



WRAPAROUND MILWAUKEE

2016

QUALITY ASSURANCE/QUALITY IMPROVEMENT ANNUAL REPORT



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I. Demographics for 2016



Wraparound/REACH Enrollments = 652

Wraparound/REACH Disenrollments = 580

(Disenrollment # excludes transfers to other programs in the Wraparound System of Care)

Average Daily Census = 1,213 **Total Youth Served = 1,670**

Wraparound Milwaukee (WRAP) – A unique Managed Care Organization that serves youth with serious emotional, behavioral, and mental health needs and their families.

REACH Program (Reaching, Engaging and Assisting Children (and Families)) – A part of the Wraparound Milwaukee system of care that provides similar services and opportunities for youth with serious emotional, behavioral, and mental health needs and their families. The REACH program primarily differs in that the youth who are enrolled are not under a Court Order (Delinquency or Child in Need of Protective Services – CHIPS).

O'YEAH Program – (Older Youth and Emerging Adult Heroes), a program administered under the auspices of Wraparound Milwaukee designed to support older youth and young adults ages 16.5 – 24 who may be experiencing emotional and behavioral challenges, to successfully transition to adulthood. This is a voluntary program. **See Pg. 12 for details related to this program.**

GENDER (652 youth represented)

Female = 221 (34%)

Male = 431 (66%)

AGE (652 youth represented)

Average age = 14.2 years old

(WRAP = 15.1, REACH = 13)

ETHNICITY (652 youth represented)

African American = 408 (63%) (67% male – 33% female)

Caucasian = 73 (11%) (56% male – 44% female)

Hispanic = 96 (15%) (67% male – 33% female)

Bi-racial = 4 (.6%) (50% male – 50% female)

Asian = 2 (.3%) (100% male – 0% female)

Native American = 2 (.3%) (0% male – 100% female)

Other/Unknown = 62 (10%) (71% male – 29% female)

Not Listed = 3 (.4%)

DIAGNOSIS (624 youth represented. Youth may have one or more diagnosis.)

ADHD (WRAP = 214, REACH = 170)

Conduct Disorder (WRAP = 243, REACH = 90)

Mood Disorder (WRAP = 96, REACH = 99)

Anxiety Disorder (WRAP = 99, REACH = 94)

Depressive Disorder (WRAP = 123, REACH = 56)

AODA related (WRAP = 100, REACH = 10)

Learning Disorder (WRAP = 57, REACH = 11)

Developmental Disorder (WRAP = 75, REACH = 36)

Adjustment Disorder (WRAP = 49, REACH = 21)

Thought Disorder (WRAP = 3, REACH = 33)

Personality Disorder (WRAP = 7, REACH = 0)

Major Depressive Disorder (WRAP = 4, REACH = 1)

Eating Disorder (WRAP = 1, REACH = 2)

Intellectual Disability (WRAP = 3, REACH = 1)

Post-Traumatic Stress Disorder (WRAP = 4, REACH = 1)

Other Trauma Disorder (WRAP = 7, REACH = 0)

Other (WRAP = 87, REACH = 20)

YOUTH PRESENTING ISSUES (627 WRAP & REACH youth represented.)

Youth may have one or more issues.)

Access to Firearms = 95

Adjudicated Sex Offender = 25

Attention Problems = 475 *3 #3

Bullied by Others = 215

Bullying Others = 361

Community Concerns and Violence = 302

Contact Sexual Abuse = 118

Dev. Disorder/Autism Spectrum = 203

Drug/Alcohol Abuse = 269

Eating Patterns/Hoarding = 189

Experienced racism/discrimination = 129

Felt unsafe in neighborhood = 112

Fire setting = 138

Gang Affiliation = 73

H/O Sexual Misconduct & Exposure = 260

Homicidal Ideation = 118

Hx. Of Psychiatric Hosp. = 300

Lived in Foster Care = 100

Major Affective Illness/Affect Regulation = 343 Minor

Domestic Sex Trafficking Victim = 59

Minor at Risk for Domestic Sex Trafficking = 17

Out of Home Placement = 317

Physical Disability/Medical/Health = 304

Psychosis = 105

Recurrent Emotional Abuse = 202

Reintegration = 9

Runaway Behavior = 293

School Concerns = 567 #1 *1

Self-harm = 175

Severe Aggressiveness = 525 #2 *2

Sexual Abuse Victim = 141

Sleep Patterns/Nightmares = 355

Suicidality = 250

Victim Notification = 5

Witnessed Violence in Community = 208

Other = 264 (For example: stealing, manipulative behavior, traumatic events/illnesses)

* Top 3 WRAP youth issues #Top 3 REACH youth issues

(Excludes "Other" category for WRAP/REACH)

FAMILY PRESENTING ISSUES (678 WRAP & REACH families represented.)

Families may have one or more issues.)

Alcohol/Drug Abuser in Home = 228
Adult in Home Treated Violently = 255
Emotional Abuse/Neglect = 132
Emotional/Mental Illness in the Family = 446 *3 #1
Incarcerated Household Member = 333
Physical Neglect = 144
Previous Physical Abuse = 187
Recurrent Physical Abuse Exposure = 170
Single/No Parent in the Home = 416 *2 #3
Significant Losses = 425 *1 #2
Teenage Parent = 25

* Top 3 WRAP family issues

#Top 3 REACH family issues

COURT ORDERED WRAPAROUND = 56% of enrollments

(365 youth represented)

- 73.4% of youth were on a Delinquency order (N=268)
- 25.2% were on a CHIPS order (N=92)
- 1.4% were on a Dual (CHIPS/Delinquent) order (N=5)
- 0% were on a JIPS order (N=0)

NO COURT ORDER (REACH) = 44% of enrollments

(286 youth represented)

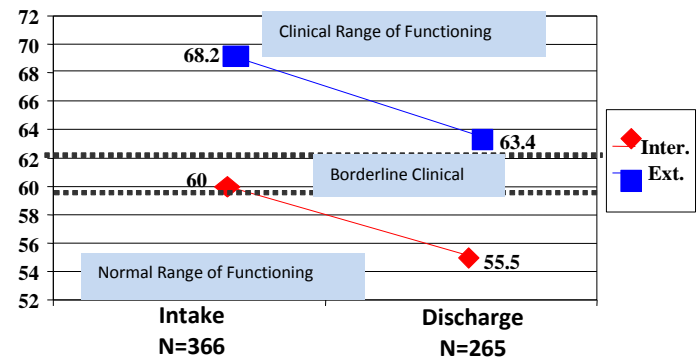
Clinical Range of Functioning – Scores that reveal sufficient issues that are significantly greater than the comparative sample group; in need of clinical intervention.

NOTE: A decrease in a score reflects improved functioning.

The following data in all graphs represents disenrollments from 1/1/16 – 12/31/16

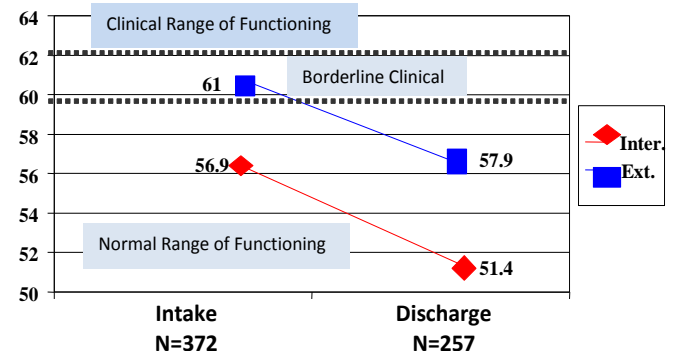
WRAPAROUND

CBCL T-Scores from Intake to Discharge



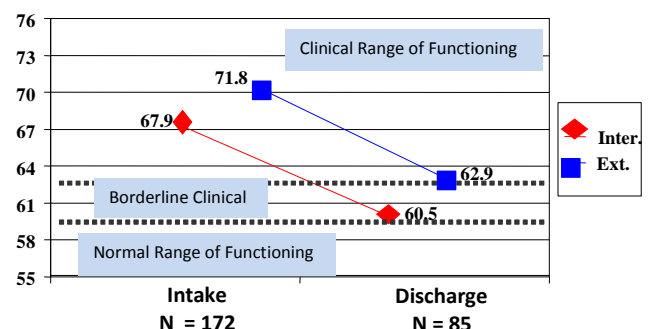
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YSR T-Scores from Intake to Discharge



REACH

CBCL T-Scores from Intake to Discharge



II. Outcome Indicators

Functioning

The functioning levels of the youth in Wraparound/REACH are currently being measured by the Child Behavior Checklist (CBCL) and the Youth Self-Report (YSR). The evaluation tools are collected on every enrollee at Intake, 6 months, 1 year, annually thereafter and at disenrollment.

The **CBCL** is filled out by the parent/primary caregiver and provides information about the internal (mood, thought processing) and external (social/interpersonal interactions, community-based behaviors) behavioral issues of a child during the preceding six-month period. It comprises various scores consisting of symptoms of depression, anxiety, withdrawal, social problems, thought problems and delinquent and aggressive behavior. Total scores are computed and fall into three ranges: *Normal, Borderline and Clinical*. Scores are converted into age-standardized scores (T scores and Percentiles) so they can be compared with scores obtained from a normative sample of children within the same age range. The results can be utilized by the Child and Family Team to identify areas of need that should be addressed within the Plan of Care.

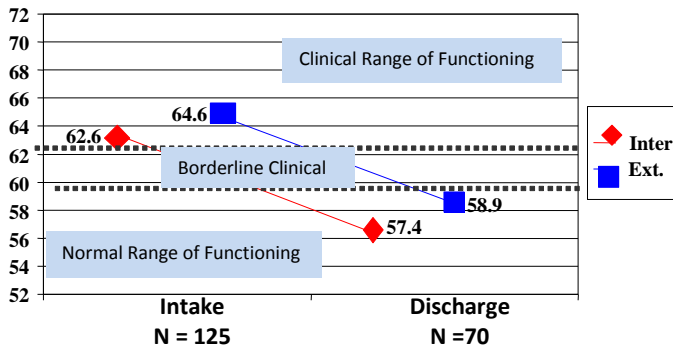
The **YSR** is similar to the CBCL. It is completed by youth 11 years of age and older.

Normal Range of Functioning – Scores that fall into the same range as the comparative sample group.

Borderline Clinical – Scores that suggest enough issues have been reported to be of concern, but not so many that it is a clear indicator of needing clinical professional help.

REACH

YSR T-Scores from Intake to Discharge



we serve are getting the best education possible, that all educational needs are identified, and that attendance improves.

Of the enrollees for which school data was entered (N=648) into the Synthesis database (Wraparound Milwaukee's IT System) during 1/1/16-12/31/16 the following was revealed:

	#WRAP	%WRAP	#REACH	%REACH
K-5 th	23	6%	88	31%
6 th -8 th	73	20%	80	28%
9 th -12 th	268	73%	103	36%
GED/Grad.	4	1%	10	4%

Living Environment

Wraparound youth at enrollment are living in a variety of places. The level of restrictiveness of the placement varies. Wraparound is committed to getting youth into and/or keeping youth in the least restrictive environment possible and in minimizing the number of placement changes that a youth encounters.



Permanency (Wraparound Only) In defining the data below, permanency is described as:

- 1.) Youth who returned home with their parent(s)
- 2.) Youth who were adopted
- 3.) Youth who were placed with a relative/family friend
- 4.) Youth placed in subsidized guardianship
- 5.) Youth placed in sustaining care
- 6.) Youth in independent living

Total Wraparound disenrollment's = 399

Excludes 53 youth that were disenrolled as "runaway/missing" and 84 youth that were disenrolled to a correctional (n = 39) or a detention facility (n= 45)

Of the 262 remaining Wraparound youth, 236 or 90% achieved permanency as defined above.

Other disenrollment scenarios upon discharge:

- 12 – Foster Care – Transitional
- 13 - Group Home Care
- 8 - Respite Care
- 7 – Residential Care
- 3 - Other
- 2 – Inpt. Hospital

School

Wraparound Milwaukee is invested in ensuring that the youth



Youth in Wraparound are attending school approximately **82.5% of the time**, while those in **REACH** are attending school approximately **88.6% of the time**.

Our benchmark for attendance is set at 85%.

Wraparound Milwaukee provides **Special Education Advocacy (SEA)** services to any/all youth in need of support to ensure that their educational needs are being addressed and met. The SEA staff provide face-to-face consultation and support not only to those identified youth but also to the Care Coordination staff seeking to expand their knowledge about Special Ed regulations and laws in the state of Wisconsin. Care Coordinators also receive regular training in this area.

Youth and Family Satisfaction Outcomes

Youth/Family satisfaction is measured through the surveys that are being administered by the Wraparound QA Department in conjunction with Families United of Milwaukee and the Care Coordination Agencies. These surveys inquire about the satisfaction level of the family/youth as it relates to the provision of Care Coordination and Provider Network services.



Family/Youth Satisfaction Levels related to Care Coordination Services

Surveys related to the families' satisfaction levels with Care Coordination are distributed at 1-month, 6-months, 1-year/2-year/etc. [At disenrollment, the survey is called a Disenrollment Progress Report. This "report" speaks more to perceived family outcomes vs. satisfaction.](#) A 5-point ranking scale is utilized with 1 meaning "Strongly Disagree" and 5 meaning "Strongly Agree". An option of "Not Applicable" is also available.

Satisfaction Benchmark for 1-month/6-month/yearly: 4.0

Satisfaction Benchmark for Disenrollment: 3.75

Survey Time Frame	# of Surveys Sent	# of Surveys Received	Return Rate	Average Overall Score
1-Month	721	98	13.5%	4.71
6mo/yearly	1406	163	11.5%	4.55
Family Disenrollment Progress Report	580	492	84.8%	3.95
Youth Disenrollment Progress Report				3.75

1-month Care Coordinator Family Survey – Overall 4.71

- | | | |
|-----|---|------|
| 1.) | My CC has been polite and respectful to me and my family. | 4.88 |
| 2.) | Meetings with my care coordinator have been scheduled at times and places that are convenient for me. | 4.77 |
| 3.) | I know how to reach my care coordinator when I need to. | 4.80 |
| 4.) | My care coordinator returns my calls within 24 hours. | 4.76 |
| 5.) | I know how to reach my care coordinator's supervisor. | 4.49 |
| 6.) | The contents of the enrollment folder were explained to me. | 4.76 |
| 7.) | My care coordinator has talked with me about a Crisis/Safety Plan for my family. | 4.71 |
| 8.) | I've been offered choices about the services my family receives. | 4.56 |
| 9.) | Overall, I feel satisfied with the services my family is receiving. | 4.64 |

6-mo/yearly Care Coordination Family Survey - Overall 4.55

- | | | |
|-----|---|------|
| 1.) | My Care Coordinator has been polite and respectful to me and my family. | 4.81 |
| 2.) | I am seeing my Care Coordinator as often as I'd like to. | 4.54 |
| 3.) | My Care Coordinator returns my call within 24 hours. | 4.60 |
| 4.) | My Care Coordinator follows through with what she/he says she/he is going to do. | 4.59 |
| 5.) | Meetings with my care coordinator have been scheduled at times and places that are convenient for me. | 4.75 |
| 6.) | I feel Wraparound has been sensitive to my cultural, ethnic and religious needs. | 4.67 |
| 7.) | I would be comfortable calling my care coordinator's supervisor if I had any concerns. | 4.61 |
| 8.) | I've had the opportunity to include people on my team that are important in our family's life. | 4.61 |
| 9.) | I get a copy of every Plan of Care. | 4.61 |

- | | | |
|------|---|------|
| 10.) | I understand my Plan of Care and how it can help me and my family. | 4.51 |
| 11.) | I have been offered choices about the services my family receives. | 4.43 |
| 12.) | My team is starting to work to prepare my family for disenrollment from Wraparound. | 3.69 |
| 13.) | Overall, I feel the care provided to me/my family so far has been helpful. | 4.42 |

Disenrollment Youth Progress Report – Overall 3.75

- | | | |
|-----|--|------|
| 1.) | I'm doing better in school than I did before. | 3.78 |
| 2.) | I am getting along better with my family than I did before. | 3.91 |
| 3.) | I feel like I'm getting along better with my friends than I did before. | 3.73 |
| 4.) | I feel my behavior has gotten better since I was enrolled in Wraparound. | 4.07 |
| 5.) | On a scale of 1 to 5 how do you feel you are doing right now? | 4.01 |

Disenrollment Family Progress Report – Overall 3.81

- | | | |
|-----|--|------|
| 1.) | I feel my family has made significant progress in meeting the Family Vision we have been working towards. | 3.88 |
| 2.) | I feel my child's educational needs have been met. | 3.48 |
| 3.) | Overall, I feel that Wraparound/REACH helped me be better able to handle challenging situations. | 4.14 |
| 4.) | I feel that I have family, friends and community resources that will be there for me and my family if I need them. | 4.16 |
| 5.) | If my family does have a crisis, I believe the final Crisis Plan my Team developed will help us. | 4.05 |
| 6.) | After disenrollment, I will know how to get services and supports that my family may still need. | 4.15 |
| 7.) | On a scale of 1-5, how do you feel your family is doing right now? | 3.81 |



Family Satisfaction Levels related to Provider Network Services

Families also receive surveys inquiring about their satisfaction level related to the services they receive through Wraparound Provider Network. Each survey is reflective of the specific service that a specific Network Provider provides to the family. A 5-point ranking scale is utilized with 1 meaning "Strongly Disagree" and 5 meaning "Strongly Agree". An option of "Not Applicable" is also available. These surveys are distributed to the families during their 4th and 9th month of enrollment.

NOTE: This survey process was only in effect until July of 2016. The results below are reflective of outcomes through that time period.

Survey Time Frame	# of Surveys Sent	# of Surveys Recv'd	Return Rate	Average Overall Score
4-Month	1,226	45	3.6%	4.31
9-Month	1,204	62	5.1%	4.26

4-month Provider Survey Results – Overall 4.31

1.)	Focuses on my family's strengths	4.27
2.)	Understands our family's needs and limits.	4.20
3.)	Is sensitive to our cultural needs	4.36
4.)	Listens to my family	4.38
5.)	Follows my family's Plan of Care	4.30
6.)	Is respectful to my family	4.49
7.)	Is available when we need him/her	4.18

9-month Provider Survey Results – Overall 4.26

1.)	Focuses on my family's strengths	4.26
2.)	Understands our family's needs and limits.	4.23
3.)	Is sensitive to our cultural needs	4.22
4.)	Listens to my family	4.19
5.)	Follows my family's Plan of Care	4.29
6.)	Is respectful to my family	4.24
7.)	Is available when we need him/her	4.24



Provider Survey Outcomes by Service

Referenced below are the overall service satisfaction outcomes per the data that has been collected and entered into Synthesis for 2016. Only those services in which at least 5 surveys have been received are reported on. A 5-point ranking scale is utilized with 1 meaning "Strongly Disagree" and 5 meaning "Strongly Agree". An option of "Not Applicable" is also available.

Service Name	# of Surveys Recv'd	# of Agencies Represented	Overall Average (Range)	2015 Overall Average
Crisis Stabilization	42	8	4.19 (3.0 – 5.0)	4.46
Group Home Care	9	7	3.6 (2.13 – 4.39)	3.28
In-Home Therapy	22	7	4.34 (3.57- 5.0)	4.5
Individual & Family Therapy-Office-based	12	7	3.95 (3.0 – 5.0)	4.53
Individual & Family Training and Support Services	6	2	4.83 (4.5 – 5.0)	N/A
Residential Care	5	4	2.89 (1.75 – 3.86)	3.49

****New Family Provider Satisfaction Survey Process****

Effective in October, a new survey and survey process was implemented seeking feedback from families and youth about the services they receive from the Providers in the Wraparound Provider Network. This change, in part, was implemented to improve the return rate, but more so to encourage a dialogue between the Care Coordinator and the Caregiver and now the Care Coordinator and the Youth about their perception of the services they are receiving.

The survey is administered (face-to-face) by the Care Coordinator on a quarterly basis after receiving the survey worksheets from Wraparound. This face-to-face dialogue increases the likelihood that the survey will be completed and that the caregiver/youth will be heard.

The caregiver and youth are each asked the two questions referenced below regarding every provider that provided services to them during the previous three months.

The survey questions consist of:

Ranking Key:

*Overall, how satisfied are you with this provider?						
1	2	3	4	5	6	7
Very Dissatisfied	Dissatisfied	Somewhat Satisfied	Satisfied	Very Satisfied	Not Applicable	Provider Too New

**How helpful has the provider been in assisting you in making progress?						
1	2	3	4	5	6	7
Never Helpful	Hardly Ever Helpful	Somewhat Helpful	Mostly Helpful	Very Helpful	Not Applicable	Provider Too New

Family and youth responses are then entered into Synthesis by the Care Coordination agency. Outcome reports will be run and analyzed beginning in 2017.

Costs/Services

The cost of providing services for the youth in

Wraparound/REACH is less than the cost of care in alternative children's mental health systems and other systems of care.



The overall total number of youth serviced in some capacity in WRAP and REACH from 1/1/16 – 12/31/16 was 1,670.

The average overall cost per month/per enrollee was \$3,124.00

(This cost includes the provision of care coordination services in addition to all other authorized provider network services)

The total paid for services in 2016 was \$44,300,194.00

Listed below are several program cost comparisons as it relates to the provision of services. Please note that the monthly cost for Wraparound/REACH type services may also include providing care to other family members in addition to the identified enrollee.

PROGRAM	APPROXIMATE AVERAGE COST PER MONTH/PER YOUTH
<i>Wraparound Milwaukee</i>	\$3,124
<i>Group Homes</i>	\$5,954
<i>Corrections</i>	\$8,640
<i>Residential Care</i>	\$10,685
<i>Psychiatric Inpt. Hospital</i>	\$38,086

Listed below are the top five service groups utilized per authorizations from January through December 2016 in which the client/family were the primary recipients.

- | | |
|---|---|
| 1.) Crisis Stabilization/Supervision | 1,437 or 86% of the youth utilized this service in some capacity |
| 2.) In-Home Therapy (Lead-Medicaid) | 932 or 56% of the youth/families utilized this service in some capacity |
| 3.) Transportation | 805 or 48% of the youth/families utilized this type of service in some capacity |
| 4.) Outpatient Therapies | 696 or 42% of the youth/families utilized this service in some capacity |
| 5.) Psychological Assessments | 518 or 31% of the youth utilized this service in some capacity |

Although not considered a specific service per se, it is important to note:

One-thousand and thirty-eight (1,038) or 62% of the youth/families utilized **Discretionary Funds** in some capacity. Discretionary funds are flex monies that are often utilized to assist the family in meeting a need that may not be connected to a specific provider-related network service.

The majority of Discretionary Fund requests (excluding Miscellaneous funds) are for assistance/support with Rent/Security Deposits, recreation, groceries/household supplies and clothing/shoes.

The **five most costly service areas** (excluding Care Coordination) for 2016 (though not necessarily the most utilized) are:

1. Crisis Services at 40.1% of the total paid
2. Residential Care at 28.3% of the total paid
3. In-Home Therapy at 18.8% of the total paid
4. Group Home Care at 13.4% of the total paid
5. Foster Care at 9.9% of the total paid

III. Process Indicators

Plan of Care

The Plan of Care (POC) is a family and needs-driven document utilizing the strengths of the child/family. The POC is comprehensive and is the driving force behind the services provided. The initial POC meeting is expected to occur within the first 30 days after enrollment. Subsequent POC meetings should be held at least every 60 - 90 days.



Wraparound uses a ranking system in which the family scores each identified “Need” on the Plan of Care.

A 1-5 ranking scale is utilized. Starting with 1 meaning minimal progress was made in that Needs area to 5 meaning that the Need has been successfully met.

Average overall 2016 “Need Ranking” score at discharge for Wraparound/REACH was 2.78 (N= 580)

In 2015 the final score was 3.24 (N = 545)

The established threshold of desired performance is a 3.75.

Family and Community-Based Service Delivery & Collaboration



Services and support are provided in the youth’s natural environment, including home, school and community. Collaboration within the Child and Family Team, meaning the network of formal and informal supports, must be evident.

Identified community-based supports/resources on the Plan of Care Strengths Discovery List are coded in Synthesis. These resources are considered to be “informal or natural” supports, i.e. - are individuals on the Team that are volunteers (unpaid supports), family members, neighbors, clergy affiliations, etc. These supports must be actively utilized, i.e. – be within the “Strategy” related to a “Need”, to be calculated within the data.

Wraparound strives for at least 50% of the active members on any Team to be informal or natural supports.

From 2/1/16 – 1/31/17:

Indicator	Threshold	Wraparound	REACH
% of informal or natural supports on the Child and Family Teams	50%	41.5%	44.8%
% of at least one informal or natural support in attendance at the Child and Family Team Meeting	50%	24.6%	26.3%

Audits/Evaluations/Reports & Utilization Review



Wraparound uses auditing processes, surveys, evaluation data and other reported outcomes, as an ongoing means of monitoring the quality of care being provided to youth and families and compliance with Policies and Fee for Service Agreement expectations.

Plan of Care (POC) Audits

During 2016, extensive work was given to reviewing and assessing the current POC approval and auditing process. Dialogue ensued focusing on the quality of the Plans, the approval process at both the Care Coordination Supervisor level and the Wraparound Administrative level and the best methodology to use in moving forward with auditing POC’s.

An extensive/comprehensive **POC Checklist Tool** and the new **POC Rubric Auditing Tool** were finalized in 2016. The process for ongoing POC auditing was created and implemented. Several variables are assessed when choosing Plans for auditing. Efforts are being made to audit 5% of an agencies Plans in a 6-month period of time. The compliance results are then reported bi-annually on the care coordination agencies Agency Performance Report. **The current compliance threshold is 90%.**

Audits/Reviews of Provider Network Agencies

Crisis Stabilization/Supervision Audit

A **Crisis Stabilization Audit** was conducted in 2016 assessing **agency and provider indicators** such as evidence of coverage plans, staff training and driver’s abstracts.

The results revealed the following:

A total of **nine agencies were in the audit sample** representing **41 staff** (10% of each agencies active crisis providers). Compliance scores with the **agency indicators ranged from 50% to 100%** with an overall **average of 94.4%**. Compliance with **provider indicators ranged from 74% to 100%** with an overall **average of 92.8%**.

Overall audit compliance score was 93.8%.

In 2017, the second half of the audit will be conducted assessing compliance with crisis documentation.

Performance Improvement Project (PIP)

Wraparound Milwaukee must engage in one Performance Improvement Project per year as mandated by our Medicaid Contract with the State of Wisconsin. The project must focus on a clinical or administrative issue that the program wants to further explore in an effort to engage in a quality improvement endeavor that impacts on client care.

The 2016 PIP was entitled, “Integration of a Health Home Model: First Steps”.

In summary, the PIP focused on the implementation and tracking process of acquiring enrollee Primary Care Physician medical records in an effort to treat the youth in a more holistic fashion at the Wraparound Milwaukee Wellness Clinic.

The full PIP will be available for viewing on Wraparound's website mid 2017.

Utilization Review

Service Group – WRAP and REACH	Average Total Paid Per Child/Per Month for CY 2016		# of youth served		% of youth served	
	WRAP	REACH	WRAP	REACH	WRAP	REACH
AODA Svcs.	\$4.13	\$0.15	139	3	0.1%	0.0%
Care Coordination	\$762.86	\$534.36	979	691	23.1%	35.3%
Child Care/Rec.	\$5.57	\$9.82	29	26	0.2%	0.6%
Crisis Svcs.	\$426.08	\$410.99	855	582	12.9%	27.2%
Day Treatment	\$5.44	\$0.00	12	0	0.2%	0.0%
Discretionary Funds	\$11.79	\$8.40	456	582	0.4%	0.6%
Fam/Parent Support Services	\$23.58	\$63.22	145	300	0.7%	4.2%
Foster Care	\$325.80	\$0.00	157	0	9.9%	0.0%
Group Home	\$437.82	\$2.37	261	14	13.2%	0.2%
Independent Living	\$34.60	\$0.00	20	0	1.0%	0.0%
In-Home Therapy	\$124.50	\$226.58	483	449	3.8%	15.0%
Inpatient Hosp.	\$69.24	\$124.07	99	109	2.1%	8.2%
Life Skills	\$23.85	\$14.47	179	53	0.7%	1.0%
Med. Mngmt. /Nursing	\$4.01	\$1.60	115	30	0.1%	0.1%
Occupational Therapy	\$0.0045 .17	\$3.48	0	29	0.0%	0.2%
Outpatient Therapies	\$13.09	\$35.87	451	245	1.4%	2.4%
Psychological Assess.	\$937.28	\$9.01	350	168	0.4%	0.6%
Residential Treatment	\$5.61	\$0.00	226	0	28.3%	0.0%
Respite	\$3.20	\$0.00	64	0	0.2%	0.0%
Shelter	\$3.20	\$0.00	15	0	0.1%	0.0%
Transportation	\$32.84	\$0.00	524	281	1.0%	1.8%
Youth Support Svcs.	\$10.51	\$27.55	172	202	0.3%	2.7%

IV. Structure Indicators

Wraparound Milwaukee, as a system of care, utilizes a diversified administrative team, which assesses Provider services, provides training in Wraparound philosophy, and establishes policies and procedures. A structured intake process is utilized with reference to enrolling families into the program. A Care Coordinator is assigned to work with every family. The Care Coordinator organizes and coordinates care for the youth and family. Each family has a Child and Family Team that meets regularly. The Team develops and implements the Plan of Care.

Child and Family Team Meeting



A Child and Family Team (CFT) Meeting is expected to be held once a month to discuss the status of the Plan of Care and the child/family. The CFT meeting must be documented in the Care Coordinator's Progress Notes and be coded as such.

Per Progress Notes dated 1/1/16–12/31/16, the compliance score as it relates to holding a monthly Child and Family Team Meeting was **89.2%**. The compliance score in 2015 was 87.5%.

The established threshold for compliance is 85%.

Training

Care Coordinators receive 106+ hours of initial certification training in a curriculum developed by Wraparound Milwaukee. Care Coordinators are expected to complete the training within the first six months of employment. The Training Team consists of a diverse group of individuals from different disciplines. Parents/Caregivers are also training facilitators. Ongoing mandatory and non-mandatory meetings, inservices, conferences, re-certification training, etc. are also offered throughout the year for provider staff and/or families.



Four (4) New Care Coordinator Trainings were held during 2016. The training consists of **15 Modules totaling 106.5 hours**. Each of the training modules integrates Trauma Informed Care concepts around adversity and trauma exposure, biological, neurological, relational, spiritual, behavioral and worldview impact, as well as respecting experientially driven behavior as indicative of trauma related needs. **Approximately 65 new Care Coordinators, Transition Coordinators and Professional Foster Parents participated in the trainings.** In addition, several

Families United of Milwaukee parent/youth facilitators joined to share their lived experience

Training was also **extended** to the Division of Milwaukee Child Protective Services **Ongoing Case Managers and Crisis Stabilization Providers** in the Wraparound Milwaukee Provider Network. **Approximately 10-15 Crisis Providers attended one or more modules.**

Motivational Interviewing (MI) techniques were woven into several of the Modules. An MI “booster session” was conducted in March 2016 for all Care Coordinators.

Wraparound Care Coordination Supervisors and Leads went through monthly **champion building sessions** to develop a more sophisticated understanding of trauma informed care concepts and practices, coaching techniques, leadership skills and other more targeted topics identified by them including working with LGBTQ youth, Commercial Sexual Exploitation of Children (CSEC) and cross system training with the Division of Milwaukee Child Protective Services around safety assessments.

Several in-services/workshops took place, providing continuing educational opportunities for Wraparound-related staff, Crisis Stabilizers and Human Service Workers.

These consisted of:

- Motivational Interviewing Booster session
- Disability Services Inservice
- Clinical Panel Inservice
- Trauma Informed Care- Level I and Level II Training continued
- Wraparound Administrative Panel
- Community Safety Inservice
- Special Education Updates and Advocacy
- Suicide Awareness
- Commercial Sexual Exploitation of Children (CSEC) Planning and Resources

Lastly, Wraparound hosted **two Trauma Informed Parenting trainings** that were open to and attended by parents, providers and care coordinators.

Grievances/Complaints/Administrative Concerns/Violations

Wraparound Milwaukee, as a system of care, has a formal grievance procedure and a complaint investigative and reporting process. Complaints can be generated by any party within the Wraparound System of Care. Grievances are primarily generated by family members/enrollees.



Zero (0) grievances were filed in 2016. Wraparound Milwaukee identifies a grievance as the action a recipient may choose to pursue if they are not happy with the outcome of a filed complaint.

# of 2014 <u>complaints/</u> <u>concerns</u> 20 out of 1,692 served or 1.1%	# of 2015 <u>complaints/</u> <u>concerns</u> 20 out of 1,848 served or 1.08%	# of 2016 <u>complaints/</u> <u>concerns</u> 27 out of 1,670 served or 1.6%
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Complaints/Administrative Concerns that were logged during the time frame of 1/1/16 – 12/31/16 consisted of:

25 written
+ 2 verbal
27 total

***NOTE: Exposure of confidential patient information (HIPAA) is considered an administrative violation and not a complaint. Ten (10) HIPAA violations were recorded in 2016.**

Complaints/Concerns were generated from the following sources:

- One (1) from a Critical Incident
- Two (2) from System Partners
- Three (3) from Providers
- Three (3) from “Other”
- Eight (8) from Parents/Guardians
- Ten (10) from Care Coordinators/Care Coordination Supervisors

Complaints/Concerns were filed against:

- Twenty-one (21) against Service Providers
- Six (6) against Care Coordination Agencies

Those that were filed related to:

- 1 related to client safety issues
- 4 related to not following Wraparound process
- 5 related to boundaries/ethical issues
- 5 related to lack of professionalism
- 5 related to service delivery issues
- 7 related to billing for services not provided

Complaint (n=19) Outcomes

- **Twelve (12)** complaints were **substantiated**
- **Three (3)** were **unsubstantiated**
- **Three (3)** were coded as “Other” as they were unable to be processed pending further investigation by the Milwaukee Police Department and/or Child Protective Services and another source.
- **Two (2)** pending completion of investigation.

Note: Those issues identified as “Administrative Concerns” (n= 8) do not receive an outcome identifier of substantiated or unsubstantiated.

Wraparound Provider Network



The Wraparound Provider Network (WPN) is a diverse group of individuals/agencies that provide mental health and support services for the children and families in Wraparound, REACH, Family Intervention and Support Services (FISS), and the O'YEAH programs.

In 2016, the Network contained, on average, **115 Provider Agencies**. Approximately one hundred and thirteen (113) unique different types of services were offered.

The total number of agencies (duplicated) that provide one or more services within the **various service categories** consisted of:

- AODA Services = 10
- Care/Transition Coordination = 10
- Child Care/Recreation = 6
- Crisis-related Services = 32
- Day Treatment = 4
- Family/Parent Support Services = 12
- Foster Care = 12
- Group Homes = 22
- Independent Living Placement = 1
- In-Home Therapy Services = 27
- Life Skills Services = 5
- Med Mngmnt./Nursing Services = 9
- Outpatient Therapies = 38
- Psychological Assessment = 11
- Residential Care = 12
- Respite Services = 17
- Transportation = 10
- Youth Support Services = 18

There were one hundred and twenty-three (**123**) "**Out of Network**" requests that were submitted during 2016. Requests were primarily submitted for services such as psychiatry/mediation review, psychological evaluations, individual and special therapies, specialized crisis care and group home care. **Sixty-four (64) or 52%** of the requests were **approved**. **Fifty-nine (59) or 48%** were **denied** primarily due to the request actually being withdrawn/not needed, not being submitted in advance of the service being provided, the service already being offered in network, or the vendor actually declining/not accepting Wraparound rates.

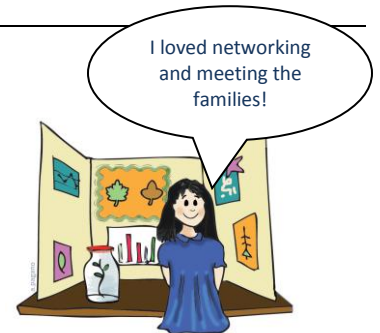
No **New Provider Orientations** took place during 2016.

Two (2) Level I and one (1) Level II Wraparound Provider Philosophy Trainings were held. The trainings focus on the implementation of Wraparound philosophy and the Child and Family Team process. Both levels of training are 5 hrs. each with a lunch break. A total of seventy-eight (78) individual providers participated along with several parent representatives from Families United of Milwaukee, Inc.

The Wraparound Fiscal Department Manager created a **PowerPoint presentation for new vendors/vendor billing staff** that takes a person through the **invoicing process in Synthesis**. After viewing the presentation, the Fiscal Manager is available for any questions or further guidance that may be needed.

Five (5) Provider Forum Meetings took place. This meeting provides an arena in which network vendors assemble to receive updates and general information about the Wraparound Milwaukee program, Delinquency & Court Services Division (DCSD) programs. In addition, information from the BHD Network Services and Contract Management Department and the BHD Compliance Department share any relevant information. The Providers are also offered the opportunity to share information about their programs and ask any questions or express any concerns.

The **Wraparound Milwaukee Provider Resource Fair** was held on June 17th. The Fair was held at the Zoofari Conference Center in Milwaukee. **Sixty-seven (67) vendors** set up resource booths displaying their agencies programs and services.



Approximately 302 youth and family members, 107 Care Coordinators/Leads/Supervisors, and 79 guests/others attended!

The Fair evaluation surveys revealed that 100% of the attendees felt that the Fair was helpful in providing them with information about resources in addition to being a great forum to meet and network with service providers.

Four new vendors entered the Provider Network in 2016:

- Ascent for Life, Inc.
- Educates, LLC
- Servant Manor Strategies
- Wisconsin Community Services, Inc.

In September, a "**New Provider Networking Event**" took place that offered families and Care Coordinators the opportunity to visit with and learn more about the new providers that had joined the Wraparound Provider Network and the services they had to offer.

Several **services/service codes** were created and/or restructured in the Provider Network in 2016. The new services and/or restructuring of services were implemented in an effort to address new client and programmatic needs or increase efficiencies. Listed below are the service/service code additions/revisions:

CODE	SERVICE	EFFECTIVE DATE
5004	NMT (Neurosequential Model of Therapeutics) Assessment	3/11/16
5630	Employment Related Skill Training Service	1/28/16
5632C/5632H	Psychoeducational Support Group	2/23/16
5052	Psychiatric Review/Meds – with Therapy, Special	2/29/16
5091	Permanency Services	2/23/16
5115A	Competency Restoration	5/12/16
5131C	Equine Therapy	4/18/16
5131E/5135F	Art/Music/Dance Therapy – Ind/Grp.	2/17/16
5133	High Risk Review/Consultation	3/1/16
5135A	Occupational Therapy	2/8/16
5303G/5303J	Crisis Stabilization, Out of Home/Specialized (enhanced)	1/21/16 and 11/29/16
5311E	Treatment Foster Care (Second Child)	10/14/16
5404	Adult Family Home	6/7/16
5500I	Care Coordination - Consultation	3/1/16
5568A	Specialized Academic Support Service	4/21/16
5902/5902A	Fitness/Recreation for Mental Health – Ind/Grp.	3/24/16 and 4/27/16
5905/5905A	Yoga/meditation – Grp./Ind	3/24/16 and 4/27/16

- Milwaukee Public School collaborations
- State of Wisconsin
- Justice Point

In 2016, the following OYEAH demographics were recorded for new enrollees:

Demographics	N =
Total Screenings	225
Total New Enrollments	119
Tier I	0
Tier II	104
Tier III	11
Disenrollments	82
Gender	50% Male (N=58) 49% Female (N=56) 1% Transgender (N = 1)
Average Age	19.4
Ethnicity	67% African-American (N=77) 12% Caucasian (N=14) 9% Hispanic (N=10) 2% Native American (N=2) 10% Unknown/Other (N=12)

Average cost per member/per month for 2016 = \$1,142.00

of 2016 Disenrollment's = 82

OYEAH Program

The OYEAH (Older Youth and Emerging Adult Heroes) Program, a program administered under the auspices of Wraparound Milwaukee, is designed to support older youth and young adults ages 16.5 – 24 who may be experiencing emotional and behavioral challenges, to successfully transition to adulthood. This is a voluntary program.



OYEAH, now entering its 9th year of providing service, continues to look at areas that present challenges for transitional age young adults. Several partnerships have been established over the years that provide services/support to the youth. These include:

- Milwaukee County Adult Community Services
- Milwaukee County Adult Services Liaison
- Pathfinders Milwaukee, Inc.
- Lad Lake
- Journey House
- LaCausa

The various Tiers represent different levels of programmatic intervention. Young adults are guided into a Tier that would best support their needs as identified through the screening process. Tier 1 is the most intensive.

Futures Plans

Futures Plans are the Plan that the young adult establishes based on their individual vision of adulthood. They will explore their needs and strengths and what supports may be necessary for them to achieve their hopes and dreams. Several "Life Domains" are addressed within the Plans.

Domain Category	# of times the Domain was identified in a Futures Plan in 2016
Educational/Vocational	152
Family	11
Health and Well being	27
Legal/Restoration	25
Living Situation	49
Mental Health	186
Safety	9
Social/Recreational	11
Transition to Adulthood	140
Other	4

OYEAH uses a ranking system in which the enrollee scores each identified Domain on the Futures Plan.

A 1-5 ranking scale is utilized. Starting with 1 meaning minimal progress was made in that Domain area to 5 meaning that the Domain area needs have been successfully met.

Out of the 736 Domains identified one-hundred and twelve (112) were closed out. The average change from the initial Domain Ranking value (Scale of 1-5, with 1 meaning minimal progress was made in that area, to 5 meaning maximal progress has been in that area) to the final Domain Ranking value were as follows:

Domain Category	Average Change in Value
Educational/Vocational	+1.57
Health and Well being	+2.11
Legal/Restoration	+2.36
Living Situation	+.71
Mental Health	+2.07
Safety	+1.67
Social/Recreational	+.33
Transition to Adulthood	+1.37

OYEAH Service Utilization

Service Group	Average Total Paid Per Enrollee/Per Month for CY 2016	# served	% served
AODA Svcs.	\$1.12	6	0.1%
Care Coordination	\$483.39	219	49.6%
Child Care/Rec.	\$0.00	0	0%
Crisis Svcs.	\$200.57	97	20.6%
Day Treatment	\$0.00	0	0%
Discretionary Funds	\$24.95	123	2.6%
Fam/Parent Support Services	\$20.38	13	2.1%
Foster Care	\$0.00	1	0%
Group Home	\$3.28	2	.3%
Independent Living	\$8.82	1	.9%
In-Home Therapy	\$104.99	73	10.8%
Inpatient Hosp.	\$24.07	18	2.5%
Life Skills	\$17.82	18	1.8%
Med. Mngmt. /Nursing	\$10.31	38	1.14%
Occupational Therapy	\$0.00	0	0%
Outpatient Therapies	\$18.63	70	1.9%
Psychological Assess.	\$7.28	37	.7%
Residential Treatment	\$0.00	0	0%

Respite	\$0.00	0	0%
Shelter	\$0.00	0	0%
Transportation	\$39.07	105	4.0%
Youth Support Svcs.	\$9.21	22	.9%

OYEAH Campus Housing

Beginning in 2015 OYEAH partnered with Journey House to provide supported apartments for young adults that were enrolled in OYEAH and in need of stable housing. In

2016 OYEAH and Journey House were able to add 4 more apartments for our young adults, bringing the total to 10 apartments. Young adults are able to live in these apartments under a modified rental agreement and monthly rent payment. Using a Housing First model, young adults are able to live in these apartments for up to 12 months while working on school and employment goals and learning the skills to live a successful independent life.



Owen's Place

Owen's Place is a resource center designed to assist young adults between the ages of 16.5 and 24 years whose mental health needs may be impacting on their ability to lead an independent life.



Owen's Place happenings in 2016:

Owen's Place is continually expanding its community partnerships and community resources in Milwaukee County to provide our young adults with a variety of programing that will help them seamlessly transition to adulthood. Our 2016 partnerships included but were not limited to:

- Mental Health of America (Stress and Anger Management Workshop)
- Know Thyself (Know Thyself Project)
- Milwaukee Center for Children and Youth (Safe and Smart Youth)
- Independence First (My Brother's Keeper Workshop)
- La Causa (My Life My Choice Workshop)
- Diverse and Resilient (414 All Campaign)

Beside collaborating with community partners to host workshops and programing at Owens Place, we have empowered our Peer Specialist and allowed him to take on a direct role as a facilitator. In 2016, our Peer Specialist hosted a plethora of workshops based on lived experiences that not only engaged young adults but also empowered them to take ownership of their own lives. The workshops that our Peer Specialist hosted were...

- **Dinner and Discussion-** This was a series of dinners and discussions that talked about community issues and

allowed for conversation about our community in a safe environment. IN addition, the program allowed for young adults to learn or become refreshed on new Independent Living skills such as using a can opener, reading the instructions on the back of a box to learn how to cook and how to set a dinner table.

- **Social Media Do's and Don'ts**- Living in a social media world, young adults were empowered to make better choices when using social media. This included having discretion when interacting with strangers online, being mindful of what you post and acknowledging that not only friends and family can see what we post but also current employers, potential employers and law enforcement.
- **Teens vs. Food**- This was our platform in which we taught young adults about budgeting and introduced couponing, meal prepping and the importance of planning ahead.
- **Family Fun Night**- This event was created to supplement our engagement with families, allow families to access Owen's Place, and serve as an introduction to the younger youth to learn about Owens Place as a future resource.
- **Mock Interviews**- This workshop was created for youth and young adults who are on an employment track. It gives them an opportunity to practice interview skills and be prepared for an actual interview.

Owens Place now can provide **work permits** to those who are under 18 years of age!



Owens Place is continuously focusing on ways to be innovative and community oriented. We are looking forward to the community relationships that we will be creating in 2017.

Submitted by:

Shannon Trzebiatowski, MS
Program Manager, O'YEAH/Owen's Place

M.O.V.E. **WISCONSIN**

M.O.V.E. WISCONSIN



(Wisconsin Youth **M**otivating **O**thers through **V**oices of **E**xperience) **is a youth-run organization designed to empower adolescents and young adults involved in the Wraparound Milwaukee program. Community-based**

activities are planned and implemented focusing on leadership development and creativity. The group meets at Owen's Place the 1st and 3rd Wednesday of each month.

In 2016, MOVE Wisconsin was the founding voice behind the **Young Adult Food Pantry** and **Hygiene Closet** at Owens's Place. This was created to help alleviate some of the stress of not having food for this age group and also to help bridge food insecurities for the 16 to 24-year-old population that we serve. The Pantry is still in the startup phase while our Owen's Place team is seeking ways to secure funding in order to sustain this effort to meet the growing need.

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

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

Thanks to the many relationships formed at National Children's Mental Health Research Conference, MOVE Wisconsin was visited by Youth MOVE Indiana where we spent two days together to shared ideas and lessons learned.

In 2015, MOVE Wisconsin created an **anti-stigma campaign called REPLACE LABELS WITH LOVE**. We carried this campaign into 2016 and were able spread this message with our friends over at Youth MOVE Utah who used this as their theme for their Annual Art Show. Youth MOVE Utah incorporated this campaign by displaying pieces inspired by the Replace Labels With Love campaign.

Lastly, MOVE Wisconsin had a **variety of accomplishments** that included...

- Collaboration with the Department of Children and Families (DCF) and Juvenile Justice in creating the structural outline for the Juvenile Justice Youth Council.
- MOVE was consulted by the Department of Health Services to assist with the startup of Project YES (Youth Empowered Solutions)
- MOVE became an active member of Milwaukee Succeeds and the Opportunity Youth Initiative

Submitted by:

Wilton Johnson, State Certified Peer Specialist, Young Adult Advisor at Owen's Place and MOVE WI State Coordinator

FISS Program

The FISS (Family Intervention and Support Services) Program is a program administered through the Milwaukee County



Behavioral Health Division per a contractual agreement with the Division of Milwaukee Child Protective Services (DMCPS). Milwaukee County was awarded the contract, which began in July of 2012.

The program is designed to assess and provide services to families experiencing life challenges with their adolescent child age 12-18. The FISS program goal is to strengthen the parent/guardian's ability to support their adolescent in the home, community and school.

The FISS program has two components:

1. Assessment - Assessments are conducted either in the office or in the home utilizing tools provided by DMCPS. Based on the assessment results and supervisory consultation, the family is referred to the FISS services unit, DMCPS, Milwaukee County Department of Human Services Delinquency and Court Services, or programs/agencies in the community.
2. Case Management - The FISS services unit provides families with a case manager (contracted through St. Charles Youth and Family Services) who utilizes Wraparound Milwaukee's provider network, crisis services through the Mobile Urgent Treatment Team, and community agencies to formulate and implement a service plan with the family. Case managers utilize the Wraparound philosophy and Coordinated Service Team approach with the goals of providing stabilization, and sustainable connections to community resources. The approach is strength based, and utilizes a combination of paid network services, natural supports, and community based services.

In 2016, the following FISS demographics were recorded:

Demographic	N/% =
Assessments Completed (Individuals)	583
Assessment No Show/Cancel Rate	319/902 or 35%
Enrollments (families) into FISS Case Management	103
Disenrollment's (families) from FISS Case Management	105
Average Length of Stay (ALOS)	3 to 4 months

Submitted by:

Stacy Kozel, LCSW

2016 Program Coordinator - FISS

Associate Director - Wraparound Milwaukee

V. Other Accomplishments

Positive Recognition Announcements

A total of **53** Families/Service

Providers/System Collaborators and/or Care



Coordinators were recognized in 2016 through the **Positive Recognition Announcement**. The Positive Recognition Announcement is a format that enables anyone involved in the Wraparound system of care to recognize the hard work, dedication, perseverance, etc., of another. Those recognized are identified in the monthly Wraparound Newsletter.



Some great things our families and system partners have said about Care Coordinators/Team members!

"D. went above and beyond his duties and provided my son a toddler mattress for the purpose of helping my son with gaining confidence in sleeping alone. D. took the time to bring the mattress to our home and helped set it up. D. is very knowledgeable in his field and really cares about the family as a whole".

"I just want to recognize M. for her outstanding work with families. She is very consistent and reliable and families love working with her! (As well as providers) She is so welcoming, calm, and inviting and a tremendous "team player". Thank you so much M.!"

"Mr. R. should be acknowledged because he is skilled in the services he provides. I really appreciate him listening to my concerns as a single parent coping with a child with special needs. I am always learning new ways and ideas to deal with my families situation and to treat every day as a new day".

"R. offers great advice. She has helped me to better understand my children. If it wasn't for her, I don't think I would have come this far in accomplishing everything I have. R. is a great person and great parent coach".

Research Activity

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



- An outcome status report of the FOCUS program was completed. FOCUS is a program within the Wraparound Milwaukee System of Care for youth who exhibit high risk behaviors that place them at risk for commitment

to the Department of Juvenile Corrections. Youth enrolled in FOCUS are initially placed in a non-secure therapeutic residential facility. A variety of services are provided that are deemed necessary to meet their needs. The outcomes revealed that there appears to be a strong relationship between youth that meet criteria for the FOCUS program, as well as the amount of time invested in the therapeutic aspects of the program (including the Juvenile Cognitive Interventions Program - JCIP), and the potential for successful completion and moving back into the community without additional charges.

- A research study was conducted exploring how the mentorship relationship serves to enhance or challenge resilience from both the mentee and mentor perspective. The specific research question was: *How does the relationship that is formed by being mentored, and then participating in the act of mentoring, have an effect on the personal overall resiliency of the person?* The outcomes revealed many consistencies across mentors, which results in informing training, supervision, and support practices in the fields of mentoring, trauma/mental health and social services.

Two presentations on the mentoring research, entitled *A Path to Trauma Mastery* was delivered at the Children's Come First Conference in Wisconsin and the national Children's Mental Health Research & Policy Conference.

- Outcome data measurement information for a number of programs including OYEAH, CORE and YLOL was provided as needed.
- Conducted the 2016 Performance Improvement Project (See page 7).

Submitted By: Pnina Goldfarb, PhD
Wraparound Milwaukee Research Consultant

Family Orientations

Eight (8) Family Orientations were held.

On average, five (5) Families United of Milwaukee representatives assisted with each orientation providing support and guidance.



The orientations are **sponsored by Families United of Milwaukee, Inc. in partnership with Wraparound Milwaukee.** The orientations focus on defining Wraparound and Families United roles and what they can offer the families as well as the role of the Care Coordinator. In addition, Child and Family Team Composition, MOVE Wisconsin, service provision, system partner collaboration, crisis services, paperwork/evaluation requirements and the disenrollment process are discussed.

Lunch is served and families are provided with a grocery store gift card as a welcoming and thank you for attending the orientation.

All new families entering the Wraparound system of care are invited and encouraged to attend. Families United of Milwaukee staffs continue to call families in an effort to encourage attendance at the Family Orientations.

In 2017, the Family Orientation will undergo an update to the format and location!

Visits from other Sites/Programs, Technical Assistance, Presentations

August 2016 – On August 9th Wraparounds new Medicaid Contract Monitor, Ms. Joelle Espinosa, visited Wraparound to learn about all components of the program.



October 2016 – Staff from **Choices Coordinated Care Solutions in Illinois** visited Wraparound on October 5th to learn more about provider services and network operations. They were especially interested in Crisis Services at they build their Mobile Crisis Response Team.

October 2016 – **An individual from Australia** visited Wraparound from October 3rd – 7th to learn about several components of the Wraparound Milwaukee program. These included program components, funding structure, family and educational advocacy quality assurance, crisis services, care coordination, the Wellness Clinic, Milwaukee County Children's Court Center, the OYEAH program and Owen's Place.

Mobile Urgent Treatment Team



In 2016, the **Mobile Urgent Treatment Team provided over 14,000 hours of crisis services** to children and families across the Wraparound Milwaukee programs, the community at large, and through the Trauma Response collaboration with the Milwaukee Police Department. This includes over **900 children seen for the first time**, along with hundreds of other children who have relied on mobile crisis services in the past. Some children and families used mobile crisis services only one time, while others used them more often to support their family in the community. In keeping with Wraparound Milwaukee's and the Mobile Urgent Treatment Teams crisis philosophy, the vast majority of children were seen face-to-face, in natural community settings such as home and school.

The **Trauma Response Team**, working in collaboration with the Milwaukee Police Department, added staff, and by the end of the year was poised to **expand into Police District 5** under a grant from the City of Milwaukee Office of Violence Prevention. With the full support of the County Executive's office, the program received **240 referrals from District 7** alone in 2016, and was able to individualize service to those families. With

expansion to District 5, and the continued support of both the city and the county, this unique collaboration will continue to expand services to children and families affected by violent trauma.

Mobile Crisis staff continues to bring specialized **Dialectical Behavior Therapy (DBT)** to Wraparound youth in need of those services, as well as offering DBT consultation to therapists in the provider network interested in learning more.

Dr. Dykstra, the director of Mobile Crisis Services for youth, **helped train hundreds of police officers in Milwaukee and other districts as part of the Crisis Intervention Team, or CIT.** CIT is a nationally recognized best practice model for training police officers to work more effectively with citizens in a mental health crisis. By the end of 2016, nearly every police officer in MPD had completed some level of CIT. CIT has also been incorporated into standard training for all.

In 2016, Mobile Urgent Treatment Team provided services to the following number of youth in the following locations/through the following contact types:

Contact Location/Type	Distinct Number of Youth Seen
Children's Court/Detention	14
Home	423
Wraparound Wellness Clinic	30
Psychiatric Crisis Services (PCS)/ Acute Inpt. Hospital	18
School	222
By phone	103
Other	162
TOTAL	941

Submitted by: Steven P. Dykstra, PhD
Director, Mobile Urgent Treatment Team
Licensed Psychologist

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

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

Partners in POHSEY II include Dr. Wendi Ehrman from the Medical College of Wisconsin (MCW), Dr. Angela Rabbitt from MCW/Children's Hospital, Claudine O'Leary from Rethink Resources, and Stephen Gilbertson the Clinical Director of Wraparound Milwaukee.



In order to meet the goals of POHSEY II, active training efforts are underway via in-person training opportunities, as well as an online training-module option. From pre/post assessments administered by POHSEY members during these trainings, the number of participants underestimating the local prevalence of CSEC (Commercial Sexual Exploitation of Children), on average, decreased from 44% to 20% after training, and those who agree or strongly agree that they feel confident in their ability to identify and care for victims increased from 22% to 52% after training. Training will be on-going throughout the two-year life of the grant.

In addition, several templates have been developed to assist the Children's Hospital Emergency Department in more efficiently and effectively documenting, as well as responding to youth who are risk for, or have experienced sexual exploitation/trafficking. At the moment, drafts of the templates are being incorporated into EPIC, the Electronic Medical Record system utilized by Children's Hospital. Partners are hopeful that once the templates are in place, they can be shared with other EPIC users to allow for other systems to complete a similar transformation. Throughout this time, meetings have been occurring regularly with other stakeholders to elicit feedback, and discuss changes that could be made within their own systems of care using the already developed templates.

POHSEY II is also charged with updating the POHSEY Resource Card, which provides individuals with supportive contact information so they can make quick connections for needed resources. An updated version should be available in May 2017.

Training materials for medical providers, and additional information about the grant, including community resources for youth and families in this situation, are available at www.pohsey.org.

Submitted by: Jenna Reetz, MSW
Program Manager, Wraparound Milwaukee

"Welcome Home Teens in Motion" Support Group



Throughout 2016, the "Welcome Home Teens in Motion" youth group continued to meet monthly at Owen's Place to support and address the needs of youth who are challenged by running away or their whereabouts becoming unknown. Each Care Coordination Agency was responsible for coordinating two of the groups over the year period. Several community resources were able to share information during meetings, and youth also participated in art projects and games centered on run-away behavior. In addition, the group offered a safe-space for youth to share their stories. At the end of 2016, both youth and professionals reviewed the "Teens in Motion" experience and exciting changes were made to the facilitation of the group beginning in 2017.

Submitted by: Jenna Reetz, MSW
Program Manager, Wraparound Milwaukee

Teen Parent/Pregnancy Protocol and Pregnancy Prevention Program



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

The protocol can be accessed at:

<http://wraparoundmke.com/?p=1285>

Teen Pregnancy and Protocol Brochure can be accessed at:

<http://wraparoundmke.com/?p=1284>

Submitted by: Maryan Torres, MSN APNP, FNP-BC, CPN
Wraparound Milwaukee Wellness Clinic

Milwaukee Adolescent Health Clinic/Wraparound



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

In 2016, the clinic saw more than 30 patients who were evaluated and received STI treatment services, birth control and support services that relate to adolescent health. The Clinic is staffed by Wendi Ehrman, M.D. of the Medical College of Wisconsin and Wraparound's Maryan Torres MSN, APNP, FNP-BC, CPN

Youth can be referred to the mentoring program from the clinic or referred to the clinic through the mentoring program. However, any youth participating in the mentoring program, including non-Wrap youth, are also eligible to receive services at the MAHP Clinic. The clinic is open one day per month, Monday

afternoon from 1-5 p.m. Call Maryan Torres (414 - 257-7624) for more information.

Submitted by: Maryan Torres, MSN, APNP, FNP-BC, CPN
Wraparound Milwaukee Wellness Clinic

Wraparound Wellness Clinic



During 2016, Wraparounds Wellness Clinic continued to provide medication management and wellness/education services to the youth involved in the Wraparound and REACH programs.

In 2016 the following occurred:

- Modifications were made to several processes in an effort to further incorporate the Health Home Model of care. One of the primary modifications focused on getting and reviewing information from youth's primary care physicians in an effort to support a more holistic approach to care. Incorporating this process into the daily routine of the clinic was Wraparound Milwaukee's Performance Improvement in 2016.
- Efforts began on hiring an Advance Practice Nurse Practitioner.
- A fully functional CORE Team was providing immediate and consistent care to youth/young adults experiencing their first episode of psychosis.

CORE (Coordinated Opportunities for Recovery and Empowerment) Program



The CORE program is a newer program being offered under the Wraparound Milwaukee system of care that **offers comprehensive and specialized mental health services and support to individual's ages 15-23 years old (though sometimes younger) that are experiencing their first episode of psychosis.**

Some symptoms the individual may be experiencing include hallucinations, delusions, unusual thoughts, disorganized thinking/speech or disruption of self-care.

Services are delivered by a 5-person team for up to 2 years.

Services include:

- ✓ Care Coordination
- ✓ Individual Therapy
- ✓ Peer Support
- ✓ Medication Management/Psychiatric Services
- ✓ Employment and Education Support
- ✓ Other services that may be needed to meet the individuals needs

Currently, there are three Teams providing services.

In 2016, the CORE Program enrolled **33 new participants.**

GENDER

Male = 24 (73%)
Female = 8 (24%)
Transgender = 1 (3%)

AGE

Average age = 18.4 years old
Range = 15yo – 23yo

ETHNICITY

African American = 18 (55%)
Hispanic = 9 (27%)
Asian = 1 (3%)
Other/Unknown = 5 (15%)

DIAGNOSIS The majority of diagnoses of 2016 enrollees were:

- Psychotic Disorder, NOS
- Schizophrenia, Undifferentiated Type
- Schizophreniform Disorder
- Cannabis Abuse

INPATIENT HOSPITAL DAYS

In 2016, fourteen of the thirty-three enrollees were hospitalized for a total of 322 inpt. hospital days. The average length of stay was 10.7 days; the mode was 7 days, with the range being from 1 day to 46 days.

AVERAGE COST PER MONTH/PER ENROLLEE

\$2,442.00


WELL- BEING ASSESSMENT

CORE uses the Well-Being Self-Assessment (Warwick) to assess overall well-being. This tool is administered every 6 months. A scale of 1-5 is utilized with 1 generally meaning none of the time (low sense of well-being) and 5 generally meaning all of the time (high sense of well-being).

Of those enrollees that took the assessment during (9/1/16 – 2/1/17) the **overall average score was 3.45/5.0**. The scores ranged from 3.06 – 3.84. The lowest scores were reflected in those answers related to feeling close to other people and/or being interested in other people.

A referral to the program can be made by calling the REACH Intake Line at (414) 257-7607. For general information, you can contact Brian McBride at (414) 257-7158.

Youth Living Out Loud (YLOL)

YLOL is a mentoring program being administered under the Wraparound Milwaukee system of care, the works with youth who have been, or are at
 high risk for being commercially sexually exploited or trafficked.

At the end of 2016, Youth Living Out Loud (YLOL) entered the third and final year of the grant initially awarded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Partners

include La Causa, Inc., Diverse & Resilient, Rethink Resources, Medical College of Wisconsin and Wraparound Milwaukee. Throughout the year, YLOL continued to provide specialized mentoring services to identified youth who are significantly at risk for, or have been sexually exploited/trafficked. These services continue to be provided within the wider context of Wraparound Milwaukee, so youth and families remain connected to additional treatment opportunities. Enrolled youth have the opportunity to participate in a clinic offered by Dr. Wendi Erhman (MCW) and Maryan Torres, RN (Wraparound) to address any on-going medical needs or concerns.

Each youth in this service completed a Mentor Action Plan (MAP), which supports them in developing skills around goal-setting, as well as ensures their voice is heard. A copy of the MAP was shared by YLOL representatives at the Grantee Meeting in Denver, CO; it was well received by other awardee sites.

A second round of comprehensive training was conducted in 2016 to bring on additional mentors to meet the needs of this population and address retention concerns. In addition to initial training modules, mentors also received ongoing weekly supervision, coaching, support groups and in-service training opportunities to ensure they could meet the needs of youth. La Causa Supervisor Tiffany Wilhelm was able to share information about YLOL at the National Mentoring Conference in Washington, D.C., which was well received. At this time, Partners are participating in detailed discussions about sustainability, as the grant ends in September 2017.

Submitted by: Jenna Reetz, MSW
Program Manager
Wraparound Milwaukee

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



In 2016, Wraparound Milwaukee participated in several 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. Those committees/workgroups consisted of:

- BHD Family Advisory Council
- BHD Patient Rights Committee
- BHD PolicyStat Committee
- BHD Quality Strategic Planning Committee
- BHD Client Experience Survey Charter
- BHD Performance - Based Measures Charter
- BHD Compliments, Complaints and Grievance Charter
- BHD Incident Reporting Charter
- BHD Data Management Charter
- BHD Case Management Charter
- DHHS Strategic Planning Committees (Internal Satisfaction of County Services for Employees,

Standardized Employee Policies, High Quality and Accountable Service Delivery)

In addition, Wraparound engaged in ongoing meetings with the BHD Contract Management, Network Services and Compliance area.

Quality Training Program Award

In October of 2016, Wraparound Milwaukee was awarded the "Quality Training Program Award" by the American Public Human Services Association (APHSA). The award recognizes Outstanding Training Education and Leadership in the Field of Health and Human Services. Wraparound specifically received the award for its New Care Coordinator Certification Training program.



Other happenings improving the quality of life for Wraparound youth and families and our Care Coordinators:

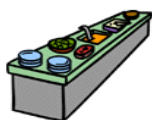
- **Summer Family Picnic** - On August 31st, Families United of Milwaukee, Inc., M.O.V.E. Wisconsin, Wraparound Milwaukee, Wraparound Care Coordination Agencies and several other system partners collaborated to sponsor the annual Summer Family Picnic at Lincoln Park. Food, games and art and crafts were the highlights of the day!



- **Care Coordinator Appreciation Day** - On August 18th, Wraparound Milwaukee organized a special event held at the Milwaukee County Zoo/Zoo Ala Carte Event to show our appreciation to the Care Coordination Agencies serving the youth and families in Wraparound. Care Coordinators received special admission prices to the zoo and were honored with certificates of appreciation. Refreshments were served!



- **Care Coordination Holiday Event** - On December 4th, the annual Care Coordinator Holiday event was held at the Washington Park Senior Center in Milwaukee. The Care Coordinators enjoyed lunch, treats, music, the opportunity to talk with and learn about Wraparound Administrators, and a raffle drawing.



- **Care Coordinator of the Month Award** - Wraparound Milwaukee continues to sponsor the Care



Coordinator of the Month Award. The winner of the award receives a traveling trophy filled with treats and goodies to display on their desk and is recognized on the Synthesis opening screen page.

- **7th Annual Wraparound Milwaukee Talent Show** - On May 18th, Wraparound held its Annual Talent Show at Pulaski High School Auditorium. Doors opened at 4:30p.m. for the always-amazing Youth Art Show/Auction in which guests got to bid for artwork that was created by youth in the Wraparound programs. All proceeds went directly to the artist. The Talent Show began at 5:30p.m. Several youth and their families participated in sharing their talents through music, song, poetry and dance.



- **Holiday Giving Tree** - In December, Wraparound sponsored a Holiday Giving Tree to ensure that those youth in the Wraparound Milwaukee who were most likely not going to receive a gift during the holidays did not go without. Care Coordinators decorated over one hundred ornaments to be hung in the Giving Tree discreetly identifying those in need. Gifts were delivered to Wraparound, wrapped and then distributed.



Wraparound remains committed to providing quality care to the youth and families we serve. It is the responsibility of Wraparound and all its affiliated partners to be actively involved in the process of continuous quality improvement. Thank you to all the individuals who contributed to this report. Your time, expertise and dedication was greatly appreciated!

Respectfully Submitted,

Pamela A. Erdman MS, OTR

Wraparound Milwaukee Quality Assurance Director