaukee and St. Charles Youth & Family Services. It is designed to assess and provide services to families experiencing difficulties with their adolescents (ages 12-18) and help strengthen parents' ability to supervise their child in the home and avoid formal court involvement. Wraparound has overseen the case management component since 2001. Building on the core values of Wraparound and the Coordinated Service Team (CST) approach, case managers work with families to build sustainable connections to community resources. In 2013 assessments were completed on 876 individuals, and 134 families were enrolled for services.

In 2013, the Treatment Team provided crisis response services to over 1,300 new families in Milwaukee County.
What is Project O-YEAH?

Project O-YEAH, which stands for Older Youth and Emerging Adult Heroes, is a federally funded initiative (through SAMHSA) designed to support young people ages 16 ½ to 24 to successfully transition to adulthood. In partnership with the Wisconsin Bureau of Prevention, Treatment, and Recovery, Wraparound Milwaukee is creating developmentally appropriate and youth-guided local systems of care that will improve outcomes for youth/young adults with serious mental health conditions. In collaboration with Ladd Lake and Pathfinders, Project O-YEAH helps identify and provide support for youth with mental health and other developmental needs who are making that all-important transition from systems of care to adulthood. In 2013, 119 youth were served in the O'YEAH program.

Levels of Services for Levels of Need

Enrollment in Project O-YEAH is voluntary on the part of the youth, and youth are assessed and can participate in varying levels of services. Services range from providing information and support through contact with Owen's Place up through, if needed, supports provided by an O-YEAH Transition Specialist in partnership with adult service professionals for youth who have serious and chronic mental health needs.

According to a Japanese legend, anyone who folds a thousand origami cranes will be granted a wish. The origami cranes have evolved into a symbol for world peace. Now displayed at Owen's Place, Wraparound youth made 1,000 cranes each one containing a message about peace in the world.
Growing Support for Transitioning Youth in 2013

2013 was a year of growth in outreach for the O-YEAH program, including:

- Training 12 young adults to become Peer Specialists so they can become certified Peer Specialists and provide support to other youth,
- Solidifying a practice model of Individualized Future Planning based on the four phases of the O-YEAH program, and
- Participating as an active partner on the Milwaukee Inter-Agency Youth Transition Team to address obstacles for young adults related to housing, employment, and education.

Dedicating Owen’s Place 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. Notably, in 2013, Owen’s Place did the following:

- Held an open house in May that provided an opportunity for the community to visit and learn about Owen’s Place new location at 4610 W. Fond Du Lac Ave.
- Owen’s Place staff continued to partner with other community agencies throughout Milwaukee.
- Conducted a Peer Specialist Information Night. Information was provided about what a Peer Specialist is and how one might qualify for the job. Several candidates completed an extensive training program in preparation to take the test that certifies an individual in becoming a Peer Specialist.
- Formally dedicated Owen’s Place on 10/25/13. Family, friends and colleagues participated in the event as we honored Mr. Owen Felix who was Project OYEAH’s initial Program Coordinator.

Building Leadership Skills through the Wraparound Milwaukee Youth Council

The Youth Council provides a forum for discussing and raising awareness of the priorities of young adults and opportunities for young adults to learn meaningful leadership skills. Youth are engaged in developing and carrying out monthly activities and periodic large group activities that are open to all youth and families of Wraparound and REACH. In 2013 the Youth Council:

- Organized its 4th successful Annual Talent Show featuring over 20 performances and a large scale art display;
- Co-sponsored the Wraparound Annual Family Picnic in June, with several hundred participants;
- Sponsored and held a bake sale to raise funds for the Feeding America of Eastern Wisconsin.
- Transitioned to a new organizational structure called Move Wisconsin to ensure a strong youth voice in Wraparound and the community.

Wraparound Milwaukee Leads the Way

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 promoting and empowering youth and young adult voices in Wisconsin. Move Wisconsin continues to support youth and young adults to advocate for changes to be made around issues 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.
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/QI) team. In 2013 Wraparound Milwaukee QA staff team:

- Conducted audits on seven Crisis Stabilization agencies, critical support elements for Wraparound families. The overall agency/provider compliance score was 98.1% and the overall client/quality score was 97.7% illustrating an extremely high level of compliance to program requirements;
- Collaborated in the review of six selected agencies, reviewing comprehensive outcome reports, highlighting strengths and weaknesses, and then working with agencies to improve processes and outcomes;
- Conducted a “single indicator” review (in 2013, related to compliance with having a valid driver’s license) for eight agencies, with all agencies falling in the range of 95-100% compliance; and

These and other on-going efforts led to program improvements that were implemented in 2013, as well as providing guidance for changes that will be implemented in 2014 (e.g., changes in fee-for-service agreements).

Also in 2013 the required Performance Improvement Project that is mandated by Medicaid focused on whether or not targeted transition training focusing on the growth and development of youth increases the knowledge and skill of Care Coordinators as it relates to transitional planning. As Wraparound has grown its reach to youth transitioning to adulthood through the Project O’YEAH effort, it is important that those working with youth in transition better understand, and more importantly can put into practice, an understanding of the developmental issues that these youth face. There were two study questions that this project focused on: (1) Does targeted transition training that focuses on the growth and development of youth, significantly (p<.05) increase the transitional planning knowledge and skills of Care Coordinators upon completion of training?; and (2) For those Care Coordinators that completed targeted transition training, was there at least a 25% improvement in identifying and incorporating the transition needs of youth into strategies and benchmarks as indicated in a subsequent Plan of Care?

According to the outcome data, the Transition to Adulthood training module did enhance knowledge and skill for Care Coordinators of Wraparound Milwaukee (p=0.0066, a significant difference between pre and post tests.). The satisfaction rating of training was high (4.5/5.0) and by all indicators, the goals of training were met. Furthermore, the transfer of learning to work place data (the overall number of completed Domain Review Checklists and Transition Summaries) increased and yielded a modest significance level with a probability of 80%.

Wraparound Milwaukee Leads the Way

Wingspread Conference Sponsor — Partnering with National Leaders

In October, Wraparound Milwaukee in collaboration with the National Technical Assistance Center for Children’s Mental Health at Georgetown University Center for Child and Human Development, and the Johnson Foundation at Wingspread sponsored a three day conference entitled “Implementing Effective Systems of Care for Youth with Mental Health Challenges and Their Families in the New Environment: A Curriculum for State and Community Leaders”. The purpose of the training was to assist states and communities to improve the quality of care and outcomes for youth with mental health challenges and their families.
Unique Funding of Wraparound Milwaukee

Revenue Sources
A unique feature of Wraparound Milwaukee is its ability to "blend" funding from multiple sources and create a service-funding mechanism that allows the cost-effective investment of those funds on an individualized basis. Wraparound's funds come from 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.

Wraparound Milwaukee

Wraparound Milwaukee Continues to be Cost-Effective

Wraparound's average per-client monthly cost of $3,403 can be compared to more costly services that serve this high-risk, high-need population:

<table>
<thead>
<tr>
<th>Psychiatric/Inpatient Hospitalization</th>
<th>$38,100</th>
</tr>
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<tbody>
<tr>
<td>Residential Treatment</td>
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</tr>
<tr>
<td>Corrections</td>
<td>$8,866</td>
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<tr>
<td>Group Home</td>
<td>$5,850</td>
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<tr>
<td>Wraparound Milwaukee</td>
<td>$3,403</td>
</tr>
</tbody>
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Adkins Counseling Services, LLC
AIA 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.
Aurora Family Service, Inc.
Behavioral Consultants, Inc.
Bell Therapy, Inc. - C.S.P. South (Willowglen)
Berman Group Home-Norris
Brady Psychological Service & Stress Mgmt. Inst.
Bray Consultants
Carmelita 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)
Childynamics, LLC
Chileda Institute, Inc.
Choices Group Home for Girls-LSS
Connecting Youth Group Home
Cornerstone Counseling Services
Cornerstone Youth & Family Service
Current Initiatives Counseling Service, LLC
DCS Transport Services, LLC
Dominion Behavioral Health Services, LLC
Eagles Nest Group Home-LSS
Easter Seals Southeast Wisconsin
Eau Claire Academy
Stephen Emiley, Ph.D.
Eulopia 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.
Fokus Family Services, LLC - CCC
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
Denis Ian Jackson, PhD
Justice Point, Inc.
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 YthP Programs
MD Therapy
Med Group Transportation, LLC
Milwaukee Academy/Clinicare
Milwaukee Center For Independence
Milwaukee Christian Center (CCC)
Milwaukee Health Services, Inc.
MindStar Counseling, LLC
Mt. Castle Transitional Living Services
My Home, Your Home
Mary Nervig
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)
New Leaf Therapies, LLC
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
Ms. Jones and her daughter Keesha (names changed for confidentiality) have been involved in the Wraparound Milwaukee – REACH program with My Home, Your Home for 7 months. At first, Keesha was very quiet during the Child & Family Team meetings, but grew to be a strong advocate for herself and respectfully spoke up often during team meetings, giving everyone a better understanding of the trauma she experienced earlier in her life and how hard she was struggling to understand her feelings related to the trauma.

The Team connected her to the organization Express Yourself Milwaukee to help build Keesha's confidence, and mom agreed to give words of positive encouragement to her daughter on a daily basis. Ms. Jones has proven to be a very strong, independent woman who pointed out that over time, she "learned how to trust her daughter so she can grow and be a strong independent woman as well".

Despite some tough times, with the help of Wrap, Ms. Jones never gave up on her daughter and shared her experiences with families new to Wraparound, saying "Allow yourself to follow the Wraparound process and trust that your team will help you make things better. My team made me feel comfortable and feel that I could trust our plan to help us achieve our family vision. Please don't be afraid to ask for help!"
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