

February 2009

The Honorable Board of Supervisors and Interested Citizens  
Ozaukee County Administration Center  
Port Washington, WI 53074

Re: Annual Report for Fiscal Year 2008

This letter is meant to serve as both a summary and an introduction to the Annual Report for fiscal year 2008. Our human service managers have once again provided more specific information on the programs for which they are responsible. Their reports are available for review on the counties web site. ([www.co.ozaukee.wi.us](http://www.co.ozaukee.wi.us)) At the web site click "County Government Departments" and then click "Human Services", then "2008 Annual Report".

#### ACHIEVEMENTS FOR 2008

- Our Long Term Care staff were relocated to the third floor of the Administration Center building. This change makes it more convenient for elderly and disabled clients to access the Aging and Disability Resource Center, Economic Support programs and the Long Term Care case management services.
- New signage was designed as a means of assisting the public in locating the human service programs within the Administration Center building.
- The Long Term Care Reform initiative called Family Care was implemented with the opening of the Aging and Disability Resource Center. Existing clients receiving public funding began transitioning to this new program in March of 2008.
- The Waiting List for Long Term Care services was significantly reduced this past year.
- Our experiment of sharing a foster home coordinator position between Washington and Ozaukee Counties appears to be working well for both counties.
- Our Long Term Care staff has been successfully trained in the protocols of Managed Care and have done a commendable job in meeting the expectations of Community Care administrators who contract with us for case management services.
- Our Child Protective Services staff received a number of compliments from a State Quality Service Review Team who spent a week reviewing case records and interviewing clients as well as service providers.
- Fiscal and clerical staff have adjusted well to their new job descriptions as a result of the implementation of Family Care and additional automation of case records.
- The Harmony Case Management software program has been implemented and we are developing more efficient protocols and increasing revenue we receive from insurance agencies.
- We completed the eligibility determinations on fifteen developmentally disabled youth to participate in the Children's Long Term Support Program. This helped us supplant county levy with federal Medicaid revenue.
- Our Behavioral Health staff generated more third party revenue than ever before.

## IDENTIFIED TRENDS

- Involuntary hospitalizations of persons thought to be dangerous to themselves or others was at a five year high during 2008. There were 231 such placements this past year as compared to a low of 149 in 2005.
- The number of persons placed in longer term state mental health facilities (Winnebago and Mendota) was at a five year high. Twelve individuals were placed for 704 days as compared to only two persons in 2005 for a total of 114 days. We were billed almost \$900 a day for these placements. The cost for placing persons thought to be dangerous into inpatient care exceeded our annual budget by \$376,867. One client alone cost us \$285,799.
- The number of phone calls to the COPE Hotline, funded in part by the Department of Human Services, was at a five year high. There were 26,241 calls during 2008 as compared to only 10,246 in 2005.
- The number of persons requiring placement in inpatient care for detoxification was at the lowest level in the past five years. There were 19 individuals placed for this purpose in 2008 compared to 45 in 2006.
- The average number of persons contacting the Aging and Disability Resource Center on a monthly basis rose from 229 in 2007 to 403 in 2008.
- The total number of Home Delivered Meals rose from 24,870 in 2007 to 29,660 in 2008. (For more detailed information about the Aging and Disability Resource Center, please refer to their annual report on the Ozaukee County web site).
- The cost of placing juvenile offenders in a correctional facility was at a five year high in 2008. We had a total cost of \$396,045 in 2008 compared to a low of \$59,162 in 2004. This court ordered expense exceeded our budget by \$206,089.
- Child Protective Service referrals were at a five year high in 2008. We received 457 referrals in 2008 compared to 329 in 2004.
- The number of Child Protective Service referrals opened for ongoing services was at a five year high. There were 80 cases opened in 2008 compared to 56 cases opened in 2004.
- The number of children removed from their own homes due to safety concerns was at a five year high. It was necessary to place 63 children in 2008 compared to 28 in 2004. The cost for court ordered foster care placements exceeded our annual budget by \$159,656.
- The cost of placing abused and neglected children in residential facilities was at a five year high. We incurred a cost of \$319,687 for such placements in 2008 compared to a low of \$45,570 in 2004. This exceeded our annual budget by \$94,959.
- The average monthly number of families receiving financial assistance for child care rose to a high of 299 compared to a low of 212 in 2005.
- The highest December total for persons receiving Medicaid was 4736 in December of 2008 compared to 3479 in December of 2004.
- The average monthly caseload for families receiving FoodShare benefits reached an all time high in 2008. There was an average monthly caseload of 943 in December of 2008 compared to 522 in December of 2004.
- There were a total of 282 children involved in the Birth to Three program in 2008 compared to 244 in 2004. This program provides services to children who are developmentally delayed.
- The number of Developmentally Disabled clients receiving services in our Long Term Care Division was at a five year high. We served 708 clients in 2008 compared to 567 in 2004.
- The number of children in the Summer Recreational Program for developmentally disabled youth was at a five year high. There were 25 youth involved in this program compared to 16 youth in 2004.

- We began to transfer the fiscal responsibility for eligible elderly and developmentally disabled citizens to a private Managed Care Organization (Community Care Inc.) in March of 2008. It is estimated that this month delay in transferring fiscal responsibility resulted in the need for an additional \$200,000 to \$300,000 in county levy that was not in our 2008 budget. (The date we were expected to transfer cases to Community Care Inc. was determined by the State Department of Health and Family Services.)
- As a result of the cost centers in which we exceeded our budget in addition to the delay in transferring fiscal responsibility for Long Term Care clients to Community Care Inc., we were \$504,282 short of our state mandated contribution for the implementation of Family Care

## CHALLENGES

When I reviewed the proposed 2008 budget with the Ozaukee County Administrative Committee, I informed them that I had never before been as concerned about a budget as I was about this one. All of our high cost purchased service programs have been trending upward for the past five years. This trend has indeed continued through 2008.

Another concern in 2008 was the pending implementation of the Long Term Care Reform initiative called "Family Care." This meant that our Long Term Care staff would have to spend time learning managed care skills at the same time they were expected to meet the requirements of the federal waiver programs. The waiver programs previously administered by Human Services required a match of federal dollars with county dollars. A delay in the date of transferring fiscal responsibility to Community Care Inc. for administering the Family Care program would mean that we did not have sufficient monies in our 2008 budget to provide our required 40% match. (Indeed there was a month delay in the process of transitioning clients to the Family Care program.)

Current state laws and administrative rules frequently make county governments the "safety net" for vulnerable populations. These populations are: the frail elderly, disabled persons, severely emotionally disturbed persons, abused children and those who cannot provide basic needs for their families. These regulations also require that county governments will supplant state and federal revenue in order to keep our communities safe from serious juvenile offenders. State laws make counties responsible to pay the cost of placing individuals requiring emergency detentions into mental health facilities when private insurance does not exist or is inadequate.

Each of the areas in which we significantly exceeded our 2008 budget (mentioned above) were either services ordered through the court or mandated by law. Because we are expected to abide by our laws, the only strategy we can try to develop to control cost is to attempt to prevent court orders from becoming necessary. In my opinion, human services departments must hire staff for two basic reasons; to complete the task necessary for us to abide by court orders or to develop programs and services which will help prevent the need for court intervention.

During the current economic recession there will certainly be a significant increase in the number of vulnerable citizens referred to us and there will be an increased demand to protect individuals from themselves or others. I believe this demand will be greater than at any other time I have experienced as a human services director. Our courts will continue to make orders that are meant to serve the needs of those who are vulnerable and to protect our communities from those who are thought to be dangerous.

I believe it is highly likely that any further reduction in staff for fiscal year 2010 will reduce our ability to control costs and result in more court orders for high cost interventions. If I am correct, this will once again require that we seek a transfer of money from the General Fund to cover our expenses. Our challenge is to convince others that this is a risk we should not take.

Respectfully Submitted,

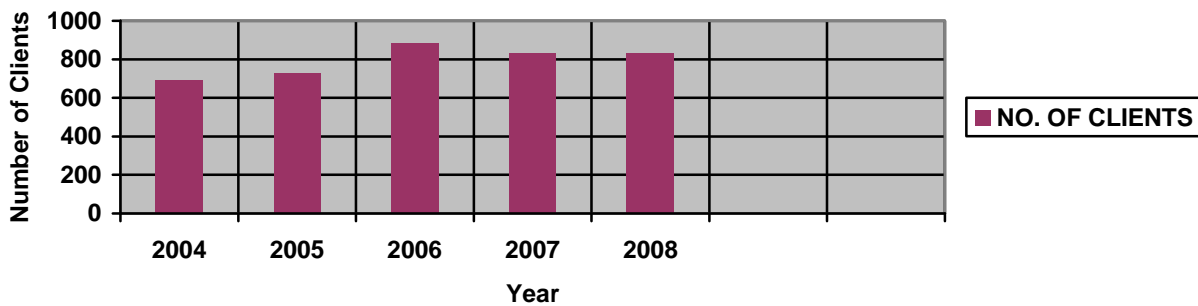
Robert J. Haupt, Director  
 Ozaukee County Department of Human Services

## BEHAVIORAL HEALTH PROGRAMS

### COUNSELING CENTER STATISTICS

YEAR	2004	2005	2006	2007	2008
NO. OF CLIENTS	692	726	886	834	832

**Counseling Center Statistics**

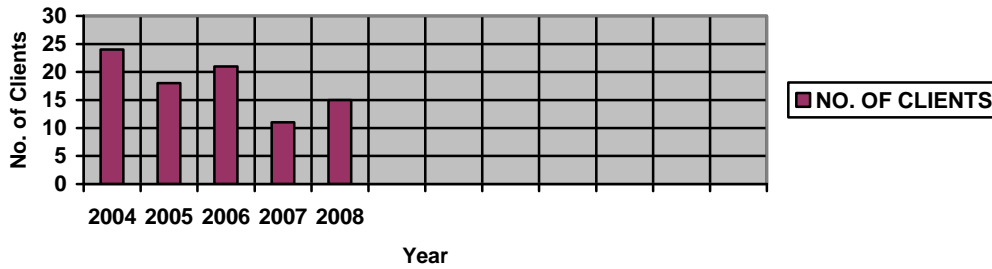


### VOLUNTARY HOSPITALIZATIONS

Short term voluntary hospitalizations occur when a person is exhibiting serious mental health problems and/or some degree of dangerousness to themselves or others, and are willing to obtain help (sign themselves in to an inpatient facility) for these problems.

	2004	2005	2006	2007	2008
NO. OF CLIENTS	24	18	21	11	15

### Voluntary Hospitalizations

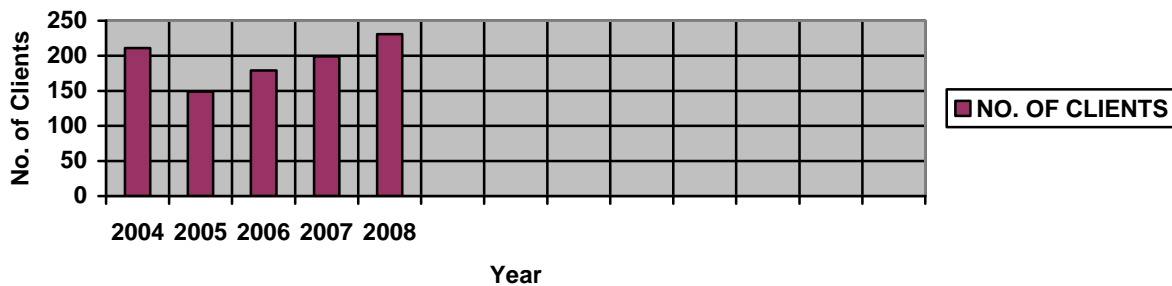


### INVOLUNTARY HOSPITALIZATIONS (CHAPTER 51)

An involuntary hospitalization occurs when an individual is exhibiting threatening behavior to themselves or another person as a result of a serious mental illness. Law enforcement officers are the only ones who can do these types of detentions.

	2004	2005	2006	2007	2008
NO. OF CLIENTS	211	149	179	199	231

### Involuntary Hospitalizations

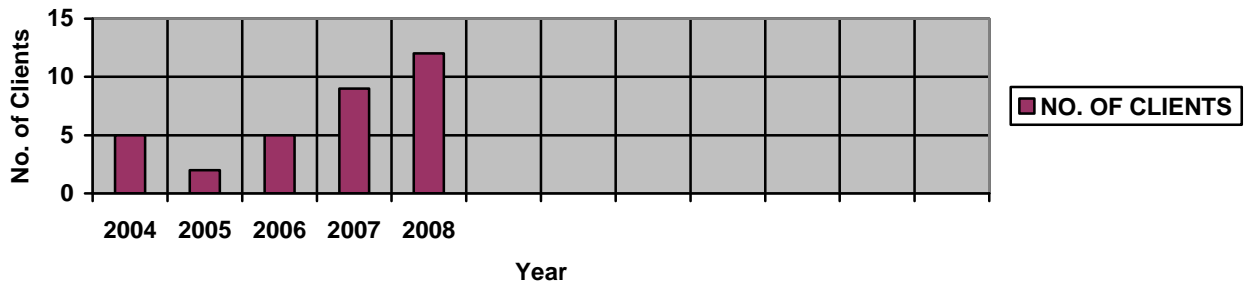


### PLACEMENTS AT STATE HOSPITALS

Placements occur when individuals with very severe mental illness do not respond to short term acute care or present problems that are too severe to be dealt with by the staff of an inpatient unit. Usually there is an issue of safety. Winnebago or Mendota are better equipped to handle these types of problems.

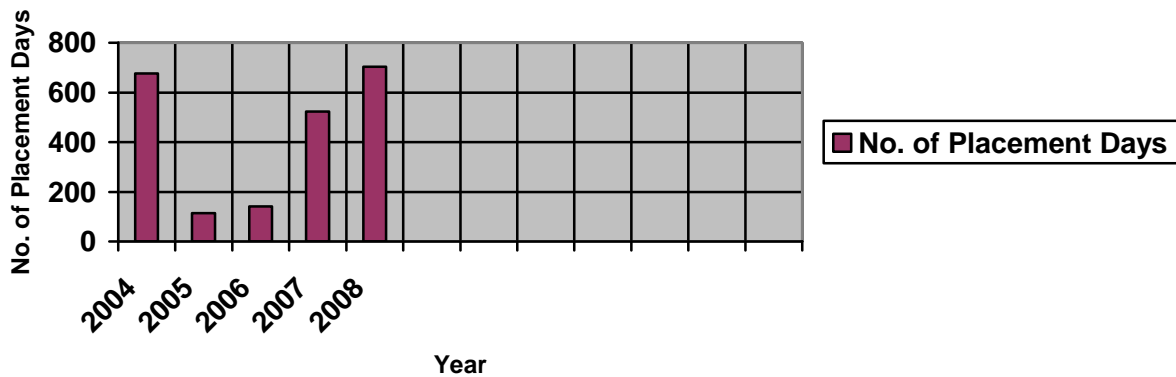
	2004	2005	2006	2007	2008
NO. OF CLIENTS	5	2	5	9	12

### Placements at State Hospitals



	2004	2005	2006	2007	2008
NO. OF PLACEMENT DAYS	676	114	142	523	704

### Placements at State Hospitals

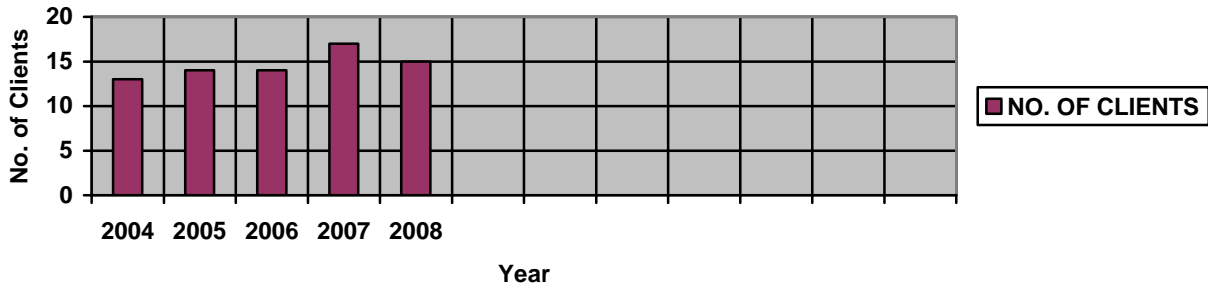


### COMMUNITY BASED RESIDENTIAL FACILITIES

Clients who have severe and persistent mental illness may need to reside in a group home environment for several months to a year in order to achieve psychosocial rehabilitation.

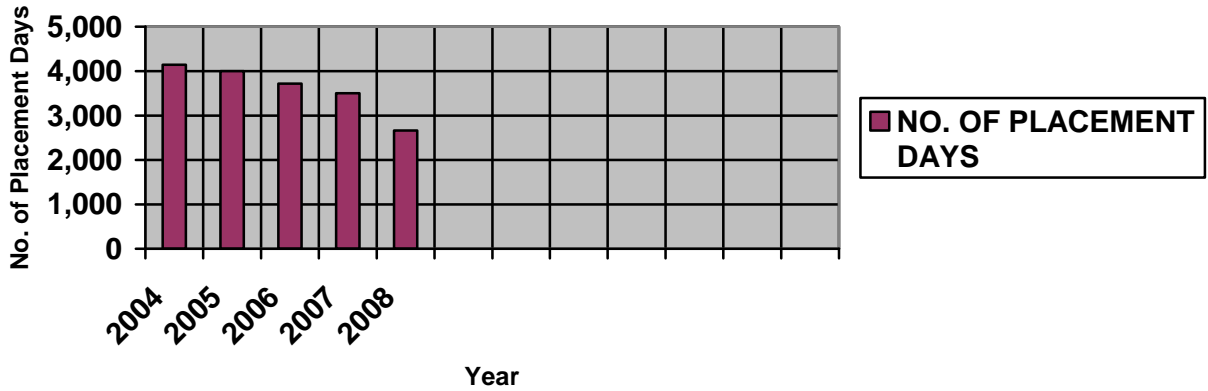
	2004	2005	2006	2007	2008
NO. OF CLIENTS	13	14	14	17	15

### Community Based Residential Facilities



	2004	2005	2006	2007	2008
NO. OF PLACEMENT DAYS	4,145	4,002	3,720	3,500	2,661

### Community Based Residential Facilities

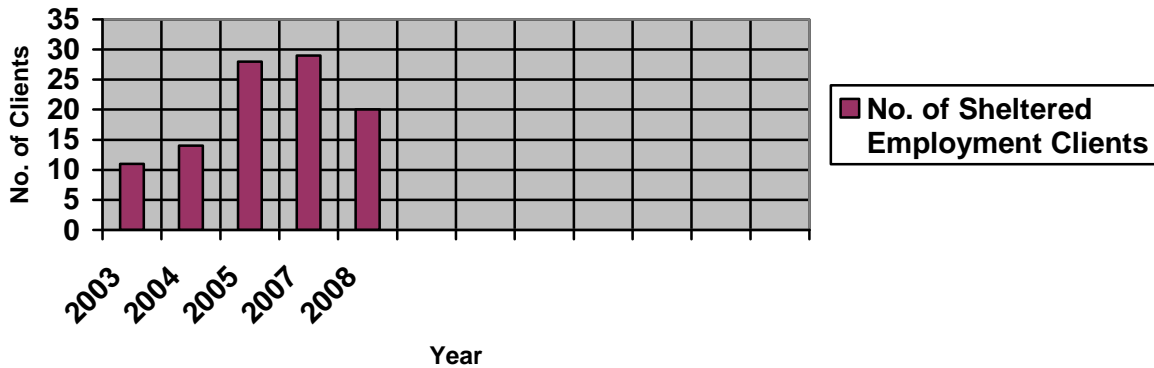


### EMPLOYMENT SERVICES

Portal Industries, Inc. (Grafton), can provide sheltered workshop services (and transportation), recreation/leisure activities (and transportation) and supported employment services to mentally ill clients.

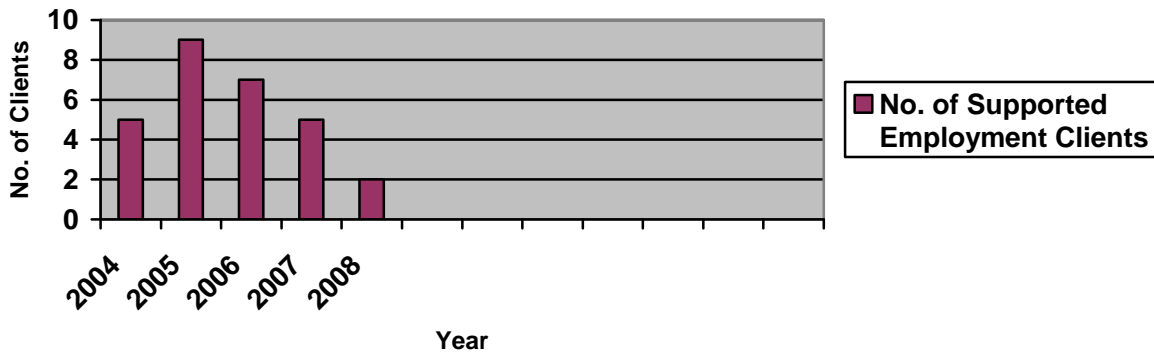
	2003	2004	2005	2007	2008
NO. OF SHELTERED EMPLOYMENT CLIENTS	11	14	28	29	20

### Sheltered Employment



	2004	2005	2006	2007	2008
NO. OF SUPPORTED EMPLOYMENT CLIENTS	5	9	7	5	2

### Supported Employment



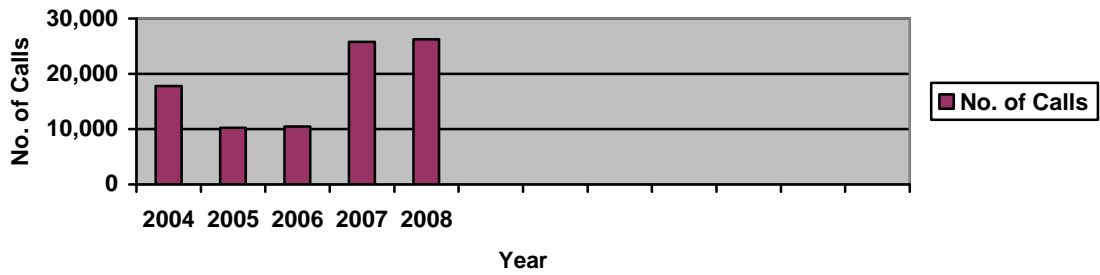
### HOTLINE SERVICES

COPE Services, as it has for many years, continued to provide around the clock hotline services to county residents. A published 24 hour hotline is a requirement of our certification. It is also a very important part of the safety for citizens of the county who are experiencing emotional difficulties and/or mental illnesses, as well as chemical dependency problems. The Department provides training and backup to the many volunteers who make this service available to the County.

\*2007 numbers reflect a change in how calls are logged. They now include ALL calls.

	2004	2005	2006	2007	2008
NO. OF CALLS	17,778	10,246	10,435	25,780*	26,241

### COPE Hotline Calls

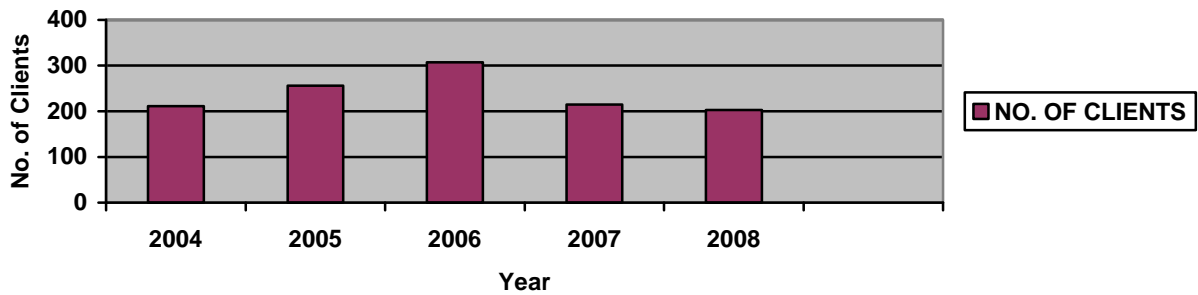


### CHEMICAL DEPENDENCY SERVICES

#### *Outpatient Services (Counseling Center)*

	2004	2005	2006	2007	2008
NO. OF CLIENTS	211	256	307	215	203

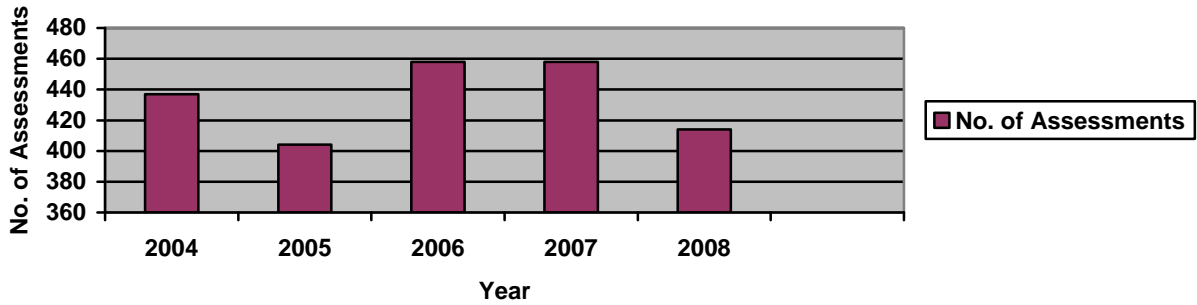
#### Chemical Dependency Outpatient Services



#### *Intoxicated Driver Program*

	2004	2005	2006	2007	2008
NO. OF ASSESSMENTS	437	404	458	458	414

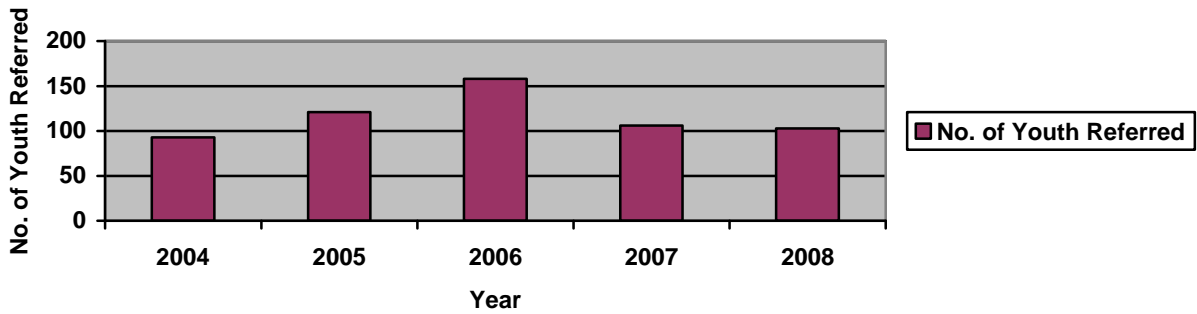
### Intoxicated Driver Program



### *Underage Drinking Assessments: (completed by the Ozaukee Council)*

	2004	2005	2006	2007	2008
NO. OF YOUTH REFERRED	93	121	158	106	103

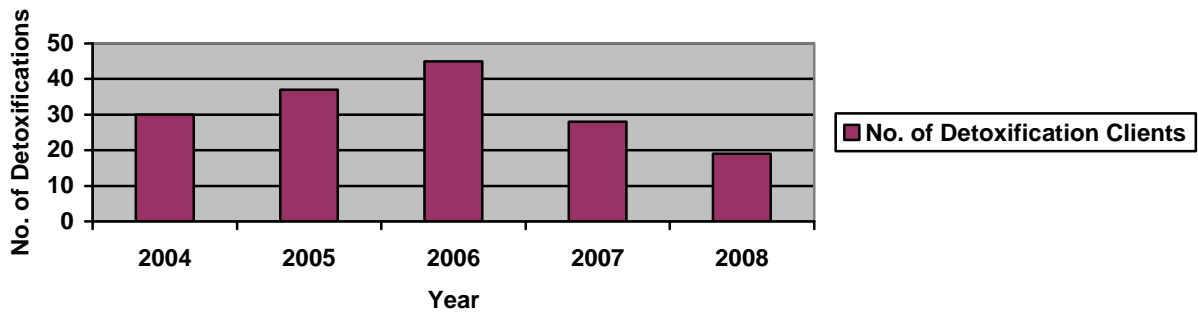
### Underage Drinking Assessments



### INPATIENT CARE

	2004	2005	2006	2007	2008
NO. OF DETOXIFICATION CLIENTS	30	37	45	28	19

### Detoxifications

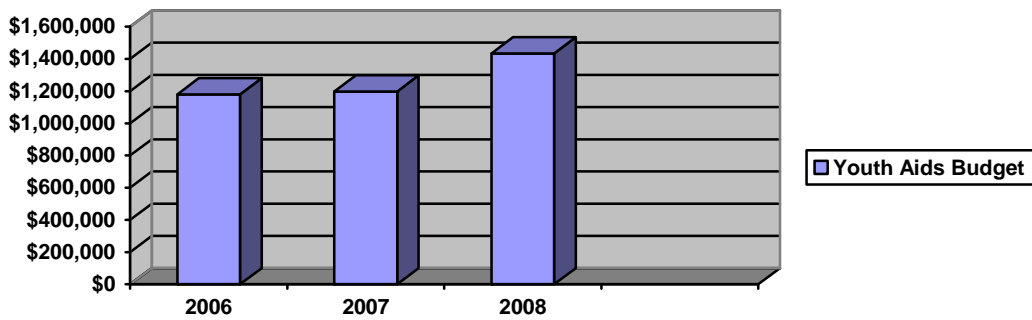


## CHILDREN AND FAMILIES DIVISION

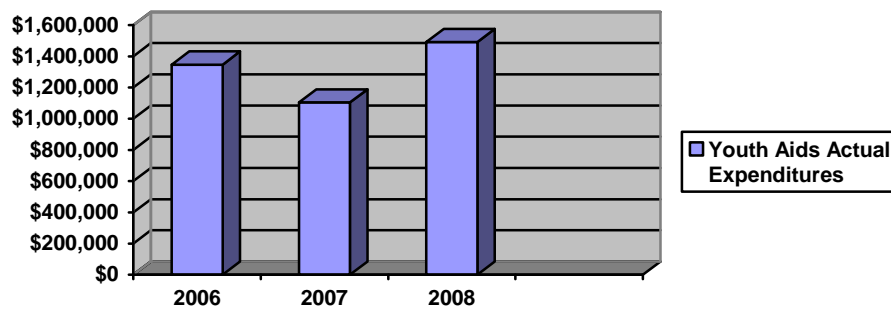
### JUVENILE JUSTICE UNIT STATISTICS

#### BUDGET

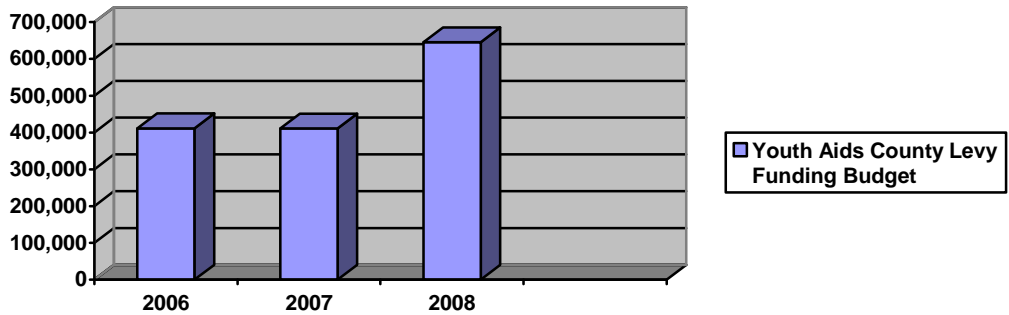
	2006	2007	2008
Youth Aids Budget	\$1,180,658	\$1,198,430	\$1,433,554



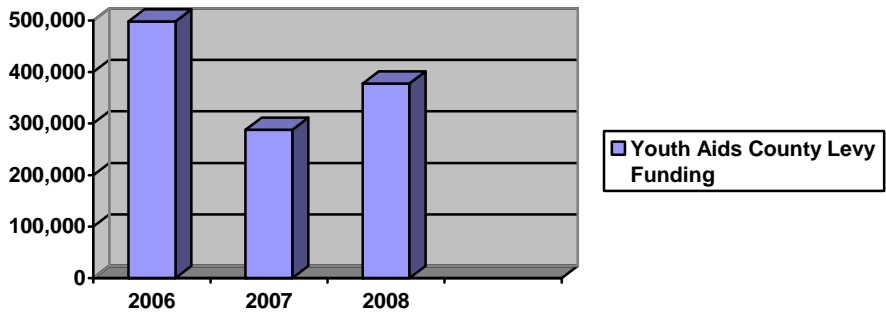
	2006	2007	2008
Youth Aids Actual Expenditures	\$1,346,872	\$1,104,646	\$1,491,287



	2006	2007	2008
Youth Aids County Levy Funding Budget	411,364	\$411,017	\$645,292

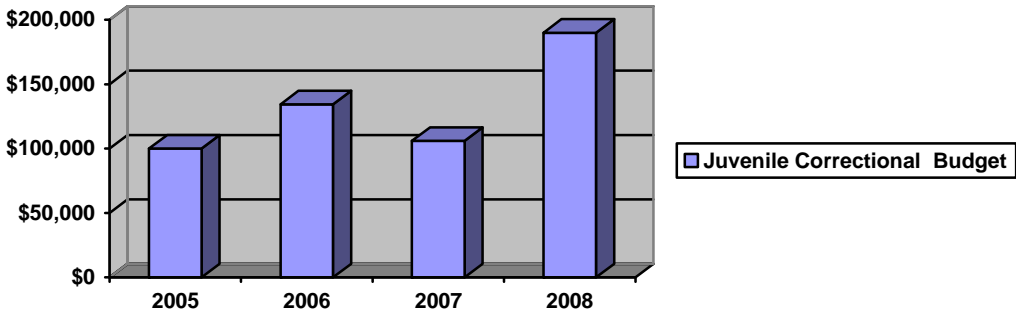


	2006	2007	2008
Youth Aids County Levy Funding Actual	498,047	\$288,071	\$377,799

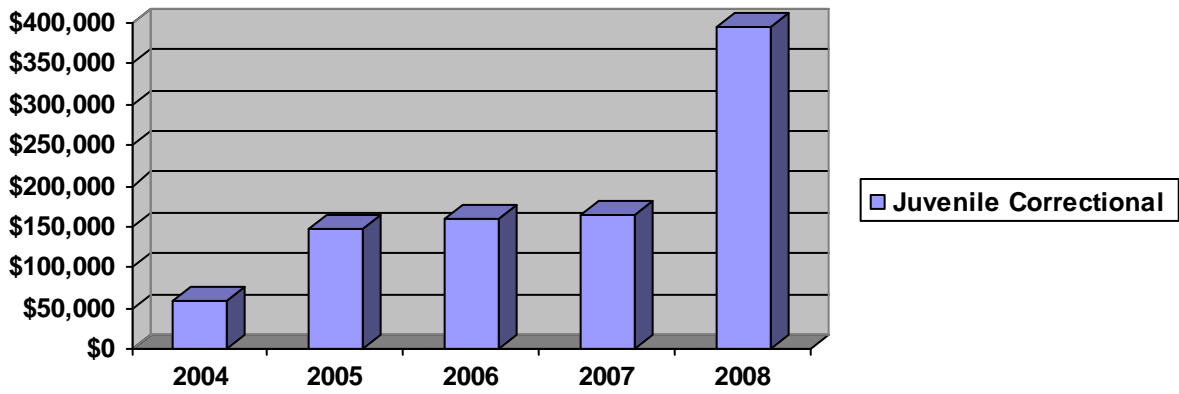


**CORRECTIONS**

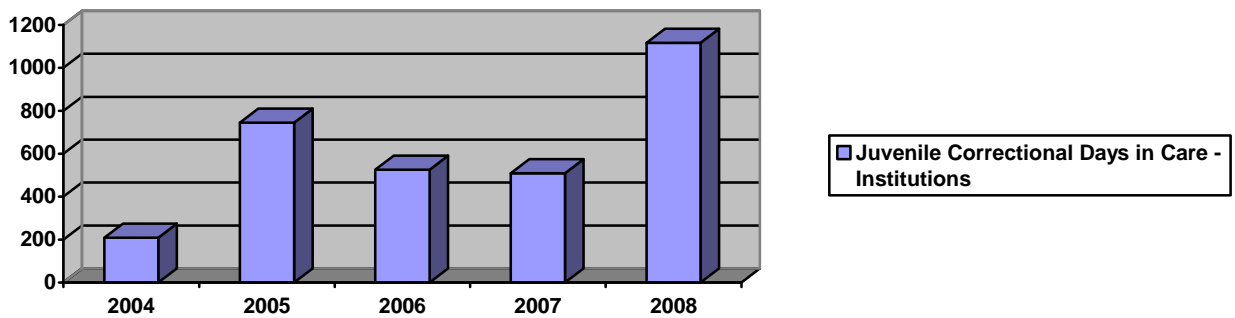
	2005	2006	2007	2008
Juvenile Correctional Budget	\$100,000	\$134,282	\$105,907	\$189,956



	2004	2005	2006	2007	2008
Juvenile Correctional Cost of Care	\$59,162	\$147,423	\$159,902	164,558	\$396,045



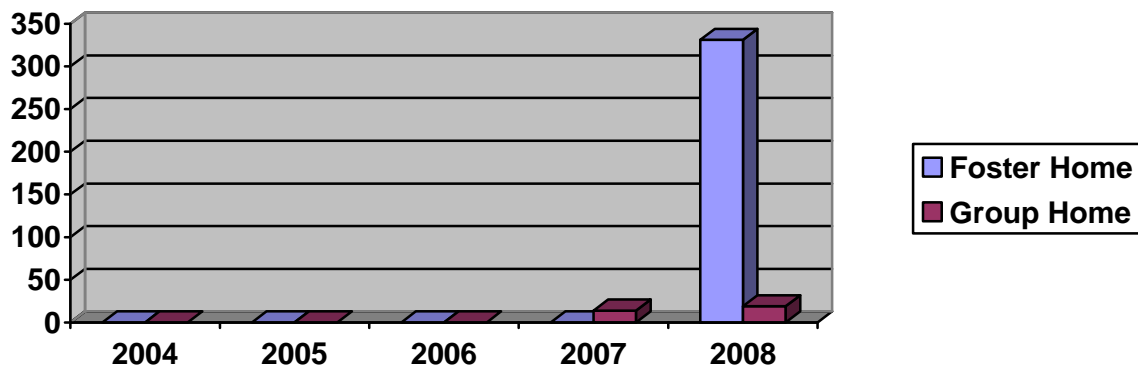
	2004	2005	2006	2007	2008
Juvenile Correctional Days in Care - Institutions	209	745	526	509	1117



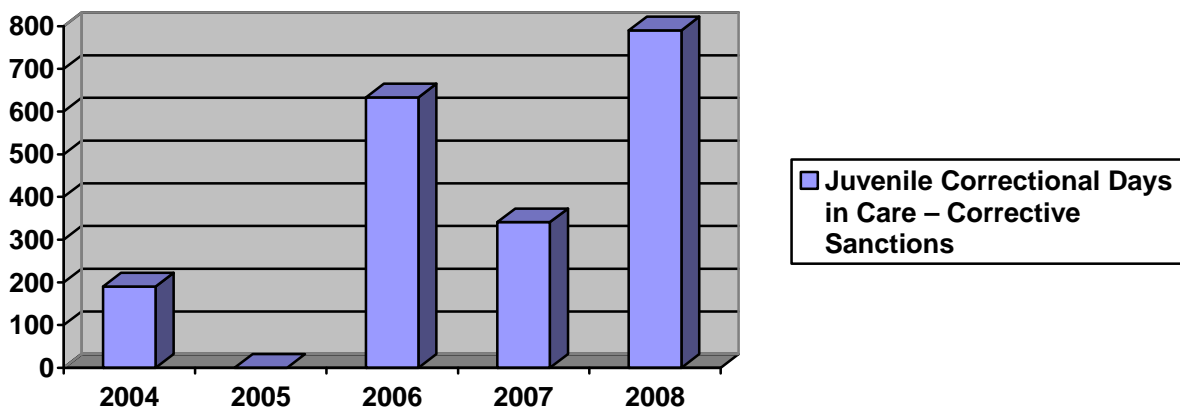
Juvenile Corrections Days in Care Post Institutional Care:

	2004	2005	2006	2007	2008
Foster Home	0	0	0	0	331
Group Home	0	0	0	14	19

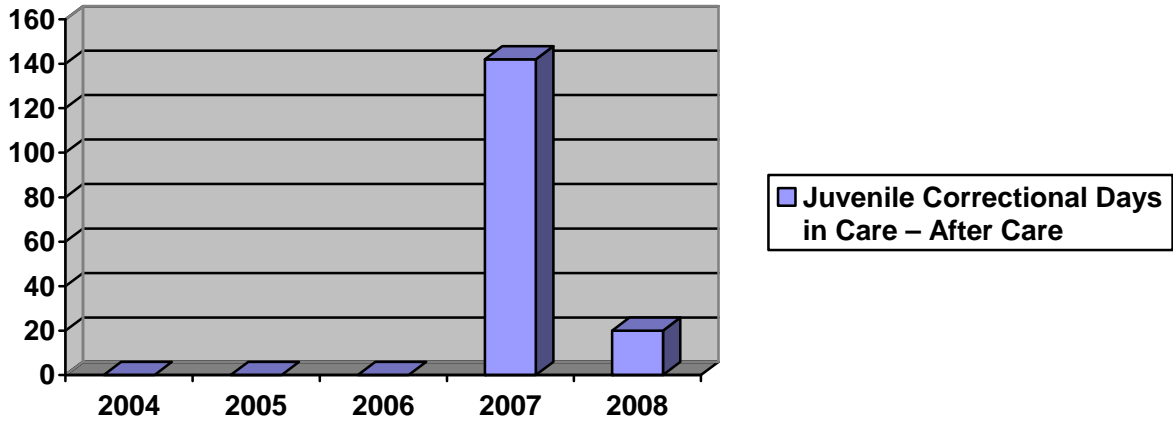
**Juvenile Correction Days in Care Post Institutional**



	2004	2005	2006	2007	2008
Juvenile Correctional Days In Care – Corrective Sanctions	190	0	633	341	790

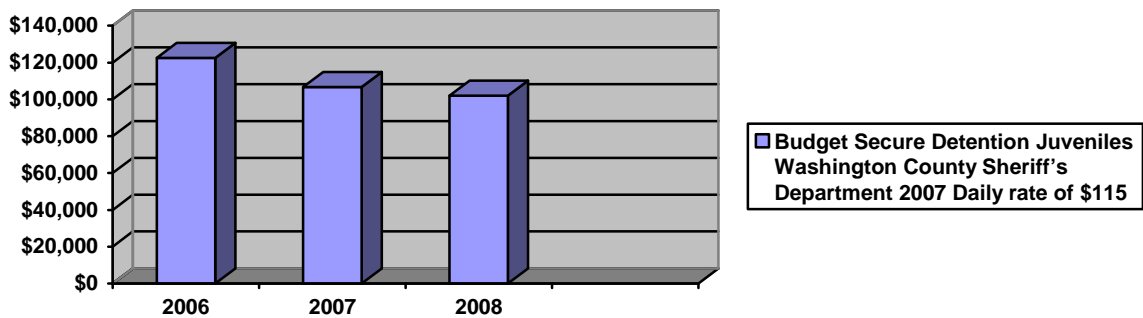


	2004	2005	2006	2007	2008
Juvenile Correctional Days in Care – After Care	0	0	0	142	20

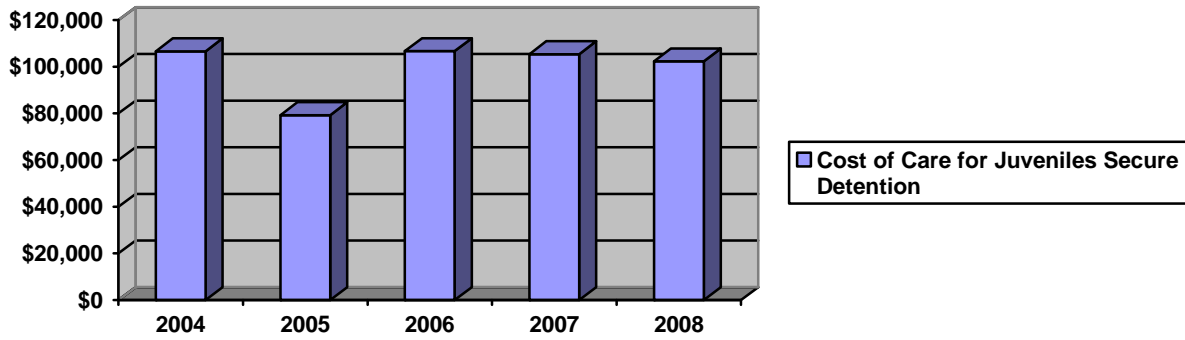


### SECURE DETENTION

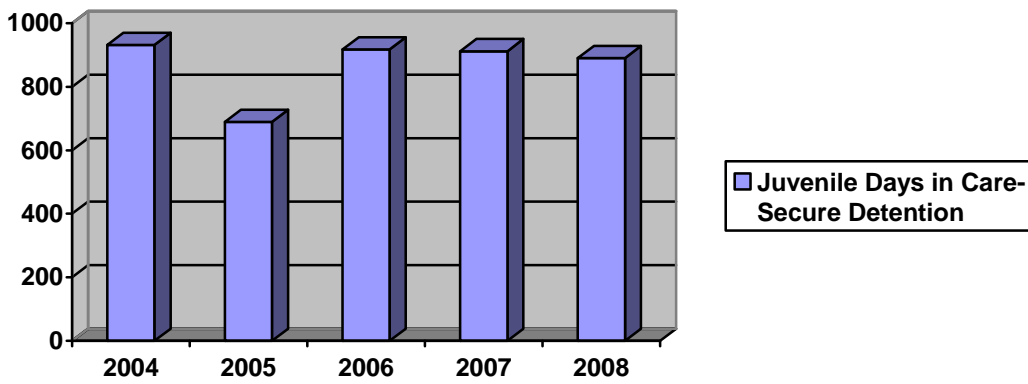
	2006	2007	2008
Budget Secure Detention Juveniles Washington County Sheriff's Department 2007 Daily rate of \$115	\$122,500	\$106,700	\$102,000



	2004	2005	2006	2007	2008
Cost of Care for Juveniles Secure Detention	\$106,614	\$79,235	\$106,683	\$105,360	102,270

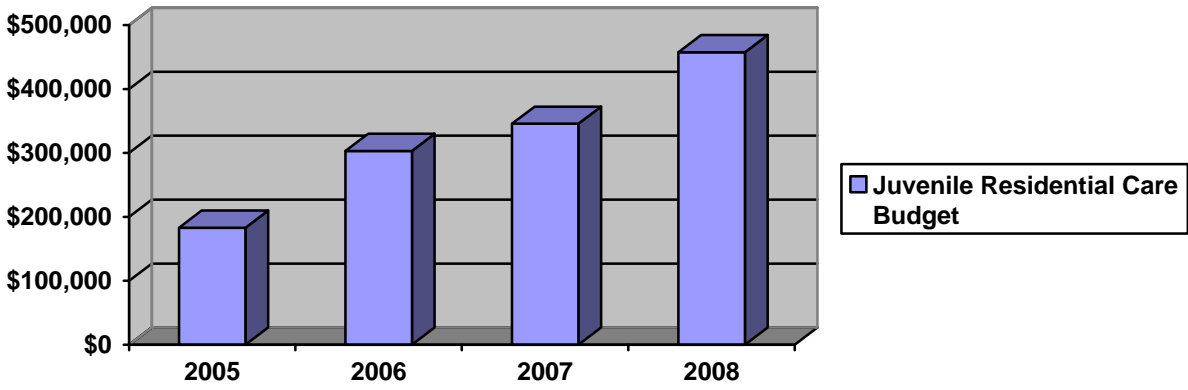


	2004	2005	2006	2007	2008
Juvenile Days in Care-Secure Detention	932	689	918	912	890

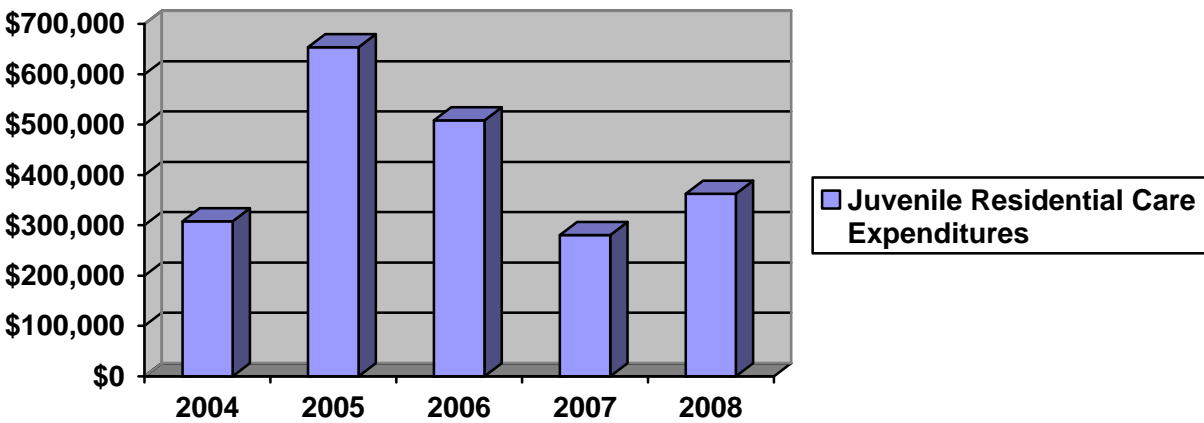


### RESIDENTIAL CARE CENTER

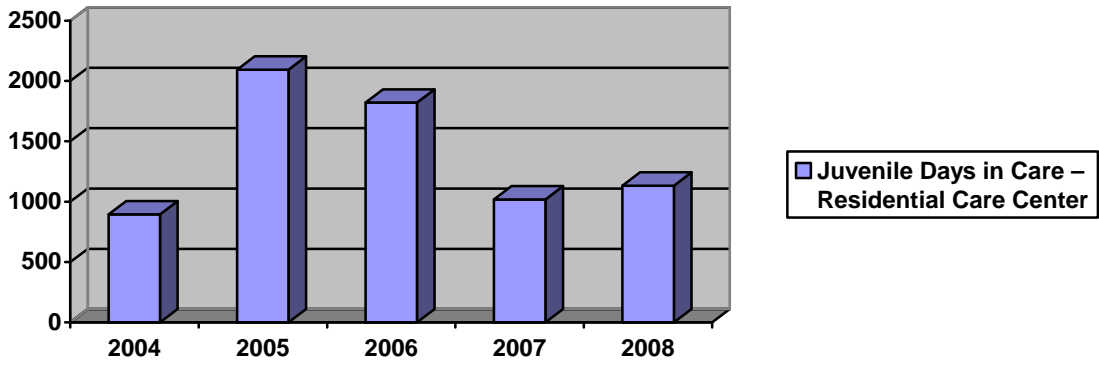
	2005	2006	2007	2008
Juvenile Residential Care Budget	\$183,000	\$303,175	\$345,736	\$457,700



	2004	2005	2006	2007	2008
Juvenile Residential Care Expenditures	\$307,715	\$653,826	\$508,592	\$280,698	\$362,292

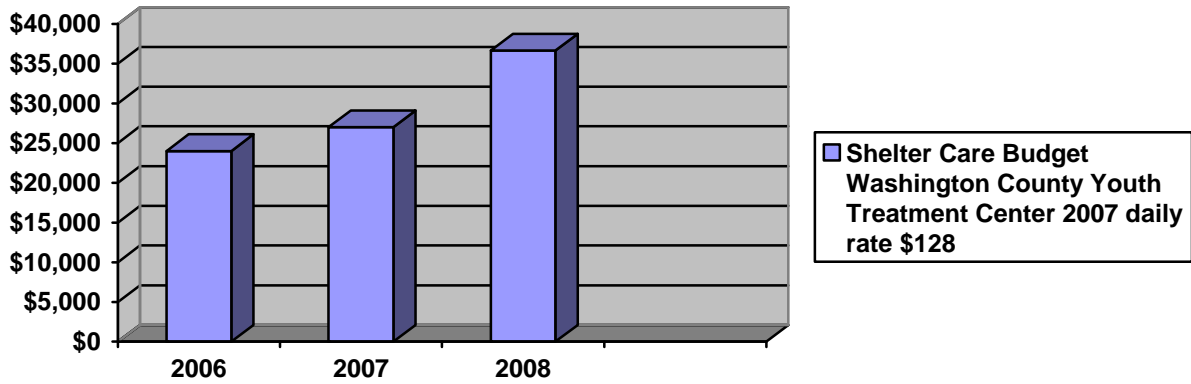


	2004	2005	2006	2007	2008
Juvenile Days in Care – Residential Care Center	896	2095	1820	1019	1134

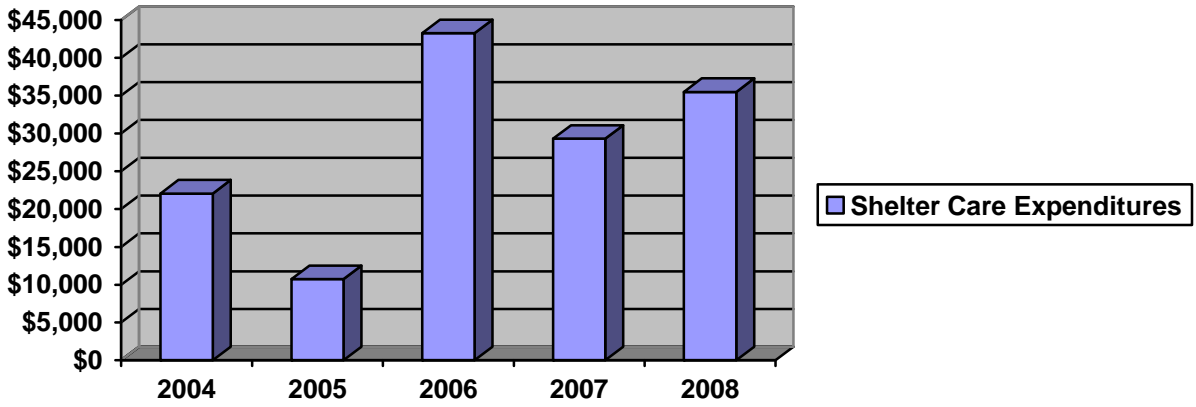


**SHELTER**

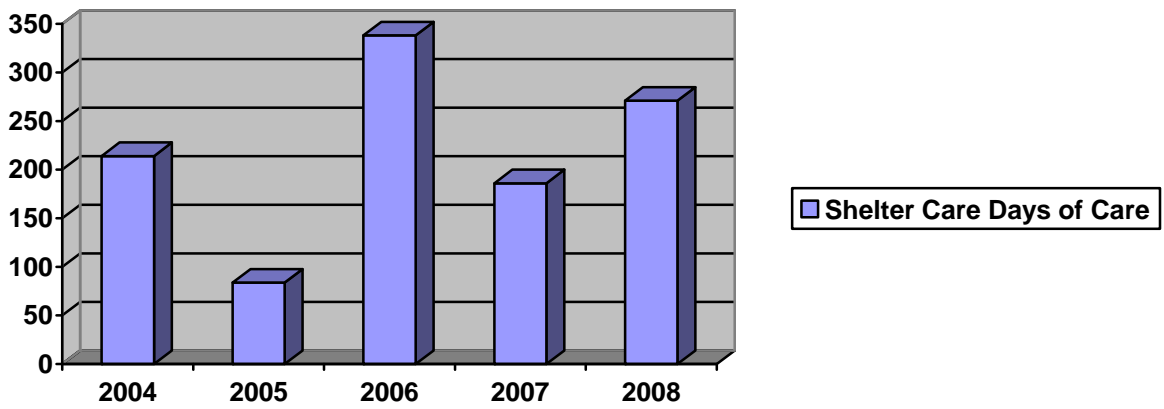
	2006	2007	2008
Shelter Care Budget Washington County Youth Treatment Center 2007 daily rate \$128	\$24,000	\$27,000	\$36,660



	2004	2005	2006	2007	2008
Shelter Care Expenditures	\$22,050	\$10,752	\$43,264	\$29,315	35,501

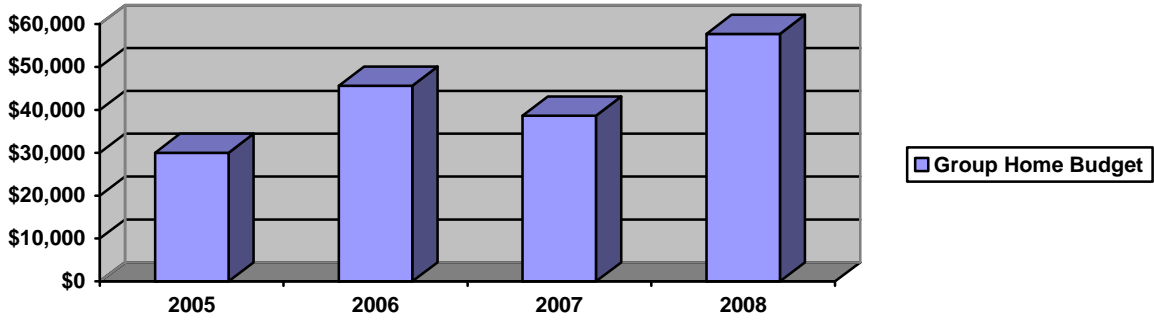


	2004	2005	2006	2007	2008
Shelter Care Days of Care	214	84	338	186	271

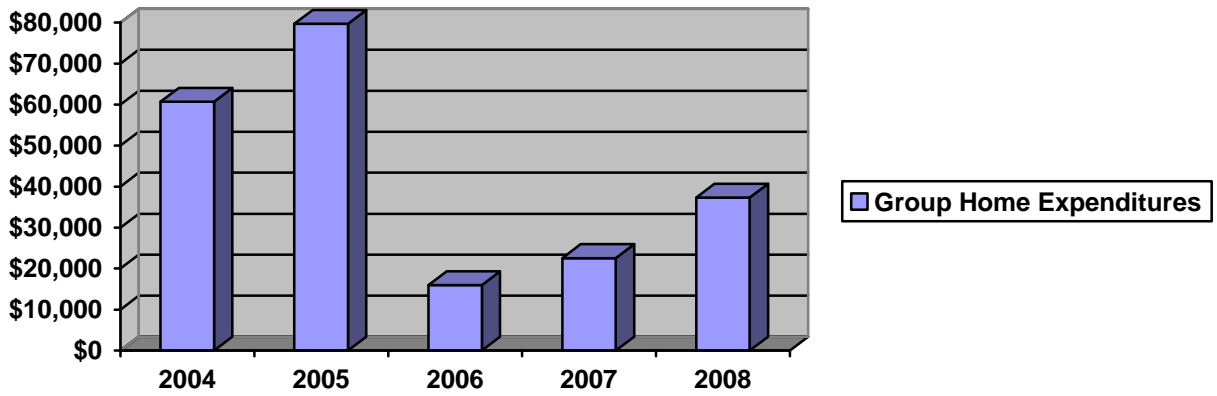


**GROUP HOME**

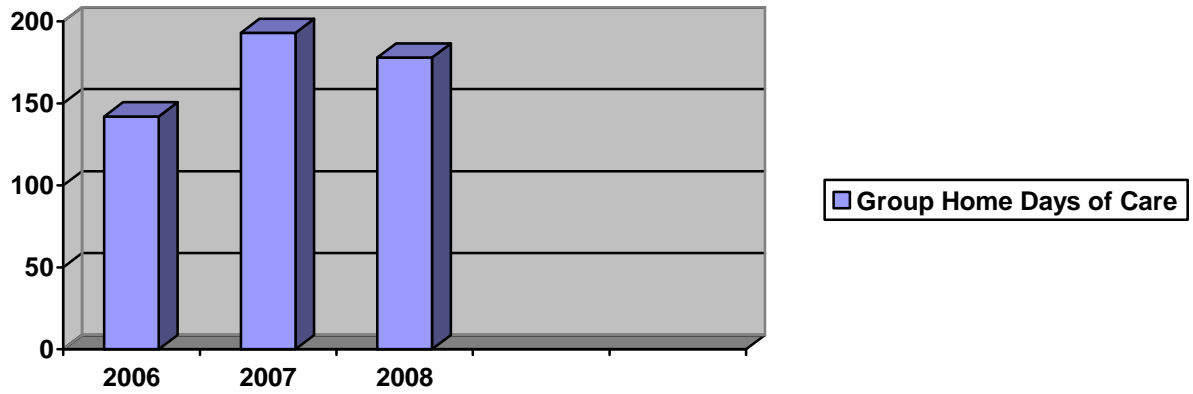
	2005	2006	2007	2008
Group Home Budget	\$30,000	\$45,625	\$38,650	\$57,713



	2004	2005	2006	2007	2008
Group Home Expenditures	\$60,694	\$79,697	\$15,985	\$22,538	\$37,336

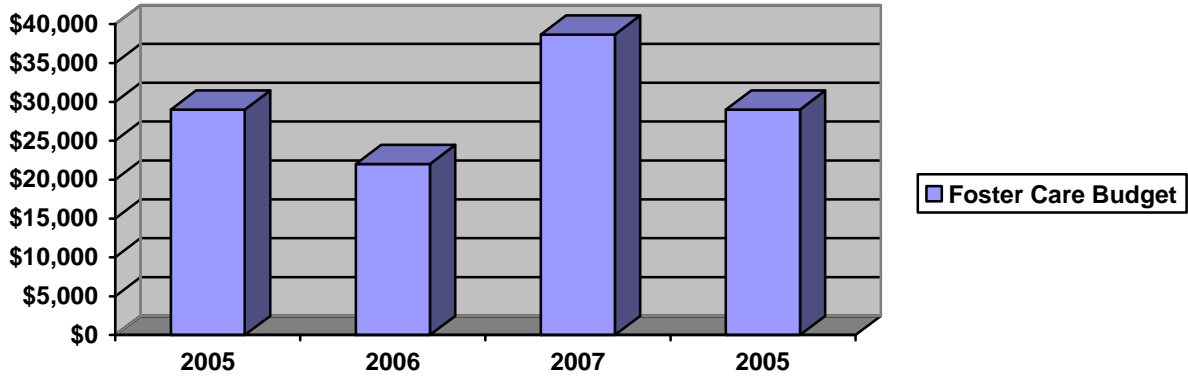


	2006	2007	2008
Group Home Days of Care	142	193	178

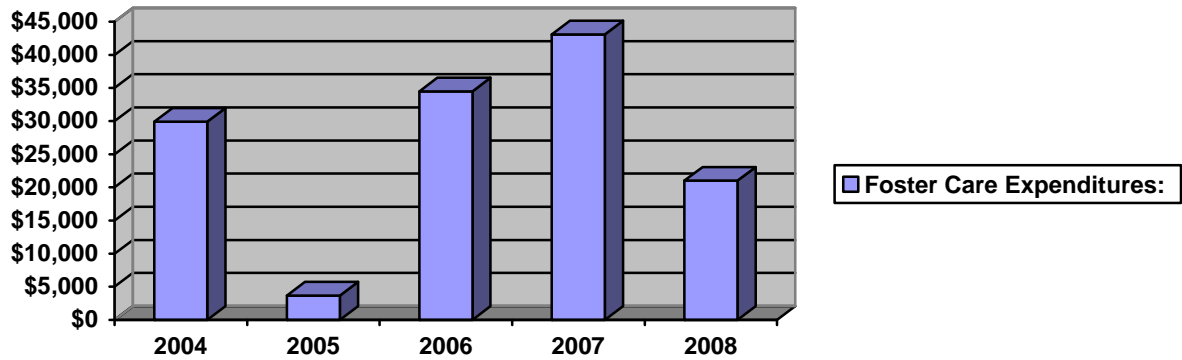


## FOSTER CARE

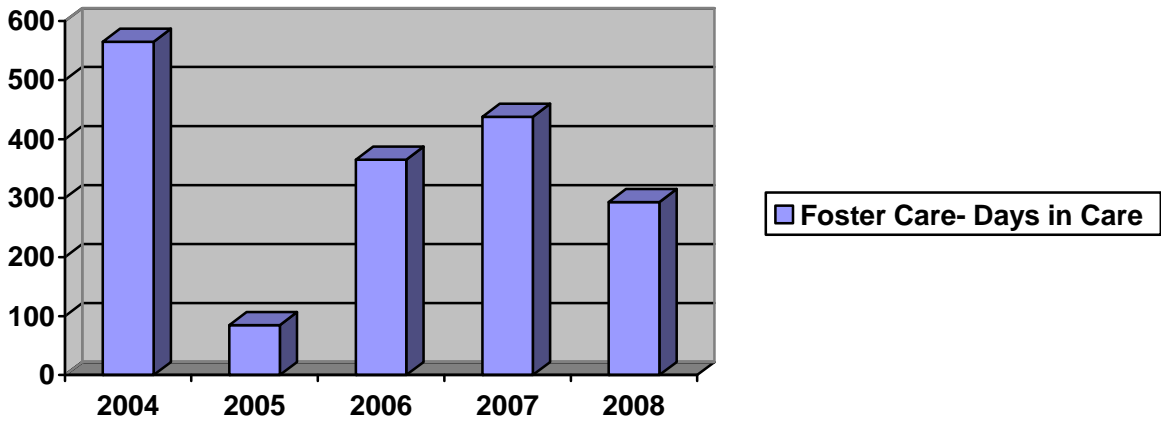
	2005	2006	2007	c
Foster Care Budget	\$29,000	\$22,000	\$38,650	\$30,250



	2004	2005	2006	2007	2008
Foster Care Expenditures:	\$29,892	\$3,650	34,480	\$43,075	\$21,005

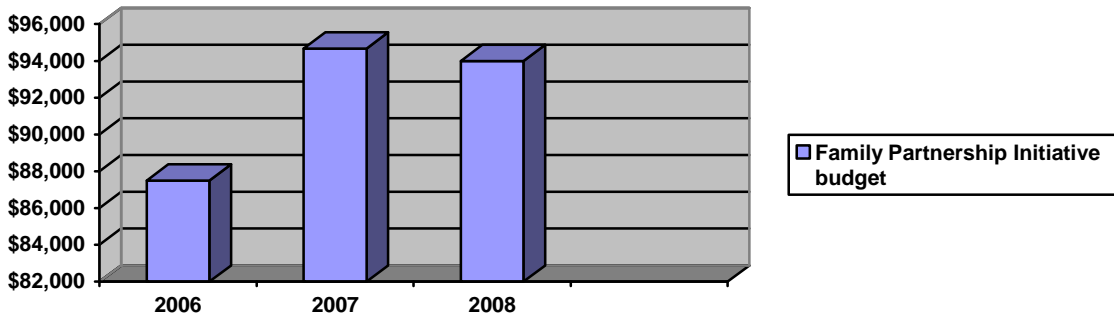


	2004	2005	2006	2007	2008
Foster Care- Days in Care	565	85	365	438	293

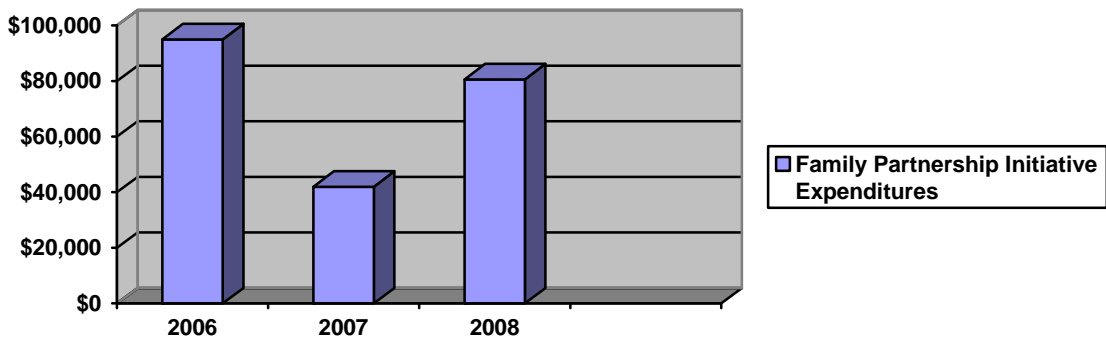


**FAMILY PARTNERSHIP INITIATIVE**

	2006	2007	2008
Family Partnership Initiative budget	\$87,500	\$94,664	\$94,000



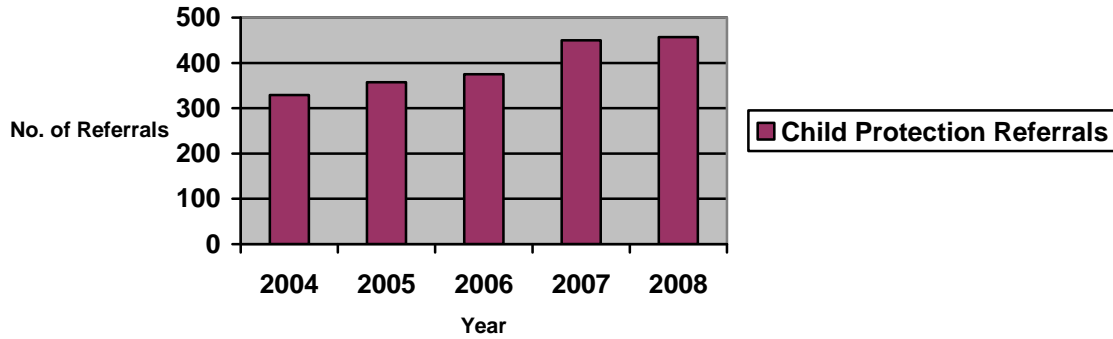
	2006	2007	2008
Family Partnership Initiative Expenditures	\$94,943	\$41,969	80,679



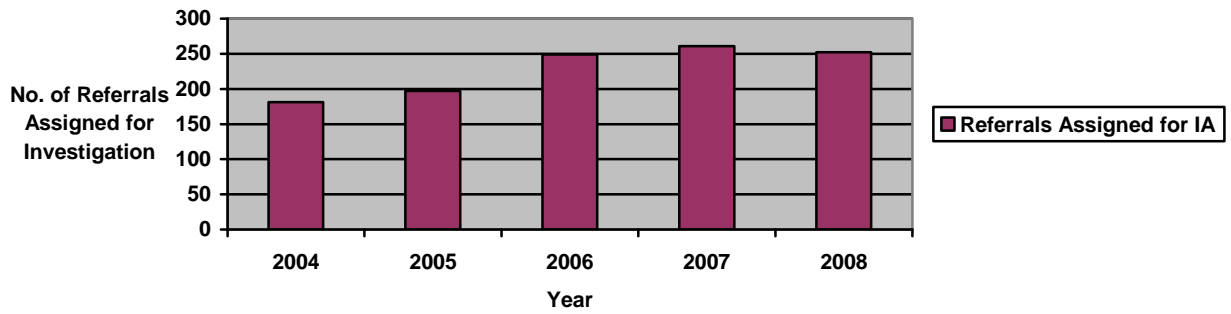
## CHILD PROTECTIVE SERVICE STATISTICS

	2004	2005	2006	2007	2008
Child Protection Referrals	329	357	375	450	457

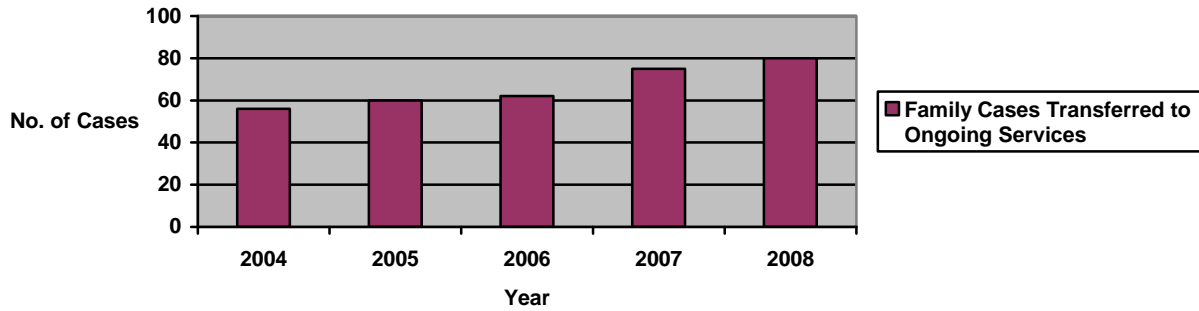
No. of Child Protection Referrals



	2004	2005	2006	2007	2008
Referrals Assigned for Investigation	181	197	249	261	252



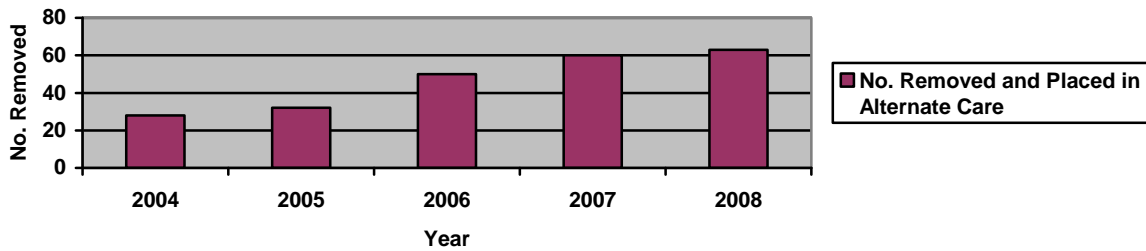
	2004	2005	2006	2007	2008
Family Cases Transferred to Ongoing Services	56	60	62	75	80



Children Removed from their home and placed in Alternate Care due to Safety (FH/TXFC/ Group Home/RCC)

	2004	2005	2006	2007	2008
No. Removed and Placed in Alternate Care	28	32	50	60	63

**No. of Children Removed and Placed in Alternate Care**



The number of children entering alternate exhibit behaviors associated with severe trauma, mental health problems and/or developmental disabilities.

Children removed from their home and placed with a relative due to Safety

	2004	2005	2006	2007	2008
No. of Children Removed from Home and Placed with Relative Due to Safety	13	7	10	27	28

### No. of Children Removed and Placed with Relative

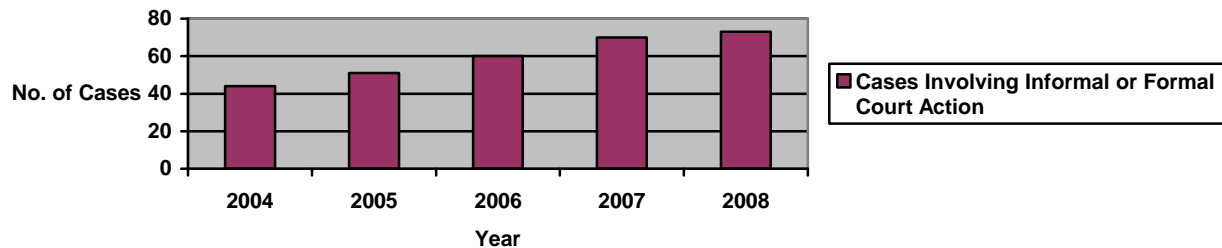


The number of children removed from their home and placed with a relative increased by 115% from 2004 to 2008.

### CPS cases that involved informal or formal court action

	2004	2005	2006	2007	2008
Cases Involving Informal or Formal Court Action	44	51	60	70	73

### Cases Involving Informal or Formal Court Action

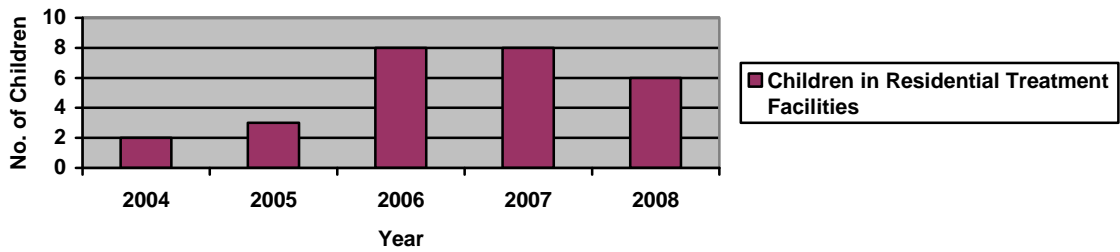


From 2004 till 2008 court related CPS cases have increased by 66%.

### Children placed in Residential Treatment Facilities

	2004	2005	2006	2007	2008
Children in Residential Treatment Facilities	2	3	8	8	6

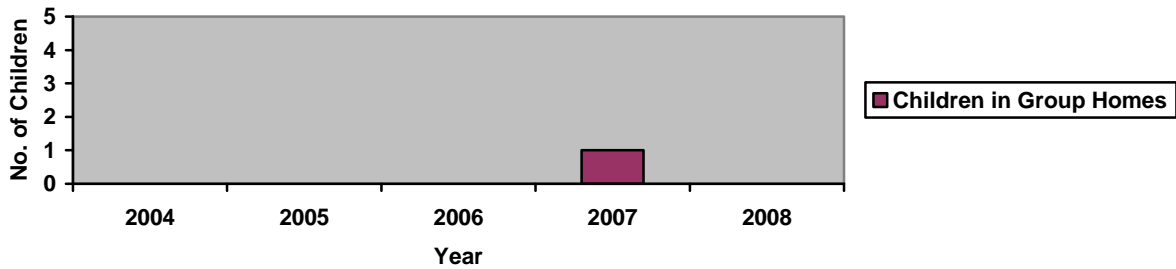
### Children Placed in Residential Treatment Facilities



### Children placed in Group Home

	2004	2005	2006	2007	2008
Children in Group Homes	0	0	0	1	0

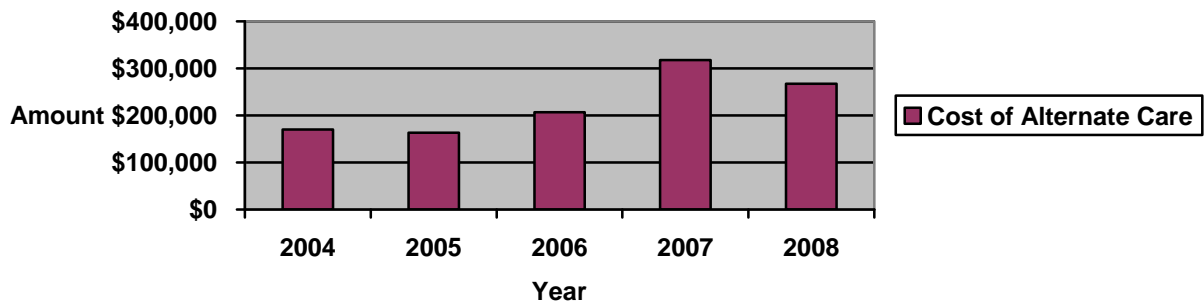
### Children Placed in Group Homes



### Cost of Alternate Care (FH, TXFC)

	2004	2005	2006	2007	2008
Cost of Alternate Care	\$169,846	163,366	206,603	317,728	267,165

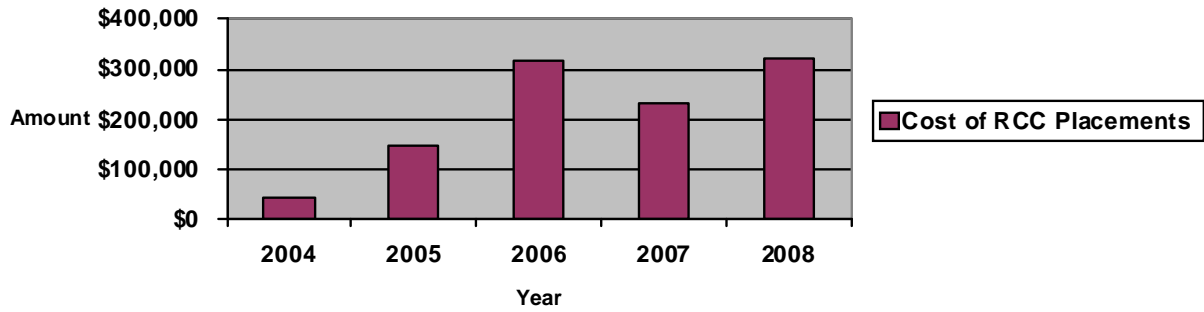
### Cost of Alternate Care



**Cost of RCC Placements**

	2004	2005	2006	2007	2008
Cost of RCC Placements	\$45,570	\$145,985	\$314,976	\$231,117	\$319,687

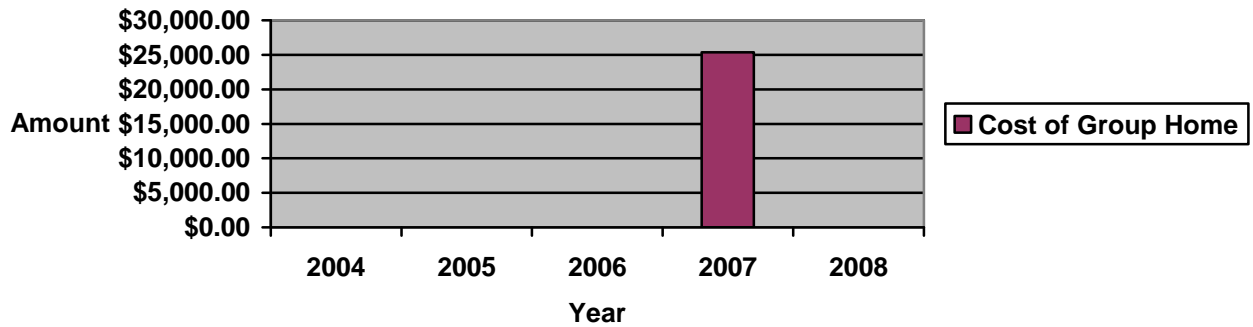
**Cost of Residential Care Center Placements**



**Cost of Group Home**

	2004	2005	2006	2007	2008
Cost of Group Home	0	0	0	\$25,375	0

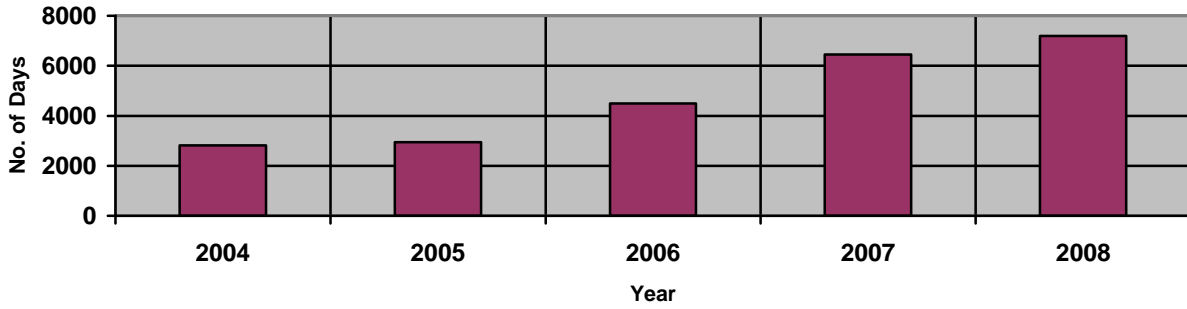
**Cost of Group Homes**



**Number of days in Alternate Care (FH/TXFC)**

	2004	2005	2006	2007	2008
No. of Days in Alternate Care	2817	2940	4488	6,447	7,194

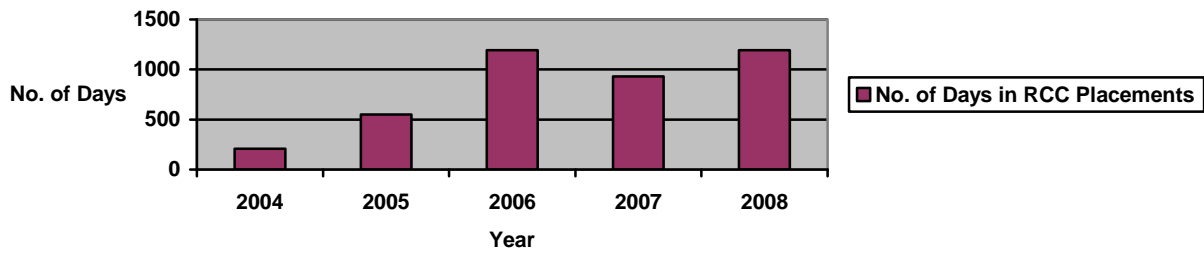
**No. of Days in Alternate Care**



**Number of days in RCC Placements**

	2004	2005	2006	2007	2008
No. of Days in RCC Placements	209	551	1192	931	1,192

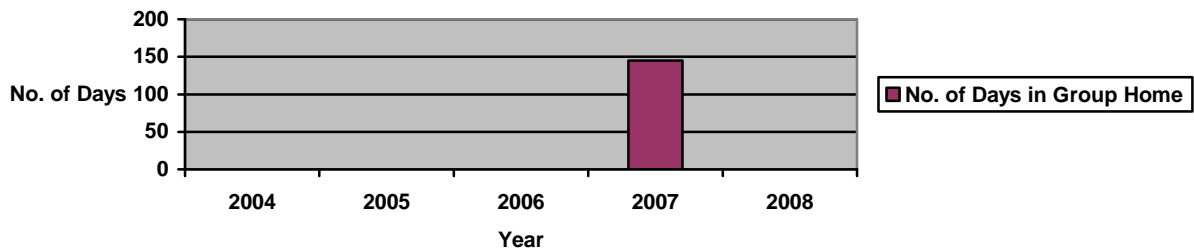
**No. of Days in Residential Placement**



**Number of days in Group Home**

	2004	2005	2006	2007	2008
No. of Days in Group Home	0	0	0	145	0

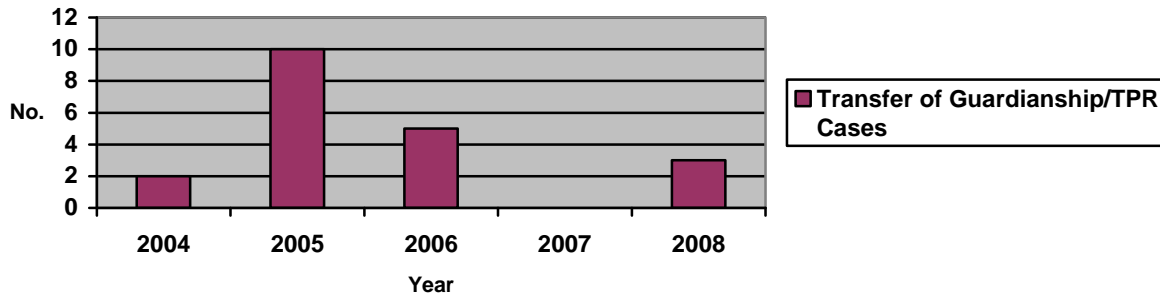
**No. of Days in Group Home**



## Transfer of Guardianship/TPR Cases

	2004	2005	2006	2007	2008
Transfer of Guardianship/TPR Cases	2	10	5	0	3

**No. of Transfers of Guardianship/Termination of Parental Rights**



## Findings of Maltreatment per child (substantiated, unsubstantiated)

Neglect	Physical	Emotional	Sexual
Sub: 36	Sub: 7	Sub: 1	Sub: 5
Unsub: 235	UnSub: 134	Unsub: 34	Unsub; 37

## ECONOMIC SUPPORT PROGRAM

### OVERVIEW OF ECONOMIC SUPPORT PROGRAMS FOR 2008

#### Child Care

Our unit administers the Child Care Program under a subcontract with Ozaukee County's W-2 Program provider, Arbor E&T. After 2 years of stability in the caseload with averages of 212 in 2005 and 219 in 2006, there was a noticeable 17% increase in 2007 to an average monthly caseload of 253 cases. This trend continued into 2008 when the average caseload increased by 18% to 299. In May 2008, the monthly caseload exceeded 300 for the first time.

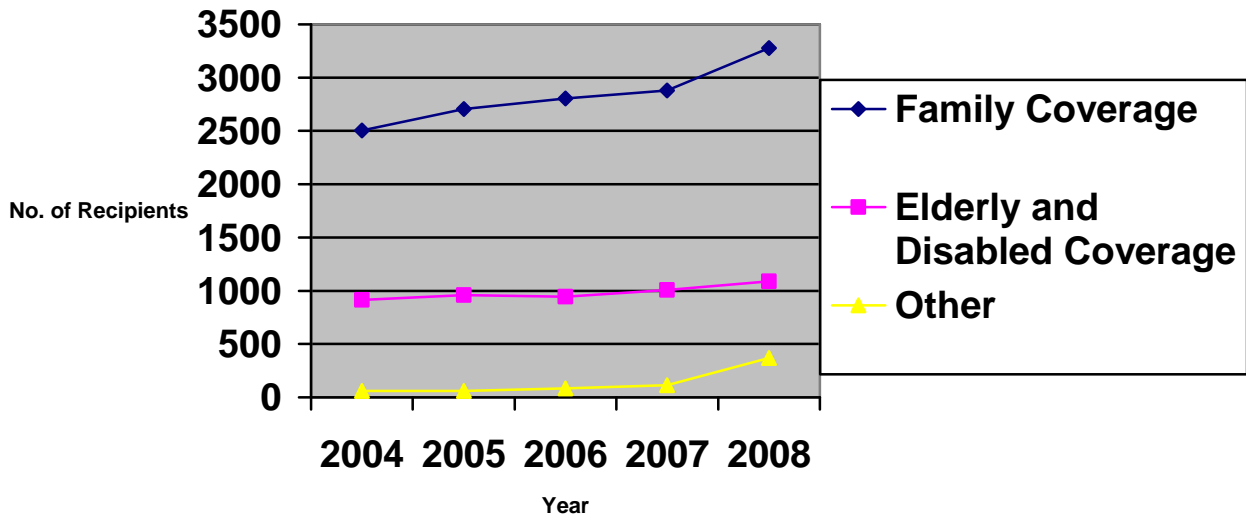
#### Medicaid

The Medicaid Program continued to grow in 2008 with a caseload increase of 18%. This significant caseload and workload increase in the Medicaid Program was a result of implementing an expansion in Medicaid called BadgerCare Plus. We also implemented the Medicaid eligibility component of the new Family Care Program.

Medicaid Recipients – Monthly Totals for December

	2004	2005	2006	2007	2008
Family Coverage	2504	2706	2804	2878	3278
Elderly and Disabled Coverage	914	960	945	1008	1088
Other	61	61	84	113	370
Total	3479	3727	3833	3999	4736

Medicaid Recipients - Monthly December Totals



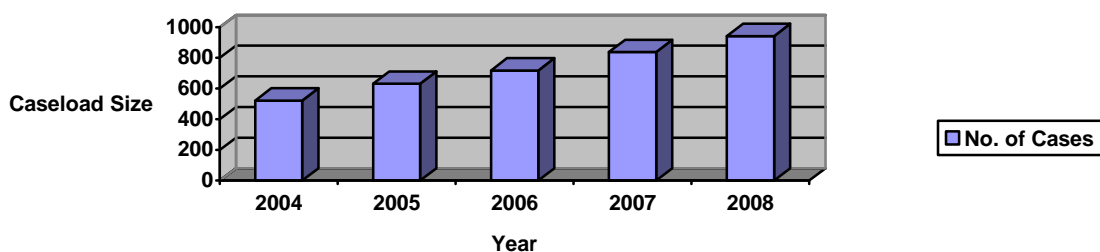
**FoodShare**

FoodShare caseloads and benefits increased again in 2008. The caseload increased by 12.6% over 2007 and annual benefits paid increased by 27.7%. For the past few years, the benefit increase has been more closely correlated to the caseload increase. The substantially greater increase is significant in that it indicates that we are serving more families with substantially lower average household income. To put it simply, we are serving more and poorer families than in the past.

FoodShare – Average Monthly Caseload

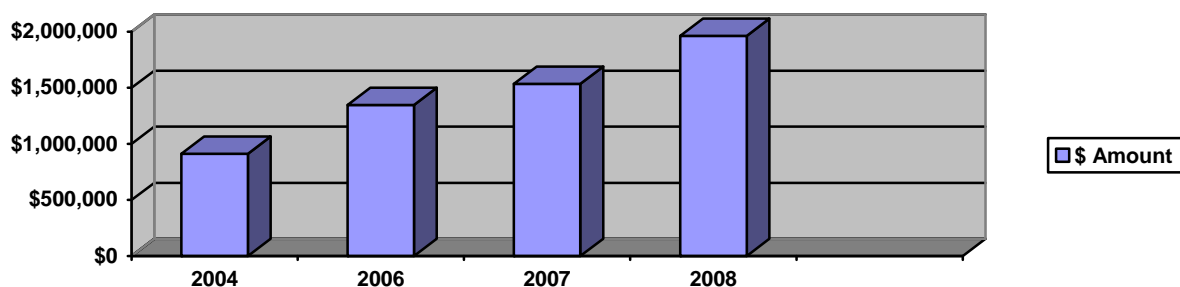
	2004	2005	2006	2007	2008
No. of Cases	522	632	718	837	943

### Foodshare - Average Monthly Caseload



### Annual Benefits

	2004	2005	2006	2007	2008
\$ Amount	\$910,644	\$1,128,754	\$1,348,500	\$1,535,892	\$1,962,293



### Energy Assistance

This seasonal program operates from October 1<sup>st</sup> to May 15<sup>th</sup> of each year. The statistics are from federal fiscal year end reports as of September 30, 2008 for the program that ended the preceding May. While the eligibility standards do not change very much from year to year, the block grant funding Energy Assistance may change substantially so that the payment formula may vary significantly. That was especially true of the 2007-2008 program where we provided 104% more assistance to 11% more households.

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Households applied	861	774	870
Households paid	668	634	711
Payment totals	\$294,944	\$187,257	\$387,698
Payment averages	\$442	\$295	\$545
Median Annualize household income	\$11,778	\$11,616	\$12,552

### Electronic Case File Project

The project began in spring 2006 to scan and index Economic Support case files on a state server. All new files and last 14 months of existing cases are being scanned. The backfile conversion was

completed in 2008. ECF increases state access to files for reviewing accuracy and compliance by county staff. The number of case reviews by state staff has therefore increased.

While this obviously has dramatically reduced our need for case record storage, our caseload volume makes the scanning process a significant workload issue. Between our two locations, we average about 10 hours per day scanning documents in order to keep the electronic files current.

**Staffing and Organization**

A newly created Economic Support Specialist position was added to the unit to assist in managing the increased workload of the last several years. The person in this position completed the state new worker training requirements in early 2008 and has now fully assumed duties of the position. However, the gains in adding this position have been short-lived as we experienced such significant program growth overall in 2008. We expect our business to continue to grow in 2009 due to economic conditions. We have trained a support staff person in the intake pre-screening function and will increase our Intake Line availability by about 35% to help handle the volume of calls that we are receiving.

**THE LONG TERM SUPPORT DIVISION**

The Long Term Support Division serves four distinct target groups:

- Developmentally Disabled (Children and Adults)
- Physically Disabled
- Frail Elderly and
- Adults and Elders at Risk

The programs that fall under Long Term Support Division are each mentioned below. The highlights in 2008 are reported below as well. You will notice a significant decrease in numbers throughout the long Term Support section. This is due to our implementation of Family Care. For specific details please refer to that section below.

**CASE MANAGEMENT SERVICES**

Case managers are responsible for:

- Completing specific program assessments.
- Securing funding for allowable services.
- Ensuring ongoing compliance with program regulations to maintain the funding.
- The development of individualized case plans.
- Creating needed resources.
- Developing and presenting reports to the court.
- Information and referral services, etc.

**Number of people served in the Long Term Support Division:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled CLIENTS	567	587	638	683	708
APS CLIENTS					158

NO. of Physically Disabled and Elderly					75
Total NO. OF CLIENTS SERVED IN DIVISION					941

**ASSISTED LIVING/ADULT GROUP HOMES (CBRF's):**

- Persons residing in group homes need care, supervision, and services beyond room and board but not as much, if any, nursing care. Each home provides individualized services based upon the identified needs of the person.

**Number served and hours of service provided in Group Homes: (This information was not tracked prior to this year for physically disabled and elderly persons.)**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmental Disabilities RESIDENTS	28	29	29	29	34
NO. OF DAYS	8,104	9,305	10,305	9,087	5,812
NO. OF Physically Disabled & Elderly RESIDENTS					47
NO. OF DAYS					6,910

**ADULT FAMILY HOMES AND THEIR CERTIFICATION:**

- Adult Family Homes must meet specific standards and comply with State Adult Family Home regulations and Medical Assistance Waiver Standards to be annually certified by the county and or licensed by the state. Adult Family Homes over 5 beds are licensed by the state.
- The Long Term Support Unit is responsible for certifying all 1-2 bed Adult Family Homes in Ozaukee County as well as those 1-2 homes that serve Ozaukee County residents that physically reside outside of Ozaukee County. The long term support staff person that serves as the Adult Family Home Coordinator also follows up on any complaints or concerns that may arise in regards to the care and services that are provided in those homes.
- Currently, the County is responsible for certifying nine, 1 to 2 bed Adult Family Homes. All of these homes serve persons with developmental disabilities. Each home is reviewed at least annually for compliance with meeting the Medical Assistance standards and requirements for Adult Family Home re-certification.
- Payment for the services provided to the individuals is dependent upon the amount of care and guidance, the significance of challenging behaviors and the degree of supervision needed.

**Number of people served and days of service provided in Adult Family Homes: (This information was not tracked prior to this year for persons with physical disabilities and elders.)**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled RESIDENTS	39	47	48	58	58
NO. OF DAYS	12,985	16,289	17,059	20,455	10,096

NO. OF Physically Disabled & Elderly RESIDENTS					2
NO. OF DAYS					120

### **ADULT SUPERVISED APARTMENTS**

- People in these settings typically require daily assistance or assistance for many hours in the day. These are settings typically controlled by an agency.

#### **Number served and hours provided in the Supervised Apartment Program:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled RESIDENTS	7	8	9	11	12
NO. OF DAYS	4,312	4,922	5,573	6,709	1,486

### **ADULT SUPPORTED LIVING PROGRAM**

- The individuals or their guardians, rather than a residential services agency, maintain the lease on the apartment or are the owners of a home and are responsible for it.
- The Department of Human Services purchases the independent living supports that work with the person to meet their daily living needs. Supportive follow-along services include: assistance with finances, shopping, homemaking, meal planning, laundry, self-care, nutrition, first aid, life safety skills and community awareness.

#### **Number served and hours provided in the Adult Supported Living Program:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF RESIDENTS Developmental Disabilities	23	30	29	27	24
NO. OF HOURS	6,450	7,546	7,727	7,514	2,773

### **SUPPORTED EMPLOYMENT SERVICES:**

- Many of the persons receiving Supported Employment services would otherwise be receiving facility-based day programming service which is significantly more costly.
- In a Supported Employment Program people are integrated into jobs with non-disabled persons.
- In a Supported Employment Program people need the assistance of an Employment Specialist to develop a job specifically for them and provide on-site job coaching services.

#### **Number of people with developmental disabilities receiving Supported Employment Program services and the corresponding hours of service:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled PERSONS	63	83	86	74	60
NO. OF JOB COACH SERVICE HOURS	16,853	19,567	18,698	11,964	7,205

**WORK RELATED SERVICES:**

- Work related services can provide a long-term work opportunity or they assist people in building and strengthening work skills and behaviors to prepare them for supported employment or placement into a community work setting.

**The number below includes work related services purchased and the number or hours of service:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled PERSONS	105	90	95	100	137
NO. OF HOURS	108,010	105,758	107,906	107,259	65,821.84

**ADULT DAY SERVICES:**

- Adult Day Services programs serve people with complex needs (often medical) and challenging behaviors. These individuals need a significantly higher staff to client ratio.
- A wide variety of activities are designed to enrich the lives of participants through community involvement, supported participation and further developing skills in areas of leisure time usage, daily living skills, self-help skills, relationship building and integration into their community.

**Number of people with developmental disabilities served in Adult Day Service Programs over the last five years:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled PERSONS	58	63	56	85	66
NO. OF HOURS	60,102	95,527	66,921	98,405	23,25.82

**DAY SERVICES/ADULTS-AFTER HOURS:**

- Ozaukee County contracted with Portal Industries, Inc. to coordinate and supervise a variety of community based recreational opportunities for people with developmental disabilities for both their enjoyment and to encourage further development of their community awareness, social skills, appropriate leisure skills and positive behaviors.

**Number of adults that received Day Service-After Hours, Services over the last five years and corresponding hours:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled PERSONS	150	145	153	164	160
NO. OF HOURS	13,520	13,128	14,123	12,136	4,475

## ADULT DAY CARE

- Adult day care centers provide a break (respite) to the caregiver while providing health services, therapeutic services, and social activities for people with Alzheimer’s disease and related dementia, chronic illnesses, traumatic brain injuries, developmental disabilities, and other problems that increase their care needs. Some adult day care centers are dementia specific, providing services exclusively to that population. Other centers serve the broader population.

**This information was not previously tracked for people with physical disabilities and elders but here is the information for 2008.**

	2008
No. of Persons Elderly	6
No. of persons Physically Disabled	2
No. of persons Developmentally Disabled	4
No. of Days	742

## ADULT PROTECTIVE SERVICES:

- The Adult Protective Services (APS) team is responsible for investigating allegations of abuse and/or neglect of those that are considered Adults (18-59) or Elders age 60 and older and at Risk.

### Adult and Elder at Risk Investigations:

	2004	2005	2006	2007	2008
# of Investigations	116	105	113	110	97
# with Substantiated Abuse or Neglect	69	51	59	57	58

- The top three investigation reasons for 2008 for Adult and Elders at Risk were:
  - 56.7% were for self neglect
  - 12.3% for financial exploitation and
  - 10% for neglect by others
- As part of our dedication to protecting those Adults and Elders at Risk, an I-Team was developed in 2002 and continues to meet every other month starting in January of each year. The focus of the team in 2008 was working to create MOU’s with local law enforcement and banks to identify and report abuse or exploitation. While we did see a slight decrease in overall numbers in 2008, we continued to make the community aware of the services we offer. The team contributes that to the collaboration with the ADRC. The APS team continues to work with the Aging and Disability Resource Center (ADRC), Behavioral Health and the Family Care teams when situations arise and need attention.
- The APS team also completes comprehensive evaluations for the court as well as Annual Watts Reviews for those that are protectively placed and are elderly or physically disabled.

The developmental disabilities case managers completed 61 Annual Watts Reviews for persons with developmental disabilities that were under a Protective Placement in 2008. They also did investigations of abuse, neglect, and financial exploitation for adults with developmental disabilities and adults at risk.

**Comprehensive Evaluations and Annual Reviews for the Court:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Guardianships/Protective Placement Evaluations Elderly/Physically Disabled	21	21	15	17	18
Guardianships/Protective Placement Evaluations Developmental Disabilities	3	3	4	5	5
Annual Reviews for Protective Placements (WATTS) Elderly/PD	53	53	29	33	31
Annual Reviews for Protective Placements (WATTS) Developmentally Disabled	48	53	56	58	61

**BIRTH TO THREE PROGRAM:**

- This program provides early intervention services to children under age 3 who have developmental delays or disabilities. Professional therapists are encouraged to do as much as they can to teach parents how to address their child’s developmental needs within the child’s daily environment.
- In 2008, we offered several Parent Language Facilitation groups as an option to meet the needs of children with speech delays. This did reduce some of the overall program costs compared to if these parent facilitation groups were not offered.

**Number of children that received Birth to Three Services over the last five years:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF CHILDREN	244	286	235	264	282

**RESPIRE CARE SERVICES:**

- When the natural family is no longer able to provide care, the person with the disability often requires a very costly alternate care arrangement. The family is then less afraid to commit to the long-term care responsibility for the child with disabilities if help is available.
- Respite care services allow the primary care giver to take a temporary break from their care giving responsibilities by providing a qualified and caring person to provide care for their child.

**Number of children and adults that received Respite Care Services over the last five years and corresponding hours:** (This information was not previously tracked for people with physical disabilities and elders.)

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
No. of Elderly and Physically Disabled					1
NO. OF HOURS-Elderly & Physically Disabled					29
NO. OF Developmentally Disabled Persons	75	85	87	104	47
No. of Hours-Developmentally Disabled	5,223	5,788	6,650	6,784	2,804

**CHILDRENS LONG TERM SUPPORT WAIVER PROGRAM:**

- The Children's Long-Term Support (CLTS) Waiver permits Ozaukee County flexibly to use Medicaid funds for community supports and services to children. These waivers are called home and community-based service waivers (HCBS) very similar to the Community Integration Program Waivers (CIP). The CLTS waivers also give the county flexibility to develop and implement creative alternatives to placing Medicaid-eligible children in hospitals, nursing facilities or intermediate care facilities for persons with mental retardation. The CLTS Program recognizes that many individuals at risk of being placed in these facilities can be cared for in their homes and communities, preserving their independence and relationships with family and friends at a cost no higher than that of institutional care.
- With State approval counties have the flexibility to design each waiver program and select the mix of allowable waiver services that best meets the needs of the children they wish to serve.
- An application that averages 60 pages in length and a proposed Individual Service Plan is submitted to the state for each person that we apply for this funding. There are also intensive on-going requirements that must be met to keep this funding coming in every month. A recertification must be submitted to the state every 6 months for each child in the program.
- In 2008, we had a total of **15 children receiving CLTS waiver services**. Many of these children were already receiving county services so this transferred the funding from 100 % from county to our receiving an average of 60% reimbursement from the state for the child's waiver allowable costs.
- Some of these children are severely emotional disturbed and not developmentally disabled. This is a brand new target group for us to serve.

**FAMILY SUPPORT PROGRAM:**

- Family Support Program is a state funded program to assist families with a severely disabled child living in the family home, 21 years of age or younger.
- It allows families to obtain the help they need to care for their disabled child at home by providing limited funding to purchase specific categories of authorized services and/or goods the family needs but cannot obtain through other sources.

**Number of children served in the Family Support Program over the last five years:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF CHILDREN	34	32	29	30	32

**SPECIAL SUMMER RECREATION PROGRAM FOR CHILDREN:**

- To bring enjoyment to the children and relief to their family, a four week afternoon program was developed 31 years ago.
- 2008 was the third year that Balance Inc took over the operation of the Special Summer Recreation Program. The program continued to be focused on providing community based program activities and offered numerous field trips. 1,562 volunteer hours and over 850 staff hours through Balance, Inc. were devoted to this program.
- In addition to Ozaukee County, the program is also sponsored by Ozaukee County ARC, Port Washington School District, Cedarburg Woman's Club and the Grafton School District.
- Balance also worked with the county and parents to develop a program to serve those age 16 to 20. Eight adolescents and young adults were served in this program two times per week over the summer. 1:1 buddies were assigned to each person. This program also participated

in community fieldtrips. These fieldtrips were made up of various small groups. The numbers below do not include these individuals.

**Number of children that received Special Summer Recreation Services over the last five years and corresponding hours of programming:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF Developmentally Disabled PERSONS	16	22	22	23	25
NO. OF HOURS	1,561	1,581	1,542	1,682	1,720

**STATE INSTITUTIONAL CARE**

- The Ozaukee County residents currently residing within state institutions have been placed there because of extreme medical problems or significant behavioral challenges.
- These centers are being downsized as the result of the ICF-MR Initiative Wisconsin State Statutes and the courts are ordering that counties relocate people from the centers and other ICF-MR facilities into the community.
- Currently the Federal/State Medical Assistance Program, known as Title XIX, pays for the care given to Ozaukee County residents at the Wisconsin Centers for the Developmentally Disabled.
- The State has implemented waiver Programs to assist counties with the cost of community relocations. By the end of 2007, the total number of people served through the CIP program increased to 199. The individuals that were part of the ICF-MR relocation all transitioned to the Family Care Program.
- An essential component of the relocation of people living in institutions with severe disabilities is the development of new community resources. It is now the responsibility of the Care Management Organization (CMO) Community Care to enter into these new contracts.
- Currently it's virtually impossible to have anyone admitted as a new long-term admission to any of the State Centers for the Developmentally Disabled.

**The numbers below include long term care recipients living at Central and Southern Wisconsin Centers for the Developmentally Disabled.**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF RESIDENTS	8	7	6	4	4
NO. OF DAYS	2,628	2,555	2,121	1,145	1,464

**CORPORATE GUARDIANSHIP**

- Corporate guardians are corporations or individuals that are set up to provide guardianship services for individuals who have no close family or other support systems and who need legal protection.
- In 2008, Ozaukee County was responsible for the cost of 5 individual's corporate guardianship fees.

**FAMILY CARE PROGRAM FOR PERSONS WITH DEVELOPMENTAL DISABILITIES, PHYSICAL DISABILITIES AND FRAIL ELDERS:**

- 2008 was a transition year for the Long Term Support Division with the implementation of Family Care starting in March. Family Care is a managed care model for people needing long term care services and is administered by a Care Management Organization (CMO). The CMO for Ozaukee County is Community Care. Their web site is [communitycareinc.org](http://communitycareinc.org)
- Beginning in March, Community Care contracted with Ozaukee County Department of Human Service’s Long Term Support Division for case management services for individuals served in the Family Care Program. Many of the staff from the Long Term Support Division’s Developmental Disabilities Unit and Adult Services Unit merged to form the County case Management Unit (CMU) for the Family Care Program.
- The county case management unit (CMU) for the Family Care Program serves those who are at least 18 years old and have a developmental and or physical disability or are a frail elder. Many of these people were receiving services through the home and community based waiver and Community Options programs prior to being enrolled in Family Care.
- From March to August, 2008 all of the adults that were previously served under the Community Integration Waiver Programs and the Community Options Programs were transitioned to Family Care.
- From March to August 2008, our long term support staff was responsible for doing options counseling and enrolling people that were previously served under the waiver s and Community Options Programs into Family Care. Also during this time the Ozaukee County Aging and Disabilities Resource Center, (ADRC) began enrolling people from the waiting list for Long Term Support Services in the Family Care Program. Then they were transferred to our CMU.
- After August 2008, we have been working with those individuals that have enrolled from the waiting list.
- The wait list, intake, assistance and enrollment into Family Care is now coordinated through the Ozaukee County Aging and Disabilities Resource Center, (ADRC) and then once found eligible the person is transferred to Long Term Support for service planning and ongoing long term case management services.

**WAIVER PROGRAMS**

- Prior to Family Care, the majority of adults that received services through the Division of Long Term Support were funded through the Community Options Program and / or the Community Integration home and community based waiver program. We also served a couple of individuals under the Brain Injury Waiver (BIW).

**Prior to Family Care, the following numbers of individuals were served under the CIP (Community Integration Program) BIW and COP (Community Options Program) Programs:**

	2004	2005	2006	2007	2008*
Developmentally Disabled (DD)	148	150	183	185	199

Physically Disabled (PD)	35	27	29	30	29
Elderly	99	97	94	96	75
Mentally Ill	5	5	2	2	2

\* Note, 2008 data is based on 6 months of CIP/COP enrollment data as many clients transitioned to Family Care beginning in March, 2008.

**Family Care Enrollment from March 1 through December 31, 2008 includes transitions from COP/waiver programs and those enrolling from the wait list:**

	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total
Developmentally Disabled	35	38	38	34	35	31	3	1	5	2	222
Elderly	15	16	14	16	12	18	5	4	4	6	110
Physically Disabled	3	5	8	5	4	9	4	3	7	4	52
Total	53	59	60	55	51	58	12	8	16	12	384

- At the end of December, the Long Term Support Division contracted 7 social workers and 4 Registered Nurses (RN's) and county Human Services management staff for the Family Care Program.
- Community Care also has staff members that provide case management services and RN services for members under the Family Care Program. Some Family Care Teams are made up of County employees and others are a combination of Community Care employees and County employees. There are also Community Care employee teams. By the end of December Community Care hired 3 social work case managers and one RN and several ancillary staff including a Financial Specialist, a Physical Therapist Specialist, and a Lead Functional Screener etc. Most of these positions are based in Ozaukee County on a part time basis as several of these positions are shared among a few counties in the nearby area.

**Case Management Hours Billed to Community Care under Family Care:**

	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total
Hours Billed	527	803	1,135	1,081	1,166	1,333	1,385	1,431	1,227	1,107	11,195

- These case management hours brought in a significant amount of revenue to the Department of Human Services to off- set the costs of the county staff positions devoted to the Family Care Program. The total revenue that we earned in 2008 for our work in the Family Care Program (from March through December) was \$882,982.72.

**LONG TERM SUPPORT FUNDING**

Prior to Family Care, funding for long term support programs came from both State and Federal Funds. In addition to state and federal funds county levy was also needed to support many persons with developmental disabilities:

	2004	2005	2006	2007	2008
State COP/CIP II Funds	\$502,944	\$483,913	\$488,873	\$534,424	\$484,356
Federal Waiver Funds Elderly & PD	\$1,612,018	\$1,864,722	\$1,999,204	\$2,145,017	\$795,016

- With the implementation of Family Care, Ozaukee County no longer has the fiscal responsibility for those adults that were previously serviced under the waiver programs.

**MEDICAID PERSONAL CARE PROGRAM:**

- In 2008, The MA-Personal Care Program has had a significant reduction in the amount of hours that were billed directly to MA due to Family Care covering this service as part of the Family Care Benefit Package. The County CNA’s have been able to continue to provide personal care to the clients through Family Care and the County bills Community Care for those services that are rendered.
- This has allowed for continuity of care for the clients served but also has provided additional revenue for our staff costs.

**The number of people receiving Medicaid Personal Care Services:**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
NO. OF PERSONS	34	58	61	56	40*

**\*All but 7 clients have transitioned to receiving services through the Family Care program versus the personal care program. Several of the people that remained in the MA Personal Care Program are children with developmental disabilities**

- Waiting lists for some services to persons with developmental disabilities continued in 2008. At the end of December there were 20 people waiting for children’s Family Support Program services, 10 people waiting for Children’s Long Term Support Waiver and 4 children waiting for Special Summer Recreation Program services. Due to the implementation of Family Care the adult waiting lists are no longer the responsibility of the county.
- We also learned significantly more about LTC Reform. In 2008, Ozaukee County Department of Human Services staff continued working in collaboration with many other counties to plan for the implementation of managed care.
- The Department of Human Services staff in conjunction with the Health and Human Services Board developed a written specific Asset Policy which allowed us to look at assets and income as a factor in receiving Long Term Care services starting in 2008. Beginning in 2008, fifteen clients with developmental disabilities were discontinued from county funding. Most of these families made private pay arrangements to continue their services.
- Staff from the Long Term Support Division continued to work with a private vendor to develop an automated clinical case management system. The goals of this system are to allow staff to work more efficiently, to better track trends and to measure the cost of achieving specific client and program outcomes.
- In 2008, a well attended countywide resource night for families of children with special needs was held in Port Washington for the fourth year. This was in collaboration between the Ozaukee County Department of Human Services, Developmental Disabilities Unit, Ozaukee County Public Health Department, and the parent liaisons for Children with Special Health Care Needs.
- We continue to be challenged to meet the needs of the people we serve with significant health needs and medical conditions because our clients are aging along with the rest of the general population. We continue to see an increase in the number of people we serve with down Syndrome and Alzheimer’s disease.
- In 2008, the Long Term Care Division staff worked very hard to serve as many people as possible with the resources that we have. Even though the work demands are tremendous and our clients

are increasingly more complex; the Long Term Support Division remains committed to providing excellent services to the citizens of Ozaukee County.

- Another huge change for us was in September, 2008 when Frank Peterson retired after 29 years of dedicated service to the citizens of Ozaukee County. Frank altered his plans many times to stay on to help with the planning for Family Care implementation. Frank assisted with transitioning all of our rollover clients (former CIP, COP and COP-W recipients) from March through August 2008 to the Family Care Program.
- Frank also assisted us with hiring a new Long Term Support Program Coordinator, Erin Gutmiedl. Frank also was able to stay and train Erin for 3 weeks. I will continue my responsibilities as the Long Term Support Division Manager.

## **HUMAN SERVICES FISCAL REPORT**

### **FINANCIAL SUMMARY (UNAUDITED)**

	<b>2007</b>	<b>2008</b>
Beginning Fund Balance	617,307	274,133
Revenue		
County Levy	5,850,615	5,785,393
General Fund	0	426,837
Federal / State Aid	13,362,473	9,727,025
Client Fees	2,168,512	1,274,463
Designated Fund Balance	300,000	9,000
Undesignated Fund Balance	75,757	265,133
Total Revenue	\$21,757,357	\$17,487,851
Expenditures		
Staff Provided Services	5,901,815	6,158,185
Purchased Services	15,855,542	11,329,666
Total Expenditures	\$21,757,357	\$17,487,851
Ending Fund Balance	241,550	0