

2010 Children's Behavioral Conference  
Re-Claiming Lives...Claiming Futures  
Oklahoma Dept of Mental Health &  
Substance Abuse

“Lessons Learned from Wraparound  
Milwaukee – Has It Been Worth It”

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# What Has Been Accomplished in the 15 Years of Wraparound Milwaukee

- Built a \$42 million system of care serving over 1400 children with serious mental health needs and their families in each
- Reduced the number of youth in high-end residential treatment centers from an average of 375 youth to 80 youth
- Reduced the utilization of inpatient Medicaid psychiatric hospitalization days from over 5000 to 500 days
- Child welfare & delinquency services have not had to put additional monies into the care of youth in residential treatment since 1997 – their base level of funding has remained at the same \$18.5 million
- Achieved better clinical outcomes based on national assessment instruments

# What Has Been Accomplished in the 15 Years of Wraparound Milwaukee – cont'd

- Reduced recidivism rates for delinquent youth
- Achieved better permanency for children
- Improved school attendance for enrolled youth with serious emotional & mental health needs
- Families report that their child's and family's needs are being better met
- Stakeholder's are satisfied including the Children's Court Judges who report to the press and evaluators/researchers that it is the one thing that really works well in Milwaukee County

# Awards & Recognition for Model

- 2004 – named exemplary program in children’s mental health by President’s New Freedom Commission on Mental Health
- 2009 – Harvard University – Kennedy School of Government and Annie E. Casey Foundation name Wraparound Milwaukee as winner of Best Innovation in American Government

## What is a System of Care?

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“a comprehensive array of mental health and other services which are organized into a coordinated network across child serving systems to meet the complex needs of children and adolescents with serious emotional and mental health needs and their families”



# What is Wraparound Milwaukee?

- A unique System of care for families and children who have serious emotional, mental health or behavioral needs who:
  - Cross two or more child serving systems
  - Has persisted for six months or more
  - Causes some functional impairment at home, school or in the community, and
  - Places them at risk of placement in residential care, juvenile correctional care or psychiatric hospital
- Operated by the Milwaukee County Behavioral Health Division, it functions as it's own managed care entity, pooling funding across systems and managing the care of all children in the target group regardless of the system they came from
- 1400 youth served annually



# Wraparound

Wraparound is a practice approach for the planning and provision of services and supports that can be applied to any population of children and families with or at risk for intensive service needs – not just to those with the most serious and complex problems.



## 10 Principles of Wraparound

Wraparound puts system of care values and principles into practice for service planning and provision.



How were the Ten  
Wraparound Principles  
Incorporated in the Design  
and Approaches Used in  
Wraparound Milwaukee's  
System of Care?

# 1. Individualized Care

- Child & Family Teams – each care plan is developed based on the unique strengths & needs of the child with serious emotional & mental health needs and his or her family
- Built a comprehensive array of 80 services in the Wraparound Milwaukee Benefit Plan delivered by a Network of over 200 agencies in Milwaukee
- Each family has their own crisis/safety plan
- Care Coordinator/Facilitator only works with up to ten families at a time
- Each team has access to the pooled funds so the type & cost of the services in a plan vary with the needs of the child
- Medical necessity of the need for any Medicaid or other service is determined by the Child & Family Team based on our Medicaid contract

## 2. Strengths Based

- Care Plans begin with an inventory of child & family strengths
- Strengths are used to help meet needs in the care plan
- All meetings begin around participants talking about positive accomplishments
- Mental health service providers and other support services are trained to work using strengths and providers who are not employing strengths-based approaches are not retained in the Wraparound Network

### 3. Community-Based Approaches

- Wraparound Milwaukee built the Provider Network to offer a comprehensive service array so that any mental health and other support service needed to help a child stay at home and in their community is available and to allow youth placed out of home to return as soon as possible
- Mobile Crisis Team authorized inpatient psychiatric care and oversee an array of crisis groups, foster homes and in-home crisis stabilizers to help families deal with a crisis that might otherwise result in a child being placed out-of-home
- Child & Family Team remains in charge of the treatment planning team versus a residential treatment or other out-of-home provider
- Flexible court orders allow Wraparound Milwaukee to determine placement and to more easily move a child out of a residential treatment or other setting where they can be cared for in the community

## 4. Collaboration

- MOU's signed with other child-serving systems
- Pooled funding across systems
- Single release of information for all child serving systems
- One care plan developed across child serving systems with one care coordinator
- Written conflict resolution procedures
- Cross system training
- Shared access to one IT system, Synthesis

## 5. Natural Supports

- All care plans must show use of informal & natural supports
- Care coordination agencies evaluated on use of informal versus formal supports with a target of 50% informal supports
- Resource guide to identify informal supports

## 6. Team-Based

- Child & Family Team and family drives decision making
- Other system stakeholders like Child Welfare join the Child & Family Team
- Team decision must be made by a consensus of the Team
- Decision of Team regarding needed services meet medical necessity per Medicaid contract

## 7. Persistence

- Wraparound Milwaukee is held accountable for implementation of the service plan by the court – care cannot be shifted to another service system
- “Plans Fail, Not Kids”

## 8. Culturally Competent

- Incorporate in family narrative, strengths discovery and other parts of the plan
- Cultural Competence Committee and all Care Coordinators and Providers trained
- Diversity of Providers enhanced by Fee-for-Service Provider Network Model – 50% of Wraparound Milwaukee Providers are minority – owned & operated agencies

## 9. Outcomes Based

- Extensive QA/QI Program promotes quality through creating measuring and monitoring outcomes
- Program, Fiscal, Clinical, Safety, Educational and Permanency are continually reviewed, data shared with System Partners
- Annual Performance Review of Care Coordination Agencies conducted

# 10. Family Voice and Choice

- Child & Family Teams directed by families – “No Family, No Plan”
- Families have choice of providers and have access to on-line Provider Resource Guide
- Families United of Milwaukee created to provide 1:1 advocacy
- Families participate on all Wraparound Milwaukee committees i.e. Partnership Council, QA/QI, Provider Network, etc
- Families serve on Administrative Review Panels for youth in out-of-home care
- Families at table with Wraparound and assist with training of new care coordinators and providers

# Core Elements, Opportunities and Challenges That Wraparound Milwaukee or Any System Needs to Deal With to Create System Reform

- A shared vision based on common values
- A strategic mindset of how to change the “status quo”
- A clear focus on the defined population to be served
- Shared outcomes – what did want the reformed to achieve for the defined population
- Understanding the strengths & needs of the Community or State
- Eliminating all the “turf” protection which can get in the way of truly understanding and looking at what needs to change in existing system
- Understanding of major funding streams

## Core Elements, Opportunities and Challenges That Wraparound Milwaukee or Any System Needs to Deal With to Create System Reform – cont'd

- The ability to share information and data about other systems
- Connecting a proposed system reform to other initiatives in the State or County
- Trigger mechanisms for change – being opportunistic around a crisis or community problems
- Eliminating miss perceptions about the ability & motivations of other child serving systems
- A core group of dedicated, committed thinkers & leaders
- Adequate time but with clear goals, objectives and benchmark