Wraparound Milwaukee — A Model for Change

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.

Wraparound Milwaukee was established in 1994 as part of a six-year, $15 million federal grant from the U.S. Department of Health and Human Services' Center for Mental Health Services. Milwaukee County was one of 10 sites around the country to receive grant funding.

Since it was first established, Wraparound Milwaukee has significantly improved outcomes among the 7,700 plus children and adolescents it has served. Its target population is children, youth, and young adults who are residents of Milwaukee County, and who 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.

National recognition as a model program, Wraparound Milwaukee is administered by Milwaukee County's Behavioral Health Division, which contracts with over 200 organizational partners that provide direct services. Wraparound uses a mix of local, state and federal funds that are pooled to create a flexible source of funding to best meet the needs of children, youth, and their families. The primary sources of funding for Wraparound are the Wisconsin Department of Children and Families, the Wisconsin Department of Health Services - Division of Health Care Access and Accountability, the Milwaukee County Behavioral Health Division, and the Milwaukee County Delinquency and Court Services Division.

Wraparound Milwaukee continues to serve as a resource to mental health professionals around the world on issues of operating a successful system of care program, responding to countless requests for information, and presenting at multiple conferences and forums annually, including serving as a host for key leaders from Grand Rapids, Michigan; Loudon, Virginia; St. Louis, Missouri; and New York City. These and other opportunities serve both as recognition of the accomplishments of Wraparound Milwaukee as well as a chance for other sites to take the lessons learned from Milwaukee and apply them to their own program development.

For more information go to: http://county.milwaukee.gov/WraparoundMilwaukee.htm
Dear Friends,

As we near our 20th year of operation, I can take a moment to reflect on the journey we have been on with Wraparound Milwaukee. Based on a basic system of care principles and borrowing the best ideas from researchers and other pioneers in this movement, what was once a vision for a new and better way to serve children and families has come to fruition. Sometimes it seems like yesterday, sometimes like forever. Our work is not done as we find new challenges and new opportunities to change lives and families, bringing them and the generations to come a brighter future. The values and vision have served us well, but ultimately it is about people making a difference—a difference in how we view children and families, a difference in how we engage them as true partners in change, and a difference in how we build meaningful partnerships with service providers and other community systems.

Last year I wrote about change being the only constant in our work as we continued our expanded efforts with younger children and began seeing the positive results from our work with young adults. We take pride in what we have accomplished with them and with their help, and we will continue to navigate a changing world of complex health and mental health care funding, utilizing what is already there, as well as advocating for increased parity for mental health supports.

Could I have predicted nearly 20 years ago where we would be now? Probably not, but the dream was there. The hope for change was there. With the help of hundreds of dedicated staff and community partners, with the help of state and national leaders, and ultimately with the hard work of the children and families we serve, we have come a long way and look forward to greater things ahead. I look forward to 2013 and beyond with great anticipation and a belief that together we can overcome any obstacle on our journey together.

In Partnership,

Bruce Kamradt
Director
Last year, 2012, Wraparound Milwaukee served nearly 1,600 children and families through continued growth in the REACH program, the Youth in Transition grant, and developing a partnership with Milwaukee County and the State Division of Juvenile Corrections to provide Wraparound services for youth returning to the community from a correctional placement. On an average day, 879 children were enrolled/being served in Wraparound. More importantly, Wraparound continued to prove to be cost-effective in terms of promoting significant behavior change and stability for children/families and reducing repeat court involvement.

The age of youth enrolled in Wraparound remained the same in 2012, and there was a slight increase in the number of youth involved without being under the supervision of the court. Diversity among children enrolled was even greater in 2012, and there was an increase in the percentage of girls enrolled, growing to about one-third (compared to one-quarter in 2011). Consistent with the goals of Wraparound, youth present with very high levels of need related to mental health services, educational supports, behavior management supports, and substance abuse issues. The most common mental health diagnoses and the most common presenting problems for youth have also remained relatively constant in recent years, the most common presenting problems being issues related to aggressiveness and school behavior and performance.

Wraparound Milwaukee's efforts to build on the strength of the wraparound model has resulted in an expansion of the REACH program in 2012, lifting a previous enrollment limit. The number of REACH youth served in 2012, on average, was over 300. Also, through 2012, the continued partnership with the Milwaukee County Division of Delinquency and Court Services serving youth reentering the community from corrections and solidifying the OYEAH project for transitional youth means that Wraparound Milwaukee is continuing its efforts to reach out to other children/youth/families that can benefit from the program.

This report highlights only some of the data and quality assurance information that is collected and used by Wraparound as part of an ongoing quality/performance review process. Good outcomes in 2012, 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 2012. For more information, interested parties are encouraged to go to the Wraparound Milwaukee website at http://county.milwaukee.gov/WraparoundMilwaukee.htm

Special appreciation is given to Pam Erdman, MS, as the Director of the Wraparound Milwaukee Quality Assurance program and to other QA team members who are dedicated to gathering on-going data and information to hold ourselves accountable. Without their efforts, this report would not be possible. More importantly, we will not be able to maintain the never-ending quest to improve outcomes for children and families.
Wraparound and its partners effectively operate culturally competent, flexible programs and services to meet the needs of participants.

Gender, Age, and Ethnicity

The children and youth served by Wraparound Milwaukee come from diverse backgrounds. The economic, experiential, and ethnic diversity of the children and families served require Wraparound and its partners to effectively operate culturally competent, flexible programs and services to meet the needs of participants. This results in a highly innovative and adaptable approach to working successfully with children with exceptional challenges. The gender and racial distribution have been relatively stable, with a notable increase in the relative percentage of girls in 2012.

<table>
<thead>
<tr>
<th>Gender</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boys</td>
<td>72%</td>
<td>72%</td>
<td>67%</td>
</tr>
<tr>
<td>Girls</td>
<td>28%</td>
<td>28%</td>
<td>33%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>14.5</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

(Wraparound 15; REACH 12.2)

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American</td>
<td>71.2%</td>
<td>68%</td>
<td>66%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>14.5%</td>
<td>17%</td>
<td>14%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>9.3%</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Bi-Racial</td>
<td>3.4%</td>
<td>2%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Asian</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Native American</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Other/Unknown</td>
<td>&lt;1%</td>
<td>3%</td>
<td>6%</td>
</tr>
</tbody>
</table>
The data for youth enrolled in 2012 highlights the need for and value of a cross-system's approach to care.
Court Involvement at Time of Enrollment

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

<table>
<thead>
<tr>
<th>Court Status at Time of Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delinquency</td>
</tr>
<tr>
<td>Child in Need of Protection or Services (CHIPS)</td>
</tr>
<tr>
<td>Juvenile in Need of Protection of Services (JIPS)</td>
</tr>
<tr>
<td>Both (Delinquency &amp; CHIPS)</td>
</tr>
<tr>
<td>None (Enrolled in REACH)</td>
</tr>
</tbody>
</table>

Presenting Behavioral Health Diagnoses and Concerns of Children/Youth

The data for youth enrolled in 2012 highlights the need for and value of a cross-system's approach to care.

<table>
<thead>
<tr>
<th>Top Diagnoses</th>
<th>WRAP 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct Disorder</td>
<td>318</td>
</tr>
<tr>
<td>ADHD</td>
<td>256</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>245</td>
</tr>
<tr>
<td>AODA Related</td>
<td>215</td>
</tr>
<tr>
<td>Learning Disorder</td>
<td>191</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Diagnoses</th>
<th>REACH 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADHD</td>
<td>180</td>
</tr>
<tr>
<td>Mood Disorder</td>
<td>120</td>
</tr>
<tr>
<td>AODA Related</td>
<td>111</td>
</tr>
<tr>
<td>Conduct Disorder</td>
<td>99</td>
</tr>
<tr>
<td>Anxiety Disorder</td>
<td>81</td>
</tr>
</tbody>
</table>

Top Presenting Concerns*

<table>
<thead>
<tr>
<th>Concerns</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>School/Community Behaviors</td>
<td>670</td>
</tr>
<tr>
<td>Severe Aggression</td>
<td>588</td>
</tr>
<tr>
<td>Attention Problems</td>
<td>501</td>
</tr>
<tr>
<td>History of Psychiatric Hospitalization</td>
<td>377</td>
</tr>
<tr>
<td>Major Affective Illness</td>
<td>375</td>
</tr>
<tr>
<td>Runaway Behavior</td>
<td>321</td>
</tr>
<tr>
<td>Drug/Alcohol Abuse</td>
<td>319</td>
</tr>
</tbody>
</table>

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

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

Family Satisfaction Matters to Wraparound

A key accountability component of Wraparound is surveying families about their satisfaction with the care coordinator and provider services — refer to subsequent sections of this report for 2012 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 2012, there was only one formal grievance filed and 38 complaints noted, representing just over two percent of the total number of children/families served. The complaint process provides an opportunity for Wraparound leadership to become engaged in resolving conflicts or clarifying expectations so that problems do not reoccur.

Jason

In 2012, Jason successfully completed the Wraparound Milwaukee FOCUS program. While in Wraparound, Jason successfully learned how to slow down his thinking so that he could “respond” instead of “react” to situations. Jason was one of several youth starring in the Wraparound Talent Show in which he, along with “the Figureheads” and other FOCUS youth, performed a rap that he had created over the course of many weeks. During the Talent Show, Jason’s mother, stepdad, and sisters created a poster of Jason that they waved while he was rapping. The performance got a standing ovation by the audience.

His mother joined in on family therapy with Jason, and his stepfather offered Jason a job at his store where he stocked shelves and painted. He became involved in a Christian-based community resource, City on a Hill, where he benefited from a positive relationship with a mentor. Jason returned home in August and has been able to work through some ups and downs and has improved his school attendance and is on track to be a successful graduate.

Thank you to St. Amelien – Lakeside staff for recognizing Jason’s success.
Families always bring strengths to the process, and Wraparound Milwaukee works with families to build on those strengths and create solutions that help them address other difficulties in their lives.
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 children, youth, and families enrolled in the program. Additional services include mental health therapy, substance abuse treatment, crisis intervention, in-home therapy, family and parent supports, life skills development, medication management, child care, day treatment, and many others. Services vary by the needs of the child or youth, and the provider network is designed to ensure services can be highly individualized and targeted to address particular needs or goals in a child's life. Community-based services are provided through, on average, 180 organizations in Wraparound's provider network (WPN), representing 77 different types of services.

Children and their families will typically utilize three or four different services during enrollment in Wraparound. Other than care coordination, which all Wraparound participants receive, the services most frequently used in 2012 were crisis prevention and stabilization, therapy (in-home and office-based), and transportation supports.

<table>
<thead>
<tr>
<th>Services Used</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Stabilization</td>
<td>64%</td>
<td>74%</td>
<td>96%</td>
</tr>
<tr>
<td>In-Home Therapy</td>
<td>49%</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supports</td>
<td>33%</td>
<td>36%</td>
<td>46%</td>
</tr>
<tr>
<td>Individual/Family</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Therapy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Office-Based</td>
<td>29%</td>
<td>36%</td>
<td>46%</td>
</tr>
<tr>
<td>Residential Care</td>
<td>22%</td>
<td>25%</td>
<td>20%</td>
</tr>
</tbody>
</table>

In 2012, Wraparound Milwaukee provided over $35 million to support these and other community-based services and out-of-home care. Wraparound Milwaukee's fee-for-service approach gives families a broad choice of providers while still maintaining uniform performance expectations for all organizations in the provider network. The leading "cost centers" (excluding Care Coordination which everyone received) for Wraparound were residential care placements, group and foster care, in-home therapy, and crisis services.

Flexible Funding Meets Unique and Critical Family Needs

Another important feature of Wraparound Milwaukee is the availability of flexible funds — discretionary funds — that can be accessed by clients/families through their Care Coordinator to purchase services or goods to meet a client/family need or enhance the plan of care. These funds, often strategically accessed on a one-time or emergency basis, can help the client/family meet immediate needs that may not fall within the category of services provided within the Wraparound network. In 2012, 37% (593) of clients/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.

Partnering for Successful Reentry

In 2012, the DOC reentry collaboration project was in its second year of operation. The program is a joint project between the Milwaukee County Delinquency and Court Services Division, Wraparound Milwaukee, and the Wisconsin Department of Corrections — Division of Juvenile Corrections to promote reentry of youth from juvenile corrections. Admission criteria for this program include having a mental health diagnosis and a non-violent commitment charge per federal grant requirements. Participation in the program is voluntary on the part of youth and their family and must be approved by the Division of Juvenile Corrections' Office of Juvenile Offender Review. Once approved, participants are enrolled in Wraparound Milwaukee, which provides care coordinators who are specifically assigned to the project to work with youth and families during the youth's stay in the juvenile correctional institution.
and following release to the community under the supervision of the Division of Juvenile Corrections. The Wraparound care coordinator works closely with the youth’s parole agent and the rest of the child and family team to provide services based on individual client needs to support successful reentry. Consistent with the Wraparound approach, a special emphasis of this project is on helping families remain connected and involved with planning while the youth is in the juvenile correctional institution, located in Irma, Wisconsin (four hours from Milwaukee). Video-conferencing is used to facilitate family visits and participation in planning meetings. In 2012, the project served 38 new youth, bringing the total number of youth served in this project to nearly 80.

James

"I came into Wraparound on October 3, 2011. In my head I was thinking that it was going to be a bad thing to do, that it wasn’t going to work for me. But once I got into it, it was one of the best experiences I’ve had in my life. Even though it had me telling my feelings I realized that it was going to help me get close to my family and open my leadership skills that are going to help me in the future. The family events, team meetings, and all the programs they help put you in, keep you busy and help you to stay close to your family. Doing the talent show was one of the most fun things I ever did, and the Youth Council was a great place to have fun and eat. And my Care Coordinator was so good at helping me with stuff I didn’t know. So you ask me how was my time in Wraparound? I will say that it was one of the greatest times of my life and that we call me the person that successfully made it through Wraparound!"

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.
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.

All children and youth served receive care coordination services through a case manager who facilitates the care planning team that identifies and builds on the strengths of the child and family. The care coordinator works with a team of individuals, including family members, people who provide informal supports to the child and family (e.g., friends, neighbors, and community members), and professional service staff. The team develops a plan of care (POC) based on the needs and strengths of the individual child and family. The team also creates a safety plan, identifies and refers to both formal and informal supports, and works with the child and family to create realistic goals. While the team creates the plan of care early in the Wraparound process (within the first 30 days), that plan is reviewed and adapted to the changing needs and circumstances of the child or youth, with an overall benchmark of holding monthly team meetings 85% or more of the time. In 2012 Care Coordinators exceeded that goal, with a rate of 89% holding monthly Child and Family Team Meetings.

The Wraparound Network includes eight different organizations that provide care coordination. Ensuring the quality of training and ongoing support for care coordinators is one of the highest priorities for Wraparound Milwaukee. Care coordinators need many skills, including the following abilities: positively engage families (many of whom have had less than positive experiences with other professionals in the system); critically assess and facilitate analysis of client/family needs; help clients/families identify and engage informal resources to support the plan; communicate effectively with a diverse array of service providers; and advocate for clients/families within the complex justice and mental health systems. In addition to 80+ hours of initial training for over 40 new Care Coordinators, in 2012 Wraparound Milwaukee also provided on-going and re-certification training for coordinators and other key staff on a wide variety social and clinical issues.
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, 6 months and then annually,
- Children achieving permanency, as measured by the percentage of children leaving the program who are able to live in a home like setting rather than in group settings, such as group home care and residential care,
- School enrollment,
- Family satisfaction with services, and
- Reduction in recidivism.

Child and Youth Functioning

A critical goal of Wraparound is to help children and youth improve their ability to successfully function at home, in school, and in the community. The Child Behavior Checklist (CBCL) is completed by the child’s parent or primary caregiver and provides information about internal and external behavioral issues a child has at the time of intake and during the course of enrollment. These include symptoms of depression, anxiety, withdrawal, social problems, and delinquent or aggressive behavior. The CBCL is completed by the majority of families of children and youth served. Data captured in 2012 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2012. 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 2012.

### 2012 Child Behavior Checklist (CBCL)

<table>
<thead>
<tr>
<th></th>
<th>Wraparound T-Scores</th>
<th>REACH T-Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intake</td>
<td>Discharge</td>
</tr>
<tr>
<td>EXTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social &amp; interpersonal interactions; external behaviors</td>
<td>71.4</td>
<td>64.6</td>
</tr>
<tr>
<td>INTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mood; thought processing</td>
<td>60.3</td>
<td>56.9</td>
</tr>
</tbody>
</table>

### 2012 Youth Self Report (YSR)

<table>
<thead>
<tr>
<th></th>
<th>Wraparound T-Scores</th>
<th>REACH T-Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intake</td>
<td>Discharge</td>
</tr>
<tr>
<td>EXTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social &amp; interpersonal interactions; external behaviors</td>
<td>57.1</td>
<td>55.2</td>
</tr>
<tr>
<td>INTERNAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mood; thought processing</td>
<td>54.3</td>
<td>53</td>
</tr>
</tbody>
</table>
Achieving Permanence

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 2012, 86% of the 230 Wraparound children and youth completing the program were in a permanent setting when they disenrolled, a notable increase from 2011 (71%).

Academic Achievement

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.

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.
services as a necessary component of the program. Staff from the Education Liaison Department actively promotes positive school engagement and academic success for Wraparound children by:

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

Educational research clearly establishes a strong correlation between attendance and achievement; so Wraparound does track attendance of Wraparound and REACH children/youth as one element of measuring to what extent students are engaged in school. In 2012, youth in Wraparound attended school approximately 87% of the time, and REACH children attended approximately 91.5% of the time. Improving attendance remains an important goal for Wraparound families and Care Coordinators.

Juvenile Justice — Tracking Reoffending Behaviors

Recidivism research is now designed to look at trends in 2 year programmatic intervals. In 2012, Wraparound Milwaukee continued to refine its research around the central question of whether delinquent youth re-offend during or following their involvement in the program. Wraparound gathers information that includes: (1) monitoring the overall number and nature of youth recidivism; (2) for the youth who do re-offend, determining whether there are discernible patterns of re-offending that might inform better practice; (3) and monitoring high risk populations.

Key findings in the 2012 research include:

- Of the 1309 youth included in the most recent study, 21% had new, referred offenses after their enrollment in Wraparound,
- Youth who re-offend were significantly more likely to re-offend early in their term of enrollment (less than 6 months), and as youth became more engaged in the program, the likelihood of re-offending declined,
- High Risk and High Risk Juvenile Sex Offenders re-offended significantly less than the youth that are not High Risk youth
- These results are consistent with three prior reviews of recidivism and reinforce the conclusion that Wraparound Milwaukee is successful in reducing new delinquent behaviors and promoting enhanced public safety.

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, including a disenrollment survey, throughout the course of their involvement with Wraparound Milwaukee. Families United of Milwaukee, part of Wraparound’s service network, conducts the family/youth satisfaction surveys. Families are asked to provide feedback on:

Care Coordination Services — Families are surveyed shortly after enrollment, 6-12 months after enrollment, and at the time of disenrollment. Survey questions focus on a variety of issues including: (1) critical relationships and process measures related to care coordination, (2) perceptions of progress made in meeting treatment goals, and (3) perceptions of their ability to continue forward with progress made during enrollment. The surveys provide valuable feedback on critical principles of Wraparound — voice, access, and family ownership. In 2012, 405 families completed surveys at the time of disenrollment, with their composite rating of 4.05 (family) and 3.97 (youth) on a 5-point scale, essentially meeting the 4.0 goal of the program.
Jonathan

Jonathan and his family got involved with the Wraparound REACH program primarily seeking assistance and advocacy at school, with Jonathan at first very tearful and anxious before and after school each day. The Wraparound team pulled together to help Jonathan recognize his strengths, as created through artwork.

Over the course of his time with REACH, Jonathan went from hating school to feeling excited and confident each morning to leave his mother’s car to go to school. After a year-long journey, through some ups and downs, Ms. Smith’s determination helped motivate Jonathan to win the Martin Luther King, Jr Peace Prize in his new 1st grade classroom. Jonathan’s class was also asked to write down the name of a classmate who always made them feel better when they were sad and who helped them most in school; all but one student wrote "Jonathan".

Ms. Smith had many great things to say about the REACH team, saying that "the team was just amazing. They were all 100% available and supportive!" Ms. Smith added that over the course of her family’s involvement with REACH, her son “became much more outgoing and now he talks to people all the time. He’s 100 times better being in REACH.”

Submitted by St. Aemilian-Lakeside – REACH

In addition, scores are collected on thirteen items related to the family’s satisfaction of Care Coordinator services. For families completing the survey in 2012 the average overall was 4.5 on a five-point scale, indicating a very high level of family satisfaction with their Care Coordinator’s work.

Measuring Progress — both youth and families respond to survey questions that relate to their perception of progress in achieving their goals over the course of their Wraparound enrollment. In 2012, both children and family members’ scores (approximately 4.0 out of 5) provided strong support for the perception that involvement in Wraparound had been a positive growth experience for them.

Provider Network Services — Families were surveyed at 4 months and again at 9 months after enrollment on their perceptions of services, cultural sensitivity, adherence to the Plan of Care (POC), and availability. On a 5-point scale, at the 9-month mark, the composite family rating was 4.6, an increase from 2011. Within the overall score, it is not surprising to note that the most positive perceptions were for services that provided therapy (both in-home and office-based) and that the lowest satisfaction scores were for out-of-home placements.

Out-of-Home Services — Successfully engaging families when a youth/child is placed outside the home is critical to a plan’s long-term success. Families are asked (at the time of discharge from an out-of-home placement) how satisfied they are with the placement. Families are asked for their perceptions on the quality of basic care received, their ability to access/stay connected with their child, behavior improvements, cultural sensitivity, and to what extent the out-of-home placement helped prepare them for their child’s return. For the 123 families responding, their composite rating of satisfaction was 3.7 on a 5-point scale.
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 2012, the Treatment Team provided crisis response services to over 4,000 families in Wraparound and the community. When called, the team immediately travels to the location where the crisis is occurring. The team assesses the potential risk the child poses to him- or herself and to others. Based on the assessment, the team develops different intervention options. Those options including keeping the child at home with support services, temporary placement of the child in a group home or emergency setting, or, as a last possible option, psychiatric inpatient hospitalization if the child is at risk to him or herself or the community. MUTT was a critical component in reducing utilization of inpatient hospitalization by 25% in 2012.

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

The FISS program, contracted through BMCW, is a collaborative project of Wraparound Milwaukee and St. Charles Youth & Family Services. It is designed to assess and provide services to families experiencing difficulties with their adolescents (ages 12-18) and help strengthen parents' ability to supervise their child in the home and avoid formal court involvement. Wraparound has overseen the case management component since 2001. Building on the core values of Wraparound and the Coordinated Service Team (CST) approach, case managers work with families to build sustainable connections to community resources. This year, 86 youth have been enrolled in the case management section of FISS. In July 2012, Wraparound was granted the contract to take responsibility for the assessment arm of the FISS program. From July 2012 through December 2012, FISS has conducted 224 assessments.

In 2012, the Mobile Urgent Treatment Team provided crisis response services to over 4,000 families in Wraparound and the community.
What is Project O-YEAH?

Project O-YEAH, which stands for Older Youth and Emerging Adult Heroes, is a federally funded initiative (through SAMHSA) designed to support young people ages 16½ to 24 to successfully transition to adulthood. In partnership with the Wisconsin Bureau of Prevention, Treatment, and Recovery, Wraparound Milwaukee is creating developmentally appropriate and youth-guided local systems of care that will improve outcomes for youth/young adults with serious mental health conditions. Historically, youth "aging out" of Wraparound Milwaukee were offered limited, if any, support through the mental health system to make this developmental transition. Project O-YEAH, allows Wraparound to identify youth approaching adulthood and refer them for assessment and case management supports. In 2012, 121 new youth were officially enrolled in the O-YEAH program, and over-all the program served 146 young adults.

Levels of Services for Levels of Need

Enrollment in Project O-YEAH is voluntary on the part of the youth, and youth are assessed and can participate in varying levels of services: (1) Tier 1 is for youth who need some help and guidance and can get that help through participation/attendance at Owen's Place Resource Center; (2) Tier 2 is for youth who need more support and can access a Transitional Specialist to help them develop a Futures Plan and coach the youth to gain necessary knowledge and skills; and (3) Tier 3 supports provided by an O-YEAH Transition Specialist in partnership with adult service professionals for youth who have serious and chronic mental health needs.

Growing Support for Transitioning Youth in 2012

2012 was a year of growth in outreach for the O-YEAH program, including:

- Working with the Adult Services Branch of the Milwaukee Public Library to create added service overlaps for young adults prior to age 18 as they transition to adulthood,

- Training 12 young adults to become Peer Specialists so they can become certified Peer Specialists and provide support to other youth,

- Solidifying a practice model of Individualized Future Planning based on the four phases of the O-YEAH program, and

- Participating as an active partner on the Milwaukee Inter-Agency Youth Transition Team to address obstacles for young adults related to housing, employment, and education.

Making Owen's Place Come Alive

In the spring of 2011, the Clubhouse/Resource Center for Project O-YEAH was opened and in 2012 was renamed Owen's Place in honor of Owen Felix, the program's first director. In addition to being a drop-in resource center, Owen's Place is the home for the Wraparound Youth Council, the Young Adult Council, and for the youth Peer Specialists.
to work out of. Notably, in 2012, Owen's Place did the following:

- Gave voice to youth through an Advisory Committee to help direct Owen's Place programming to better meet their needs,
- Hired a full-time resource coordinator to help support services for youth ages 16-24, and in October hired one of the Peer Specialists to become a member of the Owen's Place team,
- Developed a portfolio process to help guide youth working toward independence, and collaborated with a local bank on money-management skills, and
- Most importantly, moved from its original location as part of the Milwaukee County complex to St. Charles Youth and Family Services.

Building Leadership Skills through the Wraparound Milwaukee Youth Council

The Youth Council provides a forum for discussing and raising awareness of the priorities of young adults and opportunities for young adults to learn meaningful leadership skills. Youth are engaged in developing and carrying out monthly activities and periodic large group activities that are open to all youth and families of Wraparound and REACH. In 2012 the Youth Council:

- Organized its 3rd successful Annual Talent Show featuring over 20 performances and a large scale art display,
- Co-sponsored the Wraparound Annual Family Picnic in June, with over 400 families attending,
- Took part in Mental Health Awareness Week activities to help educate others about the importance of addressing mental health needs in the community, and
- Sponsored and held a bake sale to raise funds for the Red Cross/Hurricane Sandy Relief Fund.

The Block

Dedicated to the children and families of Wraparound Milwaukee on May 23rd, 2012.

Over 50 participants in the Wraparound Milwaukee Youth Council worked for three months on its creation. The interactive artwork is made up of 170 hand-painted blocks representing four key themes of Wraparound Milwaukee: Strength as represented by the hands, Community as represented by the people, Diversity as represented by the stripes, and the Future as represented by the stars.

Special thanks to Milwaukee Makerspace for their craftsmanship, time and expertise, and to all those who spearheaded and participated in making "The Block" a reality.
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 2012 Quality Assurance staff/committee members:

- Conducted audits of the Care Coordination agencies, utilizing key benchmarks to assess the fidelity of both process and content components of Plans of Care (POC),
- Collaborated in the review of selected agencies, reviewing comprehensive outcome reports, highlighting strengths and weaknesses, and then working with agencies to improve processes and outcomes,
- Conducted a "single indicator" review (in 2012, related to Consent for Treatment forms) in case and provider records to ensure that Care Coordinators and agencies were following protocols for obtaining consent appropriately, and
- Conducted a "single indicator" review related to service providers having proper/valid driver's licenses during service times, to ensure accountability to required provider standards.

These and other on-going efforts led to program improvements that were implemented in 2012, as well as providing guidance for changes that will be implemented in 2013 (e.g., changes in fee-for-service agreements).

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.
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 includes foster care, group home care, and residential care.

Wraparound Milwaukee Continues to be Cost-Effective

Wraparound’s average per-client monthly cost of $3,263 can be compared to more costly services that serve this high-risk, high-need population:

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Hospitalization</td>
<td>$33,570</td>
</tr>
<tr>
<td>Residential Care</td>
<td>$9,672</td>
</tr>
<tr>
<td>Juvenile Corrections</td>
<td>$8,714</td>
</tr>
<tr>
<td>Group Home</td>
<td>$5,952</td>
</tr>
<tr>
<td>Wraparound Milwaukee</td>
<td>$3,263</td>
</tr>
</tbody>
</table>

2012 Wraparound Milwaukee Year End Report
16th Street Behavioral Health Center
A Positive Outlook Group Home-New Horizons Center
Acacia Mental Health Clinic, LLC
Adkins Counseling Services, LLC
AIA Counseling Center
All Care Transportation, LLC
Alliance Individual & Family Services, LLC
Alternatives In Psych. Consult.
AMRI Counseling Services, LLC
Angels Counseling & Therapy Service
Anu Family Services, Inc.
Applied Therapies and Wellness Center S.C.
ARO Behavioral Healthcare, Inc.
Associated Mental Health Consultants, Inc.
Aurora Family Service
Autism Intervention Milwaukee, LLC (AIM)
Beasley, James, LCSW
Benevolence First, Inc.
Berman Group Home-Norris
Blessed Hope Agency
Bracy Psychological Service & Stress Management Institute
Bray Consultants
Brighter Destinies, Inc.
Brooks, William, MSSW, LCSW
Career Youth Development, Inc.
Carmelite Home, Inc.
Caroline Palmer, M.D., S.C.
Center for Communication, Hearing and Deafness
Changes Group Home-LSS
Children's Hospital of Wisconsin
Children's Service Society of Wisconsin
Childdynamics, LLC
Chileda Institute, Inc.
Choices Group Home for Girls-LSS
Christian Life Counseling
Claretta Simpson House-CYD
Community Care Resources, Inc.
Connecting Youth Group Home
Connecting Youth II
Cornerstone Counseling Services
Cornerstone Youth & Family Service
Crossroads To Independence GH-St. Rose
CSL Image Consulting, Inc.
Current Initiatives Counseling Service, LLC
Cynthia A. Noffsinger, LLC
DCS Transport Services, LLC
Discovery & Recovery Clinic, Inc.
Dominion Behavioral Health Services, LLC
Eagles Nest Group Home-LSS
Easter Seals Southeast Wisconsin
Eau Claire Academy
Emile, Stephen, Ph.D.
Empowerment Clinic, Inc.
Ertl, Richard J. Ph.D.
Eulopia Family Services, Inc.
Exodus Family Services, LLC
Express Yourself Milwaukee, Inc.
Family Crisis Counseling
Family Options Counseling, LLC
Family Works Programs, Inc.
Fannie Wells Group Home-Norris
Adolescent Ctr
FOCUS on Employment Opportunities, Inc.
Fokus Family Services, LLC
Forward Choices, LLC
Foster Care Youth Independence Ctr. of WI, Inc.
Fresh Start Counseling Center
GRO Family Services
Hale-Richlen Center for Psychiatry (The)
Harmony Social Services CPA, Inc.
Harper House-NEHEMIAH PROJECT
Homme House Youth & Family Programs – LSS
Hopgood Youth Home
House of Jabez, LLC
House of Love II
House of Love Youth Homes, Inc.
Human Development Center, Inc.
Hyssop Diagnostic Treatment and Social Service Ag.
ICF Consultants, Inc.
Integrative Solutions, LLC
Integrity Family Services, LLC
Jackson, Denis Ian, Ph.D.
Jewish Family Services
JW Transportation, LLC
La Causa, Inc.
Lad Lake, Inc.
Language Source LLC
Lawson’s Transportation, LLC
Lissy’s Place – My Home Your Home
LS Transportation, Inc.
Lutheran Counseling & Family Services of WI
Lydia Group Home II-Girls
Mary Determan MSW, LLC
MD Therapy
Med Group Transportation, LLC
Milwaukee Academy/Clinicare
Milwaukee Center For Independence
Milwaukee Christian Center
MindStar Counseling, LLC
Mt. Castle Transitional Living Services
My Home, Your Home
Nakoda Cognitive Behavioral Services, LLC
Nervig, Mary
New-Life Community Resource Center
New C.H.O.I.C.E.S, LLC
New Concept Self Dev. Ct/CSS
New Horizon Center, Inc.
New Horizon Center Crisis/Mentoring Services, LLC
New Leaf Therapies, LLC
Noah House Group Home
Norris Adolescent Center
North Shore Psychotherapy Associates
Oconomowoc Developmental Training Ctr. of WI LLC
Omni Enrichment, Inc.
Park West Social & Psychotherapy Services
Pathfinders Milwaukee, Inc.
Pathways Counseling Center
Peace Home
Peacemaker Social Services, LLC
Pediatric Associates (Samir Mullick MD, S.C.)
Pediatric Psychology Associates
Positive Outlook Clinical Services
Professional Services Group, Inc.
PsyCare-Milwaukee LLC
Rangel Tapia, Maria del Carmen Rawhide, Inc.
REACH, Inc. Comprehensive Mental Health Clinic
Renew Counseling Services
Right Turn, Inc.
Right Turn, Inc. II
Right Way Development Center
Roads to Independence Group Home
Running Rebels Community Organization
Schroeder Group Home-Norris
Sebastian Family Psychology Practice
Servant Manor Group Home I
Servant Manor Group Home II
Servant Manor, Inc.
SHARE of Southeastern Wisconsin
Shecar Substance Abuse/Mental Health OP Tx Center
Shorehaven Behavioral Health, Inc.
Sierra Group Home-LSS
Social Development Commission
Southeastern Youth & Family Services, Inc.
Southwest Key Programs, Inc.
Spahn Clinical Services
St. Aemilian - Lakeside
St. Catherine Residence
St. Charles Youth and Family Serv.
St. Rose Youth & Family Center, Inc.
STAGES - St. Rose
Star 1 Limousine, LLC
T & H Group Home - Mt. Castle Corp.
Teen Living Center I-AJA Enterprises
Teen Living Center II-AJA Enterprises
Terry Len Transportation
The Bridge Clinics & Research Centers, Inc.
The Center for Family Preservation, Inc.
The Richardson School, LLC
Therapies East Associates
THRIVE Treatment Services, LLC
Tomorrow's Future, LLC
Total and Associates
Transitional Living Services, Inc.
Trotter House
Turcott Medical & Psychiatric Associates
Wake Up Program, LLC
Washington House-LSS
Wauwatosa Therapies, LLC
Wiedel, Timothy C., Ph.D.
Willow Glen Academy-Hein Foster Care Group Home
Willow Glen Community Care
Word Of Hope Ministries, Inc.
Wyalusing Academy - Clinicare Corp.