2018 Human Services Annual Report
Presented to the Human Services Board
July 2019
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MISSION STATEMENT

Washington County Human Services Department will, with dignity and respect, offer responsive and effective community programs to individuals and families challenged by disability, economic hardship and safety concerns. Our commitment is to help facilitate self-sufficiency for those we serve and enhance the quality of life in our community.

HUMAN SERVICES BOARD MEMBERS

Kristine Deiss Chairperson
Christopher Bossert Vice-Chairperson
Richard Bertram Supervisor
Frank Carr Supervisor
Leslie Borman Citizen Member
Sarah Malchow Citizen Member
Jessie Kroenig Citizen Member
Behavioral Health Division

The Behavioral Health Division through dedication to a philosophy of recovery and self-determination works to mobilize and enhance supports for those individuals challenged by mental health and addiction.

The Behavioral Health Division provides a full array of services for community members in need of treatment for Mental Illness and/or AODA issues. Our focus is on helping individuals access the right services and develop a service plan to best support their needs and recovery. Divided into distinct, yet inter-connected programs, the Behavioral Health Division has the resources and flexibility to respond to a diverse set of consumer needs. Our Division is organized as follows:

- **Lifespan Outpatient Clinic**: Our Outpatient Clinic provides counseling, psychiatric care, nursing, targeted case management and other supports to consumers. Counseling staff provide in-depth assessments, service planning and ongoing interventions. Our Outpatient team also includes a Targeted Case Management program, a Substance Abuse Case Manager, and a Mental Health Case Manager.

- **Acute Care Services (ACS)**: ACS is a 24/7/365 mobile crisis team that provides phone and face-to-face contacts to community members in need. Its Mental Health Specialists are skilled at providing risk assessments and safety planning as they regularly collaborate with law enforcement, school personnel, consumers and their families to assure access to a least restrictive environment and appropriate supports for everyone.

- **Adult Protective Services (APS)**: APS merged with our ACS unit in January 2018. Under Wis. Stat 55.02 APS workers provide services to individuals with developmental disabilities, degenerative brain disorder, or serious/persistent mental illness or other like capacity. Our APS workers help to keep this population within Washington County safe from abuse, neglect or misappropriation of property and assist to prevent the individual from experiencing deterioration or from inflicting harm on themselves or others.

- **Community Treatment Services (CTS)**: CTS is a grouping of two programs designed to provide frequent and intensive services to consumers with more severe mental illness and/or AODA concerns. It is comprised of a Community Support Program (CSP) and a Comprehensive Community Services (CCS) Program.

- **Youth Services**: Our Youth Services team provides Comprehensive Community Services (CCS) for youth and young adults to help and support them with behavioral or mental health needs to reach their full potential by connecting them with community supports and services. Washington County’s Children with Long Term Support Waiver (CLTS) is also administered through Youth Services, which provide home and community-based services through Medicaid funding for children who have substantial limitations to their daily activities and need support to remain in their home or community. Finally, the county’s Birth to Three and School-Based Services program is administered through Youth Services via contract with external community providers.

To receive general program information, contact:

Alicia Leslie, Behavioral Health Manager
Email: Alicia.leslie@co.washington.wi.us
Phone: (262) 335-4554
### Behavioral Health Client Demographics

#### PROGRAM AREA

<table>
<thead>
<tr>
<th>PROGRAM AREA</th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Community Support Program (CSP)</td>
<td>47</td>
<td>49</td>
</tr>
<tr>
<td>Comprehensive Community Services (CCS) – Adult and Youth</td>
<td>173</td>
<td>199</td>
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<tr>
<td>Case Management (CM)</td>
<td>48</td>
<td>39</td>
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<tr>
<td>Lifespan</td>
<td>833</td>
<td>882</td>
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<tr>
<td>Therapy Visits</td>
<td>2,590</td>
<td>3,308</td>
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<tr>
<td>Community Outpatient Services (COPS)</td>
<td>267</td>
<td>117</td>
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<tr>
<td>Acute Care Services (ACS) Number of contacts.</td>
<td>10,120</td>
<td>15,696</td>
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<tr>
<td>Acute Care Services (ACS) Number of clients.</td>
<td>1,318</td>
<td>1,969</td>
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<td>Calm Harbor (Admissions)</td>
<td>118</td>
<td>191</td>
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<tr>
<td>Calm Harbor (Nights)</td>
<td>2,234</td>
<td>1,430</td>
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<td>Voluntary Hospitalizations</td>
<td>74</td>
<td>97</td>
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<td>Involuntary Hospitalizations</td>
<td>131</td>
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<td>Days in Residential AODA Care</td>
<td>2,629</td>
<td>3,441</td>
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<td>Clients in Residential AODA Care</td>
<td>47</td>
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<tr>
<td>Residential Placements/Supportive Apartments</td>
<td>40</td>
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#### YEAR

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<tr>
<td>2017</td>
<td>48</td>
<td>16</td>
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<tr>
<td>2018</td>
<td>66</td>
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Behavioral Health 2018 Goals Review

The Behavioral Health Division must continually respond to ever-changing community and consumer needs. It needs to pay attention to the trends and adjust its programming and practices so that it can provide the best care possible. Our goals over 2018 are a part of a continued effort to improve upon our system and effectively respond to the needs of our community.

Goal 1: Increase external revenue streams

- The Human Services Department seeks to ensure we are capturing all available revenue through service provision, so that we may continue to provide high quality behavioral health services. By the end of 2018, we will have a developed benchmarks and internal tracking mechanisms, so that all CCS/CSP Behavioral Health providers are capturing all or a portion of their service through Medicaid reimbursement. A full audit and review of internal productivity will be completed and benchmarks will be set for achieving and exceeding productivity by 5%. Capturing all available Medicaid revenue not only assures we are not leaving available funding on the table, but is a mechanism for ensuring we are providing high quality services consistent with the CCS/CSP standards of practice.

Goal Review: In 2018, HSD realized an 18% increase in revenue capture over 2017. This is in part due to increased services through a fee-for-service mechanism with our external partners and improved tracking of our inputs and outputs of billable services. A full audit was completed in conjunction with reviewing our Electronic Health Record (EHR) needs and it was determined that due to the limitations of our EHR, there are many manual inputs and outputs that are subject to human error, potentially leaving further revenue on the table and does not allow for true tracking of productivity.

Goal 2: Improve clinic access

- Work with external consultant to design and evaluate Same Day Access and Just in Time Scheduling clinic work flow to reduce and minimize wait time for therapy and psychiatry appointments in the clinic.

Goal Review: The Department received a $25,000 Crisis Improvement Grant from the Department of Health Services and entered into a contract with MTM Consulting to implement Same Day Access and Just in Time Scheduling. Monthly team meetings to review clinic data and processes have occurred. Same Day Access was officially rolled out June 24, 2019 and Just in Time Scheduling will be rolled out in the 3rd quarter of 2019.
2019 Behavioral Health Goals

The Behavioral Health Division must continually respond to ever-changing community and consumer needs. It needs to pay attention to the trends and adjust its programming and practices so that it can provide the best care possible. Our goals over 2018 are a part of a continued effort to improve upon our system and effectively respond to the needs of our community.

**Goal 1: Provide Quality Crisis Intervention Services to All Washington County Residents**

- Increase mobile response to 100% for assessment by contracting and implementing support from Impact 2-1-1 to handle all community resource and supportive listening needs.
- Update, implement and codify ACS Supervision Model

**Goal 2: Improve Mental Health and Substance Use Client Outcomes**

- Redesign the staffing structure and workflow of the Community Treatment Services team and develop a plan to grow the number of clients served and the type of services available in the Comprehensive Community Services Program
- Obtain approval to implement a new Electronic Health Record from County Board and work in partnership with the IS Department to move to a new solution.

We are excited to continue our work to improve our system and always welcome feedback as well as active participation on behalf of consumers, families, friends, and other stakeholders. We understand that with more community investment and engagement, we can become a more responsive and effective system. We are looking forward to working closely with the community over 2019 and beyond.
Behavioral Health Accomplishments

- **Crisis Intervention Training for Law Enforcement:** Partnership and collaboration with NAMI, local law enforcement jurisdictions to provide training and serve as a site visit in CIT training.

- **Evidence-Based Practices (EBP):** Implementation of EBP in the Outpatient Clinic for children and families – completion of Trauma Focused – Cognitive Behavioral Therapy training through the Wisconsin Trauma Project. Clinicians are working towards receiving national certification. This EBP focuses to reduce trauma symptoms and increase resiliency, reducing out of home placement for children, reducing placement disruption, and increasing family system functionality in the parent/caregiver-child relationship.

- **Continued focus on EBP for the adoptee population:** outpatient clinicians applying for and receiving acceptance into Training for Adoption Competency national certification program through the Center for Adoption Support and Education (C.A.S.E.).

- **Trauma-Informed Care (TIC) committee membership growth:** across the Department for the first time – with representation from all Divisions. First Department wide training provided for TIC by internal staff – all holding expertise in this lens.

- **Awarded Quality Improvement Grant for Crisis Intervention Programs:** utilized to fund process improvement work for intake with MTM Consultants. Kick off for Same Day Access – clients wanting to initiate services and being connected to the initial assessment in 3 days or less. Increase client engagement, reduce no show rate and lost revenue and productivity, increase clinical staff revenue and productivity, and improve connection of treatment services to clients in crisis or discharging from inpatient hospitalization.
Children and Families Division:
Strengthening Families and Assuring the Safety of Children

The Children and Families Division is responsible for administering programs to support and enhance family functioning. Services are related to the protection of children and the safety of the community. It is our goal to assist families in identifying unsafe/risky behaviors and provide services to help them overcome struggles that limit their ability to care for their children. Our success in these practices is reflected in a decline in the number of youth requiring a foster care placement and an increase in child safety in the parental home.

A responsive, supportive and collaborative approach focusing on a family’s needs and strengths is essential to establishing a positive working relationship. Services are accessible and specialized to meet the unique needs of every family served in Washington County. With numerous community partners, the Division is able to provide services to families in crisis that help keep children safe in their homes. It is also this Division’s responsibility to provide services to families involved in the Juvenile Court System. Juvenile supervision services protect the community by holding juveniles accountable for their behavior and assisting them in developing the competencies needed to lead a safe and productive life.

Children and Families Division services are categorized as follows:

**Child Welfare Services:** Responds to child safety issues regarding abuse and neglect. Provides child abuse investigations, court ordered supervision, safety and parent aide services, case management, and out-of-home placements. The Access Unit also operates the Child Abuse and Neglect Hotline.

**Youth Justice Services:** Ensures community safety and youth accountability. Provides court ordered supervision, family assessments, restitution/community service, and out-of-home placements.

**Family Court Services:** Provides court ordered legal custody and physical placement studies in partnership with Washington County Family Court.

**Foster Care Services:** When the objective of community protection or child safety cannot be achieved with the child remaining in the home of their primary caretaker, a temporary placement is sought in foster care, treatment foster care, group care, or residential care. In addition, The Foster Care Coordinator works to actively recruit new foster placements and conducts home studies for foster home licensure under WI State Statutes Chapter 56.

To receive general program information, contact:

**Coral Kline, Children and Families Manager**
Email: coral.kline@co.washington.wi.us
Phone: (262) 335-4564
2018

Children & Families

Client Demographics

PROGRAM AREA

Child Abuse and Neglect Reports (# of reports) 885
Child Abuse and Neglect Assessments (# of assessments) 188
Youth Justice Referrals (# of referrals received) 254
Family Court Studies (# of studies) 19
Children Serviced in Out-Of-Home Care 165
Total Licensed Foster Homes 65
Children and Families 2018 Goals Review

- 50% of all children who enter into an alternate care placement will have legal permanence established within 12 months.
  
  **Outcome:** 46.7% of children were reunified with their primary caretaker within 12 months  
  57.9% of children achieved Guardianship with a relative within 24 months

- No more than 8% of children will re-enter out-of-home care within 12 months of discharge from the program.
  
  **Outcome:** 6% of children re-entered out-of-home care within 12 months.

- 95% of Initial Assessments will be completed within the State mandated timeframes
  
  **Outcome:** 99.4% of assessments were completed within the State mandated timeframes.

- 85% of children enrolled in In-Home Safety Services will not have an episode of out-of-home care
  
  **Outcome:** 100% of youth served remained in their family home

- 90% of youth receiving services through the Early Intervention Program will not have any further adjudications within 12 months of discharge
  
  **Outcome:** 100% of youth in Early Intervention Programming under a court order had no further adjudications Increase supportive services foster parents licensed by Washington County

- Increase supportive services foster parents licensed by Washington County
  
  **Outcome:** Implemented a Foster Parent Support group that meets every other month  
  Launched the Foster Parent Mentoring Program for new foster parents

- License five new general foster homes within the community
  
  **Outcome:** Six Homes were licensed as general foster homes  
  Twelve Homes were licensed to take placement of a relative
Children and Families 2019 Goals

GOAL 1: Improve Child Welfare Services for Washington County Residents

- Increase Time to Reunification within 12 months and Decrease Re-Entry
  - Streamline Family Aide Program
    - Develop written policies/procedures for program parameter, referrals and goals/outcomes of service
    - Identify and implement program design and evidence-based curriculum
  - Restructure Initial Assessment and Ongoing Workflow
    - Implement a written TPC Transfer Process
    - Evaluate Implementation

GOAL 2: Keep children in out of home care in their community, by promoting foster placements within Washington County

- Create additional capacity within Washington County for non-relative foster placements
  - License 10 additional homes (non-relative)
  - Develop and implement marketing/branding campaign for foster care

GOAL 3: Improve Youth Justice Services for Washington County residents

- Reduce out of home care and decrease recidivism rates for children in Youth Justice
  - Increase referrals and services to the Family Training Program
  - Improve the types and quality of services within the Restorative Justice Program

GOAL 4: Improve Service Delivery for Children Involved in Multiple Programs

- Increase and improve cross referrals and cross collaboration
  - Coordinate and track services between Child Welfare, Youth Justice, Youth CCS, Acute Care Services, Children’s Long Term Support and Birth to Three
  - Implement the Coordinated Services Team Model with Fidelity
Children and Families Highlights and Successes

Child Welfare Highlights:
- 23 Families received voluntary child welfare services to help in the prevention of child abuse or neglect
- 92 children served through the In-Home Safety Services Program were able to remain at home

Youth Justice Highlights:
- Recipient of the Youth Justice Innovation Grant
  - Grant focused on improving community-based Youth Justice Services
- Implemented Healthy Relationships Class
  - Biannual educational series for youth on social media safety and peer relationships

Foster Care Services Highlights:
- Recipient of the Foster Parent Retention Grant
  - Grant focus on supporting foster parents and recruiting new homes
- Created partnership with the Therapeutic Fostering Program at Norris, Inc. to increase the Program’s visibility within the community and to recruit new foster homes

Family Court Services Highlights:
- FCS hosted a one-day community seminar exploring the opioid crisis in our community and the intersection of this with human trafficking. The purpose of this event was to strengthen the knowledge of lawyers, social workers, and other professionals to be able to serve families better. Almost 100 people attended this important event, which included speakers from Alay Health Team, Washington County Medical Examiner’s Office, Exploit No More, and Lacey’s Hope Project.
Economic Support Division

Striving to provide confidential, timely and accurate services that promote a healthy lifestyle, emphasize independence and enhance quality of life to Washington County residents. We commit to achieve this by ensuring respect, optimism, integrity, innovation, compassion and collaboration.

The Economic Support Division determines eligibility for Wisconsin’s public assistance programs. Medicaid, Badger Care, Caretaker supplement, Food share and Child Care subsidy are administered through a consortium model which includes Fond du Lac, Ozaukee, Walworth, Washington and Waukesha counties. Applications, program renewals and case updates are submitted electronically or by calling the Moraine Lakes Call Center. Agents in any of the five counties complete the interview/application process and determine benefit eligibility.

Economic Support staff consistently meet the performance measures required in our contracts with the Department of Health Services (DHS) and the Department of Children and Families (DCF). Performance measures include timely processing of applications and renewals (within 30 days) and call center speed of answer (within 10 minutes). We follow a “one touch” approach, striving to complete everything that needs to be completed with the caller in the initial phone call. This includes processing applications and renewals, answering general case questions, updating case information and offering information about other community resources.

In addition to the programs mentioned above, the Economic Support Division also administers the Wisconsin Home Heating Assistance Program (WHEAP) providing low income families and individuals financial help with their energy bills during the heating season which is October 1st through May 15th. Assistance is also available to eligible households to avoid disconnects and repair or replace furnaces throughout the year.

Certifying in home child care providers is also a responsibility of the Economic Support Division. In order for a daycare provider to accept child care subsidy payments they must be licensed or certified.

Economic Support Programs include:

- **Badger Care** - Provides health coverage for low income individuals and families.
- **Caretaker Supplement** - Provides a small monthly payment to children whose parents receive Social Security Income (SSI).
- **Child Care Subsidy** – Provides financial assistance to offset the cost of day care for working parents.
- **Food Share** - Assists low income individuals and families buy the food they need for good health.
- **Medicaid** - A healthcare program for elderly, disabled or blind individuals which also includes Family Care and Institutional Care (nursing home).
- **Energy Assistance** – Provides a one-time payment during the heating season based on family size, income and usage. Eligible households may qualify for furnace repair and/or replacement and weatherization services.

For more information, contact

Sandy Potter, Economic Support Manager
E-mail: Sandy.Potter@co.washington.wi.us
Phone: 262-335-466
WASHINGTON COUNTY HOUSEHOLDS RECEIVING ECONOMIC SUPPORT ASSISTANCE

Moraine Lakes Call Center Statistics

<table>
<thead>
<tr>
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<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Calls Answered</td>
<td>193,153</td>
<td>172,286</td>
<td>174,270</td>
<td>141,034</td>
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<tr>
<td>Answer Rate</td>
<td>87.94%</td>
<td>87.87%</td>
<td>75.86%</td>
<td>88.62%</td>
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<tr>
<td>Average Speed of Answer</td>
<td>5.82 min</td>
<td>6.82 min.</td>
<td>10.47 min.</td>
<td>6.89 min.</td>
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<tr>
<td>Average Talk Time</td>
<td>8.66 min</td>
<td>9.54 min.</td>
<td>9.54 min.</td>
<td>11.16 min.</td>
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Moraine Lakes Applications and Renewals

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<tr>
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<th>2015</th>
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<td>Applications processed</td>
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<tr>
<td>% Processed timely*</td>
<td>52,173</td>
<td>49,568</td>
<td>49,422</td>
<td>45,106</td>
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<tr>
<td>% Processed timely*</td>
<td>97.41%</td>
<td>98.25%</td>
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<td>Renewals processed</td>
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<td>95.90%</td>
<td>97.69%</td>
<td>98.13%</td>
<td>97.42%</td>
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*Processed within 30 days
Economic Support 2019 Goals

Goal 1: Ensure the long-term capacity of quality service provision for Washington County residents.

- Develop a flexible implementation plan for staffing changes that allows for the changing Economic Support service provision landscape.

Goal 2: Provide high quality Economic Support services to Washington County residents.

- Ensure a well-supported, unified and cohesive Economic Support Team.

Economic Support Division Accomplishments

- Awarded a Certificate of Excellence from the Department of Children and Families in recognition for outstanding achievement in meeting and exceeding Wisconsin Shares performance measures.

- Increased participation in the Wisconsin Home Energy Assistance Program by over 2%.

- Met or exceeded all Department of Health Services performance measures in the delivery of Income Maintenance programs.