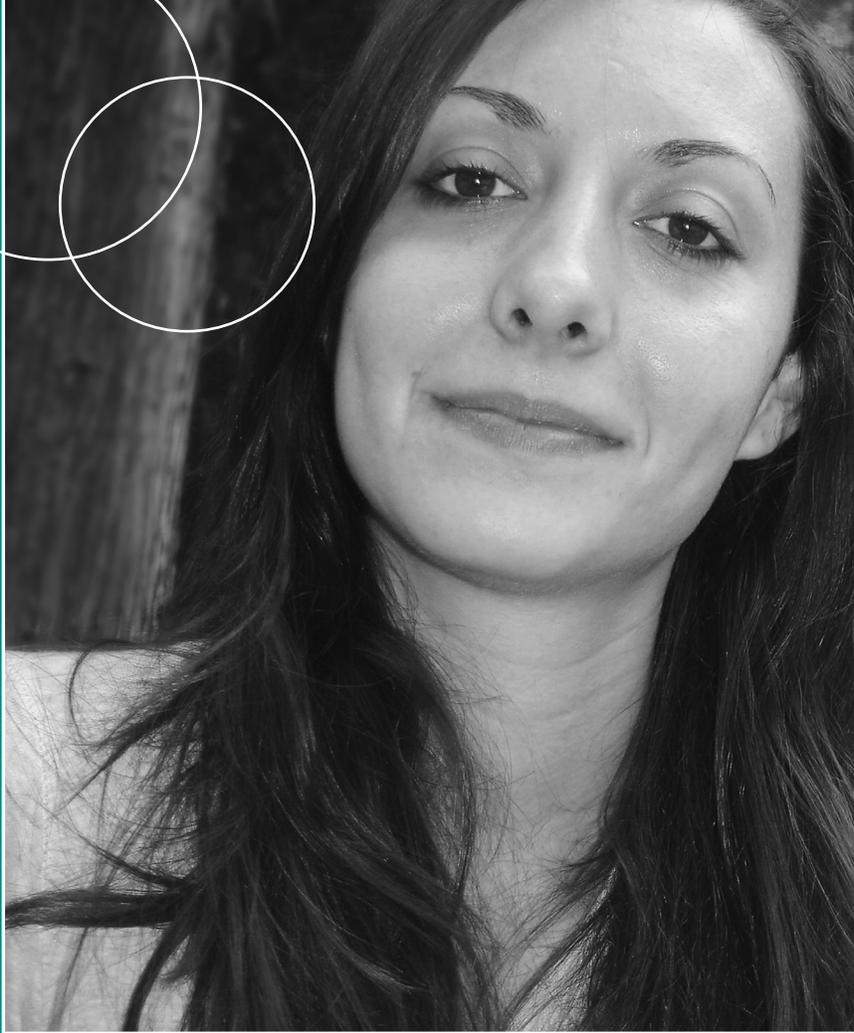




2009

Year End Report





Wraparound Milwaukee was established in 1994 as part of a 6-year, \$15 million federal grant from the Center for Mental Health Services, which is part of the U.S. Department of Health and Human Services. Milwaukee County was one of 10 sites around the country that were funded with the grant.

Since it was first established, Wraparound Milwaukee has had a considerable impact on improving outcomes for the over 5,500 children and adolescents it has served. Its target population is children and youth who are residents of Milwaukee County and who have complex emotional, behavioral and mental health needs. Wraparound provides a strength-based, individualized approach to working with children and youth and their families. Participants receive flexible, comprehensive, family-focused care. Services are coordinated through a team of professionals that consult with each other and the youth's family to create the most effective continuum of services designed to support the child or youth in a safe and integrated way in the community.

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

Letter from the Director

Dear Friends,

Wraparound has continually evolved through the past decade-and-a-half as we have learned from over 5,500 children and youth and their families who have participated in our programs. As we've grown, we've taken on new challenges and found innovative and more effective ways of supporting children and their families as they work toward health and strength.

In 2009, we fully integrated the REACH program into our overall work, allowing us to help over 300 youth much earlier, before they become court involved. We were also successful in meeting one our most important challenges related to helping youth leaving Wraparound make a successful transition into young adulthood. Near the end of 2009 we collaborated with the Wisconsin Bureau of Prevention, Treatment and Recovery (BPTR) and were one of seven states to receive a five-year Federal grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to create developmentally appropriate and effective youth-guided local systems of care that will improve outcomes for youth and young adults with serious mental health conditions. We look forward to the opportunity to add this transitional program to our current Wraparound and REACH programs, meeting the needs of children under 10 years old up through 21-year-olds.

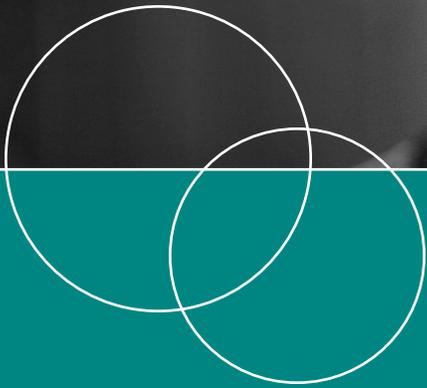
While Wraparound Milwaukee has received recognition from many sources over the years, we are especially proud of being selected, out of over 700 applicants, by the Harvard University Kennedy School of Government as one of six recipients of their 2009 Award for the Best Innovations in American Government. This prestigious award carries with it both an opportunity and a responsibility to share what we have learned over the years with others around the country and world. While the work is never done, we have learned a lot about how to better serve children and families with multiple needs, and we look forward to sharing our experiences with others.

The real strength of Wraparound Milwaukee lies in our fundamental faith in the ability of children and families, given the right kind of support, to build on their strengths and work through the challenges they face. Each year, we marvel at the resiliency of the children and youth we serve and celebrate the strength of their families. We are pleased share their progress with you in this 2009 Year End Report.

In Partnership,



Bruce Kamradt
Director



Executive Summary

2009 was a year of continued growth, learning, and outreach for Wraparound Milwaukee. Building on the base of the REACH program that started in 2008, the program was successful in identifying and serving children with significant needs who were not yet formally involved in the court system. As 2009 came to a close, planning was well underway to implement a grant awarded by the Substance Abuse and Mental Health Services Administration (SAMHSA) to extend services to a targeted group of Wraparound clients as they aged into early adulthood. Overall, Wraparound served nearly 1400 children and families in 2009 and continued to do so at essentially the same or lower cost per child than in 2008.

Wraparound youth were a little older in 2009 than in 2008, but much of the demographics remained nearly the same, including: a high percentage of non-white children (over 80%), a ratio of about three boys for every girl, and predominantly youth/families with limited economic resources.

Consistent with the goals of Wraparound, youth present with very high levels of need related to mental health services, educational supports, behavior management supports, and substance abuse issues. As in 2008, the most common presenting problems were issues related to aggressiveness and school behavior and performance. These were followed pretty closely by mood disorders and substance abuse, similar to 2008.

Wraparound Milwaukee takes seriously the need to use data to track outcomes related to permanence, satisfaction, school performance, and behavioral changes over time. This report highlights only some of the data and quality assurance information that is collected by Wraparound as part of an ongoing quality/performance review process. Good outcomes in 2009 combined with costs that remain well below those of out-of-home residential care or correctional care reinforce that Wraparound Milwaukee is a cost-effective program.

2009 also brought more recognition to the accomplishments of Wraparound Milwaukee when the program was named one of six recipients of Harvard University's Kennedy School of Government's 2009 Award for the Best Innovations in American Government. This prestigious award is an affirmation for the hard work done by families, the community, Wraparound Milwaukee staff, and Wraparound's community partners in building resilient families.

Each year Wraparound establishes some goals for the coming year. In 2009 the program was successful in expanding the number of girls benefiting from the Professional Foster Care pilot program; expanding the role of the Youth Council and the opportunities it provides to engage youth in contributing to the quality of the program; increasing crisis service to work with more children in the child welfare system; expanding the application of its Synthesis software to other projects around the country; and enhancing its evaluation capacity.

The successes of 2009 help set the stage for continued growth and creativity in 2010, as Wraparound Milwaukee finds still better ways to serve children, families, and the community.

Introduction

In 2009, Wraparound Milwaukee served a total of 1,393 children, approximately 13% more than in 2008. Those served received a flexible, comprehensive array of services designed to ensure better outcomes behaviorally, educationally and socially. The overarching goal of Wraparound is to provide integrated and individualized services in order to provide a strong system of community-based support for the child, youth and family, thereby reducing the need for out-of-home or institutional placement(s).

To be eligible for Wraparound services, children and youth must meet all of the following criteria:

- They have a serious emotional disturbance.
- They are involved in two or more service systems, e.g., mental health, child welfare, juvenile justice or they have exceptional educational needs.
- They are having challenges functioning well at home, in school or in the community.
- They are at risk for an out-of-home placement that includes a residential treatment facility, juvenile corrections or a mental health hospital.

Each year, Wraparound Milwaukee examines the accomplishments and outcomes of the program for the previous year. This report is designed to provide to the community, Wraparound participants, and the state a year-end review of characteristics of the children, youth and families served, program outcomes, major achievements and changes during 2009.

Profile of Program Participants and their Families

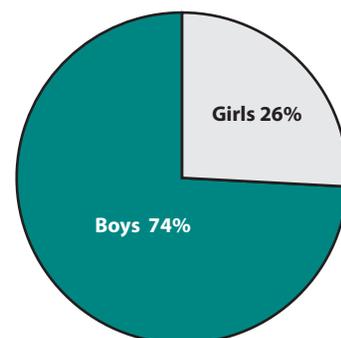
The children and youth served by Wraparound Milwaukee come from diverse backgrounds. The economic, experiential and ethnic diversity of the children and families served require Wraparound and its partners to effectively operate culturally competent, flexible programs and services to meet the needs of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

This section of the report provides a demographic profile of children and youth served, including presenting concerns at the time of enrollment, information on court involvement, age, gender and profile of the family.

Gender, Ethnicity and Age

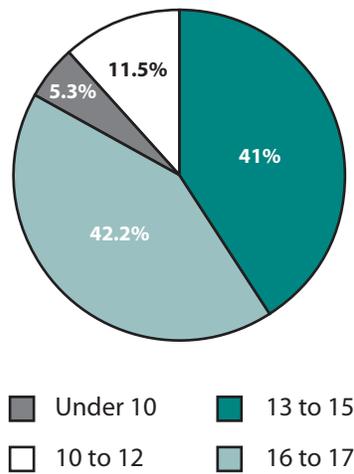
Between 2008 and 2009, the breakdown of participants by gender, ethnicity and age remained relatively stable for those served. In 2009, boys in the program outnumbered girls roughly three to one, the average age of those served was 14 and the majority served were children and youth of color.

Figure 1: Youth Served by Gender, 2009



In 2009, the most significant portion of youth served by Wraparound was teens ages 16 through 17, followed closely by younger teens ages 13 through 15. Nearly 17 percent of the children served are 12 or younger.

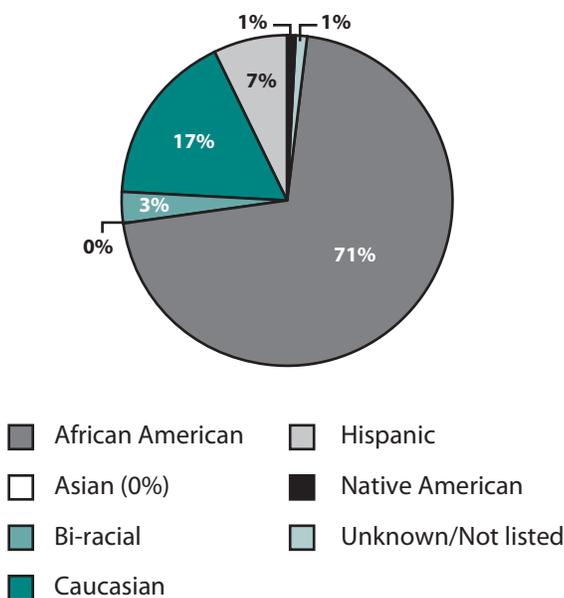
Figure 2: Youth Served by Age, 2009



As in prior years, over 80 percent of Wraparound children and youth are African American, Hispanic, or other non-white heritage. Relative to the total population of children and youth in Milwaukee County, Wraparound serves a notably higher percentage of children of color than their representation in the county's population overall.

Given the rich diversity of the children and youth served, Wraparound works to ensure that programming and staffing provide a culturally competent system. As part of that commitment, Wraparound created a Cultural Diversity Committee several years ago. Members meet bimonthly and provide workshops and trainings to organizations in the provider network as well as other events.

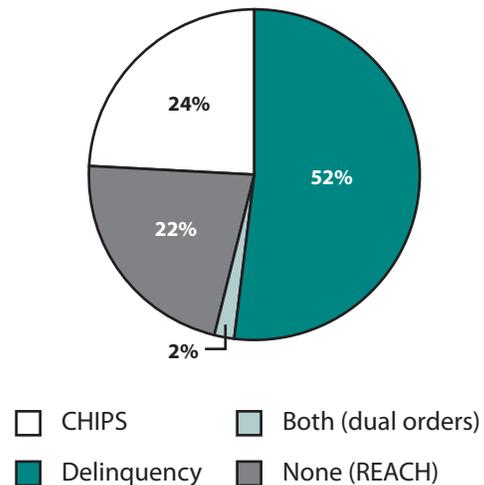
Figure 3: Youth Served by Ethnicity, 2009



Court Involvement at Time of Enrollment

Historically, Wraparound has focused on serving youth and children with serious mental health concerns who were enrolled in Wraparound under a delinquency order or were determined by the court to be children in need of protection or services (CHIPS), with the majority of youth served involved in the juvenile justice system. While the majority of children and youth served continue to be referred for one or both of those reasons (those with dual orders), Wraparound is now able to offer services to children and youth without an existing court order. Through the creation of the REACH program in 2008, Wraparound has been successful in offering services to children and youth prior to formal court involvement. In 2009, approximately 22 percent of all children and youth served were served through REACH, up from 16 percent in 2008.

Figure 4: Court Involvement of Youth Served, 2009





Understanding REACH

The REACH Program is a new Wraparound initiative that started in 2008 and operated for the full year of 2009, serving 306 children. REACH works with youth and their families before they are court-ordered or involved in the justice system, giving Wraparound the ability to further improve outcomes and reduce the likelihood of court involvement and out-of-home placement. Services are individualized and based on a strength-based assessment. They include both family supports and crisis intervention. Referrals can be made by family members, school personnel, health care providers, Mobile Urgent Treatment Team staff, and existing service providers. All children referred must be eligible for Medicaid or BadgerCare Plus at the time of referral.

One year after initiating REACH, Wraparound Milwaukee conducted an analysis of some basic data about REACH in order to analyze in what ways the children of REACH were different and/or the same as other Wraparound youth. Categories of data reviewed included:

- **Age:** For REACH children the age range is 5 years to 18 and the average age at enrollment is 12.2, as expected lower than the average age for Wraparound youth (14.3). Even though both programs have children in the full age range spectrum, REACH children are indeed *significantly younger* (confidence level of $p < 0.001$.)
- **Gender:** As it turns out 27% of REACH children are female while 25% of Wraparound children are female, so there is *no significant difference* in gender.
- **Presenting Problems:** Upon entering REACH and Wraparound, the 3 top frequently presenting child problems are identical; in descending order: school/community concerns, severe aggressiveness and ADHD (with deviations in 4th position; Wraparound youth exhibiting Drug/Alcohol Abuse and REACH group exhibiting High Risk Behaviors.
- **Special Educational Needs:** Based on the information that is accessible through the Plan of Care (POC), 78% of REACH children have an Individualized Education Plan (IEP) while 66% of WRAP children have an IEP. This data, analyzed, reveals a *significant difference* between the children in the 2 programs ($p = .0028$).
- **Diagnostic Categories:** The diagnostic categories for Wraparound and REACH children were reviewed to determine how the clinical profiles differ. Most prevalent are the significant differences with regard to AODA issues, Conduct Disorders, Developmental Disorders and Learning Disorders where Wraparound children are significantly higher and REACH children who exhibit significantly higher rates of Attention Disorders. To further analyze the data, the highest ranked categories for each program were identical, with the differences only in their ordinal position.
- **Child Behavior Checklist (CBCL):** An examination & comparison of the outcomes of the CBCL for both REACH & Wraparound children revealed a significant overall difference ($p < 0.001$), with REACH children exhibiting higher clinical internal, external and composite scores.
- **Medication:** According to the data 77% of the REACH population is on medication, while only 53% of Wraparound takes medication. This data is *statistically significant* ($p < 0.001$).

All of the data suggests that the system has done a good job identifying children who are not yet in the formal court system but clearly present with significant mental health, substance abuse, special education, and other behavioral concerns that if left unaddressed are very likely to lead to formal involvement in court and the need for alternate placement services. This data also provides a good baseline for understanding the changes that occur with REACH youth over time, both on an individual and an aggregate basis.

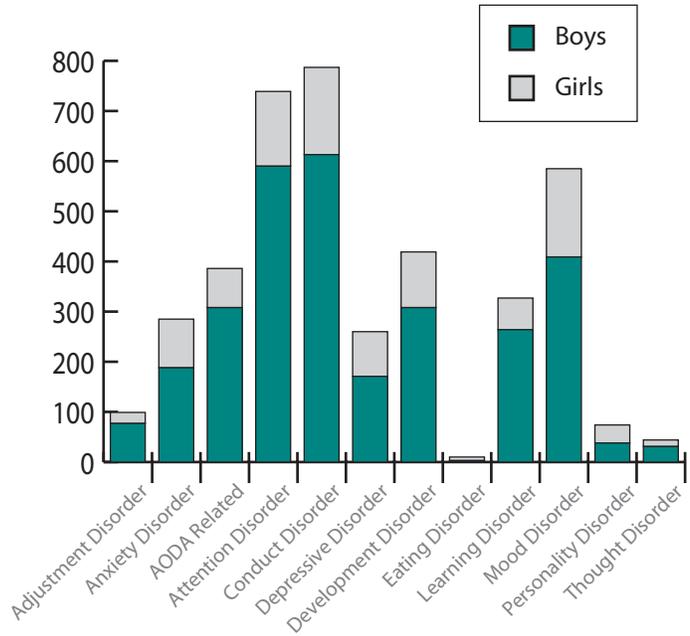
Diagnoses and Presenting Concerns

All children and youth entering Wraparound go through an assessment that includes a **behavioral health diagnosis**. As Figure 5 shows, children and youth served by Wraparound often present multiple diagnoses. In 2009, the most common diagnoses for youth served were attention disorders, conduct disorders, and mood disorders. Girls also made up larger portions of these three categories than other diagnostic categories, particularly given the fact that they made up only about 26% of all youth served.

At the time of enrollment in Wraparound, each child is also assessed for “presenting concerns” using assessment tools that allow Wraparound staff to pinpoint where the child or youth may have particular challenges. Knowing the presenting concerns that children and youth have assists the team in working with the participant to develop a service plan that effectively targets issues that are significant challenges in the life of the child or youth.

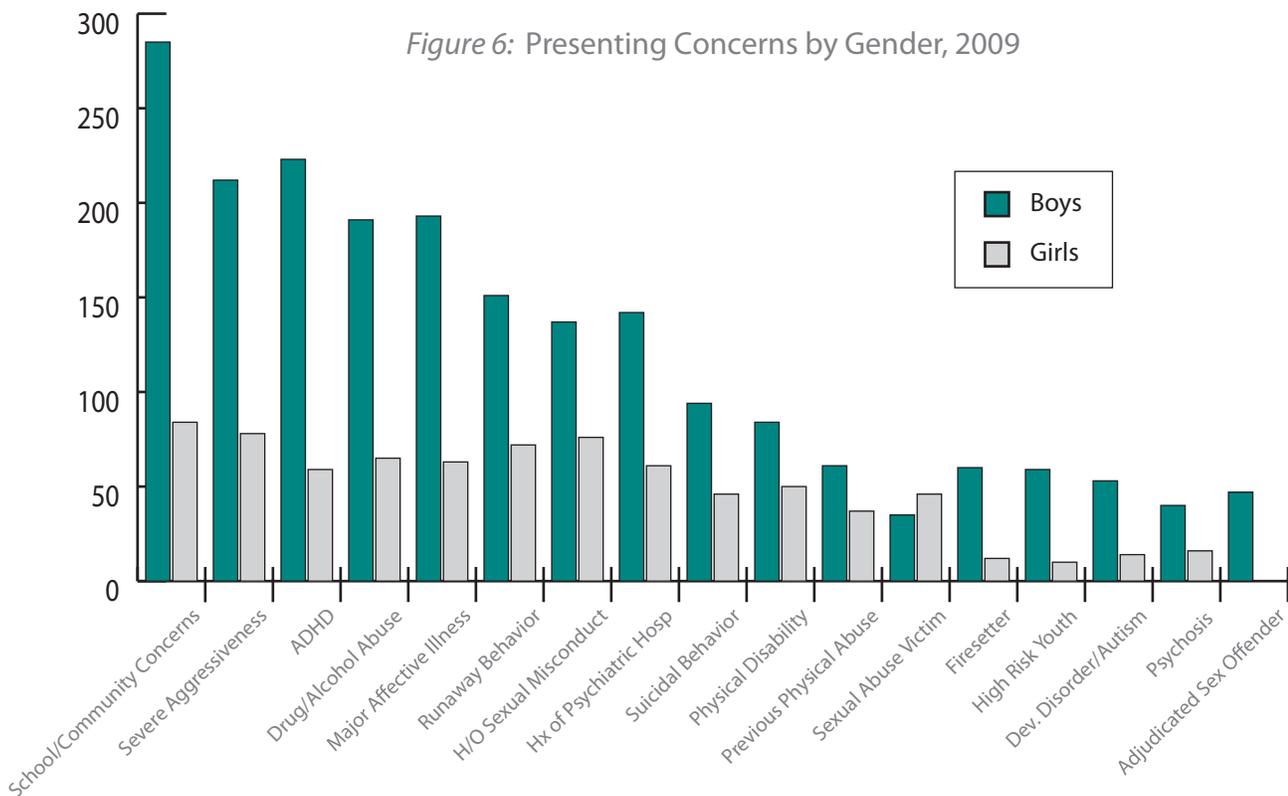
In 2009, the most significant presenting concerns for both boys and girls were challenges succeeding in school and severe aggressiveness. As a percentage of their population in the program, girls were more likely to run away and have been victims of sexual abuse than were

Figure 5: Diagnostic Categories by Gender, 2009



boys, and boys were more likely to have attention deficit hyperactivity disorder and have a sexual perpetrator history than girls. Many children and youth entering the program have overlapping challenges in their lives, with most having more than one presenting concern.

Figure 6: Presenting Concerns by Gender, 2009



The FOCUS Program was created within Wraparound to address the needs of adolescent boys with serious mental health needs that have committed serious or repeat delinquent acts and would otherwise be committed to the Department of Corrections for placement in a correctional facility. This collaborative effort of Delinquency and Court Services, St. Charles Youth and Family Services, Wauwatosa Public Schools and Wraparound Milwaukee provides for a short-term residential treatment placement at St. Charles and immediate assignment of a care coordinator to work with the youth and family from the initial placement at St. Charles to their transition back into the community.

FOCUS served 80 youth in 2009, essentially the same number as in 2008. Recidivism rates for these youth have been significantly less than those for youth directly returning from correctional placements. The length of stay in FOCUS is one year on average versus nearly two and a half years for boys committed to the Department of Corrections.

Family Profile

The children and youth that Wraparound serves often come from families that also have multiple challenges. In spite of these challenges, families always bring strengths. Wraparound Milwaukee works with families to build on those strengths and move toward creating solutions that help them successfully address other difficulties in their lives.

Most families served are low income* and most are headed by a single parent. Additionally, the families of the children and youth served are often addressing other challenges in their lives, including having other children who have been placed in out-of-home care or having a parent who is incarcerated or struggles with mental illness. The combination of low income, availability of parental support and other challenges are all factors to be addressed as the Wraparound team works to help the child and his or her family build on existing strengths and experience greater success at home and in the community. * Note: the data in Figure 7 is based on those families for which an income level is known - for approximately 50% of families, income data is not available.

The majority of families served by Wraparound who reported income have relatively low household income, with 69% percent of families served earning less than \$25,000 annually, and over a quarter of the families living in households earning \$10,000 or less annually. To put these annual earnings in perspective, a family of 3 earning \$18,310 annually is considered living in poverty, according to the 2009 federal poverty guidelines.

Additionally, a significant percentage of the children and youth served live in **single parent households**. Over 62 % live in households headed by a single parent and, of those, the majority are headed by a single mother. Only about 18 percent of the children and youth served live with both parents.

Figure 7: Family Income Levels, 2009

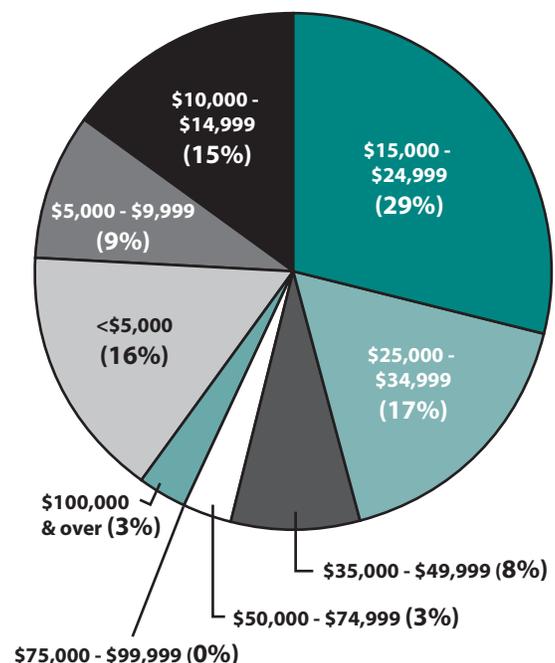
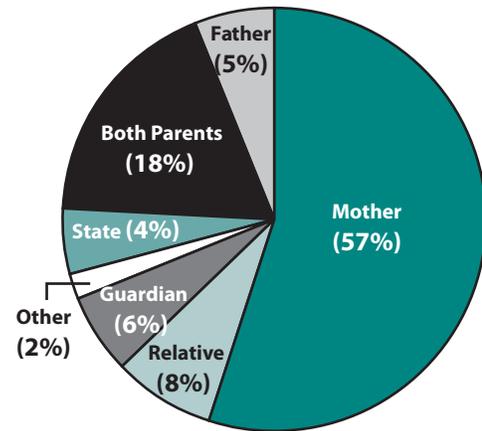
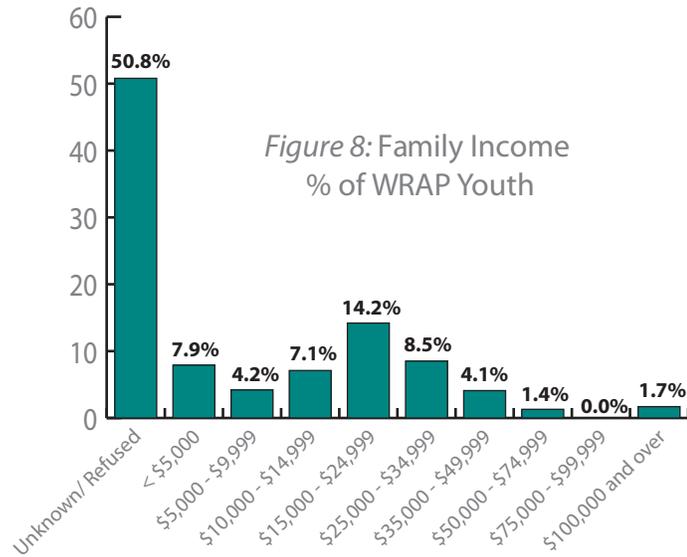


Figure 9: Custodial Arrangements for Youth and Children, 2009



Professional Foster Parent Pilot Program

In August 2007 Wraparound received approval from the Bureau of Programs and Policies to embark on a pilot project, the Professional Foster Care Program. It is a program designed to provide special care and support to female youth 13 to 17 with serious emotional and mental health needs and histories of chronic runaway behaviors. The program is designed to be an alternative to these young women being placed in residential treatment and correctional facilities. In 2009 the Professional Foster Parent program served 20 girls, with an average daily population of 10 girls.

Each girl is matched with a foster care parent who is employed by a treatment foster care agency. The foster care parent, through their experience and specialized training, also becomes the care coordinator for the youth. In this position, the foster parent assures that the Plan of Care that is designed by the Care Coordination Team is executed and becomes the youth's primary support person and advocate. The role and responsibilities of the Professional Foster Parent as developed by Wraparound Milwaukee and the Children's Court judges reflect the components of a model with the goals of achieving permanency for the young women served.

Upon inception a number of outcome indicators were established to evaluate the pilot program. Based on the review of the program, it would later be determined if they are adequate and the best indicators to measure program outcomes. Specific child and program indicators included:

- The child achieving their permanency plan whenever possible
- A change in the number of days the girl spends in more restrictive placement settings (e.g. residential treatment)
- A reduction in the number of days and frequency of runaway episodes
- Improved school attendance or successful completion of vocational training or other skill-based program
- Clinical changes in a girl's overall functioning based on Child Behavior Checklist (CBCL)
- Foster Parent satisfaction with the project based on interviews or other survey tools
- The cost of the program in comparison to other out-of-home costs, especially residential care

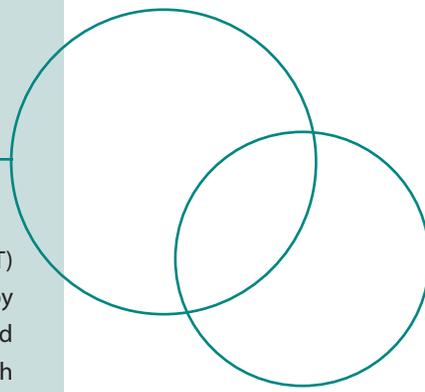
In reviewing data from the ten girls in the program, several themes emerged, including (1) despite the challenges and poor prognosis for the girls served in more traditional programs, one-half of the girls were able to achieve permanency; (2) many of the troublesome behaviors exhibited by girls, particularly running away, improved somewhat in terms of chronicity and duration, although the general frequency of episodes remained comparable; and (3) there were substantive, albeit difficult to measure, improvements in relationships based on perceptions of the foster parent(s) and girls.

In short, the potential for the Professional Foster Parent model to be successful seems to be reinforced by the data, but much more needs to be done to ensure that proper "matching" of girls and foster parents occurs, outcome measures need to be more carefully and clearly defined, and even more training for foster parents would be beneficial.

Mobile Urgent Treatment Team

Since 1994 the Mobile Urgent Treatment Team (MUTT) has been a vital part of Wraparound’s success by responding to youth in crisis. In 2009 MUTT provided crisis response services to 998 children and youth in Wraparound. When called, the team immediately travels to the location where the crisis is occurring. The team assesses the situation for the potential risk the child poses to him or herself, plus the risk to others. Based on the assessment, the team develops different intervention options. Those options including keeping the child at home with support services, temporary placement of the child in a group home or emergency setting, or, as a last possible option, psychiatric inpatient hospitalization if the child is at risk to him or herself or the community.

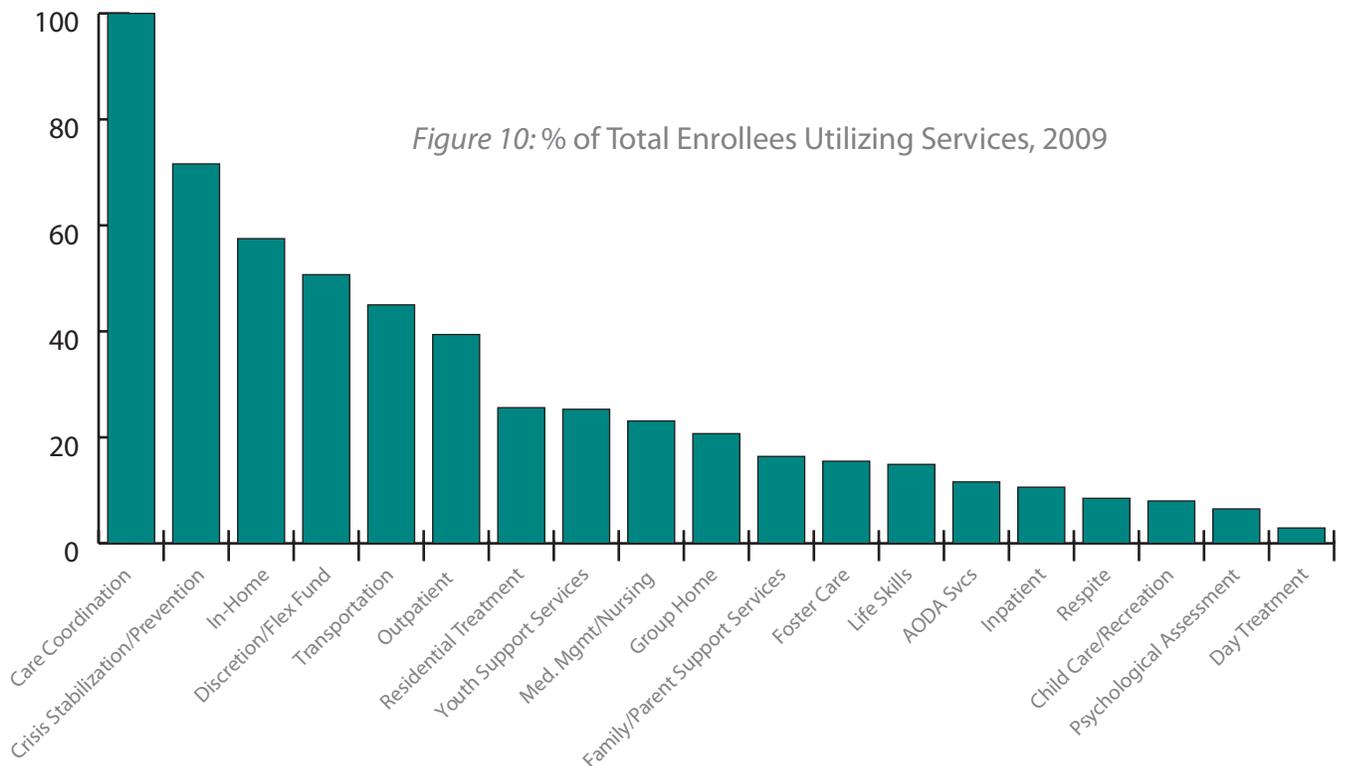
The MUTT team provides crisis intervention services 24 hours a day to families enrolled in Wraparound Milwaukee. If needed, the team will provide services to any family in Milwaukee County when a child is having a mental health crisis where the behavior threatens his or her removal from home or school. Beginning in January, 2010 MUTT will provide a dedicated staff to focus on meeting the needs of these youth.



Service Utilization

Services vary by the needs of the child or youth served, and the provider network is designed to ensure services can be highly individualized and targeted to address particular needs or goals in a child’s life. Community-based services are provided through over 200 organizations in Wraparound’s provider network.

Typically, children and their families will utilize at least three or four different services during enrollment in Wraparound. Figure 10 provides a breakdown of individual services and utilization for 2009, showing what percentage of enrolled youth utilized each category of service. Other than care coordination, which all Wraparound participants receive, the services most frequently used in 2009 were crisis prevention, flexible funding for discretionary services, in-home and office-based (outpatient) therapy, and transportation supports.



Wraparound Outcomes

A plan of care with Wraparound is designed to improve outcomes for the child and family. By supporting a child's ability to succeed at home, in school and in the community, the flexible services provided through Wraparound also help achieve another important goal in the program: keeping children in the community instead of institutional care.

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

- Reported improvement in a child's functioning, as measured by the Child Behavior Checklist (CBSC) and the Youth Self Report (YSR), from intake to 12 months after initial enrollment.
- Youth Self-Reports.
- Children achieving permanency, as measured by what percentage of children leaving the program are able to live at home in comparison to other settings, including foster care, group home care and residential care.
- School enrollment.
- Family satisfaction with services.

Beginning with youth disenrolled in 2009, Wraparound has improved the outcome data by incorporating these measures into a composite disenrollment score along with additional information that includes:

- the ranking of needs met by the time of the last Plan of Care (POC) meeting,
- an administrative review of documentation included in the youths file, largely focusing on an analysis of progress over the time of enrollment
- the parent(s)' perception of change as taken from the parent survey

Wraparound continued to capture and refine data from that composite score through the second half of 2009, and that data will serve as a baseline for evaluating the program's validity and reliability going forward into 2010.

Note that some of the factors are represented by separate Wraparound and REACH data. Although there are some similarities, there are also differences that may suggest somewhat different strengths and perceptions. In particular, given the voluntary (vs. court-ordered) nature of REACH involvement, there is a sense that families are more engaged and invested in partnering with REACH and other team members in making changes that lead to success. Also, REACH is structured in a way that utilizes in-house medical and psychiatric services, leading to a sense of greater consistency and collaboration when compared with the more varied purchased services through Wraparound. The result tends to be that REACH has a more consistently holistic and integrated approach to teaming with families.

Child and Youth Functioning

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

The Figures 11 and 12 track that progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2009, showing their CBCL score throughout enrollment and at disenrollment. A normal range of functioning score for a child or youth is considered to be anything below 60.

Another measure of functioning is the Youth Self Report (YSR), completed by youth participating in Wraparound who are 11 and older. A normal range of functioning score for a youth on the YSR is anything below 60. The YSR is completed by the majority of youth served. Of particular note for this report, the YSR data for Wraparound youth (Figure 13) and that reported by youth in the REACH program (Figure 14) reflects substantial progress being made within the relatively short time the program has been in operation.

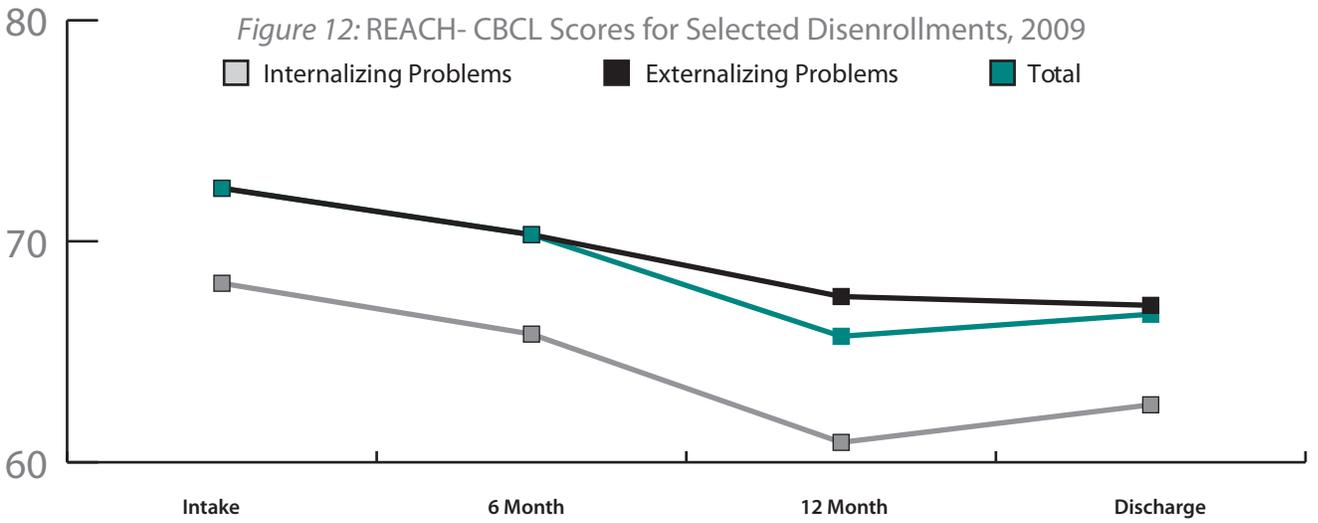
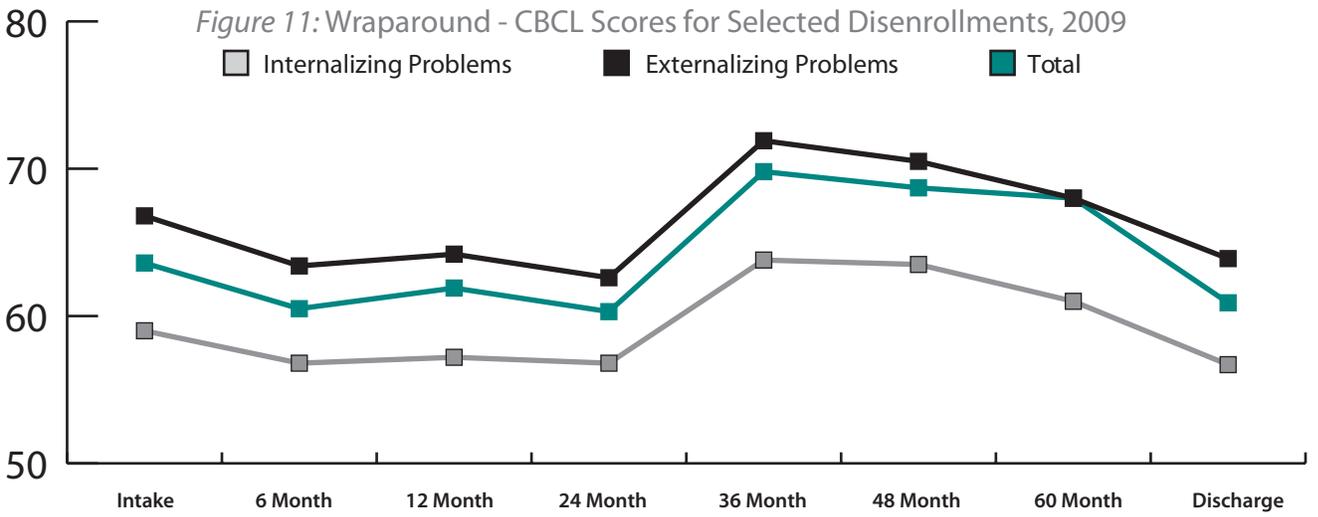


Figure 13: Wraparound YSR Scores, 2009

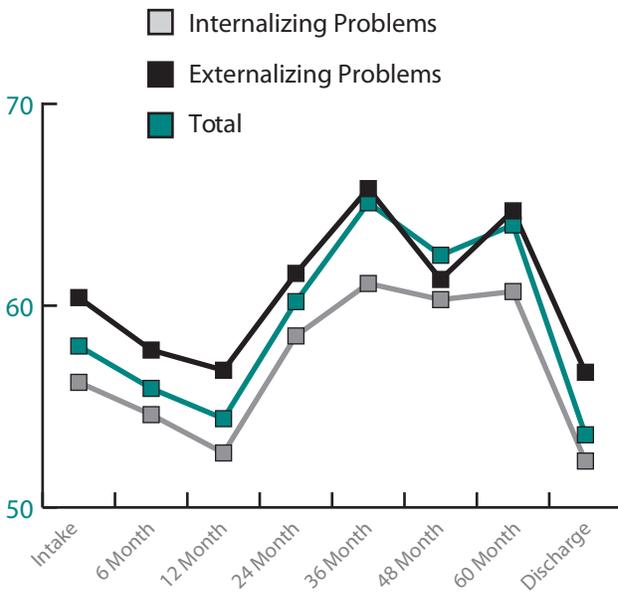
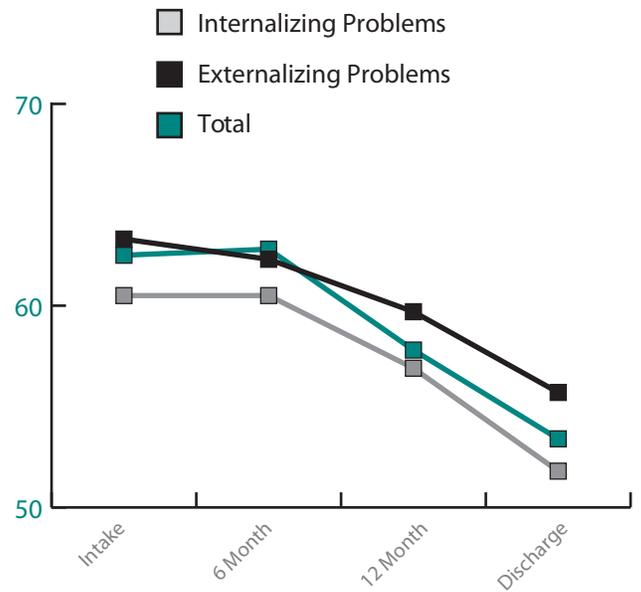


Figure 14: REACH YSR Scores, 2009



Isaiah's Story

After moving from rural Wisconsin to Milwaukee and an adjudication for a sexual assault, Isaiah was enrolled in Wraparound. Moving to Milwaukee allowed Isaiah (and his sister) to become reacquainted with his father, who lived in Milwaukee. Isaiah and his father hit it off and spent lots of time together fishing and watching football, and it became clear that his father is one of the most important people in Isaiah's life. By focusing on "living together safely as a family, with peace and quiet..." the team grew to include other family members, a therapist, a mentor, and friends of his father. Despite his mother and father separating after his move to Milwaukee, with the support of the team they have all focused on spending time together and supporting their mutual goals of success. Isaiah successfully transitioned from 8th grade to high school, and is continuing to make progress on his court requirements. Isaiah's and his family's journey are unique to them but not unique to the kind of support and success that Wraparound Milwaukee provide hundreds of children and families. We all value and share in the joy of watching Isaiah's transformation, his family's commitment, and their hopes for the future.

Permanency

Permanency is a critical federal and state statutory goal for children and youth served in the child welfare system and juvenile justice system. Wraparound shares the responsibility with its partners in the child welfare and juvenile justice systems to help children and youth and their families achieve the goals in their permanency plan. Placement of all children and youth leaving the program is tracked as a part of assessing program effectiveness. Permanency is considered achieved if the child: lives at home with a parent or relative, is in a subsidized guardianship, is in sustaining care, has been adopted or lives independently. In 2009, 77 percent of the 357 children and youth completing the program were in a permanent setting when they disenrolled. As illustrated

in Figure 15, over two-thirds of all youth were residing in their parental home or the home of a relative.

For those youth not residing with a parent upon disenrollment, the most common issue was that the youth was a runaway at the time of disenrollment, and smaller percentages of youth were still in some form of out-of-home or transitional placement status. Note that Figure 16 does include some youth who meet one of the permanency requirements noted above, and neither chart related to permanency includes REACH youth, as they are not in out of home placement.

Figure 15: Permanency Status at Disenrollment, 2009

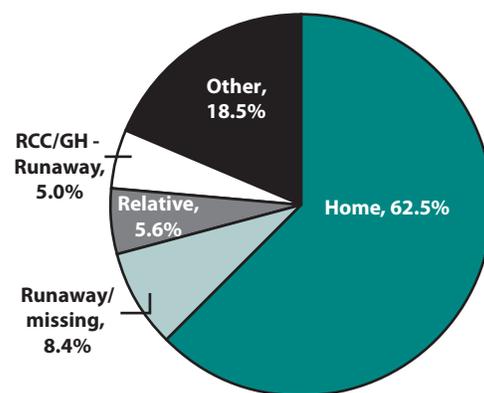
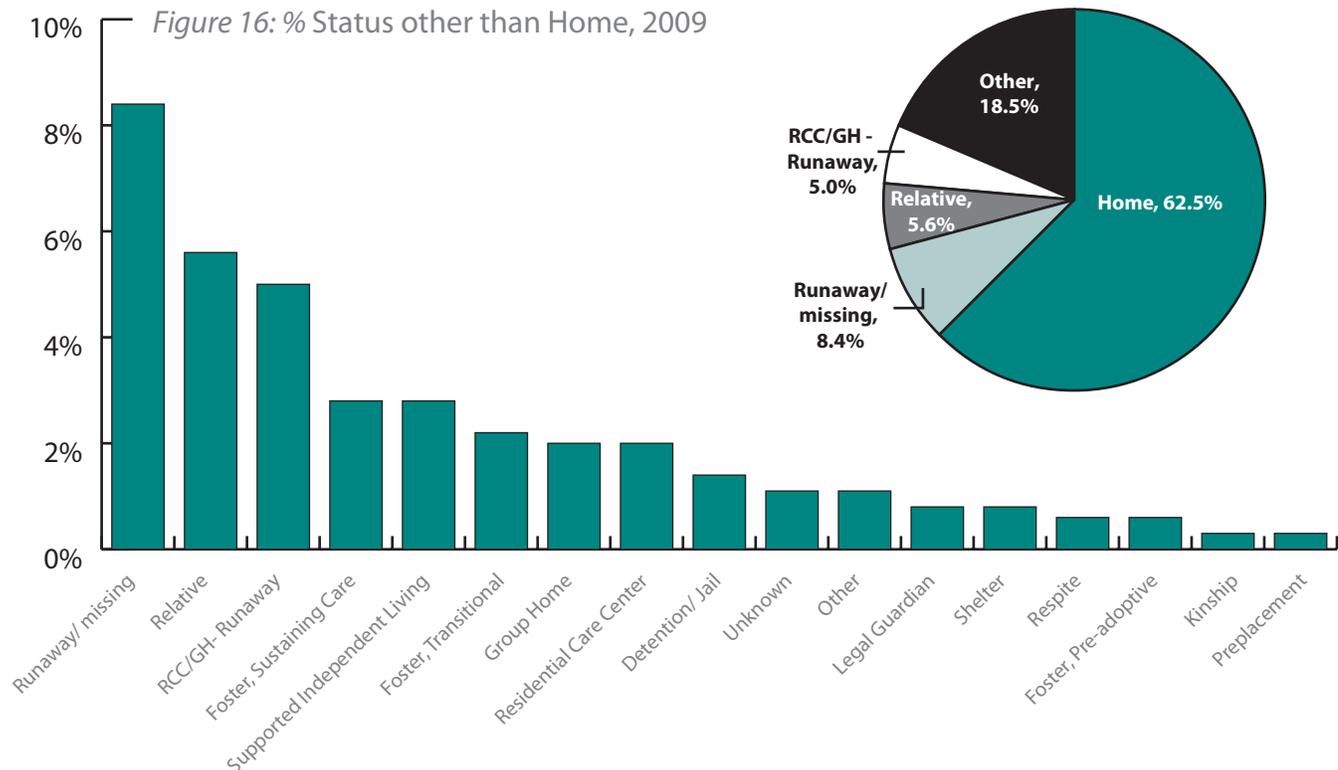


Figure 16: % Status other than Home, 2009



“Wraparound has been a lifesaver for my grandson as well as myself. Thanks to staff for being real with what they say and showing my family so much love. They have been here from day one above and beyond the call of duty. God blessed us to have these people in our lives at a critical time.”

- Comment from a Satisfied Wraparound Grandparent

School Attendance

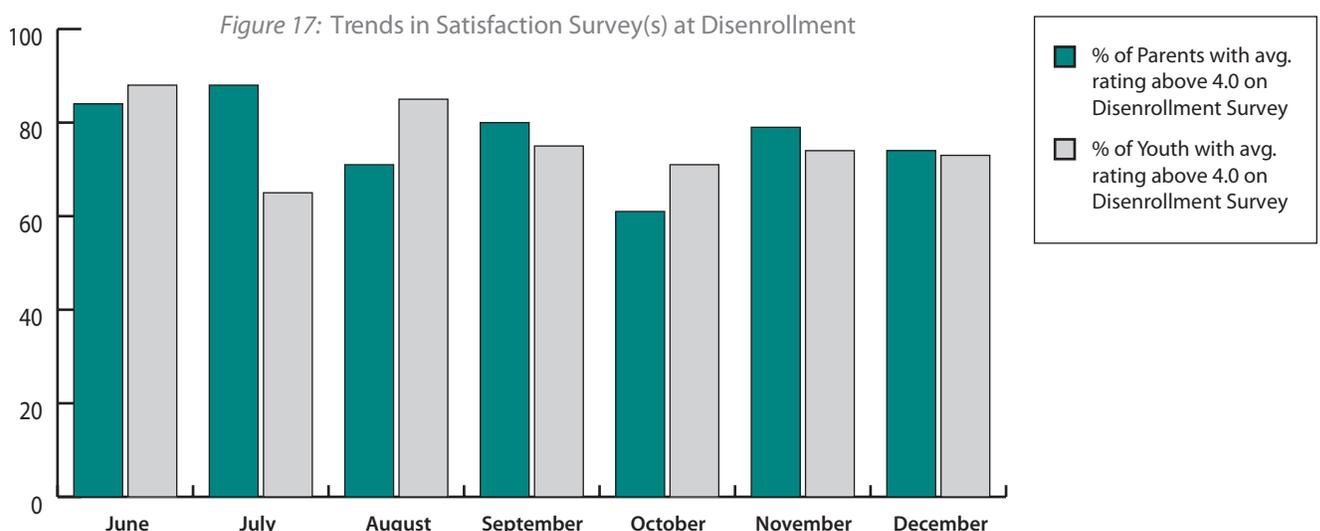
Another basic measure of Wraparound’s effectiveness in helping children become more successful is improvement in educational attainment. While Wraparound continues to find ways to track actual academic achievement, a benchmark measurement that is used to measure progress toward that goal is school attendance, looking at attendance prior to Wraparound participation and then at 6- and 12-month intervals subsequent to the date of enrollment in Wraparound. For many Wraparound youth, lack of regular school attendance both serves as an indicator of underlying problems and creates additional problems. Focusing on the key indicator of the second six months of enrollment, Wraparound youth were attending school an average of 85% of the time. The rate of attendance was slightly lower for girls in Wraparound (83%) and slightly higher for boys in REACH (87%). The 2009 data for Wraparound youth is similar to 2008.

Family Satisfaction

Family satisfaction is a final important indicator of Wraparound’s success. Each year, as part of Wraparound’s extensive quality assurance program, family and youth are encouraged to complete a variety of surveys, including a disenrollment survey, throughout the course of their involvement with Wraparound Milwaukee. Families United of Milwaukee, part of Wraparound’s service network, conducts the family/youth satisfaction surveys.

The surveys vary slightly based on the time frame (1 month, 6 month/yearly, disenrollment) and range from nine to 17 questions. The surveys use a 1-5 rating scale in which 1 is the lowest score and 5 is the highest score in assessing families’ satisfaction with Wraparound and its services. Wraparound Milwaukee strives to have an overall satisfaction level of 4.0 or higher. The survey completed at the time of disenrollment is more comprehensive and includes ratings on items including satisfaction, process and engagement measures, assessment of behavior changes. At the time of disenrollment, the percentage of families completing and returning the surveys in 2009 was over 78 percent overall, with an average overall satisfaction score of 4.3, which exceeds the overall goal.

Wraparound is also able to track the trends in disenrollment scores by month, which provides the opportunity to monitor and evaluate changes as they occur. For example, Figure 17 represents disenrollment satisfaction scores from June through December 2009 and illustrates the percentage of parents/youth completing the survey in which their composite satisfaction score was at least 4.0.



Families United of Milwaukee

A foundation of Wraparound success is the belief in the central strength of the family. In accord with this philosophy, empowering and strengthening families as they transition to independence becomes an essential requirement. To this end, Wraparound Milwaukee contracts with Families United of Milwaukee, Inc., a chapter of the National Federation of Families for Children's Mental Health, to provide grass-root family support and advocacy. Established over a decade ago, Families United's mission is to provide empowering, quality-oriented, community-based programs and advocacy services specifically for Wraparound youth and families who live in Milwaukee County. Director Margaret Jefferson states that *"Families United stands upon the imperative that anyone providing services must project patience, dignity, and respect as they work with youth and families."*

Beyond the work of family advocacy and in true partnership with Wraparound Milwaukee, Families United works closely with the Wraparound quality assurance program, participates in family orientation and may assist in home visits where the families and/or staff need support. Additionally, it provides a wide variety of support groups, assists in distributing family satisfaction surveys, and develops and disseminates information and materials. As a dedicated partner and in line with the belief that families need a voice, Families United provides gift certificates to all families that complete the satisfaction surveys. And, as a model for supporting families, Families United meets with all REACH families and, when asked to, acts as advocates with providers and child welfare staff. Assisting with the training of care coordinators, service providers, and child welfare staff further contributes to the understanding and support of families. Lastly, Families United sponsors family events throughout the year so that families have opportunities to relax, meet others who are dealing with similar struggles, and just have fun.

Families United is a vital representative on Wraparound committees, providing input and feedback on programs and procedures and encouraging family representatives to also serve on committees. Families United also provides consultation to a national network of family-run organizations and sits on numerous boards throughout the nation. Families United had the opportunity to present at Harvard's Kennedy School of Government along with Wraparound Milwaukee, which contributed greatly to Wraparound receiving the Innovations in American Government Award.

What makes this grassroots organization what it is today is the unwavering belief that the system of care should be family friendly, respectful, and striving to help each family reach its full potential.

Evaluation - A Critical Ingredient of Wraparound

Central to the success of Wraparound has been a willingness to commit to and measure outcomes. Sustaining success requires that the program not rest on its laurels but drive even harder to evaluate what works and sometimes what doesn't. The best evaluation process occurs when those involved learn from the evaluative process and make improvements based on the results. The process may carry the ultimate findings, but the new age of evaluation is more about infusing the whole program with:

- Evaluative thinking, by incorporating evaluative questioning into program design and routine decision-making, always asking "What do we want to accomplish and how will we know"?
- Shared understanding, by working through a process of engaging team members in agreeing on a program model, identifying expected outcomes and giving voice to different perspectives.
- Reflective practice, by routinely incorporating feedback loops in a constant quality improvement process
- Monitoring progress, by identifying what can be measured and what activities will work together to build toward knowing what works

Although in 2009 Wraparound has strengthened its capacity to support ongoing evaluation, evaluation is not just something to be done "after" a process. Rather, it is something that has to "begin at the beginning" and help guide and inform the process throughout. Critical thinking is everyone's job.

Quality Assurance

A critical component of Wraparound’s program administration is quality assurance. Wraparound uses quality assurance efforts to ensure that there is effective and timely communication between all divisions and departments involved in Wraparound and to ensure that high quality standards are applied across all procedures, programs and practices. Wraparound’s Quality Assurance Committee provides planning and oversight for all QA activities. In 2009, the committee took steps to improve communication between organizations within the provider network; reviewed and revised the risk assessment tool and protocol for selecting provider organizations to be audited; performed the 2009 organizational audits; and worked on revisions of the fee for service agreements to prepare for 2009 in-service training.

average cost for Wraparound compared to other key services, and Figure 19 illustrates the trend of costs for those services. In particular, the average monthly cost per child served by Wraparound in 2009 was \$3,786, down slightly from 2008 and about 5% lower than 2007. Costs for all service types, other than Wraparound, has increased in recent years.

Finance

Costs and Trends

In 2009, Wraparound’s expenditures for services to children families totaled approximately \$37 to serve an unduplicated total of 1,393 youth. Figure 18 shows the

Figure 18: Average Monthly Cost, 2009

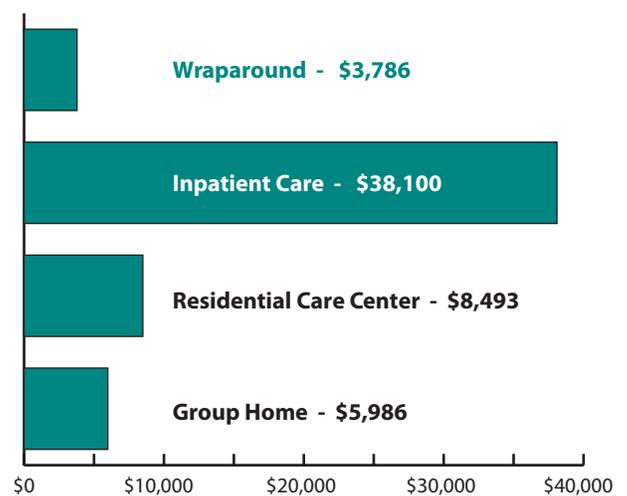
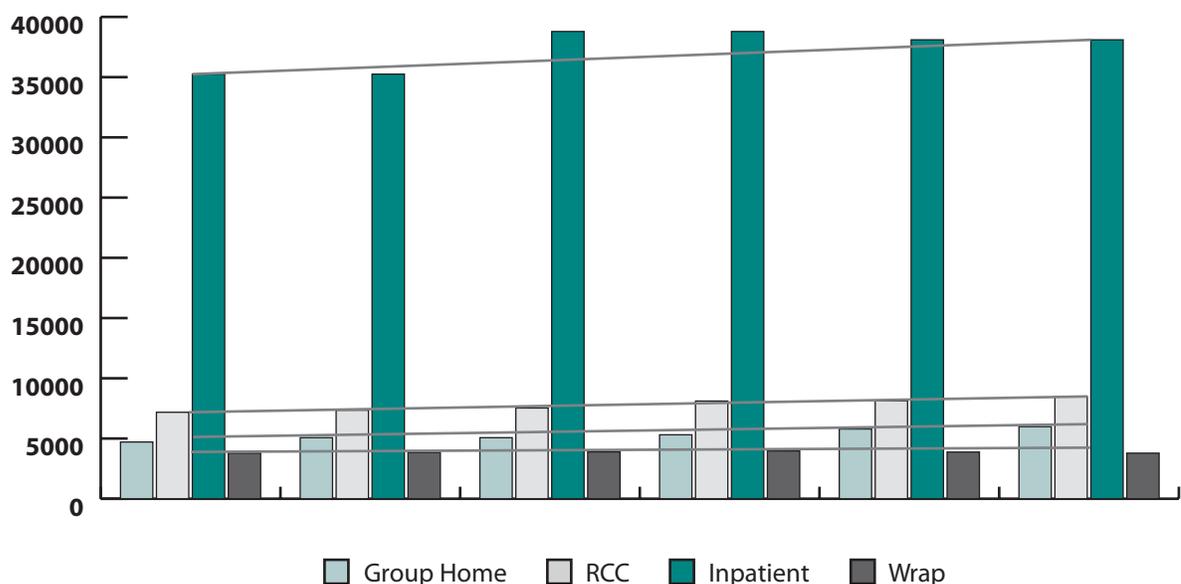


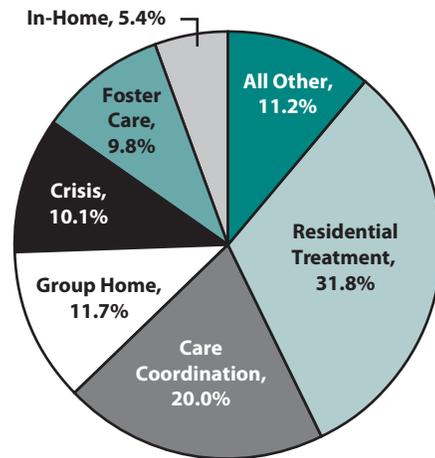
Figure 19: Comparative Costs & Trends, 2004 - 2009



Expenditures by Category of Services

Figure 20 illustrates how the funds are used to support Wraparound youth and families and how differences in costs between the different services impacts overall resource utilization. As would be expected, the relatively high cost of residential care placements consumes a substantial portion of overall expenditures, even though only about 25 % of youth need residential center services. Also note that the most significant non-placement costs are related to care coordination (which all youth receive) and crisis services, which are utilized by nearly three-quarters of youth/families. Nearly 89% of expenditures were used for the “top six” service areas.

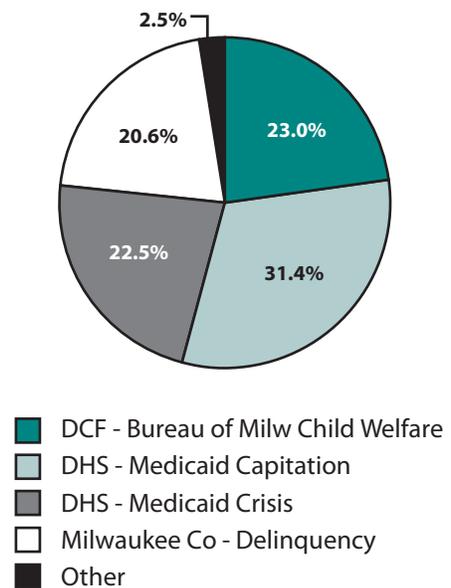
Figure 20: % of Total Exp by Service Category, 2009



Revenue Sources

Wraparound's funds come from four different sources: capitated funding from the state's Medicaid Program; fee-for-service funding from the state's Medicaid Program; a case rate from the Wisconsin Department of Children and Families; and fixed funding from Milwaukee County's Delinquency and Court Services Division. Funds are spent on community-based services, including care coordination, and out-of-home care services, including foster care, group home care, and residential care.

Figure 21: Funding Source as a % of Service Revenue, 2009



Wraparound Milwaukee Youth Council

The Wraparound Milwaukee Youth Council is a group of Wraparound youth who have come together for support, encouragement and leadership opportunities. The Youth Council provides positive activities for Wraparound youth and gives youth the ability to be a part of a positive group. The Youth Council is built upon the strengths of each youth and all decisions are made by the youth who participate. This is truly their way to step up, be heard and be young leaders in their communities. In 2009 the Youth Council spent January and February restructuring the Council in order to get more youth involved and take charge of what the Youth Council does. Throughout this time a logo was created by a youth member, business cards were distributed and bylaws were created. A new motto, "To Have Fun and Learn New Things," was created and is used to guide and plan each month's activities. The Youth Council meets twice a month to plan activities and create leadership activities for all Wraparound youth. At these biweekly board meetings, youth work together and facilitate the meeting, with minimal adult involvement. Along with these meetings the Youth Council conducts a monthly activity that is chosen and planned by the Council. Some of the activities held in 2009 were:

- Trip to Stonefire Pizza
- Presenter on Life's Struggles
- Roller Skating
- Summer Picnic
- Trip to Fun World
- Haunted House adventure
- Movie Night
- Motivational Presenter- Kwabena was brought in to share his experiences

Along with these activities, the Youth Council also held a Bake Sale and Car Wash to help raise money for monthly activities. T-shirts and cinch bags were purchased with the logo on them as another way to raise money. Through the Youth Council, youth are able to participate in community activities to earn community service hours and are making efforts to organize bi-monthly volunteering opportunities. The Youth Council has also provided opportunities for some of the youth to present the Youth Council and what they do to newly enrolled families at Family Orientation, at monthly in-service trainings, and at collaborative trainings with our system partners. This has allowed these youth to use their talents and strengths in a public speaking setting, while informing adults on what the Youth Council does. As the year went by, the Youth Council saw an increase in the number of youth participating and the positive way in which the Youth Council has allowed youth to be more vocal on their child and families teams, in school and thru the juvenile justice system.

2009 Goals

Each year, Wraparound staff develops a set of strategic goals that are identified to improve the quality of programming and outcomes for the children, youth and families served. In 2009, Wraparound worked on objectives related to six goals. The goals and progress on each are described in more detail below:

1. Expand Wraparound Milwaukee's enrollment capacity in order to focus on serving additional non-court involved youth with serious emotional disturbance who have complex mental health and supportive needs that jeopardize their ability to continue to function at home, at school and in the community.

Wraparound Milwaukee continued to expand the REACH program for non-court involved youth in 2009. By the end of 2009, an average of over 200 youth/families were enrolled and served on a daily basis in REACH. Wraparound Milwaukee has approved the limit of Medicaid enrollees (840) under the current capitated agreement with Medicaid and will need to seek additional slots in 2010.

2. Expand the Professional Foster Parent Pilot Program for girls from 10 to 20 youth.

During 2009, Wraparound Milwaukee's Professional Foster Care Program served nearly 20 girls which was the highest number to date. Because of disenrollments in the program, the actual average per day of girls in that program has stayed at 10.

3. Expand national marketing efforts for the Synthesis IT system and develop additional lease or purchase agreements with at least two more U.S. communities, counties or states.

During 2009, Wraparound Milwaukee concluded sales of the Synthesis software to the Tapestry Program in Cuyahoga County (Cleveland) and to the State of Georgia, Department of Mental Health for their new children's system of care.

4. Expand the Mobile Urgent Treatment services for the Bureau of Milwaukee Child Welfare by adding additional 1 to 2 teams to serve kinship families and treatment foster care families. Further expand mental health assessment services for children recently removed from their homes.

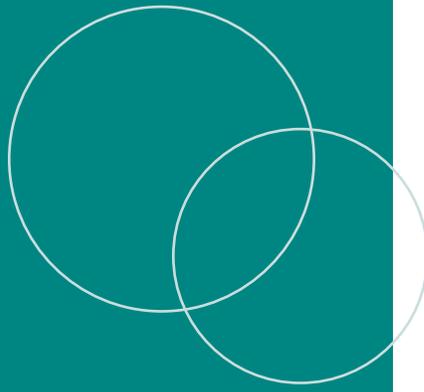
Wraparound Milwaukee received an increase in its contract with the Bureau of Milwaukee Child Welfare in 2009 to add three additional MUTT staff to serve kinship care families, treatment foster families and to perform mental health assessments for the Bureau.

5. Expand and improve the recruitment of youth as well as the operation of the Youth Council for Wraparound.

During 2009 and with the efforts of our care coordinators, supervisors and leads, we had the most participation ever of youth in the Youth Council. Brian McBride, Care Coordination Supervisor from St. Charles Youth and Family Services, played a pivotal role in coordinating the meetings and events. (See the Summary of the Youth Council).

6. Improve and enhance Wraparound's program evaluation efforts through a new contract with the Wisconsin Council on Children and Families.

In 2009, Wraparound Milwaukee and the Wisconsin Council on Children and Families concluded an agreement whereby WCCF would directly handle program evaluation. The 2008 Annual Report was produced by WCCF and several other reports and evaluation plans were initiated in 2009.



2010 Goals

Looking ahead into 2010, Wraparound plans to continue moving forward on consolidating the gains made in 2009 and focusing on additional goals, including these:

- Continue to expand the capacity of Wraparound to serve more at-risk youth through expansion of the REACH program and/or overall increases in Wraparound caseload capacity.
- Implement the Healthy Transition Initiative supported by a five-year \$2.5 million grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) that will allow us to create developmentally appropriate and effective youth-guided local systems of care that will improve outcomes for youth 16-25 with serious mental health conditions transitioning into successful adulthood.
- Expand the role and reach of the Youth Council to provide increasing opportunities for youth to build on their strengths, by more fully engaging youth as active partners in guiding the Wraparound program, and by creating a youth resource and support center for older youth and young adults.
- Utilize the opportunity provided by the Harvard Innovations in Government Award to increase awareness of the success of Wraparound, including completing a video that tells the Wraparound story, hosting a national conference on systems of care, and providing increased training and technical assistance to others.
- Continue to work with the Wisconsin Council on Children and Families to enhance Wraparound's capacity to integrate evaluation into all key Wraparound initiatives.
- In collaboration with Delinquency and Court Services and the Wisconsin Department of Corrections, Wraparound Milwaukee is part of a two-year federal re-entry grant to effectively and safely transition youth with serious emotional and mental health needs back into community placements from state correctional facilities. The target is to serve 25 youth over the next two years.

2009 Providers

16th Street Behavioral Health Center
4 Star Achievement
A New Outlook Group Home-
New Horizon Center
A Positive Outlook Group Home-
New Horizon Center
Acacia Mental Health Clinic, LLC
AJA Counseling Center
All Care Transportation, LLC
Alpha and Omega Transportation, Inc.
Alternatives In Psych. Consult.
AMAD's Place - My Home Your Home
American United Taxicab Service
Anu Family Services, Inc.
Applied Therapies and Wellness Center S.C.
Aro Behavioral Healthcare, Inc.
Associated Mental Health Consultants, Inc.
Aurora Family Service
James Beasley, LCSW
Behee-Semler, Bonnie, Ph.D., S.C.
Berman Group Home-Norris
Blessed Hope Agency
Bracy Psychological Service & Stress
Management Institute
Bray Consultants
Brighter Destinies, Inc.
William Brooks, MSSW, LCSW
Career Youth Development
Carmelite Home, Inc.
Center For The Deaf And Hard Of Hearing
Change 4 Children Services, LLC
Changes Group Home-LSS
Child Adolescent Family & Marriage
Children's Hospital of Wisconsin
Children's Service Society of Wisconsin
Childynamics, LLC
Chileda Institute, Inc.
Choices Group Home for Girls-LSS
Christian Life Counseling
Claretta Simpson House-CYD
Community Care Resources, Inc.
Community Support Resource Center
Connecting Youth Group Home
Connecting Youth II
Cornerstone Counseling Services
Cornerstone Youth & Family Service
Creative Employment Opportunities, Inc.
Crossroads To Independence GH-St. Rose
CSL Image Consulting, Inc.
Current Initiatives Counseling Service, LLC
D&S Healing Center, Inc. (The)
DCS Transport Services, LLC
Discovery & Recovery Clinic, Inc.
Dominion Behavioral Health Services, LLC
Eagles Nest Group Home-LSS
Easter Seals Southeast Wisconsin
Eau Claire Academy
Emiley, Stephen PhD
Empowerment Clinic, LLC
Encompass-Effective. Mental Health Serv.
Exodus Family Services, LLC
Express Yourself Milwaukee
Family Crisis Counseling
Family Options Counseling, LLC
Family Works Programs, Inc.
Fannie Wells Group Home-Norris
Adolescent Center
First Love Outreach Ministries, Inc.
Fokus Family Services, LLC
Forward Choices, LLC
Foster Care Youth Independence Ctr. of WI, Inc.
Fresh Start Counseling Center
Genesis Behavioral Services, Inc.
Goodwill Industries Of Southeastern WI
Greensquare Developmental Specialists
Hale-Richlen Center for Psychiatry (The)
Harmony Social Services CPA, Inc.
Harper House-NEHEMIAH PROJECT
Heavenly Angels Community Center
House of Jabez, LLC
House of Love II
House of Love Youth Homes, Inc.
Human Development Center, Inc.
Huntington Learning Center
Hysop Diagnostic Treatment and
Social Service Ag.
ICF Consultants, Inc.
Inner Dynamics, Inc.
Integrity Family Services, LLC
J.W. Transportation, LLC
Dennis I. Jackson, Ph D
Jordan Transportation, Inc.
Kids In Transition, Inc.
La Causa, Inc.
Lad Lake, Inc.
Language Source LLC
Lawson's Transportation, LLC
Lemonade Stand
Lissy's Place - My Home Your Home
LS Transportation, Inc.
Lutheran Counseling & Family Services of WI
Lutheran Soc. Serv. of WI & Upper Mich., Inc.
Lutheran Soc. Serv. of WI & Upper Mich./HOMME
Lydia Group Home II-Girls
Malen & Associates
Mary Determan MSW, LLC
MD Therapy
Med Group Transportation, LLC
Milwaukee Academy/Clinicare
Milwaukee Center For Independence
Milwaukee Christian Center
Mt. Castle Transitional Living Services
My Home, Your Home
Nakoda Cognitive Behavioral Services, LLC
Mary Nervig
New-Life Community Resource Center-
Residential Living
New Concept Self Dev. Center/CSS
New Horizon Center
Noah House Group Home
Norris Adolescent Center
North Shore Psychotherapy Associates
Oconomowoc Developmental Training Center
of Wisconsin LLC
Only God Can House of Peace
Orion Family Services, Inc.
Orion-Monroe House for Girls
Orion-Platteville House for Boys
Paragon Community Services LLC
Park West Social & Psychotherapy Services
Pathfinders
Pathways Counseling Center
Peace Home
Pediatric Psychology Associates
Positive Development Social Services, Inc.
Positive Outlook Clinical Services
Professional Services Group, Inc.
Project Focal Point, Inc.
PsyCare-Milwaukee LLC
Ragir Consulting
Rawhide, Inc.
Renew Counseling Services
Right Turn, Inc.
Right Turn, Inc. II
Right Way Development Center
Roads to Independence Group Home
Rolling Stone Group Home
Rosie's Place Group Home-St. Rose
Running Rebels Community Organization
Schroeder Group Home-Norris
Servant Manor Group Home I (CCC)
Servant Manor Group Home II
SHARE of Southeastern Wisconsin
Shore Counseling and Consulting Clinic
Shorehaven Behavioral Health, Inc.
Sierra Group Home-LSS
Social Development Commission
Southeastern Youth & Family Services, Inc.
Spahn Clinical Services
St. Aemilian - Lakeside
St. Catherine Residence
St. Charles Youth and Family Serv.
St. Rose Youth & Family Center, Inc.
STAGES - St. Rose
T & H Group Home - Mt. Castle Corp.
Teen Living Center I-AJA Enterprises
Teen Living Center II-AJA Enterprises
Teipner Treatment Homes, Inc
Terry-Len Transportation
Therapies East Associates
THRIVE Treatment Services, LLC
Tomorrow's Future, LLC
Totty and Associates
TransCenter of Nehemiah Project GH (CCC)
Trotter House
Turcott Medical & Psychiatric Associates
Washington House-LSS
West Grove Clinic, LLC
WI FACETS
Willowglen Academy-Hein Foster Care
Group Home
Willowglen Community Care
Wisconsin Conservatory Of Music
Wyalusing Academy-Clinicare Corp



WRAPAROUND

MILWAUKEE

Wraparound Milwaukee
9201 Watertown Plank Road
Milwaukee, WI 53226
Ph: (414) 257-7611
Fx: (414) 257-7575