



2008

Wraparound
Milwaukee
Year End Report





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

Since its formation, Wraparound Milwaukee has had considerable success in improving outcomes for the over 4,000 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. The care is coordinated through a team of professionals who partner with the family and their support system to create a plan of care 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 works with a network of nearly 200 organizations that provide comprehensive mental health and support services. Wraparound uses a mix of local, state and federal funds, which 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 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,

2008 marked the 15th anniversary of Wraparound Milwaukee. Wraparound has continually evolved through the past decade-and-a-half as we have learned from over 4,000 children and youth and their families with whom we have worked. 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 2008 we launched REACH, a new initiative within Wraparound that allows us to help youth much earlier, before they become court involved. We also took important first steps to address our long-term aspiration to help the youth leaving Wraparound make a successful transition into young adulthood. And we developed a significant and important partnership with the public schools through our work on the Safe Schools/Healthy Students grant. These are just a few examples of how we have continued to grow and improve our ability to effectively serve the families who participate in Wraparound Milwaukee.

We are proud of the recognition Wraparound Milwaukee has received. In 2008 Wraparound was selected for the Lincoln Gaines Award from the YMCA of Greater Milwaukee; the In Search of Excellence Award from the Wisconsin Family Based Services Association; an Innovator Award for its Mobile Urgent Treatment Team from the Health Care Innovations Exchange Program within the U.S. Department of Health and Human Services; and the IMPACT Award for Outstanding Achievement Working with Youth in the Juvenile Justice and Mental Health Systems by the National Council on Mental Health and Juvenile Justice.

Each year, we marvel at the resiliency of the children and youth we serve, and we celebrate the strength of their families. We are pleased to share their progress with you in this 2008 Year End Report.

In Partnership,



Bruce Kamradt
Director



Executive Summary

2008 was a year of significant achievement for Wraparound Milwaukee, including the launch of promising new initiatives and success in our established activities. Wraparound served a total of 1,236 children and youth in 2008, an unprecedented number. These young people received community-based services through over 200 agencies in Wraparound's provider network. In addition to care coordination services, which all Wraparound participants receive, the services most frequently used in 2008 were crisis prevention, intervention and stabilization, flexible funding for discretionary services, and in-home and office-based therapy. Expenditures for Wraparound's services totaled \$33.7 million in 2008.

In 2008 boys in the program outnumbered girls roughly three to one. The average age of those served was 14. Children and youth of color are significantly represented in Wraparound compared to the overall population of Milwaukee County. Over 80 percent of the children and youth served were African American, Hispanic, or other minority ethnic heritage.

A large percentage of children and youth in Wraparound arrive with multiple presenting concerns and have multiple diagnoses. The most prevalent presenting concerns for both boys and girls in 2008 were challenges succeeding in school and severe aggressiveness. The most common diagnoses for boys were attention deficit disorders and conduct disorders. The most common diagnoses for girls were conduct disorders and mood disorders.

Like the children and youth in the program, their families often face multiple challenges. A large percentage of families are low-income, with over 70 percent earning less than \$25,000 a year. The majority of children and youth served live in single-parent households.

One of Wraparound's chief outcome goals is permanence. In 2008, 352 of the 389 children and youth completing the program were in a permanent setting when they disenrolled, with 74 percent living with their parents. Strong outcomes were also achieved in other key measures—child and youth functioning, educational attainment, family satisfaction. These outcomes reflect the resiliency of the families Wraparound serves and the strength of Wraparound's partnership with them.

2008 marked the first year of Wraparound's new REACH program, which allows us to intervene before a child or youth is involved with the courts. REACH served 179 children and youth and their families in its first year of operation. Wraparound also launched its Professional Foster Care Pilot Program in 2008. This program matched 10 adolescent girls with histories of high-risk behaviors with dedicated, salaried foster parents equipped to focus intensively on the girls' needs.

Each year, Wraparound identifies a set of strategic goals to work toward throughout the year. Goals for 2008 were to develop better transitional services for youth aging out of Wraparound; evaluate, sustain and expand the Professional Foster Parent Program; increase the number of Medicaid-eligible youth in Wraparound; develop and implement a new cross-system training curriculum for care coordinators and managers in the Bureau of Milwaukee Child Welfare; and promote better information sharing through improving the interface between Wraparound Synthesis IT system and Milwaukee County Children's Court.

Introduction

In 2008, Wraparound Milwaukee served a total of 1,236 children and youth. These individuals received a flexible, comprehensive array of service designed to ensure better outcomes behaviorally, educationally and socially. The overarching goal of Wraparound is to reduce or eliminate the need for institutionalization by providing individualized, integrated services and a strong system of community-based support for the child or youth and his or her family.

Children and youth are considered eligible for Wraparound services if they 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 and 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 in 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 the characteristics of the people served, program outcomes, major achievements and changes during 2008.

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 we serve requires Wraparound and its partners to effectively operate culturally competent, flexible programs and services. This results in a highly innovative and adaptable approach to successfully working with children with exceptional challenges.

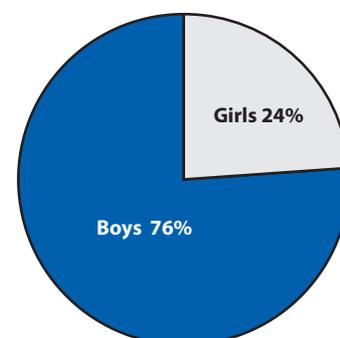
This section of the report provides a demographic profile of children and youth served, including presenting concerns at the time of enrollment, information on court involvement, age, gender and profile of the family.

Gender, Ethnicity and Age

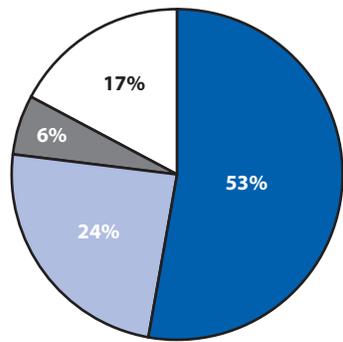
Between 2007 and 2008, the breakdown of participants by gender, ethnicity and age remained relatively stable. In 2008 boys in the program outnumbered girls roughly three to one. The average age of those served was 14, and the majority served were children and youth of color.

The largest percentage of youth served by Wraparound are younger teens, ages 13 through 15, followed by older teens, age 16 through 17. Approximately 7 percent of the children served are 10 or younger.

Youth Served by Gender, 2008

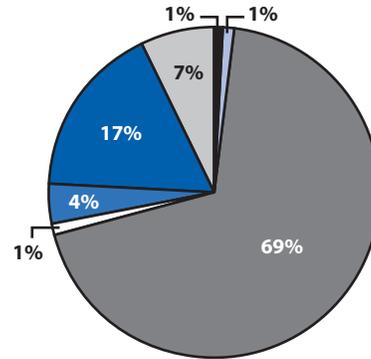


Youth Served by Age, 2008



Under 10 13 to 15
 10 to 12 16 to 17

Youth Served by Ethnicity, 2008



African American Hispanic
 Asian Native American
 Bi-racial Unknown/Not listed
 Caucasian

Over 80 percent of Wraparound children and youth are African American, Hispanic, or other ethnic heritage. Wraparound serves a notably higher percentage of children of color than their representation in Milwaukee County’s population overall. For example, in the most recent U.S. Census data available, children of color represent approximately 57 percent of the total population of children and youth in Milwaukee County, a much lower share than among the Wraparound population.

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 bi-monthly and provide workshops and trainings to organizations in the provider network.

John*, a young man with serious emotional needs, was enrolled in Wraparound Milwaukee after he was adjudicated for sexual assault. John’s treatment needs and court order required that he could have no contact with any of his siblings until his therapists and the therapists working with his siblings felt that everyone was ready. To meet his initial treatment and safety needs, John was placed in a residential care facility that specializes in sex offender treatment. From the beginning, John had strong family support from his mother, father and grandparents. The child and family team worked together to move toward reunification at a pace that both John and the rest of his family were comfortable with.

John invested himself fully in his treatment and worked hard to get to the point where he was ready to see his siblings again and participate in family therapy. John’s therapist worked with him to set up a safety plan, and John was eventually granted passes to go to his grandparents’ home. John also began family therapy with his parents.

By allowing the family to set up a plan at a pace that worked for them, and relying on the family’s faith and other strengths, Wraparound was able to help John to successfully reunite with his family. John has now transitioned back to the community and has the skills and knowledge to keep himself and others safe from sexual abuse.

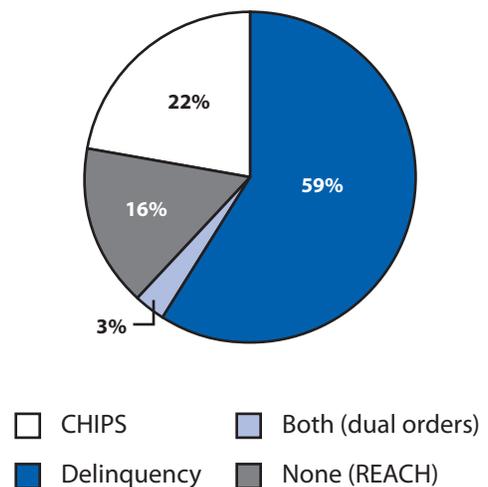
(* Name changed for confidentiality.)



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 involved in the juvenile justice system. While the majority of children and youth served continue to be referred for one or both (those with dual orders) of those reasons, Wraparound is now able to offer services to children and youth without a court order. Through the creation of the REACH program in 2008, Wraparound has begun to offer services to children and youth at an earlier stage, before they become court involved. In 2008, approximately 16 percent of all children and youth served were served through REACH.

Court Involvement of Youth Served, 2008



REACH

The REACH Program is a new Wraparound initiative that started in 2008 and served 179 children in its first year. 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.

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.

FOCUS

The FOCUS Program was created within Wraparound to address the needs of adolescent boys with serious mental health needs who have committed serious or repeated 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. The goal is to help them transition back into the community.

FOCUS served 81 youth in 2008. Recidivism rates for these youth have been significantly lower than those for youth directly returning from correctional placements. The average length of stay in FOCUS is one year, compared to nearly two-and-a-half years for boys committed to the Department of Corrections.

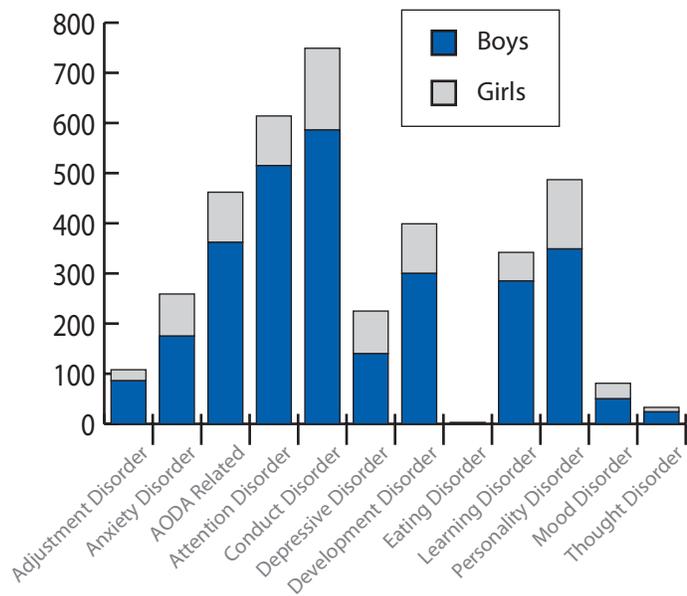
Diagnoses and Presenting Concerns

All children and youth entering Wraparound go through an assessment that includes a behavioral health diagnosis. Children and youth served by Wraparound often receive multiple diagnoses. In 2008 the most common diagnoses for boys were attention deficit disorders and conduct disorders. The most common diagnoses for girls were conduct disorders and mood disorders.

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

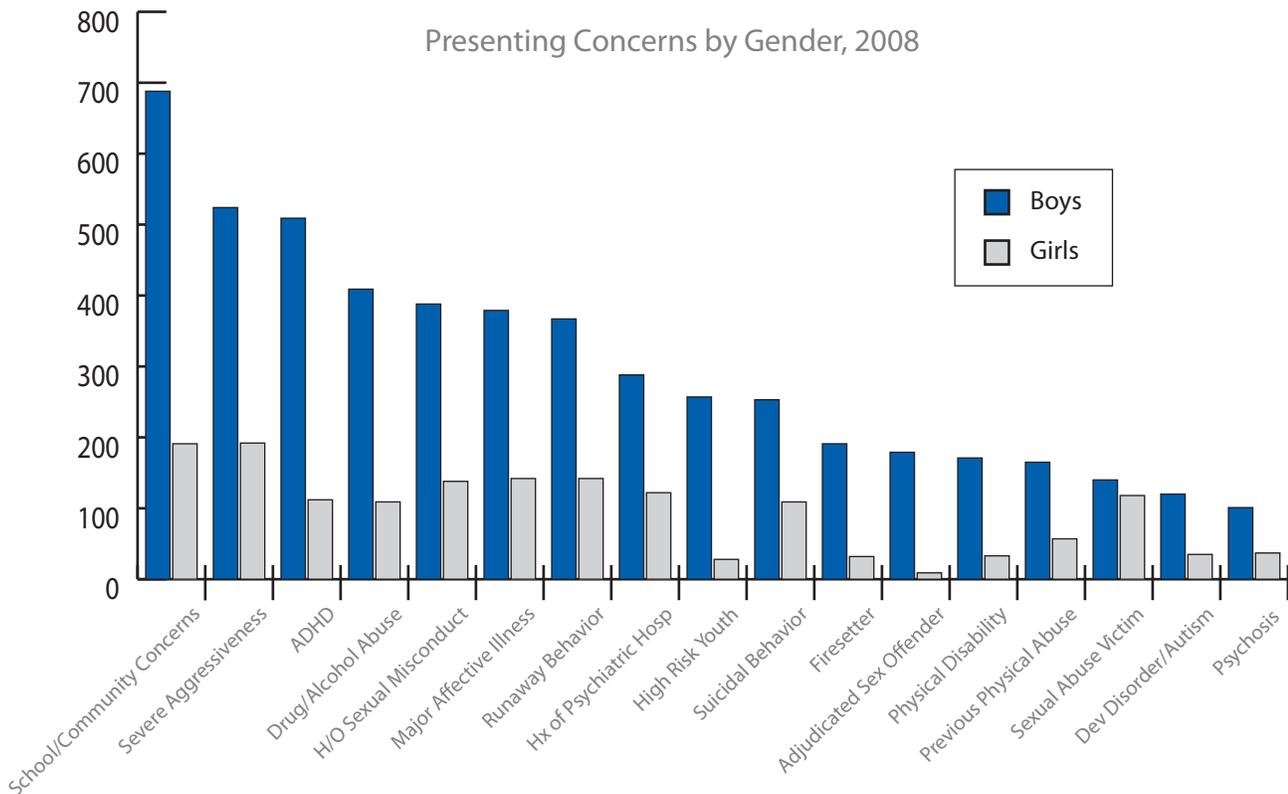
In 2008, the most prevalent presenting concerns for both boys and girls were challenges succeeding in school and severe aggressiveness. As a percentage of their population in the program, girls were more likely to have been victims of sexual abuse than were boys, and boys

Diagnostic Categories by Gender, 2008



were more likely to have attention deficit hyperactivity disorder (ADHD) than girls. Many children and youth entering the program have overlapping challenges in their lives, with most having more than one presenting concern.

Presenting Concerns by Gender, 2008



Family Profile

The children and youth 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.

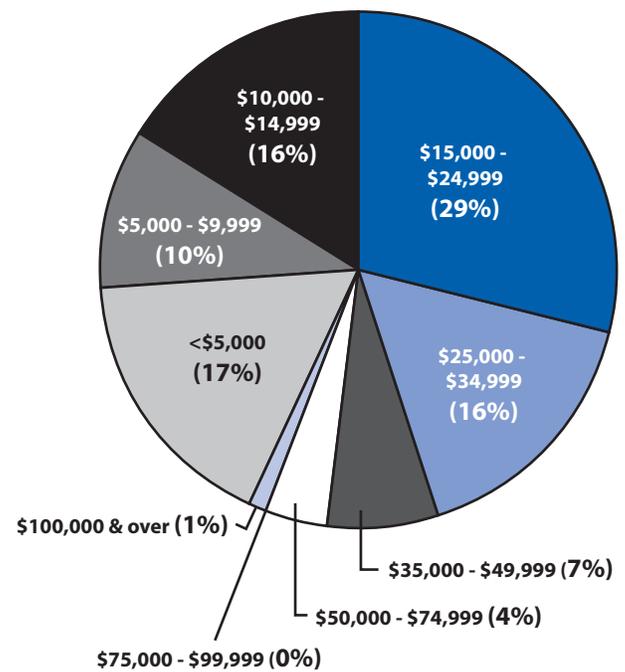
Most families served are low-income and most are headed by a single parent. The families of the children and youth served are often addressing other challenges in their own lives, including having other children in out-of-home care or having a parent who is incarcerated or struggles with mental illness. The combination of low income, lack of parental support and other challenges is 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.

The majority of families served by Wraparound who report income have relatively low household income, with over 70 percent of them earning less than \$25,000 annually, and over a quarter living in households earning \$10,000 or less annually. To put these annual earnings in perspective, a family of three earning \$17,600 annually is considered living in poverty, according to the 2008 federal poverty guidelines.

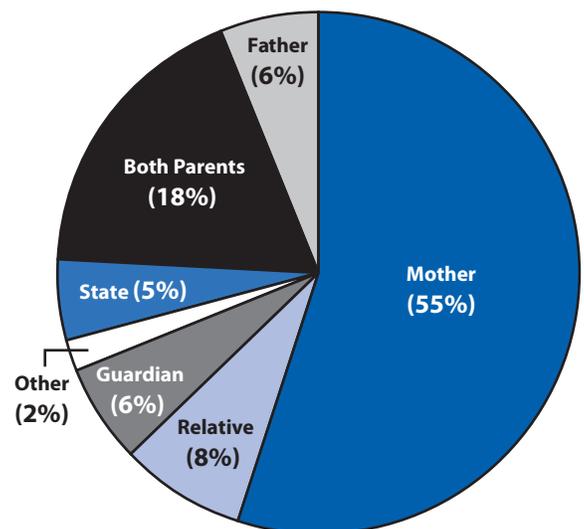
A significant percentage of the children and youth served live in single parent households. Over 60 percent live in households headed by a single parent, the majority of those headed by a single mother. Less than 20 percent of the children and youth served live with both parents.

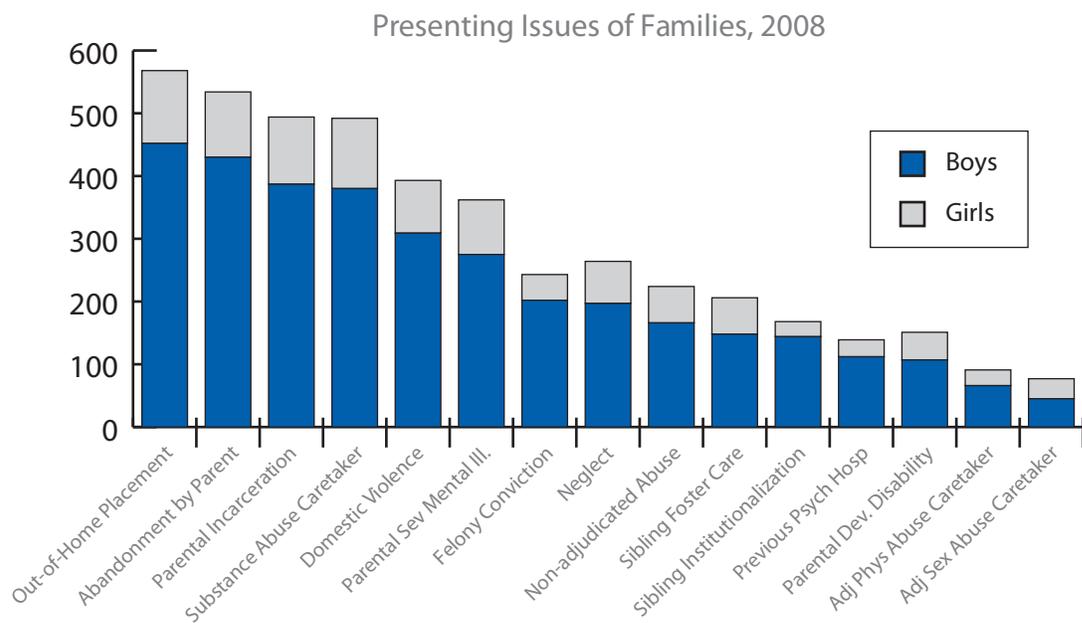
Families in Wraparound Milwaukee are also challenged in other ways. Assessments at the time of enrollment provide a snapshot of those challenges and create a context for setting goals or addressing other issues. Families served in 2008 most often were dealing with having another child in an out-of-home placement, experiencing the abandonment of one of the child's parents, or having at least one of the child's parents in prison.

Family Income Levels, 2008



Custodial Arrangements for Youth and Children, 2008





Professional Foster Parent Pilot Program

In an effort to tailor care toward the needs of adolescent girls with high risk behaviors such as chronic runaway and histories of depression related to sexual abuse or exposure to violence, with extensive histories of failed placements in residential treatment centers, group homes and treatment foster care, Wraparound Milwaukee gained state approval in 2008 to pilot the Professional Foster Parent model for up to 10 girls.

The Professional Foster Parent program uses a dedicated, salaried foster parent whose only job is to focus on meeting the needs of the girls they work with. The professional foster parent provides a caring, nurturing relationship with these girls, helps prepare them with the skills necessary to live at home and in the community, and helps re-connect the young woman with her parent(s). They also take on the role of care coordinator, helping the youth obtain other needed services, advocating for them, providing role models and even providing respite, if needed, after the girls return home.

The Professional Foster Parent program is based on similar programs in Florida and Georgia, and has proven to be an effective model in reunifying youth with their parent and improving retention of foster parents.

Since the pilot received DCF approval in 2008, it has initially served six girls and recruited a total of eight professional foster parents.



Wraparound Services

Wraparound Care Coordination Agencies

AJA Counseling
Alternatives in Psychological Consultations, S.C.
Aurora Family Services
La Causa, Inc.
My Home, Your Home
St. Aemilian Lakeside
St. Charles Youth and Family Services
Willowglen Community Care

Mobile Urgent Treatment Team

Since 1994 the Mobile Urgent Treatment Team (MUTT) has been responding to youth in crisis. In 2008, MUTT provided crisis response services to 875 children and youth in Wraparound. When called, the team assesses the situation and determines whether they need to go to the location where the crisis is occurring. The team assesses the potential risk the child poses to him or herself and to others. Based on the assessment, the team develops different intervention options. Those options include 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 a threat to him or herself or the community.

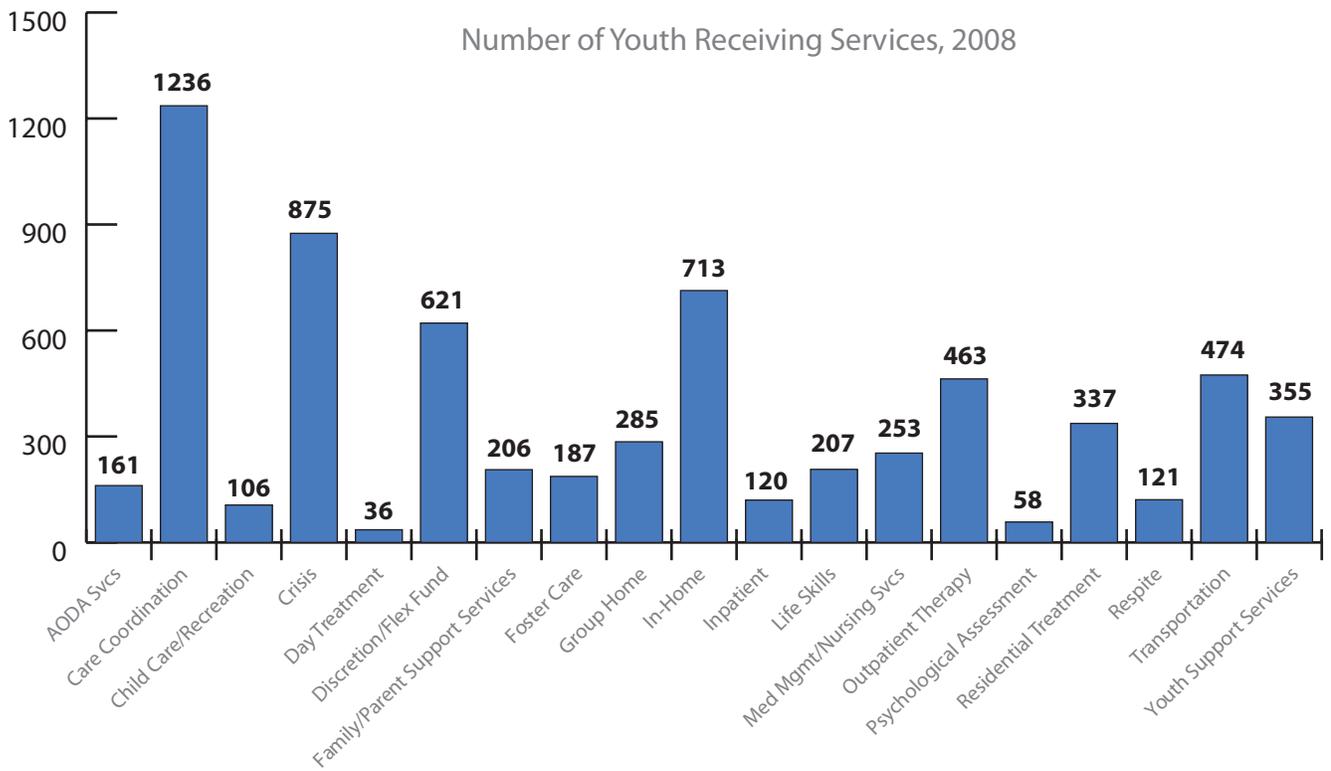
The MUTT team provides crisis intervention services 24 hours a day to families enrolled in the Wraparound Milwaukee program. If needed, the team will provide services to any family in Milwaukee County when a child is having a mental health crisis in which the behavior threatens his or her removal from home or school.

Inspired by the “wraparound philosophy,” Wraparound Milwaukee has developed an extensive network of organizations that provide a comprehensive, flexible array of services to the children, youth and families served by the program. Services include mental health therapy, substance abuse treatment, crisis intervention, in-home therapy, family and parent supports, life skills development, medication management, child care and day treatment, and care coordination. In 2008 Wraparound Milwaukee provided \$33.7 million to support 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.

Services Provided

All children and youth served receive care coordination services, which ensures that every participant has a care coordinator to facilitate the care planning team that identifies and builds on the strengths and needs of the child and family. The care coordinator works with a team of individuals, including the families’ support system as well as professional service staff. The team develops a plan of care, including a crisis/safety plan, based on what the individual child and family needs. The team meets monthly and the plan is monitored and changed to adapt to the participant’s changing needs and circumstances. Wraparound uses eight different organizations to provide care coordination. Those organizations are listed in the inset box on this page.

Services vary by the needs of the child or youth, and the provider network is designed to ensure that 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 receive at least three or four different services during enrollment in Wraparound. The chart on this page provides a breakdown of individual services and utilization for 2008. Other than care coordination, which all

Wraparound participants receive, the services most frequently used in 2008 were crisis prevention, intervention and stabilization; flexible funding for discretionary services; and in-home and office-based therapy.

Jason* was enrolled in Wraparound Milwaukee in May 2007 on a stayed corrections order for graffiti and obstructing an officer. At the time, identified needs revolved around his resentment and anger towards his parents, as well as his inability to express his emotions and artistic abilities in a productive manner. Jason's parents were not in agreement about future planning, and Jason did not want to repair any relationship with them.

The team recognized that too many formal supports would impede any real growth on Jason's part, as he was 17 and had very real and healthy goals for himself for the future that could have been derailed with too much intervention. Instead, the team relied on community planning and support structures to help Jason become involved, be productive, keep busy, and positively direct his artistic ambitions. Jason did volunteer work with a graffiti clean-up program that also worked on cleaning up Lake Michigan. This allowed Jason to actively participate in cleaning up graffiti, while also becoming connected to other community endeavors and individuals that share an artistic flair.

The team helped Jason to obtain a job and learn how to budget and become independent. Jason was responsible with his job and worked through his entire enrollment in Wraparound. An accountability plan was implemented in the home that involved Jason checking in with his parents about his whereabouts and receiving permission before being anywhere for an extended period of time. Finally, the team assisted Jason in applying for colleges as he approached high school graduation. This included helping him to fill out applications, putting together a portfolio and assisting with transportation to visit universities. His parents worked with him on filling out financial aid applications. Ultimately, Jason was accepted into three separate universities and was successfully disenrolled from Wraparound Milwaukee.

(* Name changed for confidentiality.)

Jason

Wraparound Outcomes

A plan of care with Wraparound is designed to improve outcomes for the child. 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.

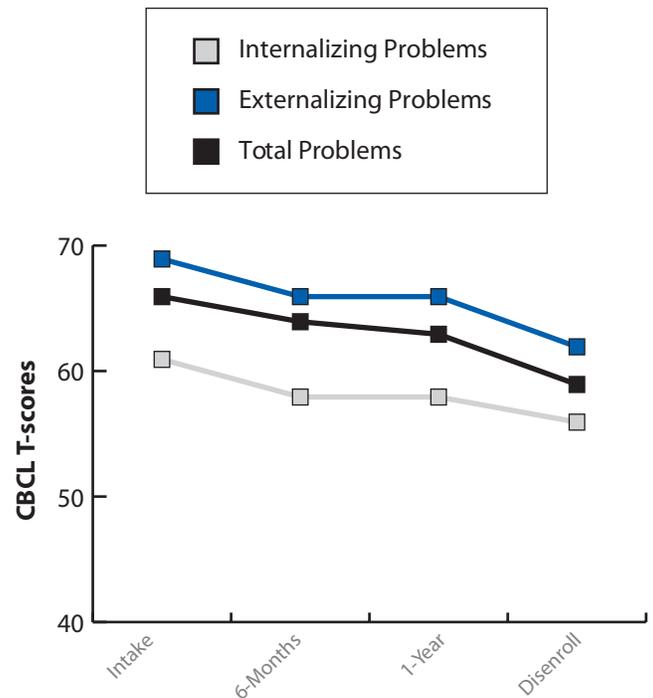
Wraparound assesses the effectiveness of its services and approach by examining the following four measures:

- Reported improvement in a child's functioning, as measured by the Child Behavior Checklist and the Youth Self Report, from intake to 12 months after initial enrollment.
- 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.

Child and Youth Functioning

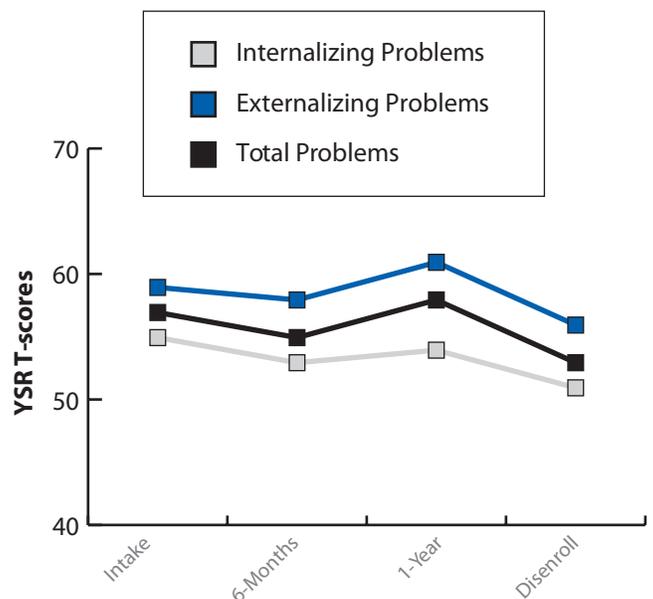
A critical goal for Wraparound is to help children and youth improve their ability to successfully function at home, in school and in the community. That functioning is measured in part by the Child Behavior Checklist (CBCL) and the Youth Self Report (YSR). The graph on this page shows trends in child functioning for children and youth served in 2008, using the data generated from the CBCL. The CBCL is completed by the child's parent or primary caregiver and provides information about internal and external behavioral issues 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 graph illustrates progress for children and youth who were disenrolled during 2008, showing their CBCL score throughout enrollment and at disenrollment. Anything below 60 is considered a normal range of functioning score. The CBCL is completed by the majority of families of children and youth served.

Child Behavior Checklist Data, 2008 Disenrolls

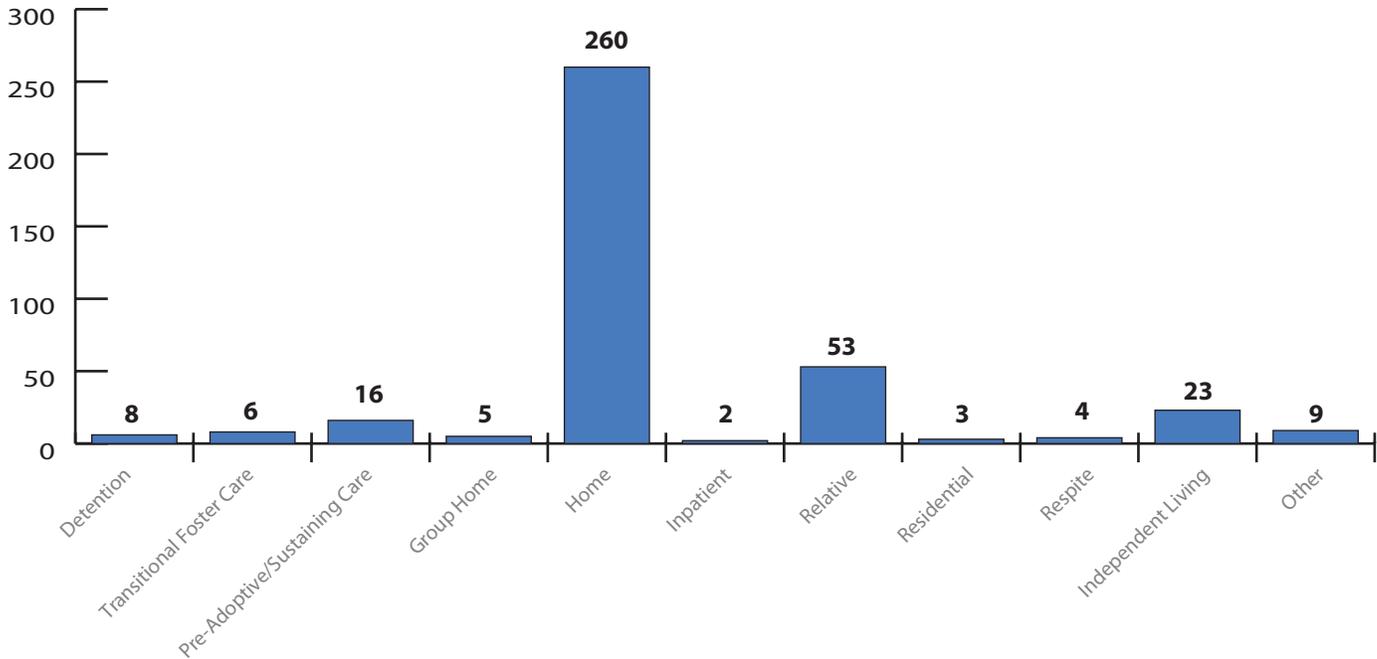


The Youth Self Report (YSR) is completed by youth participating in Wraparound who are 11 or older. A normal range of functioning score for a youth on the YSR is anything below 60. The YSR is completed by the majority of youth served.

Youth Self Report Data, 2008 Disenrolls



Permanency Status at Disenrollment, 2008



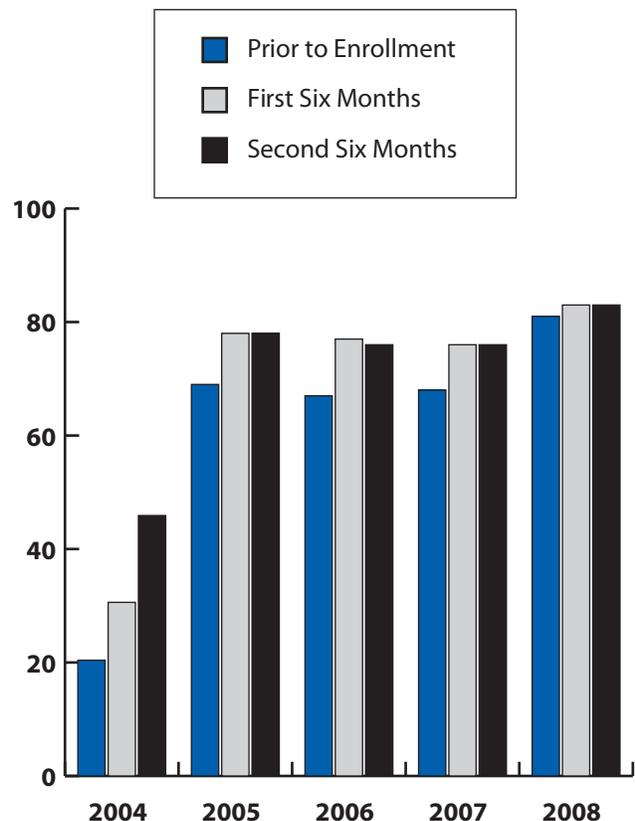
Permanency

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 those 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 2008, 352 of the 389 children and youth completing the program were in a permanent setting when they disenrolled. A majority of those in permanent situations, 74 percent, are living with their parents. The chart on this page shows the permanency status of children and youth disenrolled in 2008.

Educational Attainment

Another basic measure of Wraparound's effectiveness in helping children become more successful is improvement in educational attainment. A benchmark measurement that is used to measure progress toward that goal is school enrollment. Our measure looks at enrollment prior to Wraparound participation and then at 6-month and 12-month intervals subsequent to the

School Enrollment Trends:
Percentage of Participants Enrolled, 2004 - 2008



date of enrollment in Wraparound. The chart on this page shows the history of school enrollments as a percentage of participants enrolled.

Families United of Milwaukee

A key component to the Wraparound philosophy is the partnership with the family. Empowering and strengthening the family supports families as they transition to independence. Wraparound Milwaukee contracts with Families United of Milwaukee, Inc., a chapter of the National Federation of Families for Children's Mental Health, for family support and advocacy. Established over a decade ago, Families United is a grassroots community organization that provides advocacy services for Milwaukee County families. Its mission is to provide empowering, quality-oriented, community-based, grassroots youth and family advocacy services specifically for Wraparound families.

Beyond the work of family advocates, Families United of Milwaukee develops and conducts the family orientation meetings for new families enrolled in Wraparound, assists in conducting family satisfaction surveys, develops and disseminates information about the program, and may assist in home visits where the families and/or staff need support. Families United also assists in training care coordinators, providers, and child welfare staff on working with families.

Just as Wraparound invites Families United representatives to serve on committees and welcomes their input on programs and processes, Families United Family Partners encourage family representatives to serve on committees and provide feedback on Families United programs and services. Families United also consults with a national network of family agencies throughout the United States.

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 in Wraparound Milwaukee. Families United of Milwaukee, part of Wraparound's service network, conducts the satisfaction surveys.

The surveys use a 1 to 5 rating scale in which 1 is the lowest score and 5 the highest in assessing families' satisfaction with Wraparound and its services. Wraparound Milwaukee strives to achieve an overall satisfaction level of 4.0 or higher. At disenrollment, the youth and the family/caregiver have the opportunity to complete separate surveys. In 2008, 58 percent of youth and 73 percent of families completed and returned the surveys. The average satisfaction score for youth completing the survey in 2008 was 4.24, and the average satisfaction score for adults completing the survey was 4.07.

Quality Assurance

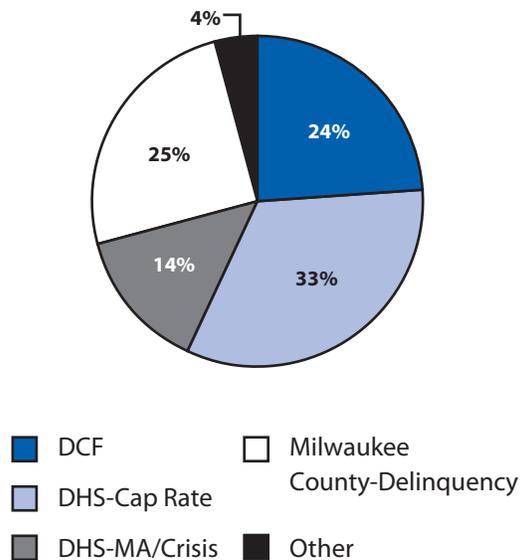
A critical component of Wraparound's program administration is quality assurance. Wraparound uses quality assurance (QA) efforts to ensure that there is effective and timely communication between all divisions and departments involved and to ensure that high quality standards are applied across all procedures, programs and practices. Wraparound's Quality Assurance Committee provides planning and oversight for all QA activities. In 2008 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 2008 organizational audits; and worked on revisions of the fee-for-service agreements to prepare for 2009 in-service training.

Finance

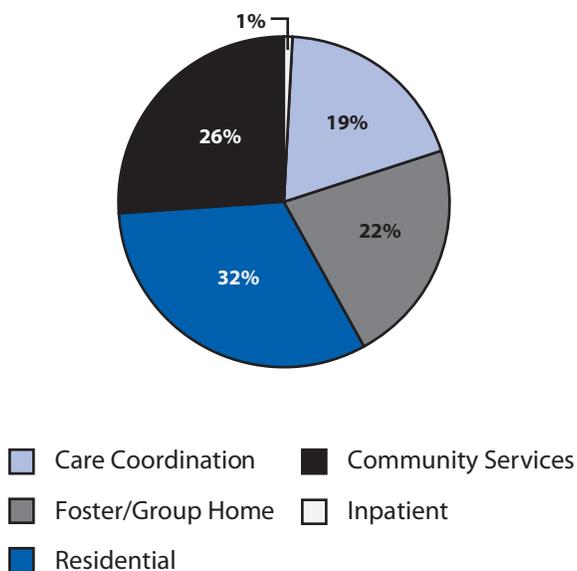
Expenditures for Wraparound's services to children and youth and their families in 2008 totaled \$33.7 million to serve an unduplicated total of 1,236 children and youth. The average monthly cost per child served was \$3,878.

Wraparound's funds come from four different sources: capitated funding from state's Medicaid Program; fee-for-service funding for crisis intervention and crisis stabilization services 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. The charts on this page show cost comparisons between Wraparound and other service settings, how funds are spent and the breakdown of revenues by source.

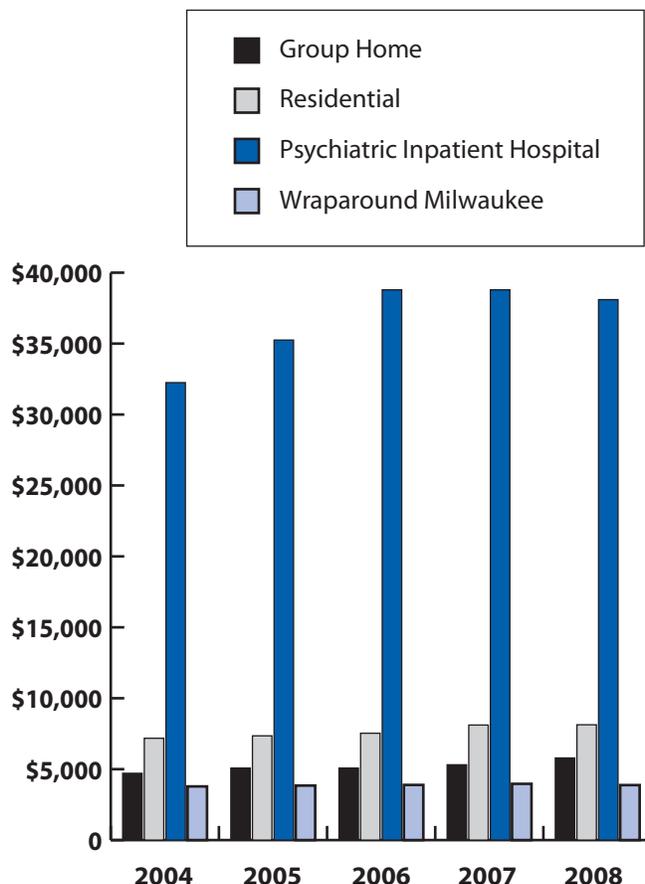
Funding Source as a Percentage of All Service Revenues, 2008



Expenditures as a Percentage of All Service Expense, 2008



Average Monthly Cost Comparisons, 2004 - 2008



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 2008 Wraparound worked on objectives related to five goals:

Develop better transitional services for youth aging out of Wraparound.

In 2008 Wraparound increased its ability to better coordinate the transition to adulthood by assigning a nurse as a transitional coordinator and by hiring a youth coordinator to mentor youth going through the transition. Wraparound also developed independent living apartments through contracts with several community-based providers, addressing the critical challenge of finding housing for youth transitioning to independent living.

Ethan* was enrolled in Wraparound Milwaukee in November 2005 at the age of 13. He was enrolled on a delinquency order, the result of inappropriate behaviors in the community with a younger child. Ethan had not been in his mother's home since age 3. Ethan was raised by his grandmother and then placed in the care of his oldest sister after his grandmother's death a year before he was enrolled in Wraparound.

At the time of his enrollment, the whereabouts of Ethan's mother were unknown. The child and family team worked hard to locate and engage her in Ethan's life. During this time, Ethan was placed in out-of-home care and successfully completed probation without any new offenses.

When Ethan and his family were assigned to their care coordination agency, Ethan was still on a CHIPS order and placed in an out-of-county residential treatment facility. While there, Ethan participated in AODA and anger management groups to help prepare him to move back to Milwaukee. Ethan developed a love of basketball and track that has helped motivate him to stay clean. He also developed a personal faith that helps him handle the tough situations without putting himself or the community in danger.

While Ethan was at the residential treatment facility, the family's new Care Coordinator and Child Welfare worker worked with Ethan's mother to secure safe and affordable housing. Ethan's mother worked diligently with her housing assistant to find a home for Ethan to return home to. Ethan's mother also received support from her fiancé and daughters, which empowered her to feel confident in her abilities to provide Ethan with a loving, supportive home.

Ethan moved back to Milwaukee in May. Since then, he has been consistently going to school and has received clean drug tests. Ethan has put himself on track for college and will be participating in a program that helps high school students obtain college scholarships through a local community center. The group home where Ethan had been residing will remain a support for Ethan when he returns home, providing crisis and job assistance.

On June 13, Ethan will be moving home with his mother after a 13-year separation. At that time, the child and family team will have helped this family succeed in making their vision of being together again a reality, with Ethan attending school regularly and receiving a good education.

(* Name changed for confidentiality.)

Ethan

Evaluate, sustain and expand the Professional Foster Parent Program, which matches paid professional foster parents with girls who need help in reducing runaway behavior and reattaching to their natural parents.

In 2008 Wraparound increased the number of licensed foster care agencies participating in the program from four to five, allowing it to increase the number of professional foster parents to match with girls in the program. In order to facilitate better coordination within the program, Wraparound also established regular meetings with the Bureau of Milwaukee Child Welfare.

Increase the number of Medicaid-eligible youth in the program.

Through the creation of the REACH program in 2008, Wraparound created capacity to address the needs of children and youth before they become court involved, and also substantially increased the number of Medicaid-eligible youth it served. By expanding services through participation in the Safe Schools/Healthy Students grants and contracts with two care coordination agencies—St. Aemilian Lakeside and La Causa—Wraparound expanded opportunities to enroll a greater number of Medicaid-eligible youth.

Develop and implement a new cross-system training curriculum for care coordinators and managers in the Bureau of Milwaukee Child Welfare.

Wraparound worked with the Bureau of Milwaukee Child Welfare to develop a new training curriculum and will continue to work toward completion of that curriculum in 2009.

Promote better information sharing through improved interface functions between Wraparound Synthesis IT system and Milwaukee County Children's Court.

In 2008 Wraparound transferred the juvenile court caseload database onto its Synthesis database. Wraparound also began working on the steps needed for juvenile court to access Wraparound plans of care through Synthesis. Finally, Wraparound completed its first sales of Synthesis software, to McHenry County, Illinois.

Youth Council

Wraparound Milwaukee staff and care providers encourage young people to speak for themselves. The Youth Council was created as a way to access their ideas and listen to their voices. In 2008 Running Rebels, a Wraparound's Network Provider located in Milwaukee, served as the lead organization in coordinating the Youth Council. Throughout the year, they hosted regularly scheduled Council business and planning meetings. Events for the youth included:

- The *FAQS Show (Facing Adolescent Questions about Sex)* – a 1-hour educational and theatrical show for teens by teens developed by the Milwaukee Theatre and the AIDS Resource Center of Wisconsin.
- A forum for the youth to ask questions pertaining to mental health, medications and adolescent development hosted by Dr. Kozel & Dr. Herrmann, who are psychiatrists in Wraparound.
- A variety of guest speakers that included: a banker to help the youth learn basic financial education; a representative from the American Cancer Society who educated the youth on the effects of smoking, lung cancer and the disparities of certain ethnic groups and health conditions; and staff from the Milwaukee County Sheriff's Department who discussed the repercussions of teenage drunk driving.
- A visit with Stan Cole, who was featured in the documentary *Gangland* and who presently works at Urban Underground. He spoke with the youth about the hazards of gangs, including the deadly violence. Irene Correa, a staff member at Running Rebels, also described her life as a former female gang member.
- In December, youth participated in a community service project that included wrapping holiday gifts that were distributed to needy families.
- Activities that included an annual picnic with over 200 participants and their families and a dance with a DJ from Running Rebels.





2009 Goals

Looking forward, Wraparound plans to continue to work on completion of some of the goals set in 2008 and focus on additional goal for 2009, which include:

- 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 function at home, at school and in the community.
- Expand the Professional Foster Parent Pilot Program for girls from 10 to 20 youth.
- 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.
- Expand the Mobile Urgent Treatment services for the Bureau of Milwaukee Child Welfare by adding one or two additional teams to serve kinship families and treatment foster care families. Further expand mental health assessment services for children recently removed from their homes.
- Expand and improve recruitment of youth as well as operation of the Youth Council for Wraparound.
- Improve and enhance Wraparound's program evaluation efforts through a new contract with the Wisconsin Council on Children and Families.

Wraparound Milwaukee Provider Network

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 Clinic, Inc.
AJA Counseling Center
All Care Transportation, LLC
Alpha and Omega Transportation, Inc.
Alternatives In Psych. Consultation
American United Taxicab Service
Applied Therapies and Wellness Center S.C.
Aro Behavioral Healthcare, Inc.
Associated Mental Health Consultants, Inc.
Aurora Family service
Beasley, James, LCSW
Behee-Semler, Bonnie, Ph.D., S.C.
Berman Group Home-Norris
Best Way Transportation
Blessed Hope Agency
Bracy Psychological Service & Stress Mgmt Institute
Brighter Destinies, Inc.
Brooks, William, MSSW, LCSW
C.O.P.E. Behavioral Services, Inc.
Career Youth Development
Carmelite Home, Inc.
Center for the Deaf and Hard of Hearing
Change 4 Children Services, LLC
Changes Group Home-LSS
Child & Family Therapeutic Systems
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 Consulting Services
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.
DCS Transport Services, Inc.
Discovery & Recovery Clinic, Inc.
Dominion Behavioral Health Services, LLC
Eagles Nest Group Home-LSS
Easter Seals Southeast Wisconsin
Eau Claire Academy
Emiley, Stephen, Ph.D.
Encompass-Effec. Mental Health Service
Exodus Family Services, LLC
Express Yourself Milwaukee
Family Crisis Counseling
Family Options Counseling, LLC
Family Works Programs, Inc.
Fannie Wells Group Home-Norris
First love Outreach Ministries, Inc.
Fokus Family Services, LLC
Foster Care Youth Independence Center of WI
Fresh Start Counseling Center
Genesis Behavioral Services, Inc.
Goodwill Industries of Southeastern WI
Greensquare Developmental Specialists
Hale-Richlen Center for Psychiatry
Hargarten, Mary
Harper House-Nehemiah Project
Heavenly Angels Community Center
House of Jabez, LLC
House of Love Youth Homes, Inc.
Human Development Center, Inc.
Huntington Learning Center
HYSSOP Diagnostic Treatment & Social Service Agency
ICF Consultants, Inc.
Inner Dynamics, Inc.
Integrity Family Services, LLC
Jackson, Dennis, Ph.D.
Jordan Transportation, Inc.
Kids In Transition, Inc.
LaCausa, Inc.
Lad Lake, Inc.
Language Source LLC
Lawson's Transportation, LLC
Lemonade Stand
LS Transportation, Inc.
Lutheran counseling & Family Services of WI
Lutheran Social Service of WI & Upper Michigan, Inc.
Lutheran Social Service of WI & Upper Michigan / HOMME

HOME

Lydia Group Home II-Girls
Lydia Group Home-Boys
M&S Clinical Services, Inc.
Malen & Associates
Mary Determan MSW, LLC
MD Therapy
Milwaukee Academy/Clinicare
Milwaukee Center for Independence
Milwaukee Christian Center
Mt. Castle Transitional Living Services
My Home, Your Home
My Home, Youth Home Placement Stabilization Center
Nakoda Cognitive Behavioral Services, LLC
Nervig, Mary
Neu-Life Community Resource Center-Residential Living
New Concept Self Development Center/CSS
New Horizon Center
Noah House Group Home-Sey&fs
Norris Adolescent Center
North Shore Psychotherapy Associates
Oconomowoc Developmental Training Center of WI
Only God Can House of Peace
Orion Family Services, Inc.
Orion-Monroe House of Girls
Orion-Platteville House for Boys
Paragon Community Services LLC
Park West Social & Psychotherapy Services
PATH Wisconsin, Inc.
Pathfinders
Pathways Counseling Center
Peace Home
Peacemaker Social Services, LLC
Pediatric Psychology Associates
Positive Development Phase II Group Home
Positive Development Social Services, Inc.
Positive Outlook Clinical Services
Professional Services Group, Inc.
PsyCare-Milwaukee LLC
Rawhide, Inc.
Reams, Lula, Ph.D.
Recovery Network, Inc.
Renew Counseling Services
Right Turn, Inc.
Right Turn, Inc. II
Right Way Development Center
Roads to Independence Group Home
Rolling Stone Group Home-Sey&fs
Rosie's Place Group Home-St. Rose
Running Rebels Community Organization
Schroeder Group Home-Norris
Sebastian Family Psychology Practice
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.
Southwest Key Programs, Inc.
Spahn Clinical Services
St. Aemilian – Lakeside
St. Catherine Residence
St. Charles Placement Stabilization Center
St. Charles Youth and Family Service
St. Rose Placement Stabilization Center
St. Rose Youth & Family Center, Inc.
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
TransCenter of Nehemiah Project Group Home
Trotter House
Turcott Medical & Psychiatric Associates
Washington House-LSS
West Grove Clinic, LLC
Wheaton Franciscan Healthcare – All Saints
Wheaton Franciscan Healthcare – Elmbrook
Wheaton Franciscan Healthcare – Shorewood
Wheaton Franciscan Healthcare – St. Francis
Wheaton Franciscan Healthcare – St. Joseph's
WI FACETS
Wigley's Transportation Service, Inc.
Willowglen Academy-Hein Foster Care Group Home
Willowglen Community Care
Wisconsin Conservatory of Music
Word of Hope Ministries, Inc.
Working Together
Wyalusing Academy-Clinicare



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