

# Wraparound Milwaukee



2016 Year End Report

**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 over 11,000 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 115 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 Division of Milwaukee Child Protective Services, 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>





# Vision, Mission and Values in Action

## 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 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. Wraparound Milwaukee:

Never gives up —  
providing unconditional care

Is Family Centered/Youth Guided

Builds collaborative  
partnerships and breaks  
down system barriers

Builds on Strengths

Is community-based and  
is strategically financed

Identifies and addresses  
the most critical needs

Values cultural diversity and family norms



# A Letter From The Director



*Dear Friends,*

*Another year has come and gone and I am filled with pride and gratitude for all the great work we have accomplished together. I am proud that Wraparound Milwaukee has continued to have meaningful partnerships with agencies in the community, those who have direct interaction with children and families and do this work daily with commitment and care. I am*

*proud of the dedication and creativity of the family teams, advocates, care coordinators, providers, system partners and administration who possess the ability to be open to other perspectives, who have been adaptable to change, and do their work with thoughtfulness and the desire for continuous learning. The future remains bright for the Child and Adolescent Community Services Branch and Wraparound Milwaukee!*

*In the pages that follow you will get a chance to review what we have achieved in partnership with all of our stakeholders. I hope that you will join with me in celebrating all that we have done on behalf of the kids and families we are so privileged to serve.*

*Mary Jo Meyers*



**Last year, 2016,** Wraparound Milwaukee served 1,670 children and families through the Wraparound, REACH and Youth in Transition (O-YEAH) programs. On an average day, over 1,200 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 2015. Consistent with the goals of Wraparound, youth present with very high levels of need related to mental health services, educational supports, behavior management supports, and substance abuse issues. The most common mental health diagnoses and the most common presenting problems for youth have also remained relatively constant in recent years, the

most common presenting problems being issues related to aggressiveness and school behavior and performance.

This report highlights only some of the data and quality assurance information that is collected and used by Wraparound as part of an ongoing quality/performance review process. Good outcomes in 2016 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 2016. For more information, interested parties are encouraged to go to the Wraparound Milwaukee website at <http://wraparoundmke.com/quality-assurance/qaqi-reports/>.

**John\*** was enrolled in Wraparound Milwaukee in the summer of 2014. At that time he had multiple Delinquency charges and had just been adjudicated of a Robbery. He also struggled with the use of drugs and alcohol. One week into his Wraparound enrollment he was involved in a car theft and placed in Detention. Due to these additional charges, he was court-ordered to a Residential Treatment Center. He had difficulty adjusting at the Residential Treatment Center. However, the team noticed he did have successful overnight home passes with his family. The team worked very hard to assist John and his family so he would be able to return home, as this seemed to be the setting he did best in. Due to the team centering their hard work on him returning to the community, John was allowed to return home and was able to be a positive member of his family's community. After transitioning home, John struggled with the transition to a traditional High School; his attendance was very poor and he was falling behind. Another incident then occurred at school and he was once again ordered to a Residential Treatment Center in spring 2016. Due to his drive to return home again, he participated more in the therapeutic process and increased positive interactions with peers and staff and addressed his drug and alcohol problems. He was enrolled in High School while at the Residential Treatment Center where he was more successful and with the support of the team ultimately earned his high school diploma a year early. John's team and family were able to see him accomplish something that he was not sure he would ever succeed at – he was able to walk across the stage and receive his High School Diploma with his entire team present. He would now be able to transition into the community with a High School Diploma and gain job experience. Upon his return home, the team enrolled him the Harambee Great Neighborhood Initiative program, where he was able to gain community employment. He is currently working, drug and alcohol free and getting along with his family.

# Serves a Diverse Group of Children and Families

## Gender, Age, and Ethnicity

The children and youth served by Wraparound Milwaukee come from diverse backgrounds. The economic, experiential, and ethnic diversity of the children and families served require Wraparound and its partners to effectively operate culturally competent, flexible programs and services to meet

the needs of participants. This results in a highly innovative and adaptable approach to working successfully with children with exceptional challenges. The gender and racial distribution have been relatively stable.

	2014	2015	2016
<b>Gender</b>			
Boys	68%	67%	66%
Girls	32%	33%	34%
<b>Average Age of Youth Enrolled in Wraparound</b>			
*Reach – 13.0; Wrap – 15.1	13.9	14.0	14.2*
<b>Ethnicity</b>			
African American	65%	60%	63%
Caucasian	14%	10%	11%
Hispanic/Latino	9.5%	15%	15%
Bi-Racial	1.5%	1.7%	.6%
Asian	0%	<1%	.3%
Native American	<1%	<1%	.3%
Other/Unknown	8%	9%	10%
Not Listed	<1%	4%	.4%





## 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 forty percent are not court-system involved and are served through the REACH program.

	2014	2015	2016
Delinquency	39.9%	39.1%	41%
Child in Need of Protection or Services (CHIPS)	17.1%	21.3%	14%
Juvenile in Need of Protection or Services (JIPS)	4.7%	<1%	0%
Both	1.6%	1%	1%
None	36.6%	37.6%	44%



## Presenting Behavioral Health Diagnoses and Concerns of Children/Youth

The data for youth enrolled in 2016 highlights the need for and value of a cross-system's approach to care. Youth may have one or more diagnoses.

Diagnosis	WRAP 2016
Conduct Disorder	243
ADHD	214
Depressive Disorder	123
AODA Related	100
Anxiety Disorder	99

Diagnoses	REACH 2016
ADHD	170
Mood Disorder	99
Anxiety Disorder	94
Conduct Disorder	90
Depressive Disorder	56

Youth that are enrolled in Wraparound/REACH often present a constellation of concerns that cross their home, school, and community life. This is illustrated in the list of issues that are identified as part of the assessment/enrollment process.

Top Presenting Concerns/Issues	2016
School/Community Behaviors	567
Severe Aggression	525
Attention Problems	475
Bullying Others	361
Sleep Patterns/Nightmares	355
Major Affective Illness	343
Out of Home Placement	317
Physical Disability/Medical/Health	304
Community Concerns/Violence	302
History of Psychiatric Hospitalization	300

**A critical element** of Wraparound is that care planning and services are coordinated to address multiple issues facing families as well as the enrolled youth. 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 other 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 grass-roots family support and advocacy. 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 2016 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 2016 there were again **no** formal grievances filed. Twenty-seven complaints were received, representing about 1.6% 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. More information about the nature and resolution of the complaints is available through the 2016 Quality Assurance report on the Wraparound Milwaukee website.

### ▶ Wraparound Milwaukee Leads the Way

#### Teen Parent/Pregnancy Protocol and Pregnancy Prevention Program

In Wraparound's commitment to ensuring the safety and well-being of all children and families, the "Protocol for Teen Parents/Parents-To-Be/Pregnancy Prevention" was developed and implemented. In 2016 more than 30 pregnant/teen parents/ sexually active teens received support, guidance and care from a designated Wraparound Milwaukee nursing staff as it relates to sexual health issues, i.e. — Safe Sex, Sexually Transmitted Diseases, Birth-Control Education, Pregnancy and teen parent education like Safe Sleep and Shaken Baby Syndrome and Safety issues that relate to infant care and parenting. The protocol also ensures that every teen parent has access to a Pack and Play (promotes safe sleep) and community resources that can assist with additional support and guidance to pregnant and non-pregnant teens.

The protocol can be accessed at:  
<http://wraparoundmke.com/?p=1285>

Teen Pregnancy and Protocol Brochure can be accessed at: <http://wraparoundmke.com/?p=1284>





**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, 115 organizations in Wraparound's provider network (WPN), representing approximately 113 different types of services. Many of the agencies are able to provide more than one type of service.

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 2016 were crisis prevention and stabilization, therapy (in-home and office-based), and transportation supports.

Services Used	2016
Crisis Stabilization	86%
In-Home Therapy	56%
Transportation Supports	42%
Individual/Family Therapy (Office Based)	48%
Psychological Assessments	31%

Additionally, Wraparound provided "out of network" services in 64 cases, services that are unique to the needs of the child/family and/or in which the service can be more appropriately provided by a special vendor.

In 2016, Wraparound Milwaukee provided over \$44 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, crisis services, group and foster care, and in-home therapy. More detailed information about service utilization and costs is available in the 2016 Quality Assurance Report available on the Wraparound website.

## 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 2016, 62% 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.

**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 2016 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2016. 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 2016.

## 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 2016, 90% 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, and (6) Problem-solving with school staff related to disciplinary hearings and expulsion.

In 2016, youth in Wraparound attended school approximately 82.5% of the time, and REACH children attended approximately 88.6% of the time, similar to 2015. Improving attendance remains an important goal for Wraparound families and Care Coordinators.

## 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 at regular intervals throughout their enrollment. 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 2016 Quality Assurance report on the Wraparound Milwaukee website.

## Wraparound Care Coordination Agencies

AJA Counseling

Alternatives in Psychological Consultations, S.C.

La Causa, Inc.

Saint A's

St. Charles Youth and Family Services

Willowglen Community Care

## 2016 Child Behavior Checklist (CBCL)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL Social & interpersonal interactions; external behaviors	68.2	63.4	71.8	62.9
INTERNAL Mood; Thought Processing	60	55.5	67.9	60.5

## 2016 Youth Self Report (YSR)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL Social & interpersonal interactions; external behaviors	61	57.9	64.6	58.9
INTERNAL Mood; Thought Processing	56.9	51.4	62.6	57.4



**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 2016 Wraparound Milwaukee provided on-going and re-certification training for coordinators and other key staff and system partners 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 2016 include:

- Four new Care Coordinator trainings, each training including 15 modules totaling 106 hours. Approximately 65 new Care Coordinators, Transition Coordinators and Professional Foster Parents participated in the trainings.
- Wraparound Care Coordination Supervisors and Leads went through monthly champion building sessions to develop a more sophisticated understanding of trauma informed care concepts and practices, coaching techniques, leadership skills and other more targeted topics.
- Special focus on Trauma Informed Care (TIC) training was again offered to staff across 6 Care Coordination agencies, staff across 9 crisis stabilization agencies, and many other system partners. In October of 2016, Wraparound Milwaukee was awarded the "Quality Training Program Award" by the American Public Human Services Association (APHSA). The award recognizes Outstanding Training Education and Leadership in the Field of Health and Human Services.

**James\*** is an eleven year old boy who is a very strong, resilient child with many talents and strengths. He enjoys fishing, playing video games, building with Legos and spending time with both his biological and adoptive family. James has made many positive changes since I began working with him in January of 2014. His biggest support has been and continues to be his adoptive mother, Ms. Laya\* who provides him with unconditional love and encouragement. James was placed as a treatment foster care child in Ms. Laya's home in June of 2016 after a series of placements (other treatment foster care homes and one residential treatment center) that were not an appropriate fit for him. He and Ms. Laya developed a very special bond and share a mutual respect and love for one another. James' negative behaviors at home and school significantly decreased since he moved into Ms. Laya's home. It was evident that James felt safe and comfortable and this should be his forever home. Ms. Laya worked diligently on rules and expectations in her home and ensured that James received all mental health treatment appropriate. James was adopted by Ms. Laya on August 15, 2016. James has transitioned significantly well to his life in a permanent home with a strong family life. Ms. Laya keeps in constant contact with James' biological family, who she supports him in seeing regularly. James' Wraparound Team is very proud of all of the progress he has made and is extremely optimistic about his future.



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 2016 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. In 2016 expansion of the MUTT role in coordination with MPD District 5 was begun.

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.

## ► Wraparound Milwaukee Leads the Way

### Youth Living Out Loud (YLOL)

YLOL is a mentoring program administered under the Wraparound Milwaukee system of care, YLOL works with youth who have been, or are at high risk for being commercially sexually exploited or trafficked. At the end of 2016, Youth Living Out Loud (YLOL) entered the third and final year of the grant initially awarded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Partners include La Causa, Inc., Diverse & Resilient, Rethink Resources, Medical College of Wisconsin and Wraparound Milwaukee. Throughout the year, YLOL continued to provide specialized mentoring services to identified youth who are significantly at risk for, or have been sexually exploited/trafficked.

Each youth in this service completed a Mentor Action Plan (MAP), which supports them in developing goal-setting skills, as well as ensures their voice is heard. The MAP concept was well received at the Grantee meeting in Denver, CO.

A second round of comprehensive training was conducted in 2016 to bring on additional mentors to meet the needs of this population. In addition to initial training modules, mentors also received ongoing weekly supervision, coaching, support groups and in-service training opportunities to ensure they could meet the needs of youth.

### 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 16 ½ to 24 to successfully transition to adulthood. Wraparound Milwaukee has created a developmentally appropriate and youth-guided local system of care that improves 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, Wraparound identifies youth approaching adulthood and refers them for assessment and case management supports. In 2016, 119 youth were enrolled in the O'YEAH program.

Beginning in 2015 OYEAH partnered with Journey House to provide supported apartments for young adults that were enrolled in OYEAH and in need of stable housing. In 2016 OYEAH and Journey House were able to add 4 more apartments for young adults, bringing the total to 10 apartments. Young adults are able to live in these apartments under a modified rental agreement and monthly rent payment. Using a Housing First model, young adults are able to live in these apartments for up to 12 months while working on school and employment goals and learning the skills to live a successful independent life.

### 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 to M.O.V.E. Wisconsin, a youth-run organization designed to empower adolescents and young adults. 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 is also the home of trained Peer Specialists whose roles and outreach has been expanded to meet the needs of a growing transitional population.

Besides collaborating with community partners to host workshops and programming at Owens Place, Peer Specialist hosted a plethora of workshops based on lived experiences that not only engaged young adults but also empowered them to take ownership of their own lives, including:

- **Dinner and Discussion of Community Issues**
- **Social Media Do's and Don'ts**
- **Teens vs. Food**
- **Family Fun Night** – for younger youth and their families
- **Mock Employment Interviews**



*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.*



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 2016 Wraparound Milwaukee QA staff team conducted a number of specific reviews, including:

- **Plan of Care (POC) Audits** During 2016, extensive work was given to reviewing and assessing the current POC approval and auditing process. Dialogue ensued focusing on the quality of the Plans, the approval process at both the Care Coordination Supervisor level and the Wraparound Administrative level and the best methodology to use in moving forward with auditing POC's.
- **Development of a comprehensive POC Checklist Tool and the new POC Rubric Auditing Tool:** . The process for ongoing POC auditing was created and implemented. Several variables are assessed when choosing Plans for auditing. Efforts are being made to audit 5% of an agencies Plans in a 6-month period of time. The compliance results are then reported bi-annually on the care coordination agencies Agency Performance Report. The current compliance threshold is 90%.
- **Crisis Stabilization/Supervision Audit:** A Crisis Stabilization Audit was conducted in 2016 assessing agency and provider indicators such as evidence of coverage plans, staff training and driver's abstracts.

### ▶ 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 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* supports 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.

In 2016, MOVE Wisconsin was the founding voice behind the **Young Adult Food Pantry** and **Hygiene Closet** at Owens's Place. This was

created to help alleviate some of the stress of not having food for this age group and also to help bridge food insecurities for the 16 to 24-year-old population that we serve. The Pantry is still in the startup phase while our Owen's Place team is seeking ways to secure funding in order to sustain this effort to meet the growing need.

Also in 2016, MOVE Wisconsin **consulted with Youth MOVE Oregon** for technical assistance through their YOUTH PROGRAM BUILDER, which provided Owen's Place with innovative ways to engage and retain participation.

MOVE Wisconsin was represented at the **National Children's Mental Health research conference** where we were able to meet with and learn from other Youth MOVE Leaders from Phoenix, Illinois, Atlanta, Michigan, Oregon and DC. At the conference, MOVE Wisconsin was privy to attend a series of engagement workshops designed by Youth MOVE National where we had an opportunity to participate on a live Text Talk and Act Event.

**The Milwaukee Adolescent Health Program** clinic continues to serve youths who have been identified as being commercially sexually exploited, domestically sex trafficked (CSE/DST) or at high risk for being sexually exploited. This clinic is in collaboration with the Downtown Health Clinic with funding from a federal grant through the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to mentor and provide services for youth who have been CSE/DST. In 2016 the program expanded the services to all youths involved in the Wraparound Program in need of adolescent health evaluations, Sexually Transmitted Infections (STI) screenings and options for birth control. In 2016, the clinic saw more than 30 patients who were evaluated and received STI treatment services, birth control and support services that relate to adolescent health.

### CORE – A Program for Youth/Young Adults

Continuing its effort to fill in gaps in services and engage new populations in need, Wraparound developed the Coordinated Opportunities for Recovery and Empowerment (CORE) Program designed to provide support for individuals age 10–23 experiencing their first episode of psychosis. Services provided include care coordination, therapy, peer support, psychiatric services, and employment and education support. In 2016, the CORE program expanded to 2 additional care coordination agencies serving youth in need of CORE services and has enrolled 33 new participants.



### CCS – Community Comprehensive Services

In order to serve the needs of a greater base of children & youth, CCS under the Wraparound umbrella is in the development and planning phase with its scheduled roll-out in 2017. As an across the lifetime benefit, CCS provides a holistic approach (integrating both the physical & emotional) to assisting and supporting youth and their families through coordinated and comprehensive array of recovery, treatment, and psychosocial rehabilitation services. This program is for youth that are not in Wraparound or REACH.

### Research Activity

As a data driven program, Wraparound Milwaukee collects and analyzes data to assure accountability and responsiveness to the Wraparound model and the children and families we serve. In 2016, the research arm of Wraparound Milwaukee was involved with a number of initiatives, including:

- An outcome status report of the FOCUS program was completed. FOCUS is a program within the Wraparound Milwaukee System of Care for youth who exhibit high risk behaviors that place them at risk for commitment to the Department of Juvenile Corrections.
- A research study was conducted exploring how the mentorship relationship serves to enhance or challenge resilience from both the mentee and mentor perspective. The specific research question was: *How does the relationship that is formed by being mentored, and then participating in the act of mentoring, have an effect on the personal overall resiliency of the person?* The outcomes revealed many consistencies across mentors, which results in informing training, supervision, and support practices in the fields of mentoring, trauma/mental health and social services.

## The FISS Program

The FISS (Family Intervention and Support Services) Program began in 2012 and is designed to assess and provide services to families experiencing life challenges with their adolescent child age 12-18. In 2016 103 families were enrolled in FISS. 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 DMCPs. Based on the assessment results and supervisory consultation, the family is referred to the FISS services unit, DMCPs, Milwaukee County Department of Human Services Delinquency and Court Services, or programs/agencies in the community; and
2. Case Management – The FISS services unit provides families with a case manager (contracted through St. Charles Youth and Family Services).

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.

## Proactive Outreach for the Health of Sexually Exploited Youth Project (POHSEY)

In January 2016, Wraparound Milwaukee continued the collaborative efforts of the Proactive Outreach of Sexually Exploited Youth (POHSEY) grant via a new Healthier Wisconsin Partnership Program (HWPP) grant – POHSEY II. While POHSEY I focused on gathering data to better understand the story of youth in Milwaukee County who have been sexually exploited, POHSEY II aims to transform how these youth experience healthcare by providing tools that empower medical providers to better meet their needs; this includes access to training, and



more comprehensive medical templates, as well as advancing a coordinated system response.

In order to meet the goals of POHSEY II, active training efforts are underway via in-person training opportunities, as well as an online training-module option. From pre/post assessments administered by POHSEY members during these trainings, the number of participants underestimating the local prevalence of CSEC (Commercial Sexual Exploitation of Children), on average, decreased from 44% to 20% after training, and those who agree or strongly agree that they feel confident in their ability to identify and care for victims increased from 22% to 52% after training. Information is available at [www.pohsey.org](http://www.pohsey.org).

## Performance Improvement Project (PIP)

Wraparound Milwaukee engages in one Performance Improvement Project per year as mandated by 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 that impacts on client care. The 2016 PIP was entitled, ***"Integration of a Health Home Model: First Steps."***

In summary, the PIP focused on the implementation and tracking process of acquiring enrollee Primary Care Physician medical records in an effort to treat the youth in a more holistic fashion at the Wraparound Milwaukee Wellness Clinic. The full PIP will be available for viewing on Wraparound's website mid-2017.



# Unique Funding of Wraparound Milwaukee

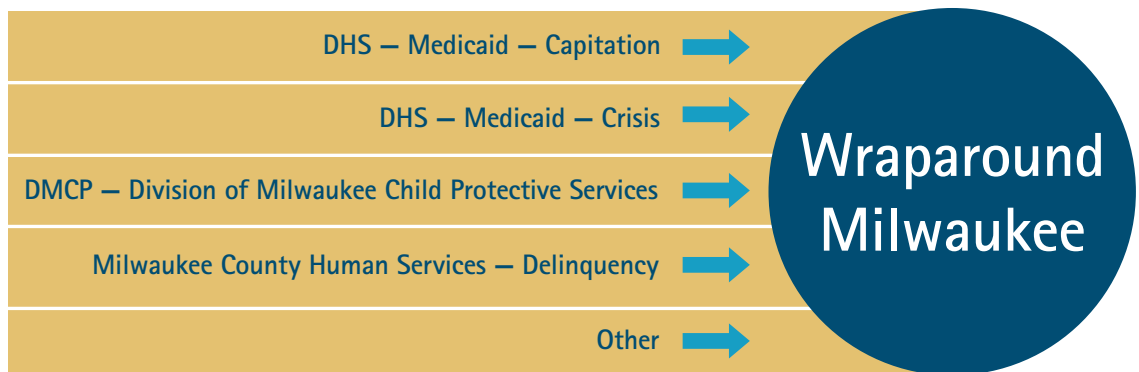
## Revenue Sources

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,

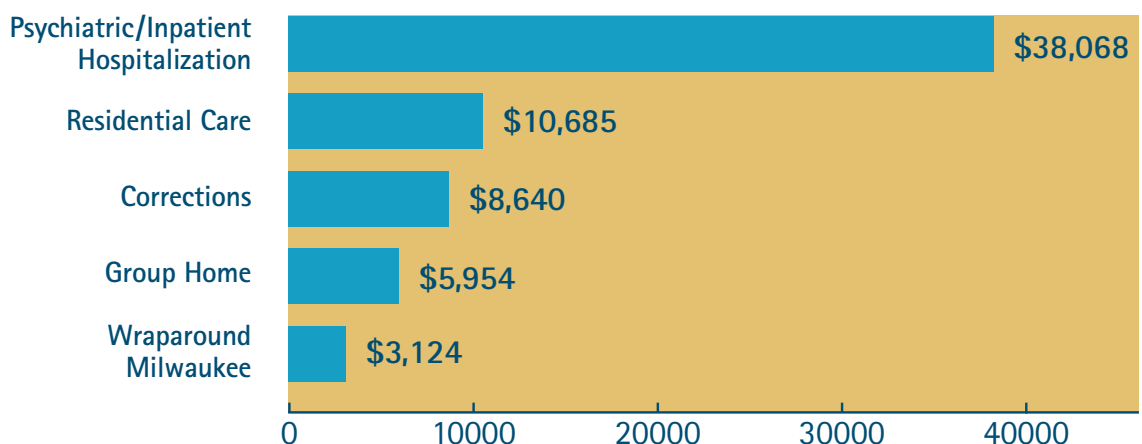
- A case rate from the Wisconsin Department of Children and Families,
- Fixed funding from Milwaukee County's Delinquency and Court Services Division and
- Grants and other miscellaneous sources (less than 2% of funding).

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 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:



# 2016 Provider Network

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



**Wraparound Milwaukee**

9455 Watertown Plank Road  
Milwaukee, WI 53226



Phone: (414) 257-7611

Fax: (414) 257-7575