

# 2019 Year End Report



Wraparound Milwaukee  
System of Care



**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 12,000 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 120 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 Division of Youth and Family Services.

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.

Applying the Wraparound philosophy, Wraparound Milwaukee continues to grow, adding new and innovative programs and approaches to service delivery in response to community needs.

For more information go to: <http://Wraparoundmke.com>

### 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 System of Care:

Never gives up —  
providing unconditional care

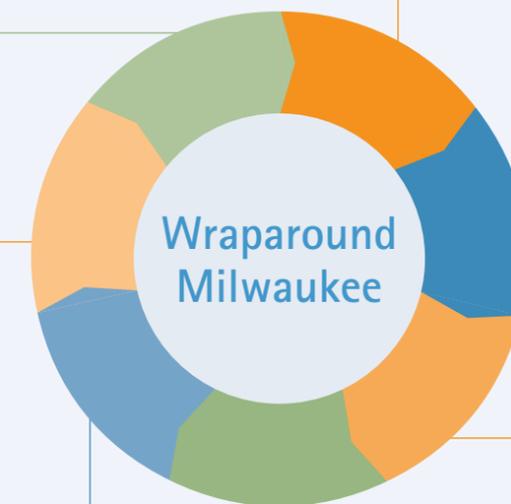
Is Family Centered/Youth Guided

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



Brian McBride, Director

Dear Friends,

*It is 2020, as I write this narrative for 2019 and reflect upon the previous year. My heart and mind compel me to focus the essence of this letter on racial equity and the inclusion of social determinants of health in the work that we do. In 2019, Milwaukee County Executive, Chris Abele, declared racism a public health crisis which provided us with further impetus to begin our work in earnest in playing a more deliberate and focused role in changing the health indicators for our youth and families.*

*The purpose and design of the Annual Report is to provide to the community a glimpse of the characteristics of the children, youth, families served, program outcomes, major achievements, and changes during the year. In the following pages of this report, you will find our yearly data. While this report reflects Milwaukee County and the Children's Community Mental Health Service and Wraparound Milwaukee data, there are many other cities throughout this country that struggle with the overwhelming needs of their respective communities, very similar to ours and are challenged by analogous demographic and outcome data. By focusing on social determinants of health and leading with our Wraparound values and strengths, Milwaukee County will become the healthiest county in Wisconsin.*

*Recent years and grant awards have afforded us the opportunity to expand and develop specialized programs to extend the continuum of care under the Wraparound umbrella. Work we've started began with collectively developing a purpose statement: to partner with families and communities to join collective expertise and resilience to strengthen individuals, homes, and neighborhoods. We feel it encompasses our past and vision for the future and is aligned with Milwaukee County's vision.*

*More work will continue toward achieving racial equity. IT MUST CONTINUE. The partnerships we've made throughout the years is invaluable and I thank every person who has positively impacted the lives of children and families in our community. The journey we are on together is important and I look forward to taking it with all of you.*



**Leia** is a smart and ambitious 18-year-old woman who loves surrounding herself with others. Leia spent most of her life in the system (with WRAP involvement since the age of 10), which empowered her to advocate for herself and protect the ones she loves. The challenges that Leia faced growing up were not easy. Moving from one placement to another, being sent out of state and having to deal with different people coming in and out of her life for 18 years, made her resilient. Her extensive trauma history and challenges she faced, made her stronger as a person.

Leia learned to become an advocate for herself and was not embarrassed by her mental health and embraced who she is. She learned to utilize her team for support to help her through challenges. As time went on, the team was able to help Leia find family members such as her aunt, whom she can trust to help her through her issues and frustrations. The team was able to finally place Leia with her aunt and they continue to do well.

Leia will now be graduating from high school and is looking forward to attending college. Leia has learned to accept her challenges, learned to surround herself with a strong support system and has found her voice. Leia's spirit animal is the panda bear, who is a jovial and peaceful creature.

**The Johnson family** is a dynamic and complex machine that consists of three very strong-willed and unique females, two sisters and a guardian. Bonnie is the adoptive guardian, who is the head of the household and does so on her own. She creates a safe environment for both girls to grow into independent women. Dinah has been enrolled in the Wraparound REACH program for the past couple of years. She has faced a lot of adversity in her young life and had often resorted to running away or self-harming to escape the stressors of everyday life. Dinah has made progressive strides moving forward to find healthy coping mechanisms to help work through her big emotions. She has a team that consists of five individuals that each offer her different types of support. Dinah has made her own unique connections and relationships with each team member, allowing her to learn about herself and what support best fits her. The family has also been strengthened through this process, understanding that each of their individual strengths contributes to the strength of the family.

Read another success story on page 18.

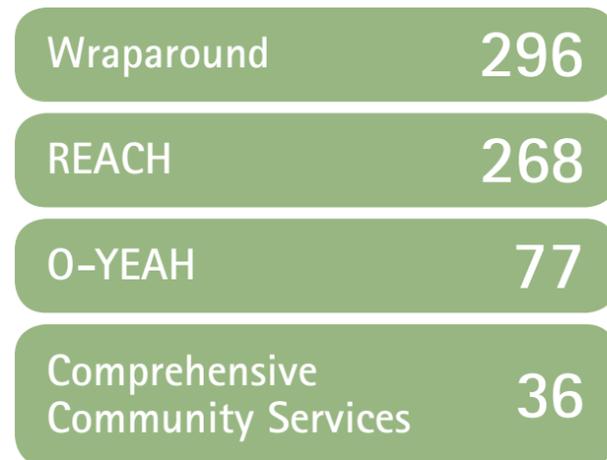
# Serves

a Diverse Group of Children and Families

## YOUTH SERVED



## DISENROLLMENTS



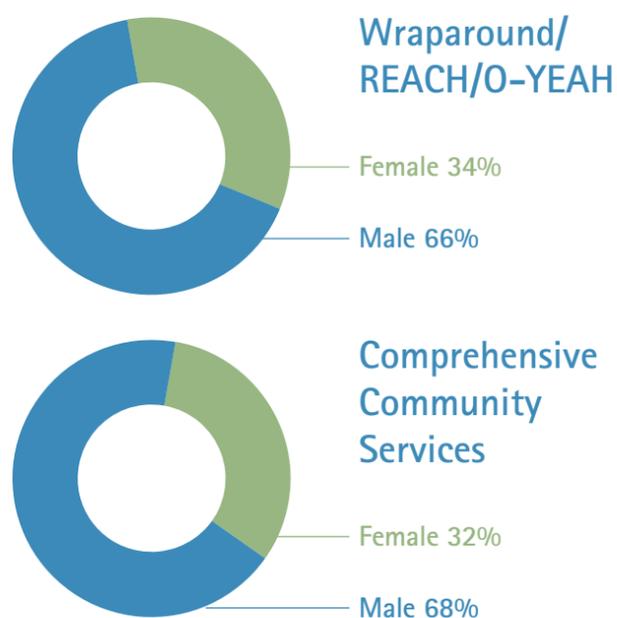
## AVERAGE AGE



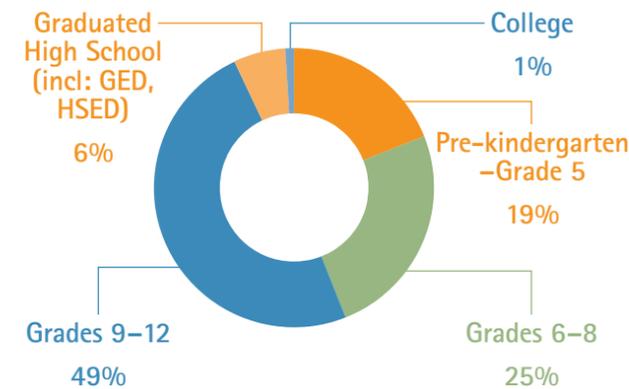
## Gender, Age, and Ethnicity

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 across time.

## GENDER

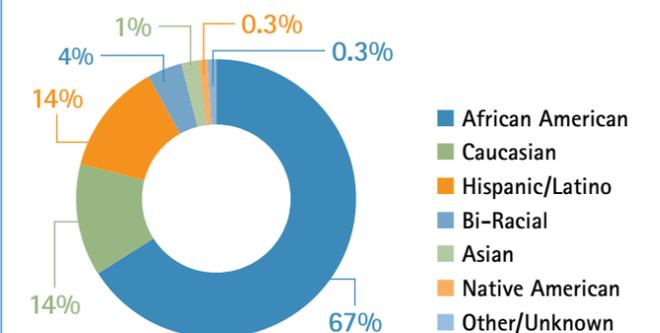


## GRADE DISTRIBUTION

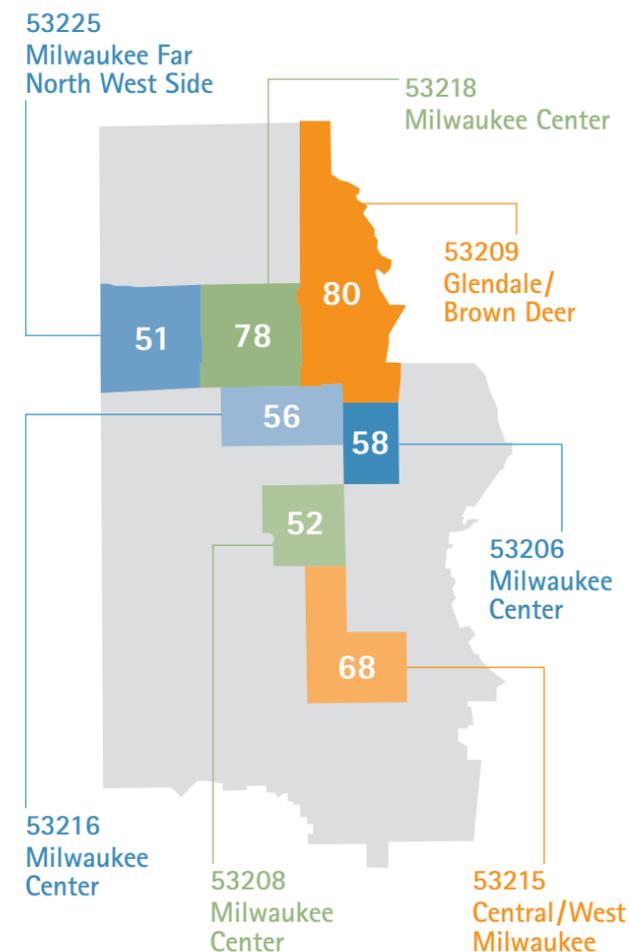


Wraparound/REACH/CCS/O-YEAH serves youth across all grades pre-k through college.

## ETHNICITY OF YOUTH SERVED



## HIGHEST PREVALENCE OF WRAPAROUND YOUTH BY ZIP CODE



## Wraparound Milwaukee Leads the Way

### Five-year Strategic Plan

With an eye toward evolution in best practice, and commitment to growth, the Children's Community Services and Wraparound Milwaukee embarked upon the process of creating a 5-year strategic plan. Recent years brought about incredible expansion and specialized program development that allowed us to extend the continuum of care under the Wraparound umbrella; the next step in an iterative process was to assess the near and distant future, and collectively wrestle with the complex questions around "how did we come to be, who are we, and who will we become?" while managing the balance of growth and fidelity.

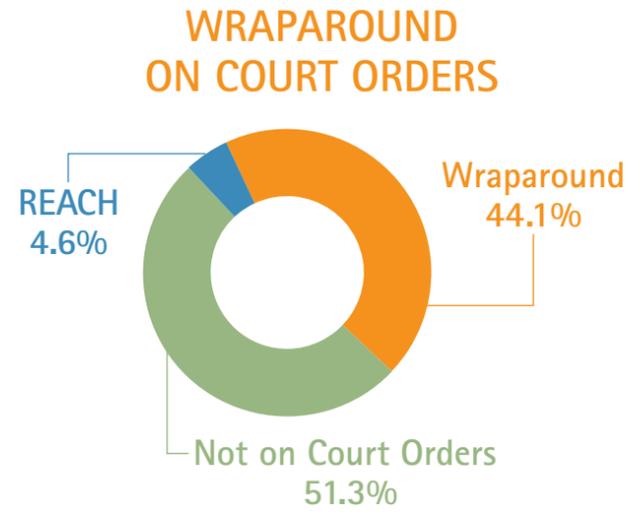
Through a series of think-tank sessions, soul searching, and tough conversations, we collectively concluded that our purpose is "to partner with families and communities to join collective expertise and resilience to strengthen individuals, homes, and neighborhoods"; a purpose we feel honors our history and intentionally cultivates our path toward the future. The six initiatives we have prioritized to move us toward a future state include: 1) Positioning ourselves as thought and practice leaders in integrative and holistic care. 2) To be leaders in the sustainable development of a dynamic and sophisticated workforce. 3) To influence state and local policy in favor of serving children and families in their homes and communities. 4) To be a national leader in progressive community-based care across the lifespan. 5) To expand fiscal streams to allow for greater flexibility in program development. 6) Be inclusive and equitable practice leaders for those who serve and those served. Each of these high level initiatives are broken down into respective goals, benchmarks and active efforts toward timely and collaborative achievement over the next 5 years.

# Addresses

## Complex Issues

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

Our children and youth have an array of mental health concerns that translate into one or more diagnoses. These complex needs coupled with potential challenges in the home, school and community highlights the imperative for a cross-system's approach to care. Efforts on behalf the child & family are always done in concert with the family who is leading the way.



### YOUTH OFTEN PRESENT A CONSTELLATION OF CONCERNS THAT CROSS HOME, SCHOOL & COMMUNITY

#### Wraparound/REACH



#### Comprehensive Community Services



### TOP CONCERNS OF O-YEAH YOUTH



### PREVALENCE OF DIAGNOSES

Diagnosis	Wraparound	REACH	O-YEAH	CCS
ADHD	155	258	32	83
Conduct Disorder	118	75	18	-
Anxiety Disorder	94	159	34	57
Depressive Disorder	81	108	38	48
Mood Disorder	61	130	19	51
Thought Disorder	-	-	-	84

### ► Wraparound Milwaukee Leads the Way

#### Community Outreach

During 2019, there were a total of 144 outreach activities/opportunities, including 46 Community-wide Resource Fairs, 29 presentations (Aurora, Rogers, and Columbia St. Mary's Hospitals, Sojourner Family Peace Center, & the West Allis Health Department), 5 specific trainings, entitled "Recognizing and Responding to Psychosis" to the Milwaukee Fire Department Community Paramedics, Carmen H.S. Social workers, & to Community Health Workers. Additionally, there were 49 distinct locations in which brochures were distributed to physician offices, dental providers, and pharmacies.

The largest and most visible initiative has been Serious Mental Illness (SMI) Campaign in which signage raising awareness to mental health concerns, targeting young adults 18-23, were displayed on the sides of buses and inside bus shelters from October to March 2019.



Brochures in both English and Spanish can be found on the Wraparound website: <http://wraparoundmke.com>



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. Despite many challenges faced by families, they always bring strengths to the process. Wraparound Milwaukee works with families through their respective Child and Family Teams to build on those strengths and create solutions that help them address other difficulties in their lives.

In 2019, Wraparound Milwaukee introduced a new model for providing family support and advocacy through the Youth & Family Team. Parent Peer Supports (PPS) are imbedded within teams to provide direct assistance to individual families as determined and needed by the family and the Youth & Family Team. These Parent Peer Supports are individuals who themselves personally have had and/or through their own children have lived experience. Presently, this model is being launched through one Care Coordination Agency.

## 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 2019 results.)

In addition, Wraparound Milwaukee has a complaints and grievances system in which any family, adult, or child may express a concern or file a formal grievance. The complaint process provides an opportunity for Wraparound leadership to become engaged in resolving conflicts or clarifying expectations, so problems do not reoccur. More information about the nature and resolution of the complaints is available in the Quality Assurance section of this report.

**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 specified needs or goals in a child's life. Community-based services are provided through, on average, 110 organizations in Wraparound's provider network (WPN), representing approximately 106 different types of services. Many of the agencies provide multiple services. Fourteen new vendors and 4 new services were added as follows:

- Home-Based Behavioral Management Aide
- Nutrition-Dietary Management Services
- Certified Parent Peer Specialist
- Community Improvement & Job Training

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 2019 were crisis prevention and stabilization, therapy (in-home and office-based), and youth supports.

Additionally, Wraparound provided 63 "out of network" services in order to ensure that the unique needs of the child/family would be met.

In 2019, Wraparound Milwaukee provided over \$45 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.

## Wraparound Care Coordination Agencies

- AJA Counseling • Alternatives in Psychological Consultations, S.C. • La Causa, Inc. • Lad Lake
- Pathfinders • Saint A's • St. Charles Youth and Family Services • Willowglen Community Care • Wisconsin Community Services

## SERVICES USED IN 2019

### Top 5 in Wraparound/REACH/O-YEAH

Crisis Stabilization	65%
In-Home Therapy	49%
Transportation	44%
Individual/Family Therapy	37%
Youth Support Services	19%

### Top 3 in Comprehensive Community Services (CCS)

Psychotherapy	79%
Individual Skill Development	70%
Peer Support	31%

40%  
of Youth/Families Accessed Flexible/Discretionary Funds

## 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. 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 several 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 enrollment to disenrollment
- Children achieving permanency, as measured by the percentage of children leaving the program who are able to live in a variety of home environments rather than in other settings (i.e. foster care, group home care, and residential care)
- School enrollment
- Family satisfaction with services
- Reduction in recidivism

## Child and Youth Functioning

A critical goal of Wraparound is to help children and youth improve their ability to successfully function at home, in school, and in the community. The Child Behavior Checklist (CBCL) is completed by the child's parent or primary caregiver and the Youth Self Report (YSR), completed by youth provides information about internal and external behavioral issues a child has at the time of intake and during enrollment. These include symptoms of depression, anxiety, withdrawal, social problems, rule breaking and aggressive behavior.

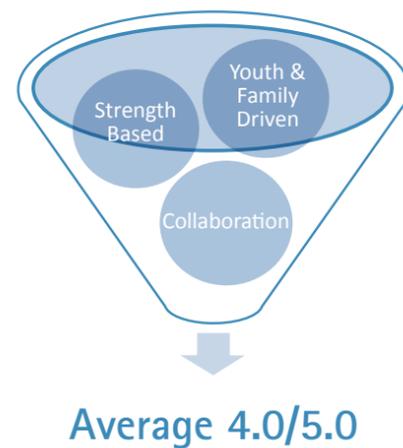
## Achieving Permanence for Youth

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.

At disenrollment, an account is made of the total needs met (average 2.36 for Wraparound/REACH and 2.2 for O-YEAH), the feelings related to school and social and family functioning. See overall disenrollment progress in chart below.

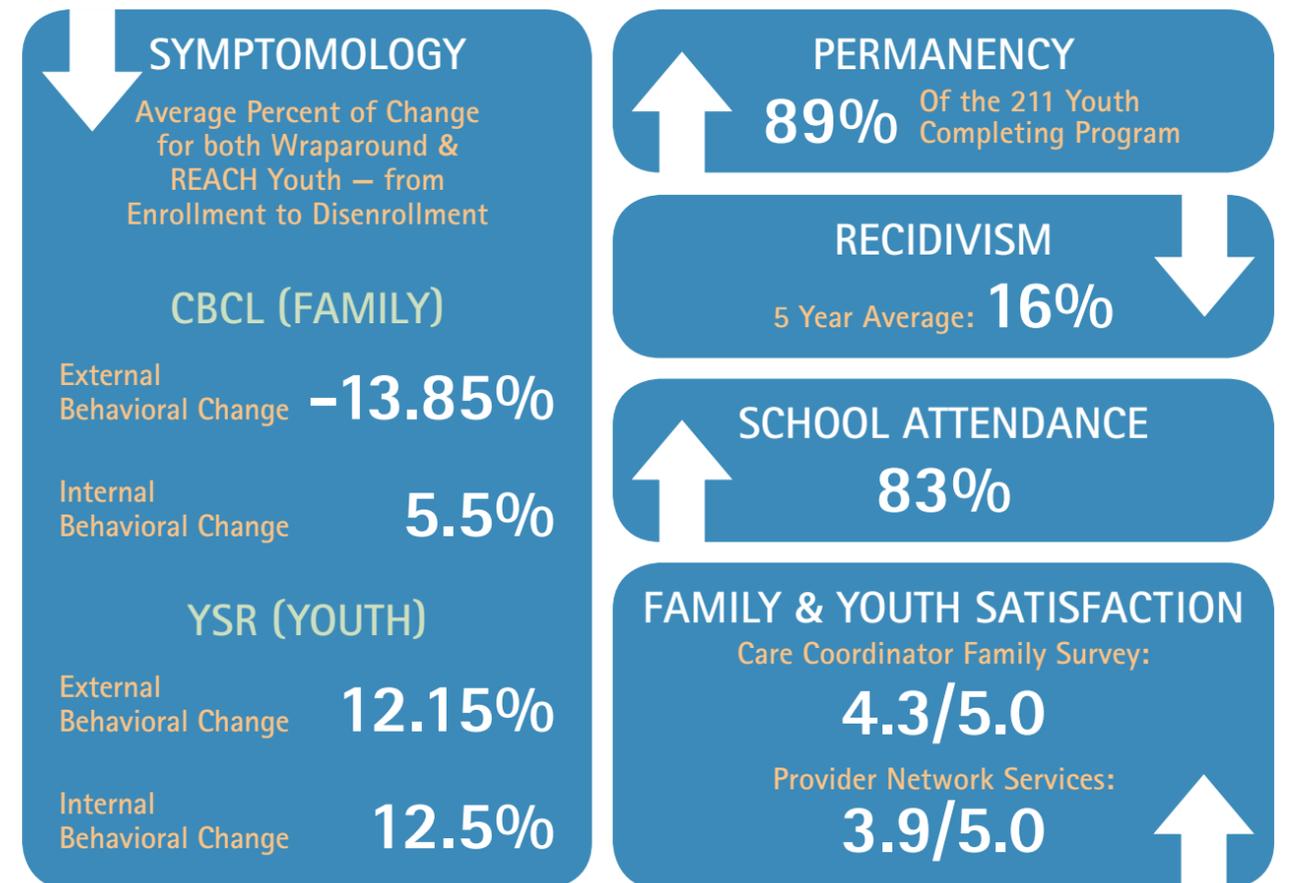
## DISENROLLMENT PROGRESS



## 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) Participating in annual Individualized Educational Plan (IEP) meetings as well as IEP Review meetings, (5) Attending

## BEING TRUE TO THE WRAPAROUND PROCESS HAS RESULTED IN THE FOLLOWING OUTCOMES



manifestation determinations related to behavior problems, and (6) Problem-solving with school staff related to disciplinary hearings and expulsion.

## 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.

Wraparound/REACH family satisfaction return rate is 7.9% at one month, 6.2% at 6 months and 62.6% return on the Disenrollment Progress Report.

In addition, to receiving feedback on Care Coordination Services, a targeted satisfaction survey for network providers is administered quarterly to youth and families. In 2019 1,805 surveys were completed representing 98 Provider Agencies.



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 support 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 and strategies to meet identified needs. 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% of the time. In 2019 Care Coordinators approached that goal, with a rate of 75% holding monthly Child and Family Team Meetings.

The Wraparound Network includes nine different organizations, as listed on page 10, that provide care coordination. In 2019 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.

## ► Wraparound Milwaukee Leads the Way

### Visits from other Sites/Programs, Technical Assistance, Presentations

From January through May 2019, four separate groups of visitors from Wisconsin, Oregon and Illinois came to Wraparound Milwaukee in order to gather information and receive technical assistance about our system of care programs. Their needs encompassed a wide variety of topics including fiscal structure, intake, screening & enrollment processes, quality assurance, court & family advocacy, system partners, training & coaching, and mobile crisis services. Furthermore, a training program was created and rolled out in collaboration with Sojourner Family Peace Center, RISE Youth & Family Services and La Causa Inc.

In 2019, there was a total of 556 training hours. Examples of training efforts in 2019 include:

- Four new Care Coordinator Certification trainings, each training including 16 modules totaling 438 hours, training approximately 93 new Care Coordinators, Transition Coordinators and Professional Foster Parents. Participation in these trainings assures fidelity to the Wraparound philosophy and process.
- Twenty hours of ongoing Inservice training included such topics as: Self-Care, Teen Dating Violence Awareness and Prevention, Family Advocacy, Commercial Sexual Exploitation of Children, Team Meeting/Plan of Care Facilitation, Special Education Advocacy, Suicide, Childhood Development and the work of the Office of Violence Prevention.
- Nine medication Lunch and Learns were held by the Wraparound Milwaukee Wellness Clinic psychiatrists at each of the Care Coordination agencies. The goal was to enhance the overall knowledge base of medications, their side effects, and supplementing medication with therapeutic interventions in order to assist youth to overcome stigma and enhancing consistency with a medication routine and commitment to taking them.
- New this year, were 4 Family Luncheons where questions about Wraparound could be asked and camaraderie could be fostered.
- To assure fidelity to the Wraparound process, 3 Level I & II trainings educated providers to the philosophy & process, the team approach and trauma informed care. All 14 new vendors received individual orientation to Wraparound policies, procedures and overall functioning. Additionally, 5 Provider Forum Meetings were held in 2019.
- Four crisis de-escalation workshops were held for 28 crisis stabilizers.



Ensuring fidelity to system of care principles and benchmarks, tracking program utilization and costs, and using outcome indicators to improve quality is a strong part of Children's Community Mental Health Services and Wraparound Milwaukee's program. This work is done through a Quality Assurance (QA)/Quality Improvement (QI) team. In 2019, Children's Community Mental Health Services and Wraparound Milwaukee long-time Quality Assurance Director, Pamela Erdman retired after 25 years of service within Wraparound Milwaukee.

During 2019, the Quality Assurance Team, in conjunction with Behavioral Health Division Compliance Department, conducted a crisis review of:

### Care Coordination and Group Homes

A review of personnel records, training, and supervision records were reviewed for approximately 30% of staff. The review was looking for adherence to DHS 34 requirements.

### Crisis Stabilization Agencies

Approximately 5% of youth served charts were reviewed, along with those staff assigned had their personnel record, training, and supervision reviewed. During the chart review, referral forms, consent, and progress notes were reviewed. The charts were randomly selected from youth who had a consistent crisis stabilizer for at least 2 months during

the specific time frame and trying to capture at least one record from each Crisis Stabilizer.

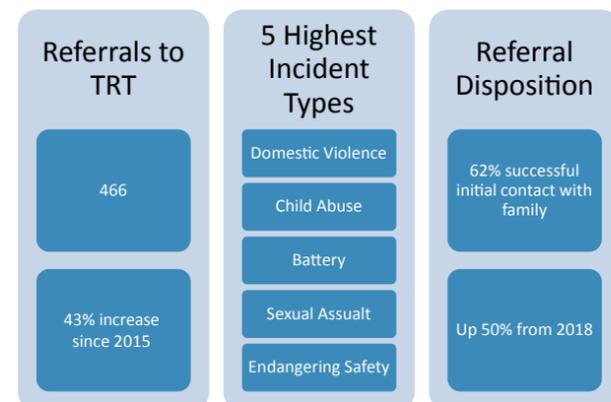
Complaints & Grievances are processed through Quality Assurance. Its purpose is to provide a timely means to resolve complaints and grievances, to educate enrollees or representatives about appropriate use of the Wraparound Milwaukee program and to use enrollee and provider suggestions to improve Wraparound Milwaukee. Five formal complaints and 17 Administrative Concerns (i.e. higher-level concerns that Administration documents but no outcome identifier of substantiated/unsubstantiated is given) were received. One complaint outcome was appealed; therefore, a grievance was filed. The outcome was upheld. The topics of the complaints & concerns included billing, HIPAA, policy, client safety and professionalism with most filings against Service Providers and Care Coordinators. The resolutions included redirecting, coaching and retraining. The total number of formal complaints (5) represents .2% of the entire population served in 2019 (2,127).

# Program Highlights — Meeting Needs at the Time of Need



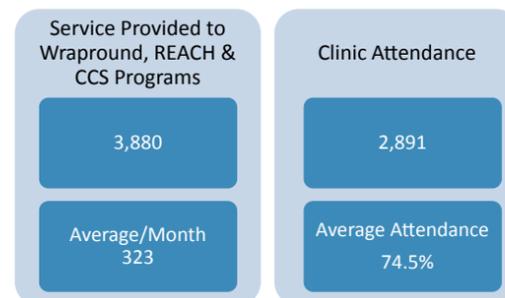
## Children's Mobile Crisis

Children's Mobile Crisis (CMC)—responding to youth in crisis 24/7. In 2019, CMC provided service to 1,765 youth seen for the first time and hundreds of others seen during crisis. Under its auspices the Treatment Response Team (TRT), in collaboration MPD in Districts 5 & 7, identify and support child victims of traumatic violence.



## Wraparound Wellness Clinic

Wraparound Wellness Clinic—provided medication management and wellness care.

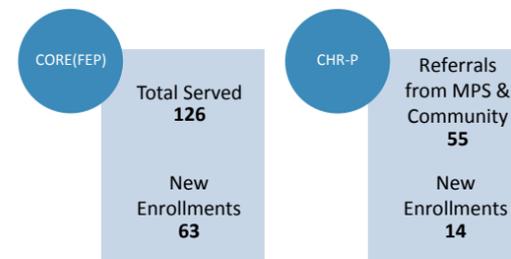


## Comprehensive Community Services (CCS)

Comprehensive Community Services (CCS) for youth provides an across the lifetime, voluntary program that provides support and services to Milwaukee County youth, young adults and their families, who are coping with a mental health or substance abuse diagnosis. In 2019, the CCS Program served a total of 385 youth and young adults.

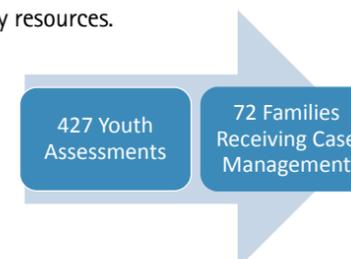
Under the Comprehensive Community Services (CCS) umbrella, Wraparound Milwaukee is focusing on a major mental health concern: psychosis. Psychosis typically emerges in adolescence through young adulthood. Early identification and treatment are critical to the youths' prognoses and their overall future health and well-being. Wraparound is trying to close the gap of early diagnosis through two distinct groups, those youth who have experienced their first episode of psychosis (FEP) (less than two years) and youth who are at high risk for psychosis (CHR-P). These two programs together will fill a continuum of need for adolescence and young adults who are at risk or experience psychosis in Milwaukee County.

Wisconsin Health News article on CORE!  
<https://wisconsinhealthnews.com/2019/01/04/milwaukee-countys-core-program-seeks-to-empower-youth/> Visit the Milwaukee County website where there is information on first episode psychosis and how to access the CORE program.



## Family Intervention & Support Services (FISS)

FISS is designed to assess and provide services to families experiencing life challenges with their adolescent child age 12-18. Its 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: Assessment to determine eligibility for FISS and Case Management, using Wraparound philosophy and a coordinated Service Team approach with the goals of providing stabilization, and sustainable connections to community resources.



## Owen's Place

Owen's Place is a drop-in Clubhouse/Resource Center for O-YEAH, open to all young adults in the community. It is designed to assist young adults whose mental health needs may be impacting on their ability to lead an independent life. An average of 250 young adults visit Owens Place each month. Programs of Owen's Place in 2019 included:

### LIFE SKILLS

- Job Corps Information Session
- Interviewing Skills Workshop
- Resumé Workshop
- Judge Joe Donald Career Session
- Job & Resource Fair
- Associated Bank

### EVERYDAY DROP-IN

- Stop in to get some community resources including employment & housing

### SUPPORT & PERSONAL GROWTH

- Community Traps and Self-Destruction Solution LA Causa's Healthy Relationship Event
- R.I.S.E. UP!! Workshop
- LGBT MKE "Real Talk" Safe & Sound
- FREE HAIRCUTS!!!
- New Year—New Beginning
- Health & Wellness Information Session

### LEISURE SKILLS

- Popcorn Social
- Movie & Snack Night
- GAME NIGHT

## Campus Housing

Beginning in 2015, O-YEAH partnered with Journey House to provide supported apartments for young adults that were enrolled in O-YEAH and in need of stable housing. In 2019, O-YEAH and Journey House sponsored a total of 10 apartments. Young adults can live in these apartments under a modified rental agreement with a monthly rent payment schedule. Using a Housing First model, young adults can live in these apartments for up to 18 months while working on school and employment goals and learning the skills to live a successful independent life. Journey House is projected to add 10 more apartments in 2020.

# Special Initiatives and Projects

## Performance Improvement Project (PIP)

Wraparound Milwaukee engages in one Performance Improvement Project per year as mandated by the 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.

In 2019 the Performance Improvement Project was entitled Resource & Referral Line. Milwaukee County Behavioral Health Division in collaboration with the Disability Services Division created a single point of entry for referral to services for youth and their families. This single front door point of entry was the first step in creating a structure that is more user friendly for the consumer, but still effective and efficient. Given this new collaborative system of receiving referrals, it was felt that studying how families felt about this Referral Line approach was critical to supporting and continuing this model.

A satisfaction survey was offered and completed by 238 callers into the Resource & Referral Line. Ninety percent (90%) of the callers indicated an overall call satisfaction rating of  $\geq 4.5/5.0$ , reaching the threshold necessary that would represent satisfaction and success. The outcome detail of the survey revealed that people felt emotionally positive about the call and felt that the useful information was provided and finally that the process was also efficient.

The second study question looked at how many people, when appropriate, continued to the next step of the process, in-depth screening. The results revealed that over 98% of the callers set appointments for screening. The outcomes of this study support the use of the Resource & Referral Line. It is deemed an effective and efficient way to link families to individualized services which should happen at the very first contact. Indicated, as well, is the importance of brief, intensive engagement with the family through motivational interviewing, providing stress and coping support strategies and providing detailed and creatively presented support service information. This all can be provided by this viable approach, the single front door, deemed as best practice.

## Research Activity

As a data driven program, Wraparound Milwaukee collects and analyzes data to assure accountability and responsiveness to the Wraparound model. Below are a few highlights from 2019.

- Wraparound was very visible on the national stage, presenting three research studies at the 32nd Annual Research & Policy Conference on Child, Adolescent, and Young Adult Behavioral Health. The first, celebrated and summarized the outcomes of the 10 years of the O-YEAH program, evaluating the progress made and the lessons learned as the program has been evolving across time. The second was reporting out at the newly created Leadership

model to assure that Wraparound principles and values as well as processes have been woven into the development of this model. Lastly, a summary of the YLOL (Youth Living Out Loud) program that had been developed through a SAMSHA Grant for working with youth that have been involved in sex trafficking.

- An analysis of the Trauma Response Team work is conducted to monitor the effectiveness of providing, in partnership with MPD, support to children and families who have been exposed to violent crimes.
- A Department of Milwaukee Child Protective Services (DMCPS) Education Liaison Status Research Project is conducted annually to analyze program growth and service delivery patterns. This data was analyzed across three distinct age groups in order to address age appropriate needs.
- The Wraparound researcher published an article, entitled, O-YEAH: a Wraparound Community-based Program for Transition-Age Youth and Young Adults in Focal Point, 33, 2019; the research journal of the Research and Training Center for Pathways to Positive Futures. She also presented on a national webinar platform that is sponsored and funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) through the Child, Adolescent and Family Branch, Center for Mental Health Services. The title of the presentation was Approaches to Evaluating Services for Youth and Young Adults of Transition Age.

## Collaborations with other programs in the Behavioral Health Division (BHD) and the Department of Health and Human Services (DHHS)

In 2019, Wraparound Milwaukee participated in 13 Behavioral Health Division and/or Department of Health and Human Services (DHHS) committees and workgroups as BHD/DHHS moves forward with its strategic plans for the future, which includes an integration of services across departments in order to provide more seamless and more user friendly services across the age groups. In addition, Wraparound engaged in ongoing meetings with the BHD Contract Management, Network Services and Compliance area.

## One more success story:

**Jada** is a vibrant young lady that benefitted from years of support from Wraparound REACH. She was originally enrolled in REACH after several bullying incidents at school that led to self-harming behaviors and academic difficulties. In remembering how she felt at that time, Jada describes feelings of hopelessness and poor self-esteem. She had been told by classmates and teachers that due to her intellectual and emotional disabilities that she would never graduate high school. She felt isolated and defensive, did not have many friends, and wanted to give up.

Upon Jada's REACH enrollment, she remembers initially resisting the guidance of her team. She felt like nobody could help her, stating that it was her against the world. Over time, Jada continued to struggle and decided to open up to her team. The most important discovery that boosted her self-esteem was getting her involved in art. While she blossomed artistically, Jada still struggled greatly with academics. She switched schools many times and many educators stated that they did not believe Jada was capable of earning a diploma. Still, Jada persevered and allowed the team to advocate for her education. Jada pushed herself to work hard academically and modify her behavior in order to find success.

Today, Jada describes herself as a hopeful young lady that feels like she can accomplish anything she puts her mind to. She is very talented at painting, drawing, and designing and found a real passion for it. At the Wraparound Talent Show in 2019, Jada sold several pieces of her artwork. Anyone who meets Jada can see how she expresses her identity through fun clothing, bright makeup, and creative hairstyles. Currently, Jada is on track to graduate with her high school diploma at 19 years old in the spring of 2021. This upcoming accomplishment has only reinforced Jada's determination to persevere.

Jada is a shining example of why Wraparound employees commit themselves to engaging with youth in need of support. It has truly been a privilege to be a part of her journey and to now see the bright future she has ahead. ■

## PRAISE AND ACCOLADES TO CARE COORDINATORS/TEAM MEMBERS FROM OUR FAMILIES AND YOUTH!

*"My care coordinator is always on top of things and she gets the job done! She always talks to me and my son in a very polite and respectful manner and listens, I mean really listens, to us. She's really helped my son get back on track!"*

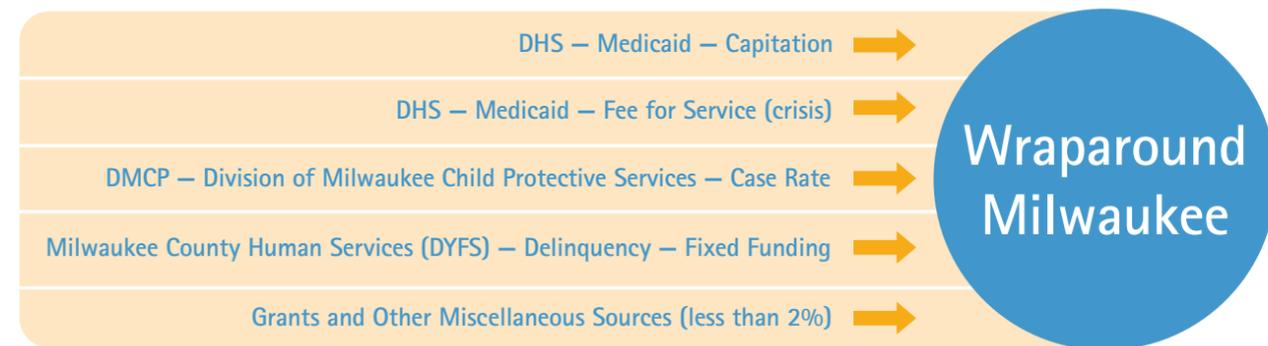
*"My Wraparound team never gives up on my daughter. No matter how many times she makes mistakes, which we all make mistakes. The team is there for her and does not judge her. They give her the unconditional care she needs."*

*"I have a care coordinator who never gives up. Never lets me down. Never throws in the towel. I wish every family in Milwaukee had a social worker in their lives that cares as much about my family."*

*"I'm lucky to have such a great care coordinator. He's always got my back and speaks up for me when I don't know the right words to say what's on my mind. He sticks up for me in court and lets people know the other side of the story."*

## Revenue Sources

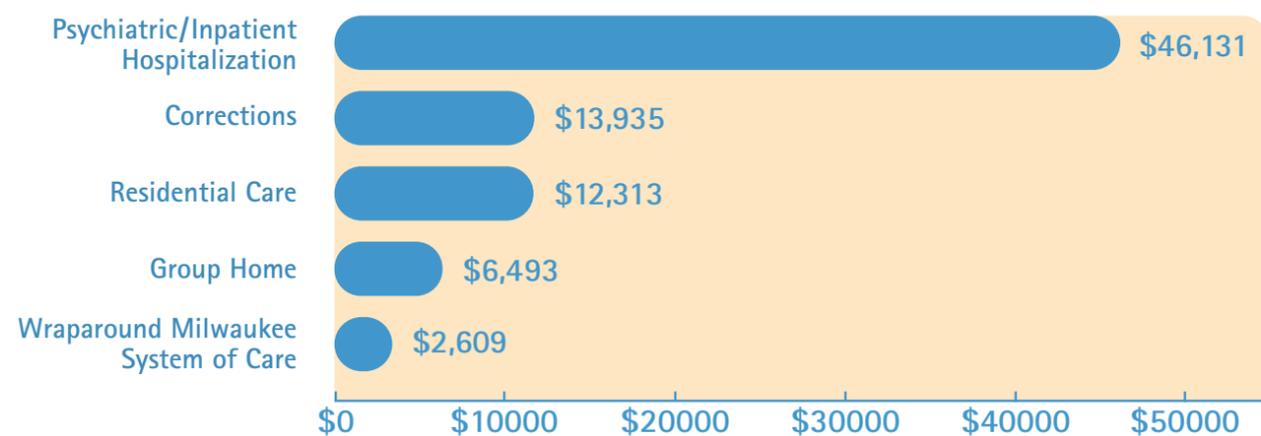
A unique feature of Wraparound Milwaukee is its ability to "blend" funding from multiple sources and create a service-funding mechanism that allows the cost-effective investment of those funds on an individualized basis. Wraparound's funds come from four different sources:



## Wraparound Milwaukee Continues to be Cost-Effective

The total paid All of Children's Community Mental Health Services and Wraparound Milwaukee provided \$45,528,244 in support/services.

Listed below are monthly program cost comparisons as it relates to the provision of services for the same high-risk, high-need population.



Special appreciation is given to Dana James, 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 Milwaukee** is the Behavioral Health Division entity that manages the public-sector, community-based mental health system for Medicaid eligible children, adolescents and young adults (ages 5-23) in Milwaukee County who have serious mental health or emotional needs. Serving as the umbrella body for a number of programs, all programs rely on care coordination, offer a range of support services, and promotes parental and youth choice, family independence, and provides trauma informed care for children and youth in the context of their family and community.

**Wraparound** – Referrals are received from the Delinquency and Court Services Division and the Division of Milwaukee Child Protective Services for those youth who are either placed out of home and outside of their community or are at risk of being placed. It provides cost-effective, community-based alternatives to residential treatment placements, juvenile correctional placements, and psychiatric hospitalization.

**Reaching, Engaging and Assisting Children & Families (REACH)** – Referrals come directly from families, schools, service providers and the Childrens Mobile Crisis (CMC). Youth generally are not involved in the Juvenile Justice system or the Division of Child Protective Services program. Under the same practice model, youth and families receive the same type of supports and services as those in Wraparound program, with the exception of placement services.

**Comprehensive Community Services (CCS)** – An option for families in Milwaukee County which provides support and services to youth and young adults who are coping with either a mental health and/or substance abuse diagnosis. As a voluntary community based program, CCS addresses needs throughout a person's lifespan, with a coordinated and comprehensive array of recovery, treatment and psychosocial rehabilitation services.

**Older Youth and Emerging Adult Heroes (O-YEAH)** – Supports older youth and young adults (age 16-23) who are experiencing emotional and behavioral challenges to successful transition to adulthood. In addition to mental health services, there is a focus on life skills, housing and employment/training.

### Additional Associated Resources

- **Owens Place** – A community drop-in resource center for young adults age 16-24 whose mental health needs may be impacting their ability to become independent.
- **M.O.V.E. Wisconsin** – A youth-run organization designed to empower adolescents and young adults to advocate for themselves around causes that are important to them and their respective community.

**Coordinated Opportunities for Recovery and Empowerment (CORE)** – Comprised of clinical high risk for psychosis and first episode with psychosis, serves 10-23 year olds. Services included: Care Coordination, Individual Therapy, Employment and Education Support, Peer Support and Medication Management.

**Professional Foster Parent (PFP)** – Provides a transitional home environment for youth with a history of running away. Foster parents are licensed/certified as both treatment foster parents and care coordinators. Serving one girl in a home at a time, the ultimate goal is to help the youth achieve permanency with their respective family.



**Childrens Mobile Crisis (CMC)** – Provides 24/7 crisis intervention services to any family in Milwaukee County with a child who is experiencing a mental health emergency in which the behavior of the child threatens his/her removal from home, a community placement and/or, school. The team can also provide short-term case management and can link the child and family to crisis stabilization and community resources.

**Trauma Response Team (TRT)** – In collaboration with the Milwaukee Police Department, Childrens Mobile Crisis (CMC) provides support services to children & their families when they have witnessed or have been exposed to potentially traumatic events such as serious accidents, sudden death, shootings, violence, or domestic violence.

**Wraparound Wellness Clinic** – Provides medication management and overall wellness care and education for the mental and physical health of children and youth in Wraparound Milwaukee.

**Family Intervention and Support Services (FISS)** – Targets adolescents who are exhibiting behavioral issues in home and community, but have not been diagnosed. This is a voluntary assessment short term intervention program aimed at stabilization and prevention and is designed to assist families in preventing court and system involvement.

**Family Advocacy Services** – Run by families with lived experience, this provider offers family support, advocacy services, family-run support groups, and family events. They also train providers, and are the voice of families on committees and in the community.

**Educational Liaisons** – Serves youth & young adults involved in Wraparound Milwaukee System of Care. Addresses school issues including placement, special education needs & services and possible suspensions and expulsions.

**Provider Network & Community Resources** – Wraparound Milwaukee has a broad benefit plan of over 100 different mental health, social and supportive services. This network of community agencies and individual providers provides a variety of options for every service type, giving families considerable choice for their child and their family.



## Empowerment



## Resources



## Resilience



- Adkins Counseling Services, LLC
- AJA Counseling Center
- Allendale Association
- Alternatives In Psych. Consult.
- American United Taxicab Service
- Angels Counseling & Therapy Service
- Anu Family Services, Inc.
- Ascent for Life, Inc.
- Behavioral Consultants, Inc.
- Bell Therapy
- Benevolence First, Inc.
- BLOOM: Center for Art & Integrated Therapies
- Bracy Psychological Service & Stress Mgm Institute
- Butterflyz, LLC dba Building Youth Assessment Center
- Butterflyz, LLC dba Home Away From Home
- Children's Hospital of Wisconsin
- Children's Service Society of WI (CSSW)
- Childynamics, LLC
- Chileda Institute, Inc.
- Choices to Change -Choices Group Home for Girls
- Choices to Change, Inc. -Changes Group Home
- Choices to Change, Inc. -Eagles Nest Group Home
- Choices to Change, Inc. -Washington House
- Column Rehab Services
- Community Harbor, LLC.
- Connecting Youth Group Home
- Courage House
- Creative Counseling of Milwaukee
- DCS Transport Services, LLC
- Diorio Consulting & Assessments, LLC
- Dominion Behavioral Health Services, LLC
- Eau Claire Academy
- Educates LLC
- Exodus Family Services, LLC
- Express Yourself Milwaukee, Inc.
- Family Options Counseling, LLC
- Family Strong, LLC
- Family Works Programs, Inc.
- Forward Choices, LLC
- Fresh Start Counseling Center
- Genesee Community Services, LLC
- Goodwill Industries
- Grateful Girls, Inc.
- Grateful Girls-Safe Haven
- Grateful Girls-Safe Haven II
- Grateful Girls-Transition
- Hale-Richlen Center for Psychiatry (The)
- Harmony Social Services CPA, Inc.
- Harper House-NEHEMIAH PROJECT
- Honey Creek Counseling and Recovery Services, LLC
- Hopgood Youth Home
- Horizon Healthcare, Inc.
- House of Jabez, LLC
- House of Love Youth Homes, Inc. House of Love II
- Human Development Center, Inc.
- Inspiring Young Women, Inc.
- Integration Healing Alivio Integral
- Integrity Family Services, LLC
- Jackson, Denis Ian, Ph.D.
- Jewish Family Services, Inc.
- Journey House
- JW Transportation, LLC
- Kane Communications
- Wisconsin Council on Children and Families DBA Kids Forward
- La Causa, Inc.
- Lad Lake-St. Rose Stages
- Lad Lake, Inc.
- Lad Lake-St. Rose
- Language Source LLC
- Lawson's Transportation, LLC
- LifeStriders Therapeutic Riding Center
- Lutheran Counseling & Family Services of WI
- Lutheran Soc. Serv. Of WI & Upper Mich., Inc.
- Lutheran Social Services-Homme Home Y&F Programs
- Mahleah Calderon
- MD Therapy
- Med Group Transportation, LLC
- Medical College of WI (MOU)
- Milwaukee Academy/Clinicare
- Milwaukee Center For Independence
- Milwaukee Center for Independence Home Care
- MindStar Counseling, LLC
- Mt. Castle Transitional Living Services
- Multicultural Trauma & Addiction Tx Ctr
- Myles Logistics
- Navarro Professional Counseling Services, LLC
- New C.H.O.I.C.E.S, LLC
- New Concept Self Dev. Ctr/CSS
- New Horizon Center, Inc. (Child Placing Agency)
- New Leaf Therapies, LLC
- Norris Adolescent Center
- North Shore Psychotherapy Associates
- Park West Social & Psychotherapy Services
- Pathfinders Milwaukee, Inc.
- Pathways Counseling Center
- Positive Outlook Clinical Services, LLC
- Professional Services Group, Inc.
- PsyCare-Milwaukee LLC
- Psychological Assessment Services, LLC
- Psychological Purposes
- Rae of Hope
- Rawhide, Inc.
- Revive Transitional Living Center I
- Revive Transitional Living Center II
- Revive Youth and Family Center I
- Revive Youth and Family Center II
- Right Turn II
- Right Turn, Inc.
- Riley's Adult Family Home
- RISE Youth and Family Services, LLC
- Riverstone Counseling and Crisis Services, LLC
- Robert Half Technology (Synthesis Developers)
- Running Rebels Community Organization
- SaintA, Inc.
- SEA Group
- Sebastian Family Psychology Practice
- Servant Manor Strategies, Inc.
- Servant Manor, Inc.-Trotter House
- Servant Manor, Inc.-Servant Manor
- Sixteenth Street Community Health Centers, Inc.
- Spahn Clinical Services
- St. Charles Youth and Family Serv.
- Star 1 Limousine, LLC
- SWITS, Ltd.
- THRIVE Treatment Services, LLC
- Tomorrow's Future, LLC
- Tomorrow's Future, LLC-Phase II
- True American Transport, LLC
- V.I.C. Living Center, LLC
- Wauwatosa Therapies, LLC
- Willowglen Academy-Wisconsin, Inc.
- Wisconsin Community Services, Inc.
- Young Consulting and Assessments, LLC



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