

2020 Year End Report



Children's Community
Mental Health Service and
Wraparound Milwaukee
System of Care

Children's Community Mental Health Service and Wraparound Milwaukee System of Care*



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

Since it was first established, Wraparound Milwaukee has significantly improved outcomes among the over 12,000 children and adolescents it has served. Its target population is children, youth, and young adults who are residents of Milwaukee County and have complex emotional, behavioral, and mental health needs. Wraparound provides a strength-based, individualized approach to working with children and youth and their families. Participants receive flexible, comprehensive, family-focused care. Services are coordinated through a team of formal (professional) and informal (including the youth and family) supports that plan and create the most effective continuum of services designed to support the child or youth in a safe and integrated way in the community.

Nationally recognized as a model program, Wraparound Milwaukee is administered by Milwaukee County's Behavioral Health Division, which contracts with over 120 organizational partners that provide direct services. Wraparound uses a mix of local, state and federal funds that are pooled to create a flexible source of funding to

best meet the needs of children, youth, and their families. The primary sources of funding for Wraparound are the Wisconsin Department of Children and Families, the Division of Milwaukee Child Protective Services, and the Milwaukee County Division of Youth and Family Services.

Wraparound Milwaukee continues to serve as a resource to mental health professionals around the world on issues of operating a successful system of care program, responding to countless requests for information, and presenting at multiple conferences and forums annually. These and other opportunities serve both as recognition of the accomplishments of Wraparound Milwaukee as well as a chance for other sites to take the lessons learned from Milwaukee and apply them to their own program development.

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

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

***Hereafter referred to as "Wraparound Milwaukee"**

Vision, Mission and Values in Action

Vision

To help build healthy and strong communities by enhancing children and families' ability to meet life's challenges and to foster resiliency and hope for a better future.

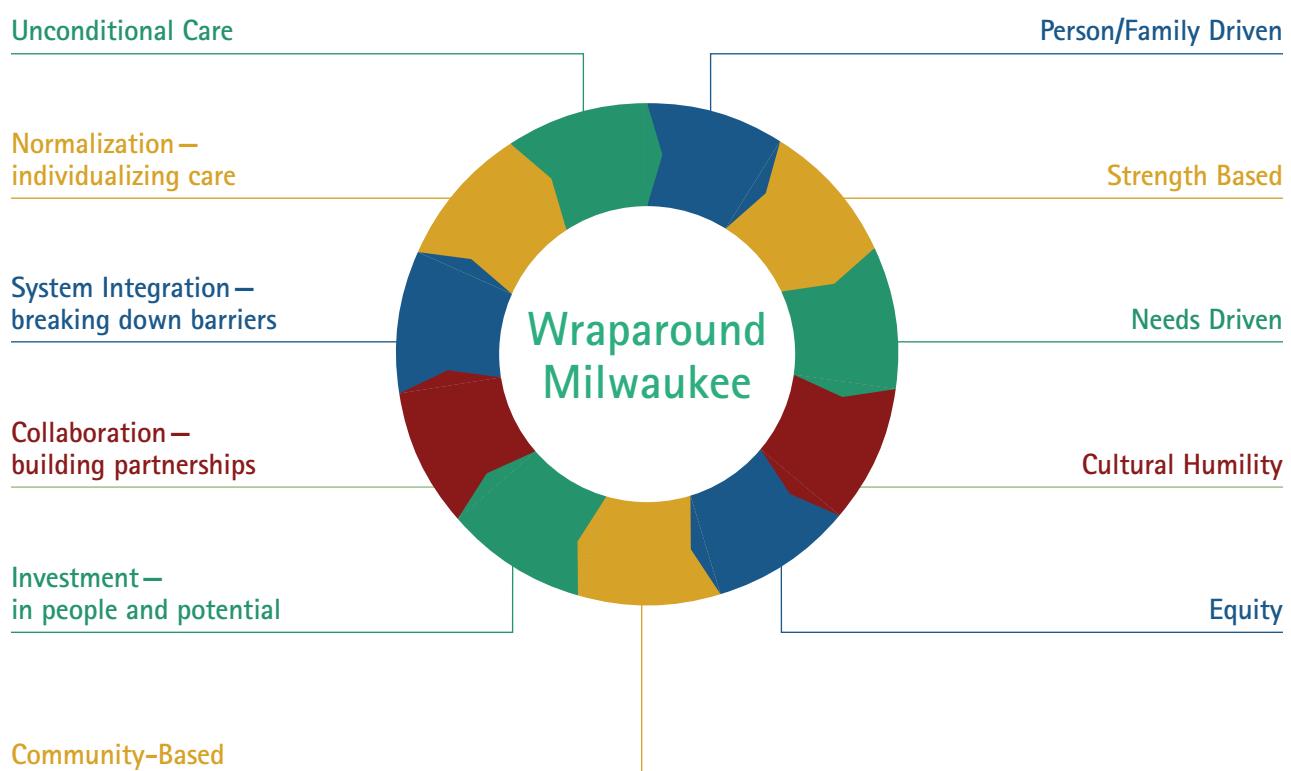
Mission

1. To serve each youth and family with respect and dignity acknowledging their strengths, needs, and preferences.
2. To partner with the agencies that work with families to create one plan for a better life.
3. To support youth and their families to remain safely in their homes and communities.
4. To provide quality care that is culturally responsive to the diverse needs of the families we serve.
5. To provide leadership in creating lasting resources for families in their communities.

Values in Action

Wraparound Milwaukee's history and practice is driven by a steadfast commitment to core values. When questions arise, problems occur, and decisions need to be made, going back to these core values helps guide how Wraparound Milwaukee responds. In addition, each of these values represent set of practices that have proven to be the most effective in promoting meaningful and sustainable success for Wraparound Milwaukee's most important clients—the children and families.

Wraparound Milwaukee System of Care:



Executive Summary

A Letter From The Director



Dear Friends,

2020 presented us with challenges never before seen in our lifetime that pushed us to look at new, creative ways to provide our community with critical supports and services. With the limitations of the COVID-19 global pandemic impacting in-person visitation, team meeting practices, and crisis response, we answered with new ways of connecting on virtual platforms, modifications to documentation practices, and adaptive training facilitation. While we are hopeful that 2021 will see the end of the pandemic, we look forward to incorporating many of these learned skills into practice moving forward to increase flexibility around options available to youth, families, and staff.

A handwritten signature of Brian McBride.

Brian McBride
Director



A handwritten signature of Jenna Kreuzer.

Jenna Kreuzer
Associate Director

COVID-19 has only highlighted the continued need to address issues of diversity, equity, and inclusion in Milwaukee County. Children's Community Mental Health Services and Wraparound Milwaukee remains committed to doing this work in alignment with other entities of the Department of Health and Human Services (DHHS), and the broader Milwaukee County system. Racism is a Public Health issue and addressing it along with related challenges will help to improve the outcomes for the people we serve, and the community at large. This includes looking at Social Determinants of Health (SDOH), and how we can positively impact these indicators in a thoughtful way.

This annual report gives a glimpse of youth and families enrolled in the Children's Community Mental Health and Wraparound Milwaukee System of Care, as well as achievements and changes that have occurred, along with our response. As we move into 2021, our focus continues to be on providing quality care rooted in a strength-based, family driven practice, while also addressing known barriers faced by the youth and families in our community. We are excited to cultivate new ways of responding to needs, some of which are made possible by state and federal grant funding.

We are humbled by the dedication and commitment shown to families we serve throughout this year. On behalf of the entire Wraparound Milwaukee Team, we look forward to the opportunities the future brings.

Alicia's Success Story

The road was not easy for Alicia and her family, but they have pushed through the hardships and continued to be very dedicated to their personal goals and vision for their family. Alicia has successfully completed her probation, has not had further police contact, has learned more effective ways to express her feelings and continues to process her losses. She went from running away from home for days at a time and spending nights in the Juvenile Secure Detention to being dedicated to strengthening her communication skills with her mom and staying at home. She went from skipping classes, being suspended for fighting and failing her classes to getting A's, completed driver's education, is on track to graduate high school, and has a plan for her future. She always had these skills, abilities, and strengths within her; she just needed to feel empowered to find them within herself.

In Alicia's Own Words:

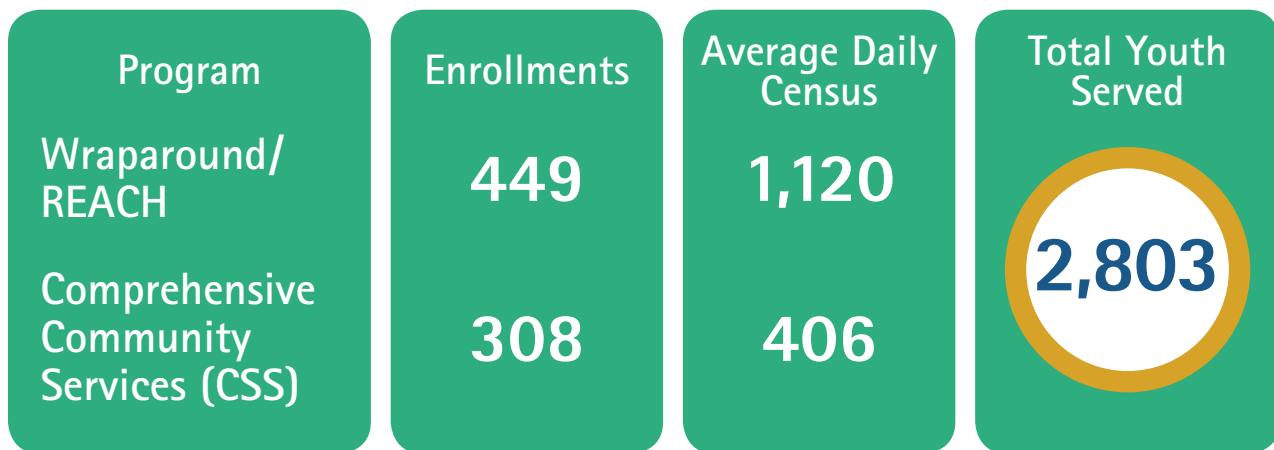
I am a 17-year-old senior in high school, and I live with my mom and brother. I started this program because I was a troubled child. I used to run away, steal cars, ride in stolies, disrespect my mom like fighting her and calling her names. I used to do things that I didn't really want to do but I did because I was peer pressured to do it. When I graduated 8th grade that's when it all started. We moved from the south side to the north and I had to switch schools. I started hanging with people from school and from my neighborhood who did bad things which caused me to do bad stuff too. I'm not blaming the people I used to hang with because at the end of the day it was my decision to do the stuff. Being peer pressured is something you can try to control but sometimes I failed. I used to get arrested which caused me to be on probation and have a case worker. My case worker gave me a list of things I needed to do to complete probation. Part of my probation was to start family therapy and to start Wraparound. At first, I didn't want to be in Wraparound because I didn't want more people in my business. I thought I was going to be assigned to someone who would judge me but once I met Hanna, I just felt good vibes. She's helped me so much throughout the year and some months I been with Wraparound. She stays on me so I can finish the things

I need to do and any time I need her she's there for me. She always gives me good advice when I don't know what to do. She's been such a big help to my family. She is very nice and she listens when I need someone to talk to. Wraparound is overall a 10/10 for me because they helped me grow so much. The people who work there are so nice and really care for the families they work with. All the people on my team have been there for me 100% and never gave up on me and they always lift me up and encourage me to do better. Last August, I finally completed probation, but since I liked Wraparound so much, I decided to stay so I can get more help and grow more as a better person. I just want to thank everybody who has helped and been there since day one to help me succeed this journey.



Serves a Diverse Group of Children and Families

YOUTH SERVED



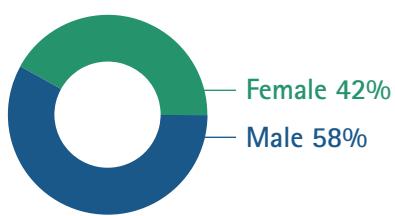
Gender, Age, and Ethnicity

The children and youth served by Wraparound Milwaukee come from diverse backgrounds. The economic, experiential, and ethnic diversity of the children and families served require Wraparound and its partners to effectively operate culturally competent, flexible programs and services to meet the needs of participants. This results in a highly innovative and adaptable approach to working successfully with children with exceptional challenges.

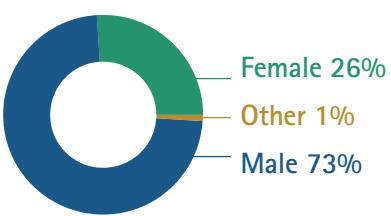
The gender and racial distribution have been relatively stable across time. However, as we work toward more racial and gender sensitivity, our reports are evolving to reflect such changes in our practices.

GENDER

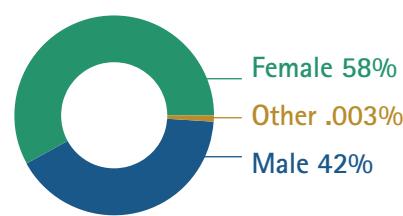
REACH



Wraparound



CCS



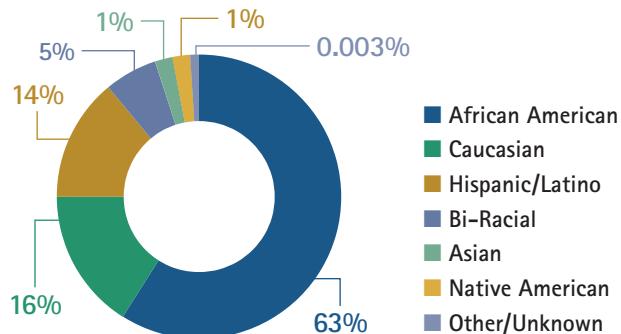
DISENROLLMENTS

Wraparound	229
REACH	196
Comprehensive Community Services	130

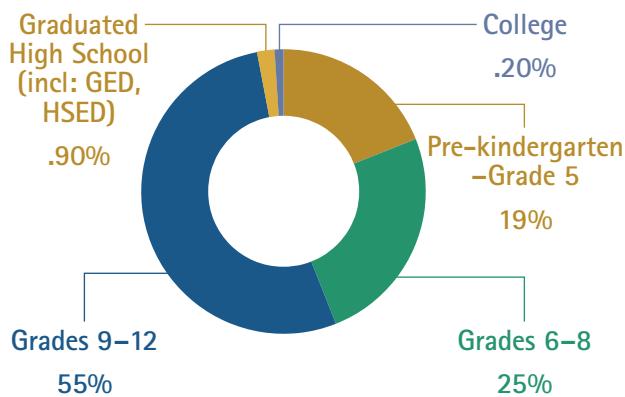
AVERAGE AGE

Wraparound	14.7
REACH	13.2
Comprehensive Community Services	16.1

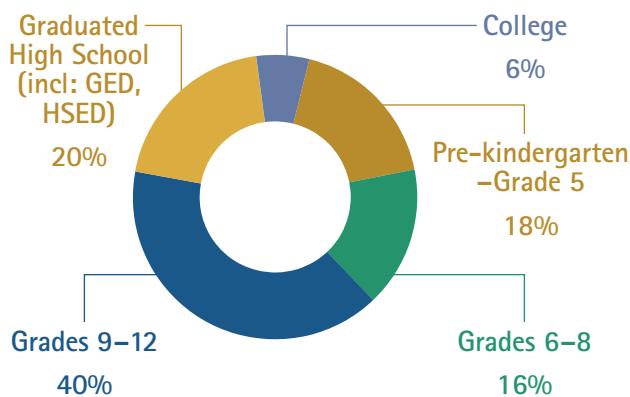
ETHNICITY OF YOUTH SERVED



GRADE DISTRIBUTION

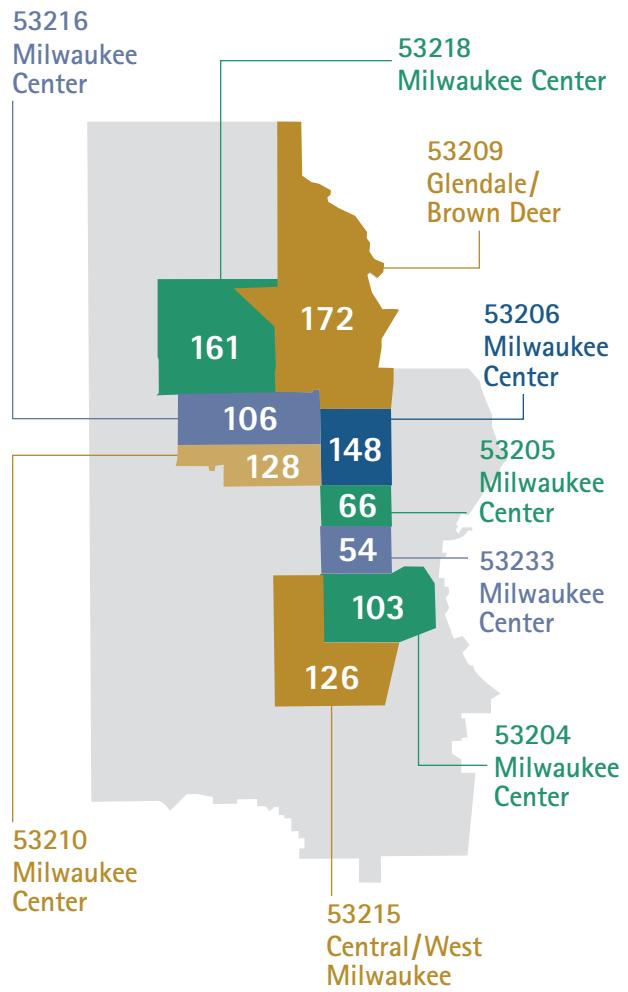


Wraparound and REACH serve youth across all grades pre-k through college



Comprehensive Community Service (CCS) serves youth across all grades pre-k through college

HIGHEST PREVALENCE OF WRAPAROUND YOUTH BY ZIP CODE



All lowest socio-economic zip codes are represented

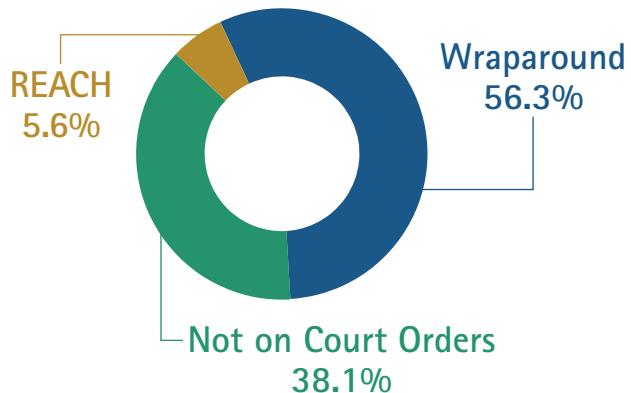


Addresses Complex Issues

Presenting Behavioral Health Diagnoses and Concerns of Children/Youth

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

WRAPAROUND ON COURT ORDERS



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

Sleep Concerns/Nightmares	412
Significant Losses	446
Bullying/Peer Interactions	453
Attention	461
Feelings of Sadness (major affect illness)	473
Severe Aggression	483
School Concerns	533



PREVALENCE OF DIAGNOSES

Diagnosis	Wraparound	REACH	CCS
ADHD/ADD	107	135	140
Conduct Disorder	85	31	—
Anxiety Disorder	85	105	136
Depressive Disorder	87	94	112
Mood Disorder	54	70	51
Thought Disorder	—	—	47

The Jones Family's Success Story

The Jones family is truly an inspiration to families who have obstacles to overcome. Upon enrollment in the Wraparound program, Ms. Jones was struggling with maintaining consistent employment, reliable transportation, and sufficient housing, which contributed to her children being placed out of home. Her son Chris was consistently getting removed from class for disruption and aggression and was at risk of repeating his grade level. Due to all the unpredictability and stress that the family encountered, the family had a hard time being around one another without fighting or arguing.

At the beginning of the program, both Ms. Jones and Chris were very quiet and shy. They felt as though they needed to do everything on their own and were reluctant to accept help from others. They also had previous negative experiences with "the system," which also added to their hesitancy about accepting suggestions and assistance from others.

Through the last year of hard work from each family member, Ms. Jones now has had a stable job, and has bought a new car and a home while working closely

and collaboratively with a Budgeting Coordinator through the Mount Castle program. Both Ms. Jones and Chris have learned to fully advocate for themselves and have become stronger and more confident with the backing of all team members.

Chris is now doing fantastic in school, as he is more open and assertive asking questions in class and reaches out for help appropriately. This resulted in Chris taking pride in his schoolwork and maintaining his correct grade level.

All of Ms. Jones' children have been successfully back at home for the past six months, and with more understanding of one another and improved communication, with Ms. Jones adapting to each child's individual communication style and needs.

Ms. Jones summed up her involvement with Wraparound and Mt Castle by saying at the last meeting, "I don't know where I would be without Wraparound and Breanna in my life. With your patience and love for us to succeed, we did. This has been a blessing and I now have all of my children under one roof where I have learned to be a better and stronger version of myself."

Ensures Voice and Choice and Builds on Family Strengths



A critical element of Wraparound is that care planning and services are coordinated to address multiple issues facing families, as well as the enrolled youth. Despite many challenges faced by families, they always bring strengths to the process. Wraparound Milwaukee works with families through their respective Child and Family Teams to build on those strengths and create solutions that help them address other difficulties in their lives.

Initiated in 2019 in one Care Coordination agency, Wraparound Milwaukee introduced a new role within the Youth and Family Team, Parent Peer Supports (PPS). They provide direct assistance to individual families as determined and needed by the family and the Youth and

Family Team. These Parent Peer Supports are individuals who themselves personally have had and/or through their own children have lived experience. In 2020, 32 families have benefited from engagement with parent peer supports.

Family Satisfaction Matters to Wraparound

A key accountability component of Wraparound is surveying families' satisfaction with the care coordinator and provider services as well as listening to concerns through a formal grievance process. (Refer to subsequent sections of this report for 2020 results.)

Collaborative and Community-Based

Recognized as a national leader in wraparound programming, Wraparound Milwaukee has developed an extensive network of organizations that provide a comprehensive, flexible array of services to the children, youth, and families enrolled in the program. Services vary by the needs of the child or youth, and the provider network is designed to ensure services can be highly individualized and targeted to address specified needs or goals in a child's life. Community-based services are provided through, on average, 106 organizations in Wraparound's provider network (WPN), representing more than 20 different categories of services as follows: AODA, Adult Family Home, Outpatient, Foster Care, Respite, Group Home, Transportation, Care Coordination, Crisis Services, Residential Care, Shelter, Psychological Assessment, Medication Management/Nursing Services, In-Home Services, Child Care/Recreation, Youth Support, Crisis Services, Day Treatment, Life Skills, Independent Living, and Family/Parent Support Services. Many of the agencies provide multiple services. Ten new vendors and 8 new services were added as follows:

- Arts Specialty—Individual
- MST—FIT
- GLOW To Inspire Group
- Supported Housing Specialist
- Disability Benefits Specialist
- Youth Crisis Stabilization Facility
- Supported Education Specialist
- Supported Employment Specialist

Children and their families will typically utilize three or four different services during enrollment in Wraparound. Additionally, Wraparound provided 24 Out-of-Network services to ensure that the unique needs of the child/family would be met. These included group home, interpretation services and therapy. In 2020, Wraparound Milwaukee provided over \$43 million to support these and other community-based services and out-of-home care. Wraparound Milwaukee's fee-for-service approach gives families a broad choice of providers while still maintaining uniform performance expectations for all organizations in the Provider Network. The leading "cost centers" (excluding Care Coordination which everyone received) for Wraparound were residential care placements, crisis services, group and foster care, and in-home therapy.

Collaboration with the adult system (CARS) on provider network development and contract management initiatives (provider workforce development, service utilization, on-boarding and open enrollment) creates a strong foundation of services for all Behavioral Health.

SERVICES USED IN 2020

Top 5 in Wraparound/REACH

Crisis Stabilization	64%
In-Home Therapy	46%
Individual/Family Therapy-Office	42%
Transportation	29%
Youth Support Services	19%

25% of Youth/Families Accessed Flexible/Discretionary Funds

Top 3 in Comprehensive Community Services (CCS)

Psychotherapy	73%
Individual Skill Development	65%
Peer Support	18%

Wraparound Care Coordination Agencies

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

Flexible Funding Meets Unique and Critical Family Needs

Another important feature of Wraparound Milwaukee is the availability of flexible funds—discretionary funds—that can be accessed by youth/families through their Care Coordinator to purchase services or goods to meet a youth/family need or enhance the Plan of Care. These funds, often strategically accessed on a one-time or emergency basis, can help the youth/family meet immediate needs that may not fall within the category of services provided within the Wraparound network. These small investments often pay big dividends by 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.

Outcome-Driven

The Wraparound Plan of Care 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 in institutional care.

As part of an ongoing data-driven quality assurance process, Wraparound has historically assessed the effectiveness of its services and approach by tracking several measures, including:

- Reported improvement in a child's functioning abilities, as measured by the Child Behavior Checklist (CBCL) and the Youth Self Report (YSR), from enrollment to disenrollment
- Children achieving permanency, as measured by the percentage of children leaving the program who are able to live in a variety of home environments including foster care, group home care rather than in institutional settings.
- School enrollment
- Family satisfaction with services
- Reduction in recidivism

Child and Youth Functioning

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

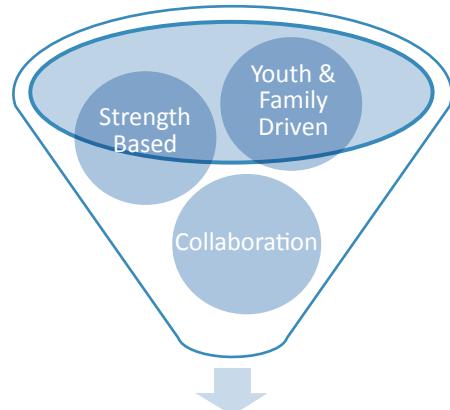
Achieving Permanence for Youth

Permanency is a critical federal and state statutory goal for children and youth served in the child welfare and juvenile justice systems. Wraparound shares the responsibility with its partners in the child welfare and juvenile justice systems to help children and youth and their families achieve the goals in their permanency plan. Placement of all children and youth leaving the program is tracked as a program effectiveness measure. Permanency is considered achieved

if the child: lives at home with a parent or relative, is in a subsidized guardianship, is in sustaining care, has been adopted or lives independently.

At disenrollment, an account is made of the total needs met (average 2.20 for Wraparound/REACH), the feelings related to school and social and family functioning. See overall disenrollment progress in chart below.

DISENROLLMENT PROGRESS



Average 3.9/5.0

Academic Achievement & Meeting Special Needs

Given that school issues are identified as a concern by the vast majority of families, coupled with the importance that successful school engagement plays in a child's life, Wraparound Milwaukee continues to increase its emphasis on school attendance and engagement issues. Since 2003, Wraparound Milwaukee has supported educational advocacy services as a necessary component of the program.

Educational advocates actively promote positive school engagement and academic success for Wraparound children by: (1) Attending Child and Family Team Meetings, (2) Ensuring students receive proper evaluations under the Individuals with Disabilities Education Act (IDEA) or Section 504 of the Rehabilitation Act of 1973, (3) Attending initial special education evaluation meetings, (4) Participating in annual Individualized Educational Plan (IEP) meetings as well as IEP Review meetings, (5) Attending manifestation determinations related to behavior problems, and (6) Problem-solving with school staff related to disciplinary hearings and expulsion.

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

SYMPTOMOLOGY

Average Percent of Change for both Wraparound & REACH Youth — from Enrollment to Disenrollment

CBCL (FAMILY)

REACH Behavioral Change	6.88%
Wraparound Behavioral Change	11.61%

YSR (YOUTH)

REACH Behavioral Change	-6.34%
Wraparound Behavioral Change	9.81%

PERMANENCY

79% Of All Youth Completing Program

RECIDIVISM

6 Year Average: **11%**

SCHOOL ATTENDANCE

87%

FAMILY & YOUTH SATISFACTION

Care Coordinator Family Survey:

4.6/5.0

Provider Network Services:

4.2/5.0

Family Satisfaction

Family satisfaction is a final important indicator of Wraparound's success. Each year, as part of Wraparound's extensive quality assurance program, family and youth are encouraged to complete a variety of surveys throughout the course of their involvement, including a disenrollment survey.

Wraparound/REACH family average satisfaction return rate is 6.3%. In addition, to receiving feedback on Care Coordination Services, a targeted satisfaction survey for network providers is administered quarterly to youth and families. In 2020, Provider Satisfaction Surveys were collected from Wraparound, REACH and CCS for a total of 576 surveys representing 61 Provider Agencies. As seen in the following chart both Parent/Caregiver and Youth had virtually the same perspectives on the Providers.

Based on a 5 point scale

Overall, how satisfied are you with this provider?

How helpful has the provider been in assisting you in making progress?

Parent/Caregiver

4.3

4.1

Youth

4.4

4.1

Care Coordination — the Heart of Successful Relationships and Planning

All children and youth receive care coordination services through a care coordinator who serves as a facilitator for the Child and Family Team. The Team is comprised of family members, informal supports that may include friends, neighbors and community members, and professional service staff. The team develops a **Plan of Care (POC)** based on the needs and strengths of the individual child and family, creates a **Safety Plan**, and works with the child and family to create realistic goals and strategies to meet identified needs.

While the team creates the Plan of Care early in the Wraparound process (within the first 30 days), that plan is reviewed and adapted to the changing needs and circumstances of the child or youth, with an overall benchmark of holding monthly team meetings 85% of the time. In 2020 Care Coordinators approached the goal, holding monthly Child and Family Team Meetings 64% of the time.

The Wraparound Network includes nine distinct care coordination agencies as listed on page 10. In 2020 Wraparound Milwaukee provided on-going and re-certification training for coordinators and other key staff and system partners on a wide variety of topics, ensuring that the quality of training and ongoing support for care coordinators is one of the highest priorities for Wraparound Milwaukee.

Examples of training efforts in 2020 include:

- Six new Care Coordinator Certification trainings, each training including 16 modules totaling 375 hours, training approximately 123 new Care Coordinators, Crisis Stabilizers and other county professional staff.

Participation in these trainings assures fidelity to the Wraparound philosophy and process.

- Fifteen hours of ongoing Inservice training included such topics as: Impact of Trauma on Development, Ethics and Boundaries, Stress Management, Intellectual Disabilities and Autism, Impact of Reading Level and Literacy, Child Development, Domestic Violence Awareness and Suicide Awareness. Total attendance in 2020 was 1,256.
- Nine medication Lunch and Learns with a total attendance of 367 were held by the Wraparound Milwaukee Wellness Clinic psychiatrists at each of the Care Coordination agencies. The goal was to enhance the overall knowledge base of medications, their side effects, supplementing medication with therapeutic interventions, helping youth overcome stigma, enhance medication consistency and routine, and reinforcing commitment to taking them.
- Motivational Interview training offered as open sessions, attended by Care Coordinators, providers, and community members. Additionally, a Train-the-Trainer process for 6 trainers was conducted.
- Dialectical Behavioral Therapy training was offered through the System of Care Grant: 1 day overview to our provider network and 2 day training for clinicians
- To assure fidelity to the Wraparound process, One Level I and II trainings educated providers to the philosophy and process, the team approach and trauma informed care. All 10 new vendors received individual orientation to Wraparound policies, procedures, and Synthesis (invoicing, reports and note entry).



Quality Assurance — Ensuring On-going Quality Improvement

Ensuring fidelity to system of care principles and benchmarks, tracking program utilization and costs, and using outcome indicators to improve quality is a strong part of Children's Community Mental Health Services and Wraparound Milwaukee's program. This work is done through a Quality Assurance (QA)/Quality Improvement (QI) team.

Care Coordination Progress Notes

During 2020, the Quality Assurance Team conducted a review of Care Coordination Progress Notes for the Wraparound and REACH programs:

Approximately 10% of youth (with a minimum of 5) served Progress Notes were reviewed for each Care Coordination agency. The QA Team reviewed 111 charts. The charts were randomly selected from youth who had a consistent Care Coordination for at least 2 months during the specific time frame, trying to capture at least one record from each Care Coordinator, and the youth was enrolled for at least

3 months. The established expected threshold of compliance is 90%. Overall compliance total for all Care Coordination Agencies was 88.2%.

Wraparound Milwaukee has a complaint and grievances system in which any family, adult, or child may express a concern or file a formal grievance. The process provides an opportunity for Wraparound leadership to become engaged in resolving conflicts or clarifying expectations, so problems do not reoccur.

Five formal and 24 Administrative Concerns (i.e. higher-level concerns that administration documents but no outcome identifier of substantiated/unsubstantiated is given) were received. One outcome was appealed and subsequently upheld. The topics of concerns included Fiscal, Boundaries/Ethics, HIPAA, Service Delivery, and professionalism with most filings against Service Providers and Care Coordinators. The resolutions included redirecting, coaching, and retraining. The total number of formal concerns (5) represents .2% of the entire population served (2,803) in 2020.

Sam's Success Story

Sam is a 15-year-old youth who loves playing football and wrestling. At age 10, Sam's adoptive mother passed away after an extended illness in which the family was the primary care taker. This was extremely difficult on Sam and greatly impacted his mental health. Shortly after his mother's passing, Sam's father became involved in a long-term relationship and she later moved into the home with her son, giving Sam a stepbrother. Sam's father and his significant other also had a baby, adding a younger half-brother. With an overwhelming amount of change in such a short period of time, on top of the loss of Sam's mother, Sam expressed himself through anger and dangerous aggressive behaviors that resulted in pending charges of disorderly conduct. Sam was getting into fights at school, and was unable to focus on academics, nearing expulsion. There had been at least five inpatient stays as he expressed suicidal thoughts and made threats towards his family members when upset.

Around this time, Sam began actively engaging in individual therapy and art therapy. Through these therapeutic supports, he began to learn how to better regulate his emotions, gaining healthy coping skills to

utilize when upset. Sam built a positive relationship with his crisis stabilizer, who was able to coach him, processing complex thoughts and emotions, and making positive choices in moments of crisis. Over time, Sam learned and is consistently utilizing safe behaviors and more positive ways of expressing his emotions that has resulted in keeping himself and others safe.

Today, Sam is doing extraordinarily well. As a freshman in high school, Sam finished his first semester with all A's and B's, with the support of his Special Education teachers. Sam has become more socially connected, involving himself in wrestling and football. He has committed himself to eating healthy and staying physically fit which has contributed to his improved overall moods. He and his father have even begun working out in the mornings together, and this has helped them build a closer relationship. Sam has learned how to better navigate his relationships with others, and he is now able to regulate his emotions and cope in positive ways when struggles arise. Sam's father has non-stop praise for Sam's progress and expresses great pride in his son.

Promoting Change in a Year of Challenge

As in the public arena, the pandemic and the battle toward racial equity has merged into interrelated concerns, challenges, and initiatives for Wraparound Milwaukee. Wraparound Milwaukee is committed to helping families through the pandemic and into the future in which partnerships are cultivated with families and communities to join collective expertise and resilience to strengthen individuals, homes, and neighborhoods. In an effort to refine and advance our general sensibilities, the following initiatives have been launched:

Educate

Educate ourselves of the Black experience/
Broadening our scope as it relates to receiving
Mental Health care

Be

Be aware that we formally function from a place
of power. Therefore, try not to act from a place
of power

Put forth

Put forth conscious effort everyday

Be

Be humble/tread carefully

Need

Need to have a presence in the community,
building trust through engagement and learning
from the community to guide our efforts

INITIATIVES AND IMPROVEMENTS WITHIN WRAPAROUND MILWAUKEE		REACHING OUT INTO THE COMMUNITY
Racial Equity Work		
Improving our sensibilities		Publicize activism opportunities for young people
Raising personal awareness of racial inequities through staff education and learning		Wraparound supporting Credible Messenger efforts with DYFS and DHHS
Reevaluating Wraparound values, in addition to Cultural Humility adding Equity... creating shared definitions and language		Creating a racial equity policy and procedure audit in collaboration with OAAA, DHHS, and DYFS
Using the lens of Social Determinants of Health when evaluating and modifying programs		Distributing Mental Health brochures at Rallies and throughout the community
Areas of research to include: <ul style="list-style-type: none"> • Health Disparities • Service Quality • Community Needs Assessment 		Wraparound Visible in the Community/Supporting Change by participating in events calling for social justice to include: <ul style="list-style-type: none"> • Providing water, snacks, hygiene products, activity material for kids, dry ingredients for baking and masks • Distributing Wraparound program brochures
Launching a Parent Peer Support program to better assure engagement with families		
Pandemic Response		
Offer Telehealth for: <ul style="list-style-type: none"> • Medication Management • Therapy • Care Coordination and Team Meetings • Screening 		Sponsoring through Owen's Place: <ul style="list-style-type: none"> • Grab and Go's for Mental Health Month Providing basic need Grab and Go's
Survey our constituency – determining effectiveness of telehealth		
Supporting youths' remote learning through the Educational Liaison Support who are addressing remote learning challenges		

**Action leads to Visibility
Visibility leads to Supporting the Needs of the People and the Community**

Promoting Change— Into the Future

5-Year Strategic Plan—Wraparound Milwaukee's Progress

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

Through a series of think-tank sessions, soul searching, and tough conversations, we collectively concluded that our purpose is "to partner with families and communities to join collective expertise and resilience to strengthen individuals, homes, and neighborhoods"; a purpose we feel honors our history and intentionally cultivates our path toward the future. Out of the 6 initiatives identified, 4 were further developed in 2020.

INITIATIVE	ACCOMPLISHMENTS
Position ourselves as thought and practice leaders in integrative and holistic care	<ul style="list-style-type: none">Identified SDOH impacts for Wraparound.SDOH concepts added to provider trainingRevamped foundations training and incorporating field coaching and expanded the training groupCreated workforce development opportunities across systems and inclusive of community partners and organizations
To be leaders in the sustainable development of a dynamic and sophisticated workforce	<ul style="list-style-type: none">Add provider/vendor demographic profiles in Synthesis to better assess the racial, cultural, linguistic. make up of the Provider NetworkCreated a university specific presentation to inform a future workforce about philosophy and job opportunitiesCreating a peer support onboarding training for working in Wraparound as a peer
To influence state and local policy in favor of serving children and families in their homes and communities	<ul style="list-style-type: none">Met with state and local advocacy groups to learn about their operations and the different types of advocacyCreated a list of organizations that provide specialized advocacy with the intent of generating partnerships and referralsMet with state and local advocacy groups to learn about operations, types of advocacyObtained Advocacy Certifications from Silver Linings International
Be inclusive and equitable practice leaders for those who serve and those served	<ul style="list-style-type: none">Language services training and POC translation enhancementsRecruiting workforce at outreach events aligned with cultural and linguistic needsGenerated list of community organizations that fill in the gaps in Provider network

Special Initiatives and Projects

Performance Improvement Project (PIP)

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

As an outgrowth of the single front door for referral and screening PIP of 2019, the 2020 Warm Handoff PIP is defined as a transfer of care between two members of the health care team, where the *handoff* occurs in front of the patient and family. Viewed as a best practice, the Warm Handoff of the youth and family in Wraparound from the Screener to the Care Coordinator potentially can provide trust, sustainability of engagement and become consistently more family-focused, collaborative, and successful.

To test this hypothesis an experimental research design comparing the results of control groups to experimental-groups were implemented with all new REACH enrollees. The independent variable, the delivery system of the warm handoff (phone or Zoom), varied from Phase I to Phase II. The study questions were meant to ascertain the feelings of engagement for both the parent and the Care Coordinator under both conditions. To enrich the outcome data, focus group interviews were conducted with Screeners and Care Coordinators. The study is complete, but outcome data is pending and will be reported in 2021.

Research Activity

As a data driven program, Wraparound Milwaukee collects and analyzes data to assure accountability and responsiveness to the Wraparound model. Below are a few highlights from 2020:

- An analysis of the Trauma Response Teamwork is conducted to monitor the effectiveness of providing, in partnership with MPD, support to children and families who have been exposed to violent crimes.
- A Department of Milwaukee Child Protective Services (DMCPS) Education Liaison Status Research Project is conducted annually to analyze program growth and service delivery patterns. This data was analyzed across



three distinct age groups to address age appropriate needs.

- A Juvenile Justice Recidivism study was conducted in Wraparound and Court Ordered REACH youth. Using arrest data, the study explored the following: 1) the overall recidivism during enrollment, 2) the re-offending pattern across time in Wraparound, 3) Offense Type analysis, 4) A discrete look at the high-risk populations , 5) Investigation of Multiple Offenders and 6) Disenrolled Youth. The overall recidivism rate for 2019 is 6.7% with a 6 year average of 11%.

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

In 2020, Wraparound Milwaukee participated in a growing number of Behavioral Health Division and/or Department of Health and Human Services (DHHS) committees and workgroups as BHD/DHHS moves forward with its strategic plans for the future, which includes an integration of services across departments in order to provide more seamless and more user friendly services across the age groups. In addition, Wraparound engaged in ongoing meetings with the BHD Contract Management, Network Services and Compliance.

Program Highlights

Parent Peer Supports:

One of the strategic plan initiatives is to cultivate a workforce reflective of the communities we serve; this has resulted in a broader effort to integrate people who have lived experience into the workforce. Through the System of Care grant, we were able to fund several Peer Support Certification trainings to help build a pool of candidates for Peer Support roles. Additionally, through new program and position development, we have been able to prioritize Peer Support positions as integral in quality and effective service delivery. In 2020, the following Peer Support positions have been created:

- Coach position as part of the Youth Connect program
- Lead Family Support position as part of the Community Resource and Referral Team
- Integrated Parent Peer Supports into the Care Coordination model and have received positive feedback from Care Coordinators, Parent Peer Supports

Hear it from the Care Coordinators:

- *The PPS role is bigger than anyone expected because they can go anywhere or do anything depending on what the family needs.*
- *She has an amazing capacity to connect with others – she helps to create a familial environment and families care about her as much as she cares about them.*
- *What makes her successful is upfront honest disclosure and transparency with families, targeted efforts to work with both parent and youth, high level of friendliness and availability.*

Re-Source Extension

Re-Source Extension is a platform that brings to Wrap-around opportunities to share our lessons learned and provide training opportunities to others. In 2020, the activities included:

- A one-day conference presentation on Psychosis
- In collaboration with families, created and posted 4 micro-learning modules related to psychosis for public viewing
- Contracted to provide technical assistance on a lawsuit resolution
- Continue to make Care Coordination Certification training available to the public
- Completed the process of developing an e-learning platform that will be publicly available in 2021



Wraparound Milwaukee Leadership Development

As a professional and leadership development program, in partnership with Wraparound's provider agencies, its purpose is to increase the confidence and competence of leaders early in their leadership development process, as well as nurture and cultivate future leaders. Consisting of 2 tracks, the first is a partnership with a focus on core components of best practice leadership philosophy and exploration of personal style. The second track consists of coaching to enhance application skills.

- In 2020 there were 3 cohorts, partnering Wraparound staff with Supervisors and Leads
- 24 staff participated

Learning Through



Owen's Place

Owen's Place is a drop-in Clubhouse/Resource Center open to all young adults in the community. It is designed to assist young adults whose mental health needs may be impacting on their ability to lead an independent life.

In 2020, Owen's Place served 342 young adults. Through daily drop-in resource services, events, and group sessions, 75-100 young adults enter weekly.

Due to the Public Health Emergency, a change in how services were offered occurred. Listed below are highlights from activities and programming for 2020. They included: walks and rallies, assisted in the *Mural of Peace*, employment opportunities with McDonald's, NYPD Pizza,



Forman Mills, Dunkin Donuts, Walmart, Walgreens, Starbucks Coffee and Ritus Corporation, and collaborations with Safe & Sound, Tandem Tutoring, MOVE Wisconsin and many restaurants and food vendors for Grab N' Go events supporting the community.

Family Intervention Services (FISS)

The FISS program has two components: Assessment to determine eligibility for FISS and Case Management, using Wraparound philosophy and a coordinated Service Team approach with the goals of providing stabilization, and sustainable connections to community resources.



Grab N' GO's

Serving a community in need in 2020, Grab N' Go's were created, and community agencies were invited to participate. Each monthly event was centered around a theme:

- Mental Health Awareness – distributed resource information
- Domestic Violence Prevention information and resources
- Substance Use – posters and resources
- Back to school – over 250 backpacks with school supplies and materials were distributed
- Family Time – games, art/crafts and fun do it yourself kits were provided

The Grab N Go events occurred every month from May-October, averaging 100-140 participants at each event.

Service Provided to:
Wraparound, REACH
and CCS Programs

Clinic
Attendance

1,127

Average
Attendance

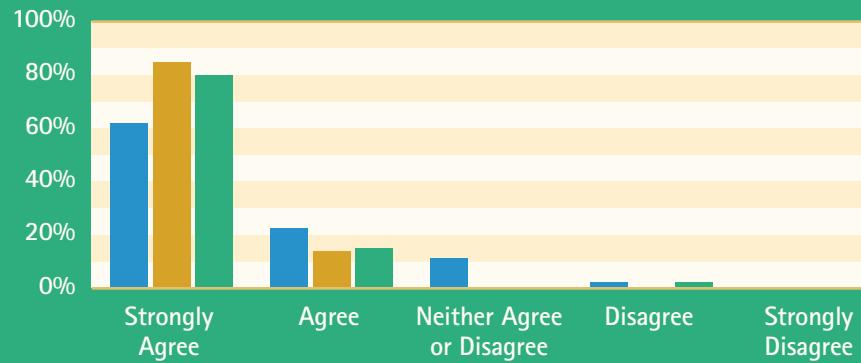
75.8%

Wraparound Wellness Clinic

TELEHEALTH SURVEY OUTCOMES

Follow-up Appointments n=73

- Youth Question: I felt as comfortable talking about how I am feeling on the phone as I would be face to face (in person)
- Parent/Guardian Question: All my medication related questions were answered
- Parent/Guardian Question: I am comfortable using the phone for these medication reviews



Expanding Our Reach through Grants

Grant gifts provide the opportunity to develop initiatives that are of high need in our community which otherwise could not be developed. In the last several years Wraparound Milwaukee has been gifted several Federal, State and County Grants that have enhanced mental health services to Milwaukee County youth and their families.

These include:

First Episode Psychosis (FEP)—a State funded initiative that addresses the early onset of psychosis in youth and adolescents.

Goals: Help FEP young people moving forward in growth and development despite their symptoms.

Invoke the power of early diagnosis

Uniqueness: Built from the Wraparound model of community-based services that are well established, thereby benefitting from the lessons learned from the established infrastructure. Individualizes the program through a fixed team approach that includes: Care Coordinator, Clinician, Peer Specialist, Psychiatrist, and Education/Employment

Activity:

Total Served in 2020
127

New Enrollments
32

Clinically High Risk for Psychosis (CHR-P)—Initiated through a SAMHSA Grant that addresses high risk youth.

Goal: To identify and treat youth before they have converted to psychosis as a means of ameliorating or delaying full onset psychosis

Uniqueness: Established a collaboration with Milwaukee Public Schools to raise awareness, educate school staff and create a robust referral system so that youth can be identified for treatment before conversion and loss of the ability to negotiate their lives occur.

Activity:

Referrals from MPS and Other Community Sources—**79**
Numbers Enrolled in 2020—**12**
8 MPS entered the FEP program as deemed most appropriate

Under the Comprehensive Community Services (CCS) umbrella, both of these programs (FEP and CHR-P) have been put together under a Coordinated Opportunities for Recovery and Empowerment Program (CORE) which allows for a continuum of support and services for youth experiencing psychosis.

System of Care (SOC)—Initiated through a SAMHSA Grant that expands the system of crisis care through service delivery for youth and young adults currently accessing crisis services through the psychiatric emergency department (PCS) in Milwaukee County.

Goals: Provide for children/youth a comfortable environment

Assist in making clinical and support referral decisions as needed

Develop a Youth Connect Service as a less restrictive model for providing support

Uniqueness: Provides a team comprised of a Clinical Resource/Referral Coordinator and a Lead Family Coordinator. This team is primarily responsible for initial connections to resources, services and supports for youth and families; completing baseline assessments to inform the referral process and assist with diversion and discharge planning and response. Additionally, direct youth and families to the newly created Youth Connect service as a bridge between PCS and referral to other support services as needed.

Activity:

Number of Youth who Entered PCS (August-Dec)
506

Number of Youth Enrolled in Youth Connect from PCS
4

Total Enrollments into Youth Connect
14

Trauma Response Team (TRT)—A program of Wraparound Milwaukee's Children's Mobile Crisis team as an ongoing initiative since 2015, in partnership with the City of Milwaukee and the Milwaukee Police Department, identifying and supporting child and youth victims of traumatic violence.

Goals: To provide emotional support to youth exposed to violence

To support youth and family, providing recommendations for services as needed

Uniqueness: TRT receives referrals from MPD and community partners in real time, after the officer or community member recognizes that a youth may have been exposed to or witnessed a potentially traumatic event. The offers for support are guided by the parameters of comfort expressed by each family so that all services and supports are individualized based on the family's individual needs.

Activity:

Referrals from MPD Districts 5 and 7
217

78% successful contact with families

5 Top types of violence

- Domestic Violence
- Child Abuse
- Battery
- Endangering
- Safety

Transforming Lives Through Supportive Employment Grant—Initiated through a SAMHSA Grant, in partnership with St. Charles Youth and Family Services. The program offers the evidence-based practice of Supported Employment and Individual Program Support in conjunction with Wraparound Care Coordination, Supported Education, and Supported Education, and Supported Housing for transition-aged youth with serious emotional disturbance, ages 16.5-25.

Goals: To provide transition age youth the opportunity to achieve their goals towards independence and transition into adulthood

Access to a team of people that provide guidance and support as youth navigate education and employment possibilities.

Uniqueness: Using evidence-based practices that are folded into the Wraparound philosophy and approach make for a strong intervention model that includes both a Peer Support and a Benefits Specialist.

Activity:

Enrollment – **15** Transition Age Youth

Youth Crisis Stabilization Center (YCSF)—

As part of a larger crisis re-design effort in Milwaukee County, Wraparound Milwaukee opened the State's first Youth Crisis Stabilization Center in partnership with Wisconsin Community Services. The YCSF is a 6-bed facility that serves male youth ages 13-17 years old who are experiencing a mental health crisis.

Goals: To provide a community-based alternative to Psychiatric Crisis Services and in-patient hospitalization.

Uniqueness: To fill a service gap within the context of a continuum of mental health crisis care services that include Psychiatric Crisis Services and in-patient hospitalization. This is a short-term/community-based facility that focusses on emotional stabilization.

Activity:

12 Enrolled since opening, 10/2020





John's Success Story

As John's Family Care Coordinator, let me tell you the story of this witty young man who loves his family dearly and as typical of youth his age is enamored with fast cars, video games and superheroes. John is the second oldest of 12 children and has two loving parents who care deeply for him. Unfortunately, John and his family encountered system involvement which lead to a lot of mistrust and hopelessness as John was removed from the home several times over the years. His family was not going to let this roadblock tear them apart and knew they would need to come together to fight and advocate for their child's return home. When I met John, I knew we were in for a long ride. There was never a dull moment. John was funny and always could put a smile on your face, even when he was upset and mad which many times was due to his frustration of not being able return home. During the time I worked with him and his family, John spent over one year in various out of home placements. This upset his parents and his siblings because they knew what he did in the home was

not life-defining and he could turn it around. John and his family developed a beautiful relationship with his therapist, who provided endless support and was a major factor in reuniting the family. Despite their hard work, they were having difficulty seeing the light at the end of the tunnel. In court hearing after court hearing, the family was told that John's extensive needs challenged their ability to care for him. But, with hard work and, persistence and patience, John was finally returned home to his family.



Wraparound Milwaukee System of Care Programs and Services

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

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

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

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

Older Youth and Emerging Adult Heroes (O-YEAH) — Supports older youth and young adults (age 16-23) who are experiencing emotional and behavioral challenges to successful transition to adulthood. In addition to mental health services, there is a focus on life skills, housing and employment/training. Additional associated resource: **Owens Place** — A community drop-in resource center for young adults age 16-24 whose mental health needs may be impacting their ability to become independent.

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

Youth Connect — is a short-term intensive Crisis Care Coordination program that serves youth and families with a focus on preventing and responding to mental health crisis to reduce inpatient hospital stays. Provides crisis planning and response, community connections to address factors which contribute to overwhelming stress that leads to crisis and provides a bridge to enrollment in other Children's Community Services and Wraparound Milwaukee programs.

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

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

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

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

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

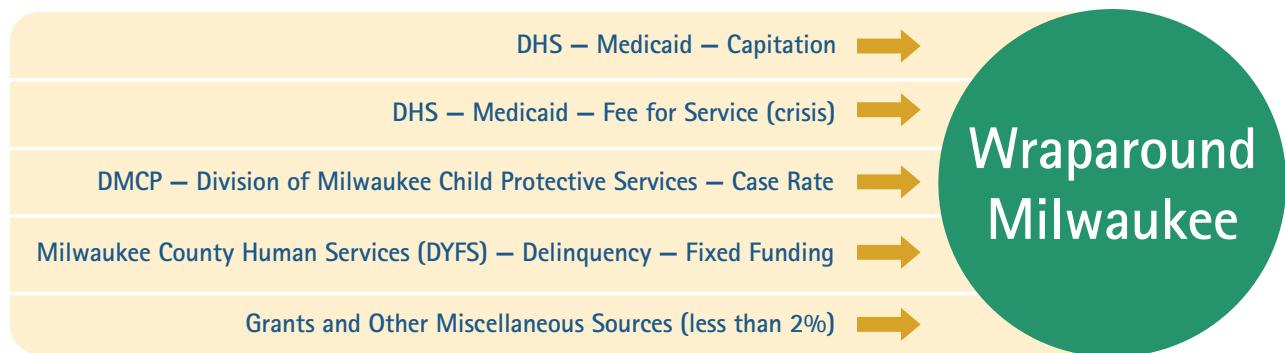
Educational Liaisons — Serves youth and young adults involved in Wraparound Milwaukee System of Care. Addresses school issues including placement, special education needs and services and possible suspensions and expulsions.

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

Unique Funding

Revenue Sources

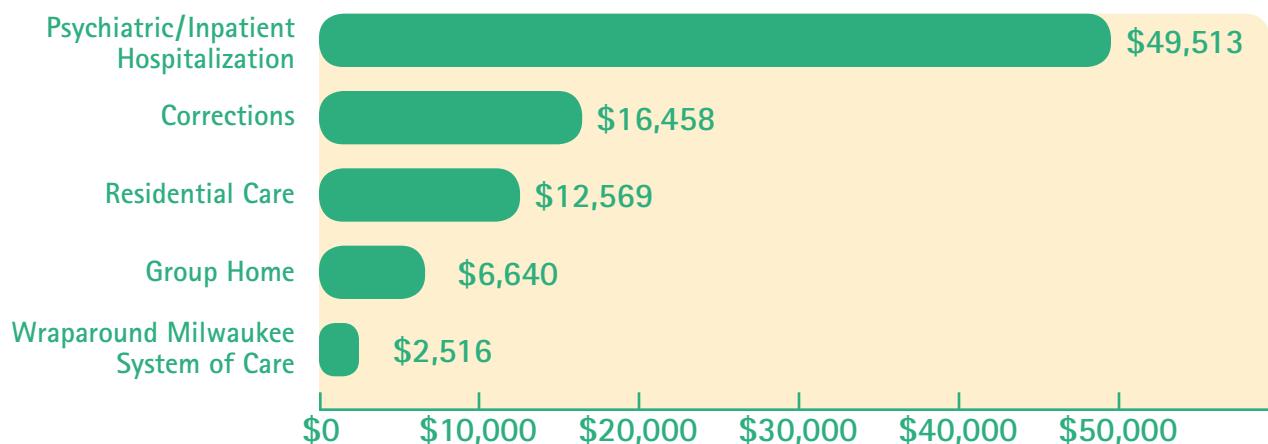
A unique feature of Wraparound Milwaukee's HMO is its ability to "blend" funding from multiple sources and create a service-funding mechanism that allows the cost-effective investment of those funds on an individualized basis. Wraparound's funds come from four different sources:



Wraparound Milwaukee Continues to be Cost-Effective

The total paid All of Children's Community Mental Health Services and Wraparound Milwaukee provided \$43,391,503 in support/services.

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



Special appreciation is given to Dana James, MS, as the Director of the Wraparound Milwaukee Quality Assurance program and to other QA team members who are dedicated to gathering on-going data and information to hold ourselves accountable. Without their efforts, this report would not be possible. More importantly, we would not have been able to maintain the never-ending quest to improve outcomes for children and families.

2020 Provider Network

Adkins Counseling Services, LLC	Grateful Girls—Safe Haven	Navarro Professional Counseling Services, LLC
AJA Counseling Center	Grateful Girls—Safe Haven II	New C.H.O.I.C.E.S, LLC
Alternatives In Psych. Consult.	Grateful Girls, Inc—Transition	New Concept Self Dev. Ctr/CSS
Ambrose Place MKE	Grateful Girls, Inc.	New Horizon Center, Inc. (Child Placing Agency)
American United Transportation Group, Inc.	Harmony Social Services CPA, Inc.	New Leaf Therapies, LLC
Aneu Beginning, LLC	Helping Others Prosper Everyday (H.O.P.E.)	Norris Adolescent Center
Angels Counseling and Therapy Service	Hopes Chariot, Inc.	Norris River Bend Place
Anu Family Services, Inc.	Hopgood Youth Home	North Shore Psychotherapy Associates
Ascent for Life, Inc.	Horizon Healthcare, Inc.	Outreach Community Health Centers, Inc.
Behavioral Consultants, Inc.	House of Jabez, LLC	Pathfinders Milwaukee, Inc.
BLOOM: Center for Art and Integrated Therapies	House of Love Youth Homes, Inc-House of Love II	Positive Outlook Clinical Services, LLC
Bracy Psychological Service and Stress Mgm Institut	Human Development Center, Inc.	Professional Services Group, Inc.
Broadstep – Wisconsin	Inspiring Young Women, Inc.	PsyCare-Milwaukee LLC
Butterflyz, LLC dba Building Youth Assessment Ctr	Integration Healing Alivio Integral	Psychological Assessment Services, LLC
CAIS (Milwaukee County) Inpatient-Outpatient	Integrity Family Services, LLC	Psychological Purposes
Certified Languages International, LLC	Jackson, Denis Ian, Ph.D.	Rae of Hope, LLC
Childrens Service Society of WI (CSSW)	Jewish Family Services, Inc.	Rawhide, Inc.
Clarke Square, LLC	La Causa, Inc.	Revive Transitional Living Center I
Column Rehab Services, Inc.	Lad Lake—St. Rose Stages	Riley's Adult Family Home
Community Harbor, LLC.	Lad Lake, Inc.	RISE Youth and Family Services, LLC
Courage House	Language Source LLC	Riverstone Counseling and Crisis Services, LLC
Creative Counseling of Milwaukee	LifeStriders Therapeutic Riding Center	Running Rebels Community Organization
Different Shades of Healing, LLC	Lutheran Counseling and Family Services of WI	SaintA, Inc.
Diorio Consulting and Assessments, LLC	Lutheran Soc. Serv. of WI and Upper Mich., Inc.	Sebastian Family Psychology Practice
Dominion Behavioral Health Services, LLC	Lutheran Social Services—Homme Home YandF Programs	Servant Manor, Inc.—Servant Manor
Easter Seals Southeast Wisconsin	Mahleah Calderon	Sixteenth Street Community Health Centers, Inc.
Eau Claire Academy	MD Therapy	Spahn Clinical Services
Eduicates, LLC	Med Group Transportation, LLC	St. Charles Youth and Family Serv.
Exodus Family Services, LLC	Milwaukee Academy/Clinicare	Star 1 Limousine, LLC
Family Options Counseling, LLC	Milwaukee Center For Independence	Sunrise Counseling, LLC
Family Works Programs, Inc.	Milwaukee Center for Independence Home Care	SWITS, Ltd.
Forward Choices, LLC	Milwaukee Christian Center (CCC)	THRIVE Treatment Services, LLC
Fresh Start Counseling Center	MindStar Counseling, LLC	Tomorrows Future, LLC—Phase II
Genesee Community Services, LLC	Mt. Castle Transitional Living Services	V.I.C. Living Center, LLC
GLOW Services, LLC	Multicultural Trauma and Addiction Tx Center of WI	Wauwatosa Therapies, LLC
Goodwill Industries Of Southeastern WI		Wisconsin Community Services, Inc.



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and Wraparound Milwaukee System of Care

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