



Human Services

Empowering people to help themselves.

2018 Annual Performance Report

Director Message:

2018 was a year of great change for the Department of Human Services. In July of this past year, our former Director Larry Winter took a leave of absence due to health reasons and officially resigned in November. His resignation marked the end of an era. Larry came to Chippewa County November 2008 charged with bringing a department that was in somewhat of a state of disarray back into order. He accomplished all of that and then some.

One of the first tasks involved taking services out from under the purview of Human Services, which he believed could be better provided for in the community and private sector. An example of this was the restructuring of the "Guidance Clinic." Instead of being a provider of mental health therapy, the focus changed to "emergency mental health" or "crisis services." The partnership with Northwest Connections grew and to this day they are our provider of phone and mobile services on a 24 hours a day/7 days a week basis. This also provided for the opportunity to expand our Medicaid billing. This was just the beginning as Medicaid revenue increased from \$200,000 in 2008 to \$2.9 million in 2017.

While the number of accomplishments is far too lengthy to list here, the crowning jewel has to be the formation of the Western Region Recovery and Wellness Consortium (WRRWC) Comprehensive Community Services (CCS) consortium that is comprised of nine counties in the northwest region. This has arguably had the single greatest impact on counties' abilities to serve consumers with mental health and or substance use disorders than any other initiative in recent history. The positive financial impact is unprecedented. Make no mistake, it took the directors and assorted staff of all the counties involved to pull this off, but it was Larry's initial idea that got the ball rolling.

Larry was a Steve Jobs of sorts with the ability to see things that we did not even know was possible.

Larry hired me in 2010, and I was immediately impressed by his patience and compassion. His faith was contagious and is the compass by which he led and lives. I consider it an honor and a privilege to have worked for and alongside Larry for so many years.

As I write this, it is on the heels of the fire that destroyed a portion of Notre Dame Cathedral in France. During a newscast, I heard it took over one hundred years to build Notre Dame, and the folks who were there at the beginning never saw its completion. Larry can take heart knowing while he may not be here to see the "completion," his heart and soul remains in everything we do, and the foundation he set is truly built on rock.

Timothy Lesher



VISION

To Achieve Positive and Lasting Results

MISSION

Empowering People to Help Themselves

VALUES



Collaboration – building relationships with others to maximize resources and achieve results.



Leadership – encouraging and supporting people as they develop their full potential and abilities.



Empowerment – assisting consumers to identify and attain goals by utilizing their strengths.



Accountability – providing timely, accurate, and fiscally responsible services with a focus on continuous quality improvement.



Respect – always considering the dignity and worth of the person.



ORGANIZATIONAL GOALS 2018-2020

1. Utilize effective and efficient data driven decision-making to unlock human potential.
2. Increase community engagement and resources for collective impact to achieve wellness.
3. Provide adaptable and flexible services and resources to consumers.
4. Evaluate the internal operations of the department to accelerate effective system change impacting consumers.



Economic Support

The Economic Support Division administers programs and services that assist eligible Chippewa County consumers, empowering them to achieve positive outcomes when they face economic challenges. The Economic Support Division helps families in need to become self-sufficient and independent from public assistance. This is done by assessing each family’s financial situation to determine eligibility for public assistance programs. Chippewa County Economic Support is part of the Great Rivers ten-county consortium.

Achievements of 2018:

- ◆ Great Rivers Consortium (GRC) was a leader in call center performance efficiency. In comparison across statewide consortium GRC held the highest answer rate for all four quarters: Q1 - 96.73 percent, Q2 - 97.85 percent, Q3 - 97.05 percent, Q4 - 95.36 percent.
- ◆ Income Maintenance application processing rates was at 99.1 percent at the end of the year; exceeding the stated performance measure of 95 percent.
- ◆ GRC Child Care team demonstrated improvement in authorization accuracy, decreasing the error rate from 21 percent to 15.58 percent in 2018.
- ◆ Low vacancy rate.
- ◆ GRC staff participated in poverty simulation at the 2018 GRC All-Staff Training.
- ◆ The Elderly-Blind-Disabled (EBD) Team are recipients of the Best Practices Award for the 2018 ACE Awards. They were nominated by the ADRC because of the level of professionalism, excellent communication skills, accessibility to consumers, and exceptional knowledge this team and their leaders possess. The Best Practices award recognizes outstanding and sustainable achievements in improving the delivery of services in the aging and disabilities network in Wisconsin. The winners were recognized at the 2018 Wisconsin Aging & Disability Network Conference September 14 ACE Awards luncheon at the Kalahari Resort in Wisconsin Dells.



Challenges of 2018:

- ◆ Unknown impacts of 1115 BadgerCare Waiver and possible Medicaid Expansion.
- ◆ Maximizing the use GRC Lead leads to bring consistent practices across the GRC.
- ◆ Frequent policy changes and keeping staff up to date.

Service/Program	Consumers Served in 2018
FoodShare	8,804
Medical Assistance	9,315
Child Care	378
Energy Assistance	2,256
Total	20,753



The simplest version of the ADRC mission is to say that we are here to help older people and people with disabilities remain as independent as possible in the setting of their choosing.

Aging and Disability Resource Centers (ADRCs) are the first place to go to get accurate, unbiased, and timely information on all aspects of life related to aging or living with a disability.

ADRCs are friendly, welcoming places where anyone -

individuals, concerned families or friends, or professionals working with issues related to aging or disabilities - can go for information tailored to their situation. It isn't about what we feel is best for the individual but rather it's about presenting options so they can make an informed choice.

We also recognize that people don't always know what they need...that's okay too because ADRC staff have extensive training at asking the right questions. The questions not only help people figure out what they need or want, but also help identify their strengths. When help is wanted applying for or connecting to programs or services, ADRC staff will assist.

The ADRC of Chippewa County provides more than information and assistance. We also have programs that can help people remain in their home. Meals on Wheels, Senior Dining, Transportation, Caregiver Respite, In-Home Chore Support, Caregiver Counseling, Fall Prevention, and other healthy living workshops are just some of the programs our agency offers. We also have highly trained Benefit Specialists that assist with Medicare, Social Security, Consumerism, Housing, Medical Assistance, and other public and private benefit questions. Complicated issues require extensive training and our Benefit Specialists work directly with attorneys who specialize in all of these areas as they relate to older people and people with disabilities.

While ADRCs exist in every county in Wisconsin, not all ADRCs can boast having Adult Protective Services (APS) in-house. The ADRC of Chippewa County has two APS workers who investigate a myriad of situations of reported elder abuse and abuse of vulnerable adults. They work very closely with law enforcement, financial institutions, medical facilities, and other agencies to ensure our most vulnerable people receive quality care and respect. Unique to Chippewa County is the fact that our APS workers are the in-house and community experts on Powers of Attorney, Living Wills, and Guardianship documents.

One thing that sets ADRCs apart from other governmental agencies is the fact that we are legislatively required to provide advocacy on behalf of the people we serve. Sometimes that means talking to local businesses and sometimes that means connecting with legislators. But most importantly it means providing people with information so they are empowered to advocate on their own behalf.

We accomplished a great deal in 2018 but what makes that even more amazing is the fact that we did so with changes in leadership. The ADRC manager position vacated late March with the new manager starting in late May. The experienced ADRC staff maintained high quality service with a high volume of consumer contacts.

Our challenges and opportunities in 2018 mirrored that of previous years:

- ◆ Our overall county is aging with just under 18 percent of the population being age 65 and over. This also means we have an opportunity for more people to engage in volunteering.
- ◆ An increasing number of people with disabilities provides us with an opportunity to look at health promotion and disease prevention programs we can offer.
- ◆ A shortage of direct care workers is an opportunity to educate legislators about the needs of our aging population and people with disabilities.
- ◆ Our stagnant funding with growing numbers to serve provides an opportunity to develop new partnerships in order to reach more people.

AGING & DISABILITY RESOURCE CENTER (Continued)

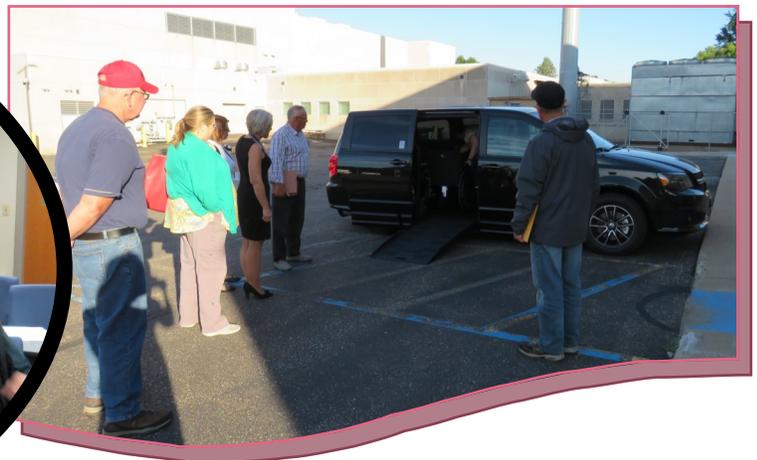
- ◆ We are constantly looking at our existing resources and identifying priorities within our programs and services. It is a balancing act:
 - ◇ Balancing consumer choice with taxpayer accountability.
 - ◇ Balancing needs of each community with limited resources.
 - ◇ Balancing prevention activities with “crisis” intervention.
 - ◇ Balancing various contract requirements with staffing limitations.
 - ◇ Balancing evolution with preservation of programs.

Service/Program	Consumers Served in 2018
Adult Protective Services	257
New Guardianship	45
Protective Placement	21
Disability Benefits	106
Elder Benefits	832
Ensure Program	167
Information and Assistance/Options Counseling	1,657
Nutrition Program	793
Total	3,878

Ageing & Disability Resource Center Board



Kari Ives (Chair), Janet Mayer, John Spaeth, Glen Howell, Mary Quinlan, and Dave Alley
Not pictured - Vern Weeks (Vice-Chair)



Demonstration at a board meeting of a consumer van modified through an ADRC Transportation Vehicle Modification Fund grant.

Children, Youth & Families Division

The Children, Youth & Families (CYF) Division is comprised of four units:

- ◆ Birth to Three Program
- ◆ Child Protective Services
- ◆ Children with Differing Abilities Services
- ◆ Youth Justice Services

Birth to Three

Birth to 3 is Wisconsin's early intervention program for infants and toddlers with developmental delays and disabilities and their families. Opportunities are provided for a child to increase skills and abilities. The goal is to help children participate in their communities. In addition to the skills the child develops, Birth to 3 programs are committed to providing services in a way that makes sense for each family. This "family centered" program recognizes the importance of parents, family, and friends in a young child's life. The early intervention team will provide ideas and techniques to help a family enhance their child's development and learning potential.

Achievements and Challenges

Birth to 3 in Chippewa County continues to be affected by the methamphetamine epidemic in Chippewa County, often screening and evaluating infants and young children exposed to methamphetamines and other drugs at a young age and/or in-utero. The intensity of family dynamics as well as the needs of children continued to increase in 2018. Birth to 3 has experienced a rise in children with rare and complex medical diagnosis that Birth to 3 has screened, evaluated, and enrolled when deemed appropriate.

Birth to 3 continues to embrace the Primary Coach Approach to Teaming. Every family will have a primary coach from a multidisciplinary team who will support and strengthen the family's confidence and ability to promote child learning and development. Each multidisciplinary therapy team may include a: Family Service Coordinator; Physical Therapist; Occupational Therapist, Speech Therapist, Social Worker, and Teacher. The therapists are contracted through HSHS-St. Joseph's Hospital, Prevea.

In February 2018, the Chippewa County Birth to 3 Program sponsored an Infant Massage training for staff and community providers. We also sponsored a community provider to attend the University of Wisconsin, Department of Psychiatry, Infant, Early Childhood, and Family Mental Health Capstone Certificate Program in 2018. Her knowledge and skills will be utilized as part of the Birth to 3 team in the future.

Child Protective Services

The Child Protective Services (CPS) unit assesses families whose children may have been abused or neglected. When an intensive approach is necessary, ongoing services are provided to families. Services may include foster care, parenting support, or other resources to keep children safe. CPS works closely with law enforcement, community organizations, courts, schools, and other community providers to keep children safe and empower families. CPS also provides foster care licensing, foster care placement, and the Kinship program. When safety cannot be reached with a family, the unit works with the court system to find alternative permanency for a child, such as adoption or guardianship.

Achievements and Challenges

The Child Protective Services (CPS) Unit struggled through significant turnover throughout 2018. Two new positions were approved by the County Board for CPS in order to meet the needs of the children and families in the community. Because of the turnover and new positions, seven new CPS social workers were hired and trained during 2018. Although the new positions will lower caseloads for the current staff, there continues to be significant struggle in the unit due to the high caseloads and the intensity of the cases.

Chippewa County collaborated with the Chippewa Falls School District in order to find additional foster families in Chippewa County. Through that collaboration, 10 new families were licensed to provide foster care and three new families were licensed to provide respite to children that are in out-of-home care. The Chippewa Falls School District and Chippewa County CPS will continue to collaborate to meet the needs of children in foster care. Because of the exposure that this event created, additional organizations have reached out in order to provide support.

Children with Differing Abilities

Children with Differing Abilities (CWDA) is the unit that provides services and support to children who have been diagnosed with a physical, developmental or mental health disability and determined to be functionally eligible in accordance with federal and state standards. Services within the Children with Differing Abilities Unit are voluntary and designed to assist families to maintain their children safely in the community and at home.

The Children with Differing Abilities Unit is comprised of two Children’s Long Term Support Waiver (CLTS-Waiver) social workers and four Children’s Comprehensive Community Services (CCS) Social Workers. Two of these children’s CCS positions, along with a fiscal position, were approved mid-2018 by the Chippewa County Board, which has been a significant help to the workload.

The State of Wisconsin has implemented several initiatives within the Children’s Waiver Program including two major initiatives: elimination of waitlists state-wide and rate-setting. Although these are great initiatives, it has also presented individual counties, including Chippewa County, with challenges specifically around having enough staff and funds to accomplish these initiatives. Children’s Wavier and Comprehensive Community Services are complex, continually changing, and heavily regulated programs that don’t always work well together when they have to interface with dually enrolled consumers. We continue to be a voice at the state level to advocate for better collaboration between these two programs.

The Western Regional Center for Children and Youth with Special Health Care Needs continues to be a valuable partner, acting as the Single Point of Entry (SPOE) for referrals to programs in the CWDA Unit.

Youth Justice

Youth Justice is the unit that works with youth referred to court under WI Statutes 938. Those youth have either committed a delinquent act, are habitually truant from school, or have uncontrollable behavioral issues. Youth Justice social workers work in conjunction with the legal system, the youth and their parents by developing a plan to reduce risk factors such as substance abuse, negative peer associations, truancy, and other risk factors that negatively influence youth behavior and provide the youth with competencies for a successful future. The Youth Justice Unit is comprised of one Juvenile Court Intake social worker and three-and-a-half social workers providing ongoing services.

The State Department of Children and Families has brought forth several initiatives for Youth Justice services across the state. Chippewa County was selected to be a Phase One rollout county for the implementation of the Youth Assessment Screening Instrument (YASI). This is a screening tool that will determine risk factors associated with recidivism to assist in determining the level of intervention necessary for youth who are referred to Juvenile Court. Additionally, Chippewa County Youth Justice has taken part in the State’s initiative to create a comprehensive and Youth Justice specific data management system.

Some of the challenges that we have struggled with in Youth Justice is having resources in the community to address needs such as mental health, truancy, transportation, and placement resources. We continue to advocate at the local and state level to raise the level of awareness and to advocate for positive change and growth in these areas.

CYF Service/Program	Consumers Served in 2018
Birth to Three Program	260
Child Protective Services	1,373
Children’s Crisis Services	222
Children’s Waiver Services	123
Children’s Comprehensive Community Services	50
Children’s Community Options Program	6
Juvenile Court Intake Referrals	351
Youth Justice Ongoing Court Supervision	49
Total	2,434



Chippewa County Recovery & Wellness Consortium (RWC) is part of the nine county Western Region Consortium. RWC is a resource for individuals experiencing mental health emergency (crisis), mental illness and/or substance use disorders. Our expertise lies in the area of service

facilitation. What this means is we have knowledge of providers in the community who are able to offer array of services to the consumer to meet their needs to further their journey in recovery. Consumers are empowered to self-direct their recovery plan. Services such as psychiatry, mental health and substance abuse counseling, supported employment, and individual skill development create opportunities for the individual to achieve their human potential. Programs available for participation include Crisis Services, Community Support Program, Mental Health Commitments and Comprehensive Community Services. Program eligibility varies but usually requires functional and financial criteria. Chippewa County maintains a collaborative relationship with Buffalo and Pepin Counties. Also referred to as regionalization, this collaboration means we are acting as one entity in which Chippewa (the lead county) provides administrative and clinical oversight for certified programs such as Crisis, Comprehensive Community Services, and Community Support Program. In the past, consumers in Buffalo and Pepin counties did not have access to these certified programs due to their size and financial constraints.

Comprehensive Community Services.

Chippewa is the lead county in the nine-county consortium for Comprehensive Community Services (CCS). Participating counties maintain their independence; however, the consortium’s structure creates efficiencies in term of administration, Information Technology (IT), and fiscal management. Operations Manager Jessica Barrickman oversees and administers to the adherence and interpretation of the state code and federal Medicaid rules that guide CCS. CCS is a self-directed program that gives the consumer the opportunity to chart their own recovery plan by allowing choice in what services to receive and who becomes a part of the supportive recovery team (providers, friends, family members, etc.).

Achievements and Challenges of 2018:

- ◆ Despite a small rise in the number of adults experiencing mental health crisis there was a moderate drop in the number of emergency detentions occurring. This means that the individual experiencing the crisis was able to be safely served in the community, often times remaining with their supports (family and friends). Challenges are created when an emergency detention is initiated and there are no local hospital beds. The individual is placed in a hospital far away from family and there is substantial cost incurred when law enforcement is required to transport the individual.
- ◆ RWC collaborates with Legacy Community Center (LCC). LCC’s mission is to meet the nutritional needs and provide a safe place where citizens can connect with their community. Meeting the basic needs and creating social connections promotes a healthy mind and body.
- ◆ There are limited residential providers in the Chippewa Valley who are willing to become a CCS provider. By being Medicaid provider, RWC is able to minimize placement expenses and free up funds to treat additional consumers.
- ◆ There was an Increase in jail crisis services. Inmates present with complicated behaviors that often times result in need for precautions/suicide watch. Clinicians from RWC are utilized to reassess the individual, putting strain on clinician’s time to provide needed services to RWC consumers.

Service/Program	Consumers Served in 2018
Adult Crisis Services	769
Adult Emergency Detentions/Petitions	136
Comprehensive Community Services (Adults)	44
Community Support Program	38
Substance Abuse Services	23
Total	1,010

Fiscal & Contracts Division

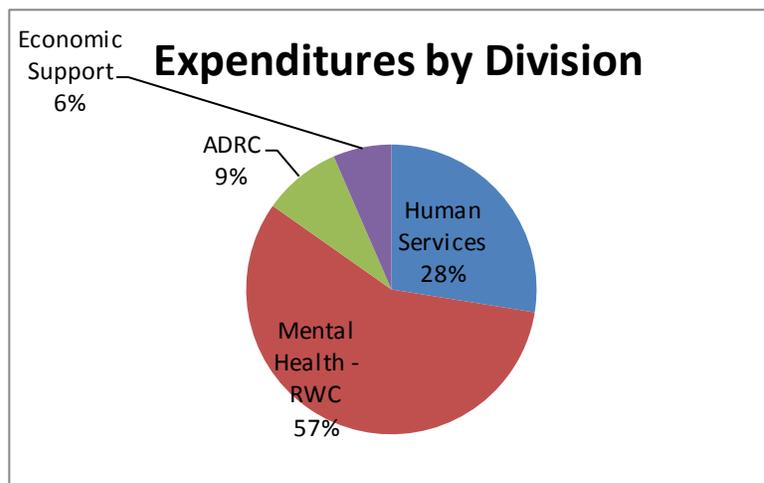
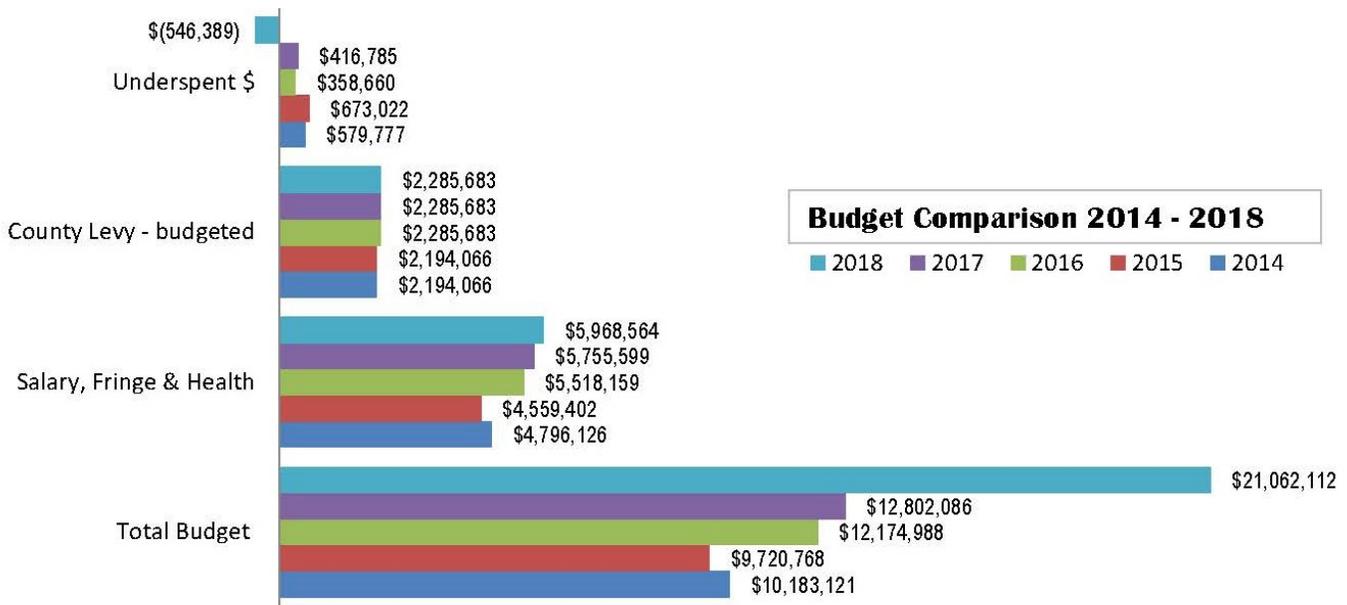
The Fiscal & Contracts Division supports the Department with the a variety of activities including:

- ◆ Medicaid and consumer billing.
- ◆ Vendor contracting and payments.
- ◆ Budget planning and analysis.
- ◆ Grand claiming and reconciliation reporting.
- ◆ Financial accounting and reporting.

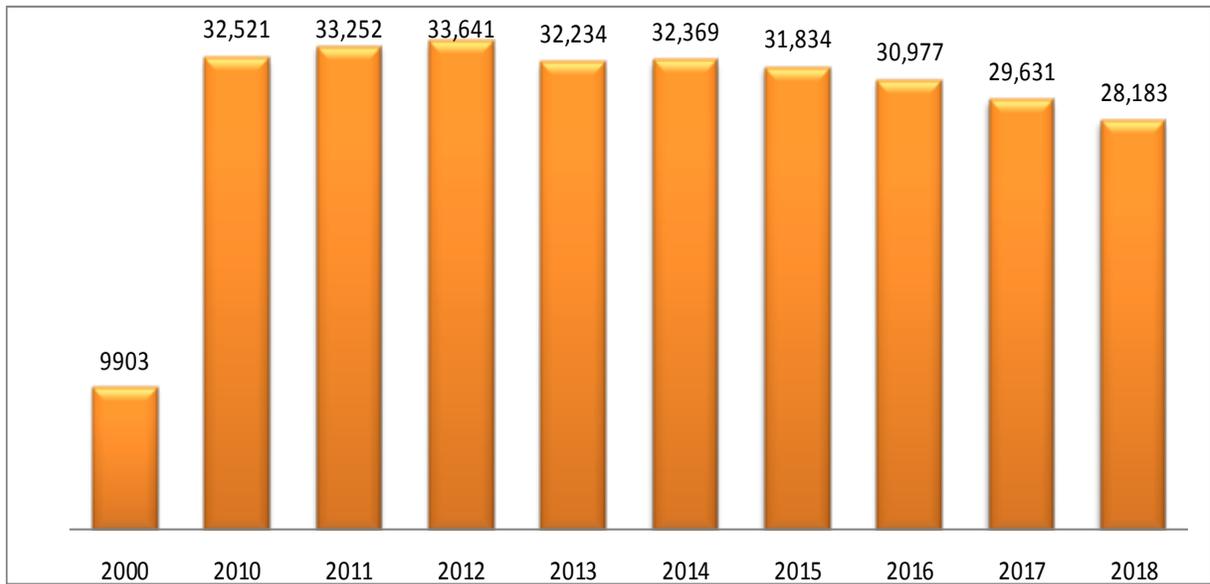
2018 was a challenging year for the Fiscal Division. Medicaid billing for mental health and substance abuse services grew rapidly for consumers served by the Recovery & Wellness Consortium.

Costs related to the methamphetamine epidemic continued to strain the system, particularly in children’s out of home placements. For calendar year 2018, out-of-home costs were almost \$700,000 over budget. Through careful management and planning, a portion of that overage was offset in other areas but as shown in the accompanying charts, the year ended with an overall deficit of \$546,389.

2018 REVENUE	\$20,502,727
2018 EXPENSE	\$21,049,116
2018 DEFICIT	(\$546,389)



Consumers Served 2010 - 2018



Thank you to our Health & Human Services 2018 Board Members

Larry Wilkom (Chair)

Tom Thornton

Larry Marquardt

John (Jack) Halbleib (Vice-Chair)

Kari Ives

Annette Hunt

Stacey Sperlingas

Nicole Clements

Not pictured: Steve Gerrish



We also extend appreciation to our many community entities who partnered with us throughout 2018.

A BIG THANK YOU for valuing community and service to others.

thank
you!