



**LOS ANGELES COUNTY DEPARTMENT OF  
CHILDREN AND FAMILY SERVICES**

Bureau of Strategic Management  
Resource Management Division

**WRAPAROUND  
2009 ANNUAL REPORT**

Issued: December 2009

**LOS ANGELES COUNTY DEPARTMENT OF CHILDREN AND FAMILY SERVICES  
WRAPAROUND 2009 ANNUAL REPORT**

**TABLE OF CONTENTS**

	<u>Page</u>
<b>Table of Contents</b> .....	1
<b>Executive Summary</b> .....	3
<b>Introduction &amp; Overview</b> .....	5
<b>Demographic Information</b>	
Cumulative Wraparound Enrollment.....	6
Wrap Enrollments by County Referring Department.....	7
Wrap Enrollments by County Referring Department 2004 – 2009.....	7
Monthly Wrap Enrollments by Referring Department FY 2008 – 2009.....	8
Wrap Enrollments from RCL 12+/Probation Camps FY 2008 – 2009.....	9
Wrap Enrollments from RCL 12+/Probation Camps 2004 - 2009.....	10
Federal/Non Federal.....	10
Gender.....	11
Ethnicity.....	12
Primary Diagnosis.....	13
Substance Abuse in Enrolled Wraparound Families.....	14
CAFAS Scores.....	15
Average Age.....	18
Average Length of Stay.....	19
<b>Outcome Measures</b>	
Permanency Goal & Outcome.....	20
Safety Goal & Outcome.....	21
Well-Being Goal & Outcome.....	22
Youth Services Survey.....	23
Placement Information for Graduated Clients.....	28
Analysis of Discharge Types.....	29
Discharge & Suspensions by County Referring Department.....	31
<b>Fiscal Measures</b>	
Funding.....	32
Multi-Agency County Pool (MCP).....	32
Levels of EPSDT Reimbursement.....	32
Flexible Fund Expenditures.....	33
Average Flex Funds Expenditures per Enrolled Child 2005-2009.....	34
<b>Wraparound Research &amp; Evaluation Efforts</b>	
Placement & Cost Outcomes.....	34

**LOS ANGELES COUNTY DEPARTMENT OF CHILDREN AND FAMILY SERVICES  
WRAPAROUND 2009 ANNUAL REPORT**

**TABLE OF CONTENTS**

	<u>Page</u>
<b>Wraparound Training</b> .....	40
<b>Wraparound Quality Improvement</b> .....	41
<b>Success Stories</b> .....	43
<b>Appendix A</b>	
Youth Services Survey.....	46
<b>Appendix B</b>	
Youth Services Survey for Families.....	47
<b>Appendix C</b>	
Flexible Funding.....	48
<b>Appendix D</b>	
Comparison of Post-Treatment Placements and Costs for Wraparound and Traditional Treatment Programs.....	49
<b>Appendix E</b>	
Wraparound Training Participant Feedback.....	62
<b>Appendix F</b>	
Participant Feedback from Wraparound Training for SCSW's.....	66
<b>Appendix G</b>	
Summary of Wraparound Trends: 2004 – 2009.....	72
<b>Appendix H</b>	
DCFS Comparison Data.....	74
<b>Appendix I</b>	
Probation Comparison Data.....	82
<b>Appendix J</b>	
DMH Comparison Data.....	89

# LOS ANGELES COUNTY DEPARTMENT OF CHILDREN AND FAMILY SERVICES WRAPAROUND 2009 ANNUAL REPORT

*Without a vision, there is no hope. – G.W. Carver*

## Executive Summary

We are pleased to present the 2009 Los Angeles County Wraparound Annual Report, highlighting the achievements and outcomes of Wraparound. This year's report is our largest and most comprehensive to date. While continuing with the changes we made last year (separating data by the three referring Departments, demographics with historic trend data, enhanced performance data and enhanced research studies), for this year we have included more detailed data concerning the children of the three Referral Departments (DCFS, Probation and DMH) in an on-going attempt to develop a better understanding of how Wraparound can be improved for the various children that we serve.

- In FY 2008-2009, Wraparound provided support to 2,206 children and their families. Of those, 747 were new enrollees with 407 (54%) coming from DCFS, 244 (33%) from Probation and 96 (13%) from DMH.
- The number of children referred from group homes grew by 52% over last year's total (478 vs. 315). Children from group homes represented 64% of all Wraparound enrollments last year, and 74% of all DCFS-referred enrollments (303 of 407).
- The number of DCFS enrollees jumped from 46% to 54% in FY 08-09 and the number of Probation enrollees fell from 39% to 33% in this same time period.
- The average length of stay for graduated clients increased from 13.1 to 14.14 months.
- The Wraparound providers met a majority of the performance based measures (Children remain with family while enrolled in Wraparound -- target: 80% actual: 73% and Use of community based services & supports post-graduation – target: 85% and actual: 81% were the only measures that did not meet or exceed the target).
- The Wraparound providers exceeded the permanency target for being with family six months after graduation from Wraparound (target: 75% actual: 91%).
- FY 2008-2009 Child and Adolescent Functional Assessment Scale (CAFAS) scores averaged 105.33 at intake, 84.85 at follow-up and 72.12 at discharge.
- Of the 747 enrollees in FY 08-09, 240 of the youth were reported to have a substance abuse issue and in 125 of these enrollees, one or more parents were reported with a substance abuse issue. This represented an increase for the number of children compared to last year (240 vs. 224) and a decrease for the number of parents (125 vs. 218).

- An analysis of out-of-home placements and associated financial costs was conducted comparing two groups of (Wraparound vs. RCL 12 and 14 children) from FY 2007-2008 whose cases remained open for at least 12 months. The findings:
  - Children who graduated from Wraparound were more likely to have their cases terminated within 12 months compared to children from RCL 12-14 (almost 59% vs. almost 17%).
  - 41% of the Wraparound graduates had no placement costs or subsequent out-of-home placements compared to just over 6% of the RCL 12-14 group.
  - Wraparound graduates spent fewer days in placement than did children from RCL 12-14 (202 vs. 308 days).
  - Wraparound graduates were generally placed in less restrictive placements with foster families, relatives, or guardians compared to more restrictive settings such as group homes or FFA-certified foster homes for the RCL 12-14 group.
  - Wraparound graduates had substantially less average placement costs than the RCL 12-14 group (\$9,627 versus \$15,872).
  
- In May 2009, the Los Angeles County Board of Supervisors approved the 5-year expansion of Wraparound to all DCFS Youth with an intensive mental health need. This expansion will provide an additional capacity in Wraparound for 2,800 DCFS children.

## **Introduction**

This report examines Los Angeles County's implementation of Wraparound and its outcomes throughout the County for FY 2008-2009. It includes a statistical analysis of Wraparound for the 2008-2009 fiscal year based on Year End Reports from the thirty-four (34) current Los Angeles County provider agencies, as well information from the Child Welfare Services/Case Management System (CWS/CMS), and data from the Los Angeles County Department of Children and Family Services' (DCFS) Research Section.

## **Overview**

The County of Los Angeles has provided Wraparound to families and their children with multiple, complex and enduring needs since 1998. Wraparound is an integrated, multi-agency, community-based process grounded in a philosophy of unconditional commitment to support families to safely and competently care for their children. The single most important outcome of Wraparound is a child thriving in a permanent home and supported by normal community services and informal supports.

Los Angeles County's Wraparound has been developed through a collaborative partnership between the County and the Lead Wraparound Agencies (LWAs). This partnership, through regular meetings and solicitation of community and family input, maintains high standards, measures the achievement of outcomes and ensures voice, choice and access for all stakeholders.

In December 2008, the enrollment procedure for Wraparound changed from the Interagency Screening Committees (ISC) accepting referrals to the Regional Management Process (RMP). All enrollments for Wraparound now go through a team decision-making process (RMP), which allows for greater tracking and family participation. The accepted referral to Wraparound is then processed by the ISC located in each of the eight Los Angeles County Service Planning Areas (SPA). The ISC then distributes referrals on a rotational basis to the Wraparound providers. For enrolled children and families, Wraparound is provided on a no eject, no reject basis. As the needs of the child and family change, the Wraparound Plan of Care is changed to meet these needs and to achieve identified outcomes.

Wraparound serves children who are under the jurisdiction of the Departments of Children and Family Services (DCFS), Probation (Probation) and Mental Health (DMH) through AB 3632 and who are placed in, or at risk of placement in a Rate Classification Level (RCL) 12-14 group home (Note: After FY 2008-2009, the Wraparound contracts were amended to include children who were placed in, or at risk of placement in a RCL 10-14 group home).

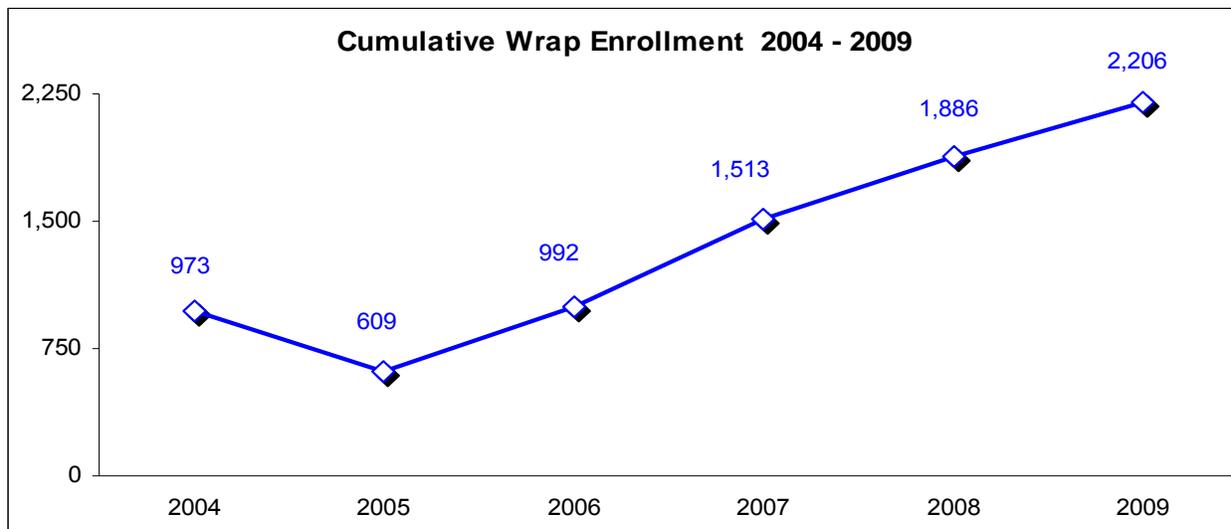
Wraparound is a community-based process, and referrals are based on the location (i.e., SPA) where the child and family are to receive services. Referrals are made to the

SPA and ISC where a family member or caregiver has been identified and has agreed to participate in Wraparound. Once enrolled, the ISC team continues to monitor key aspects of Wraparound in coordination and partnership with the case-carrying Children’s Social Worker (CSW) or Probation Deputy, as applicable.

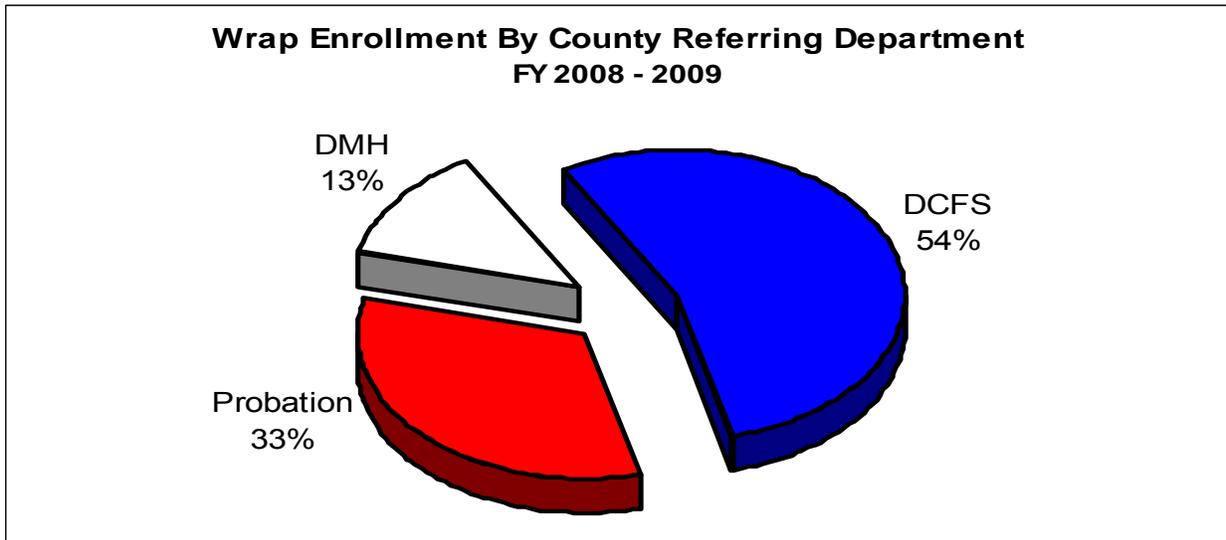
### Demographic Information

The following demographic information is based on FY 2008-2009 Year-End Reports from the 34 community-based Los Angeles County provider agencies who were providing Wraparound, as well as information presented by these same providers in past Year End Reports. This information reflects all Wraparound children from the three referring County departments.

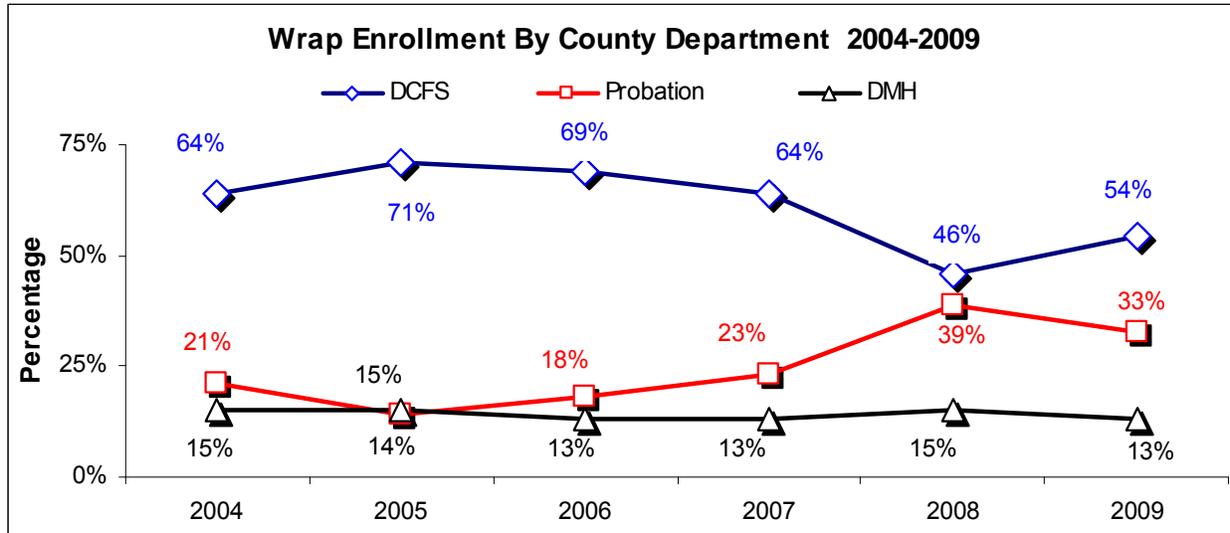
Based on the Year-End Reports and DCFS monitoring documents, Los Angeles County provided Wraparound to a total of 2,206 children and their families during Fiscal Year 2008-2009. The yearly change in the total number of families served by Wraparound from 2004 to 2009 is highlighted in the following graph:



Fifty-four percent (54%) of the total Wraparound population came from DCFS, 33% from Probation and 13% from DMH.



This represented a change from last year's breakdown with a decrease of referrals from Probation and DMH, with a corresponding increase from DCFS. This year's percentages are highlighted in the following historical graph:



There were a total of 747 new enrollments made by Wraparound agencies during this past fiscal year. The monthly enrollment numbers by County referring Department for FY 2008 - 2009 are highlighted in the following table:

<b>Wraparound Enrollment By County Referral Department FY 2008 - 2009</b>				
<b>Month</b>	<b>DCFS</b>	<b>Probation</b>	<b>DMH</b>	<b>Total</b>
July '08	39	36	6	<b>81</b>
August '08	39	34	9	<b>82</b>
September '08	33	39	6	<b>78</b>
October '08	29	18	8	<b>55</b>
November '08	24	22	3	<b>49</b>
December '08	32	42	5	<b>79</b>
January '09	34	10	11	<b>55</b>
February '09	38	0	7	<b>45</b>
March '09	41	12	13	<b>66</b>
April '09	47	4	10	<b>61</b>
May '09	28	14	9	<b>51</b>
June '09	23	13	9	<b>55</b>
<b>Total</b>	<b>407</b>	<b>244</b>	<b>96</b>	<b>747</b>

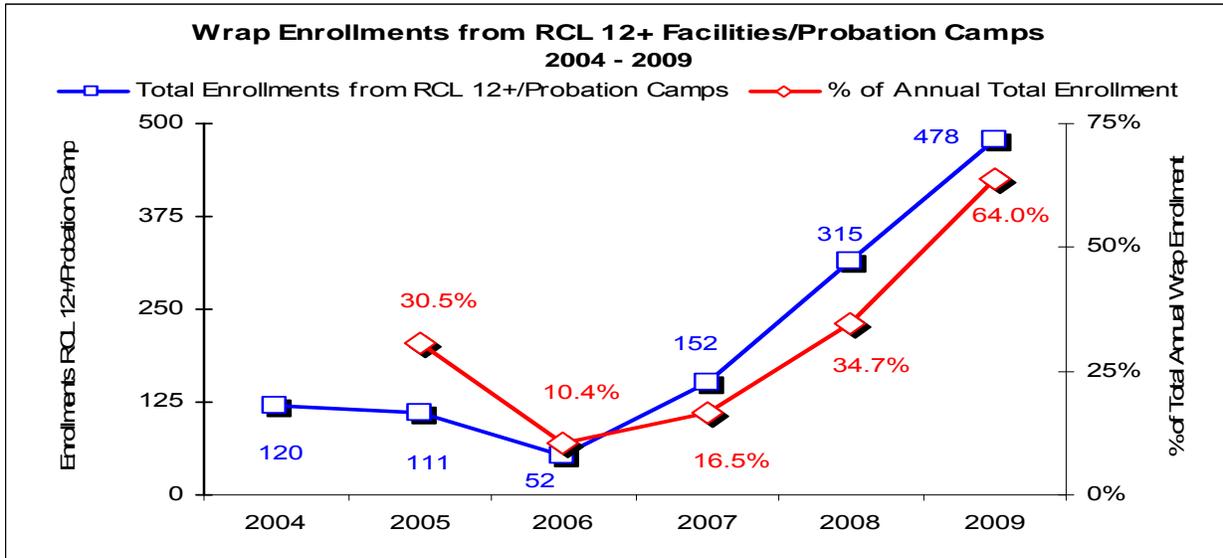
\*\*Please note: DCFS referral/enrollment data by office is highlighted in Appendix H.

## Wraparound Enrollments from RCL 12+/Probation Camps

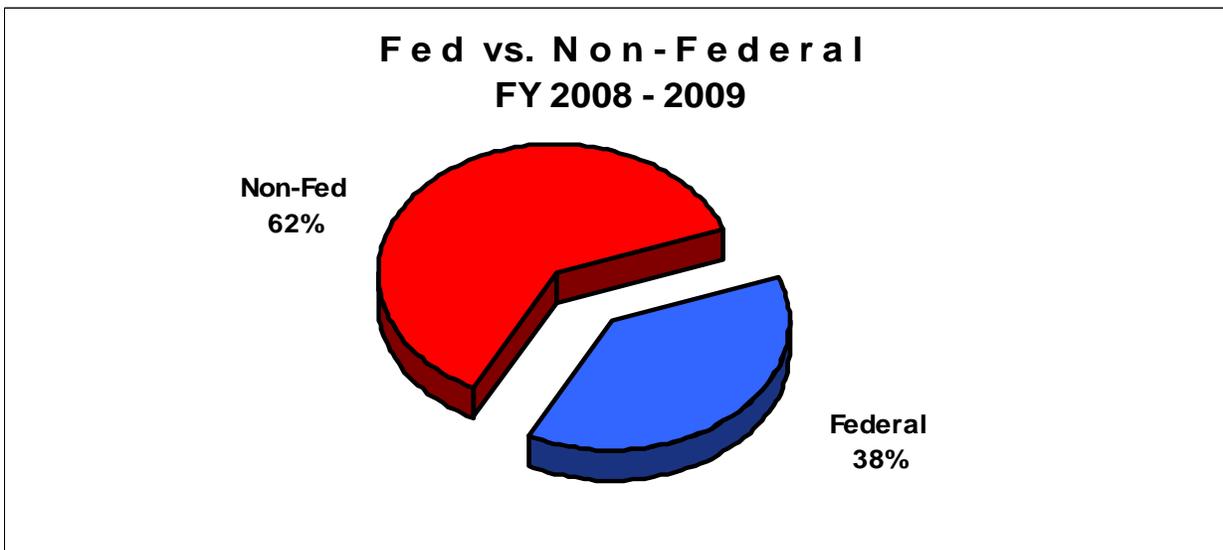
Last year, 138 enrollments in Wraparound came from DCFS children who were enrolled in RCL 12+ facilities. This represented 39.5% of all Wrap referrals from DCFS. This year, with a greater emphasis put on the TDM process in deciding on the placement of children, these numbers increased radically. In FY 2008 – 2009, three hundred three (303) enrollments in Wraparound came from DCFS children who were placed in RCL 12+ facilities. This represents a nearly 220% increase over last fiscal year. The information concerning monthly enrollments from RCL 12+ or Probation Camps is highlighted in the following table:

<b>Enrollments from RCL 12+/Probation Camps FY 2008 - 2009</b>			
<b>Month</b>	<b>DCFS</b>	<b>Probation</b>	<b>DMH</b>
July '08	36	29	3
August '08	28	15	4
September '08	29	18	3
October '08	20	6	3
November '08	18	16	3
December '08	27	27	2
January '09	35	9	6
February '09	22	0	3
March '09	28	5	4
April '09	23	4	5
May '09	18	3	1
June '09	19	3	2
<b>Total:</b>	<b>303</b>	<b>135</b>	<b>40</b>

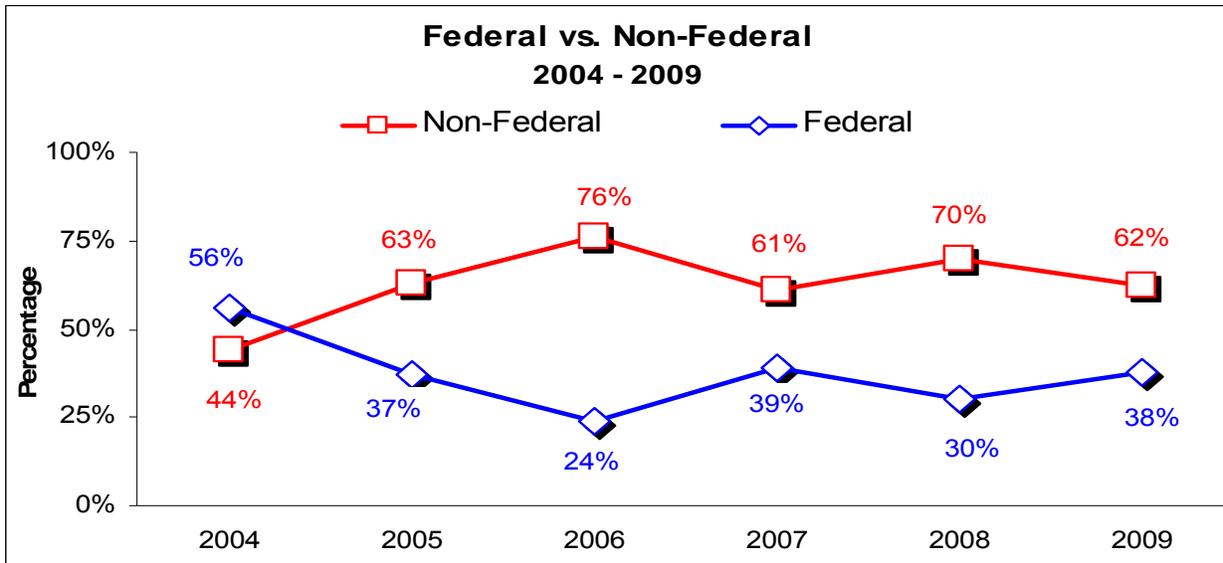
The total number of referrals from RCL 12+/Probation Camp facilities, and the percentage these numbers represent of total annual referrals from 2004 – 2009 are highlighted in the following graph:



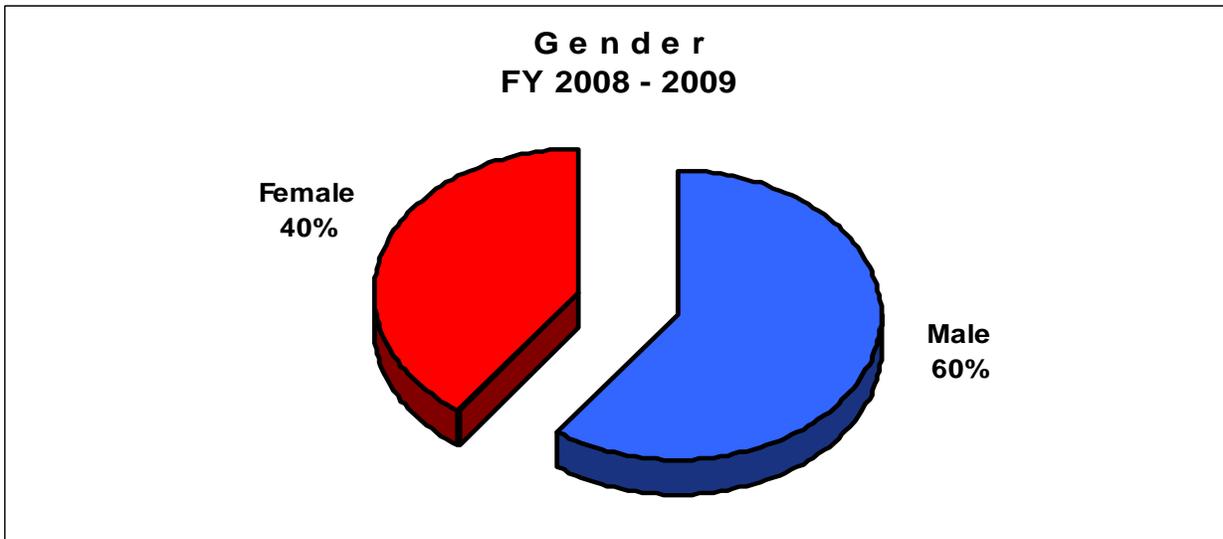
Sixty-two percent (62%) of the population was non-federally eligible and thirty-eight percent (38%) were federally eligible in FY 2008-2009.



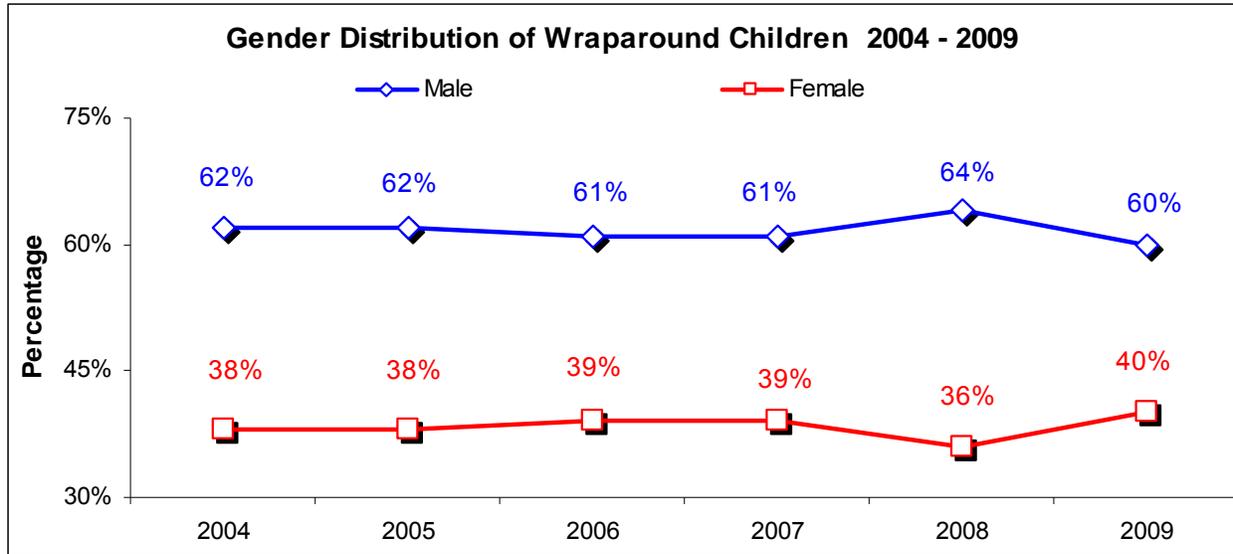
This was a marked increase in Federally-eligible children in Wrap, following last year's decrease.



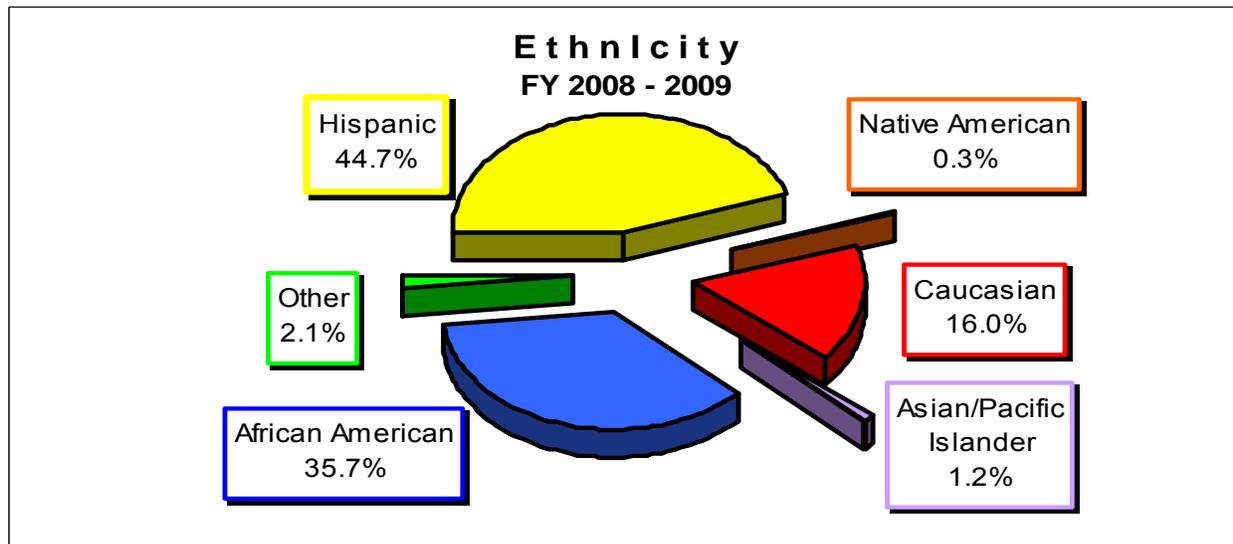
Sixty percent (60%) of the children/youth served were male and 40% female in 2008-2009.



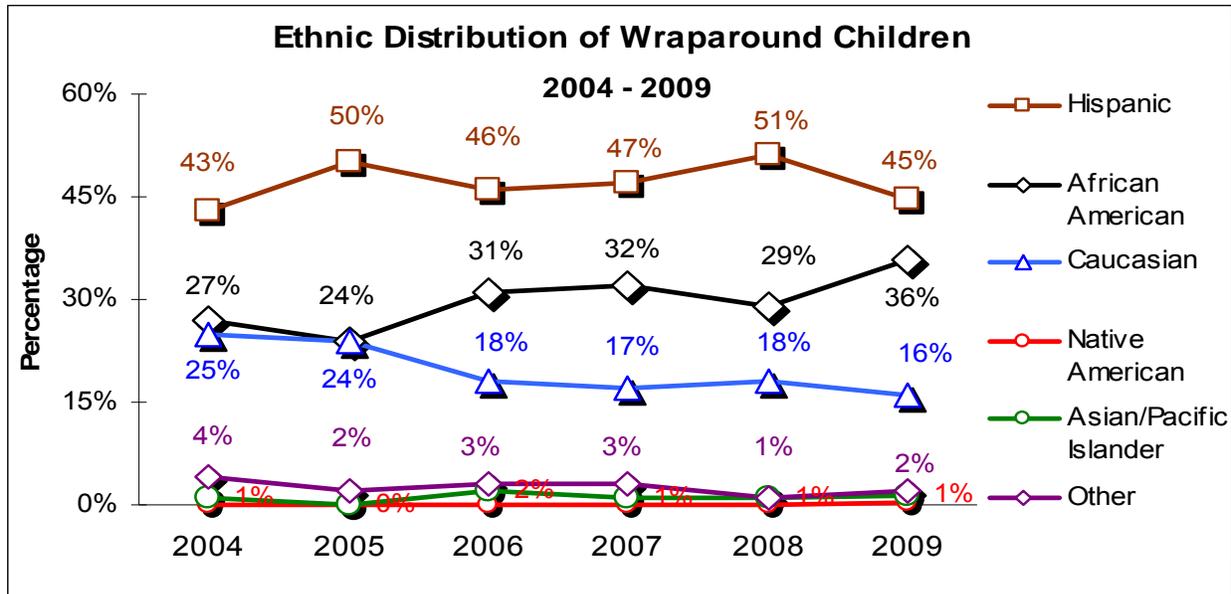
The percentage of males decreased from last year, after experiencing an increase last year. This year's gender split is more consistent with the average percentage split in previous years.



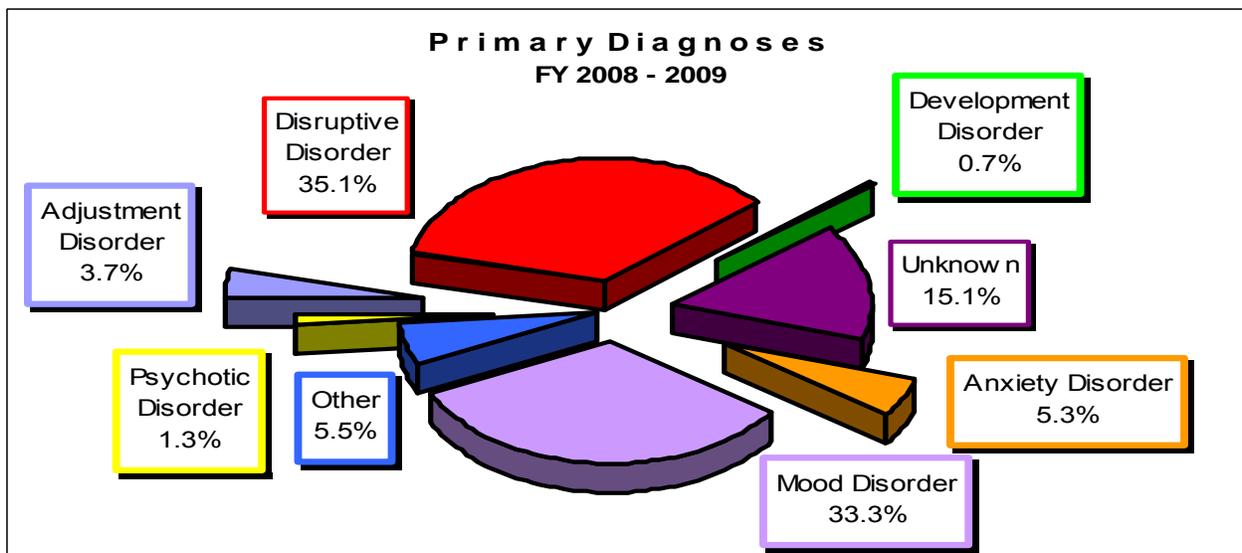
The three largest ethnic groups served were Hispanics comprising almost 45% of the population, African-Americans 36% and Caucasians at 16%. A separate category for Native Americans was instituted this year, and this number came out to less than 1% of the total.



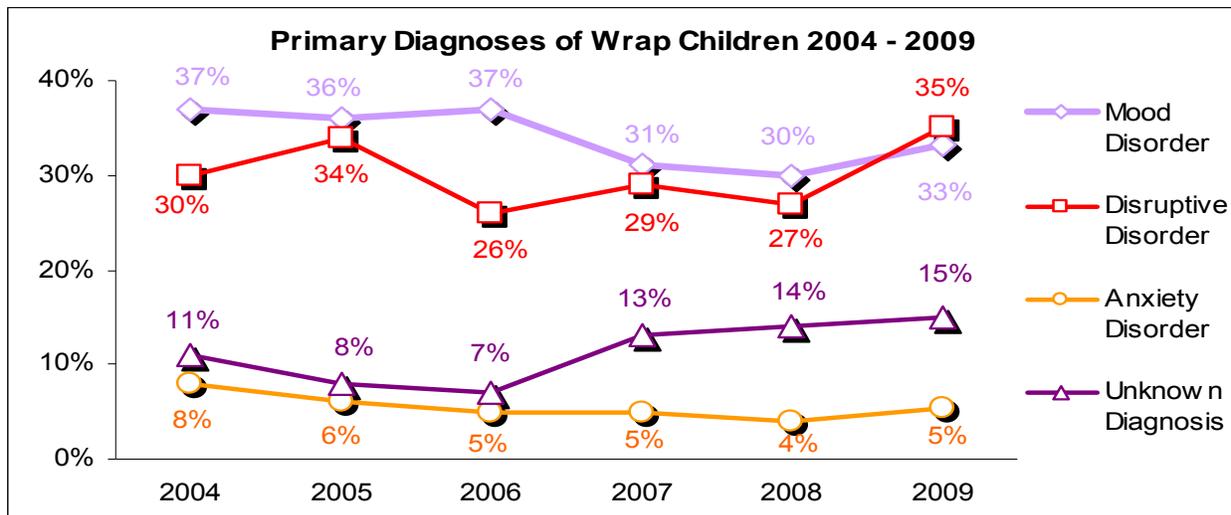
This year saw a decrease in the total number of Hispanic children in Wrap, and a corresponding increase in the total number of African American children. All other ethnic categories have stayed pretty consistent since FY 2005 - 2006 as their total of the entire Wraparound population.



The four largest diagnostic categories for children referred to Wraparound were Disruptive Disorder at 35.1%, Mood Disorder at 33.3% and Anxiety Disorder at 5.3%. Fifteen percent (15.1%) of the children in Wraparound had an unknown mental health diagnosis.



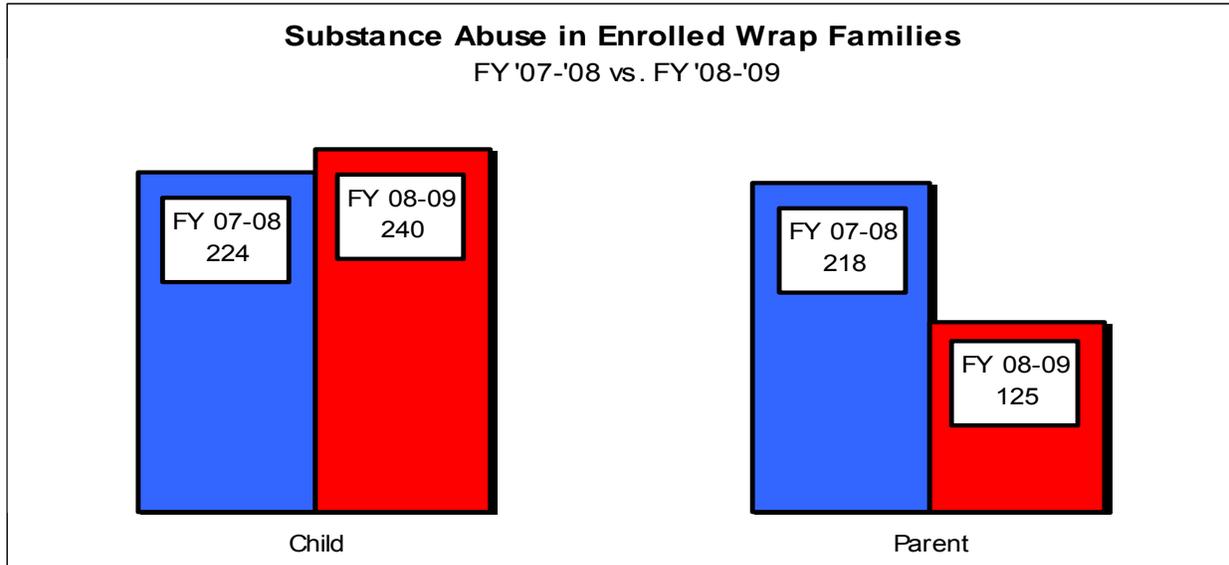
The history of the four largest diagnostic categories for children referred to Wraparound between 2004 and 2009 are highlighted in the following graph:



Of the 747 new enrollments for FY 2008 - 2009, 240 youth were reported to have a substance abuse concern. And 125 of the 747 new enrollments had one or more parent with an identified substance abuse concern. This information is highlighted in the following table:

<b>Substance Abuse in Enrolled Wraparound Families FY 2008 - 2009</b>						
	<b>July '08</b>	<b>August '08</b>	<b>September '08</b>	<b>October '08</b>	<b>November '08</b>	<b>December '08</b>
Parent	12	11	18	12	4	5
Child	23	22	26	24	26	37
	<b>January '09</b>	<b>February '09</b>	<b>March '09</b>	<b>April '09</b>	<b>May '09</b>	<b>June '09</b>
Parent	12	7	11	12	8	13
Child	15	8	20	13	16	10
	<b>Total</b>		<b>Parent</b>	<b>Child</b>		
			<b>125</b>	<b>240</b>		

When compared to the information from last year, the number of children with substance abuse issues increased (up 7.1%), while the number of parents with substance abuse issues decreased significantly (down 42.7%). This information is highlighted in the following graph:

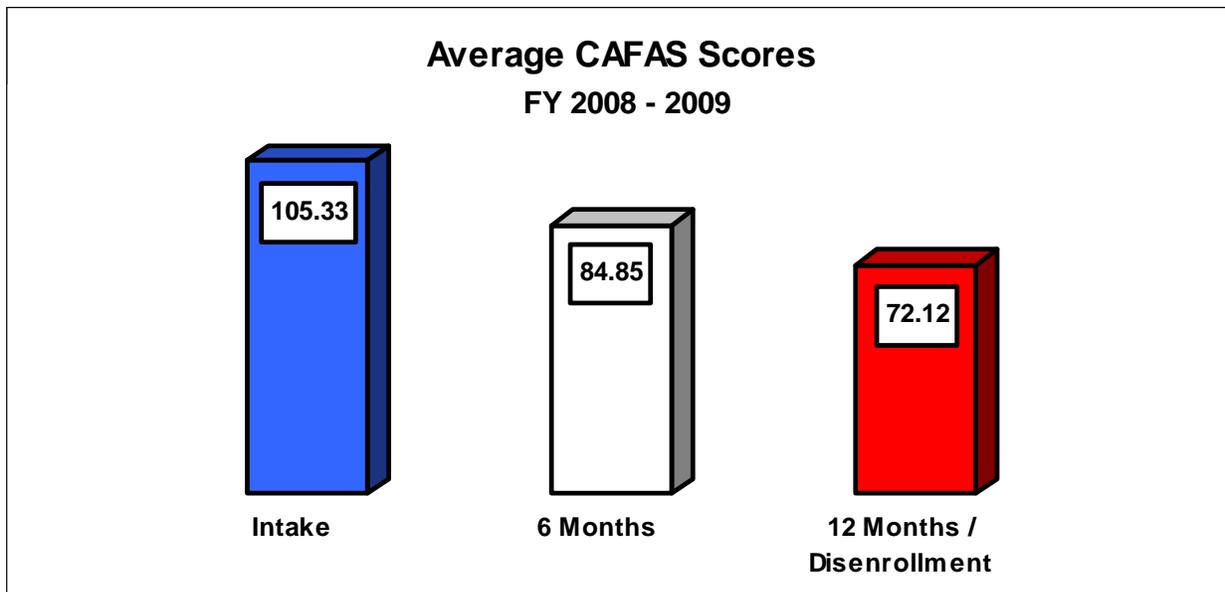


## CAFAS

The Child and Adolescent Functional Assessment Scale (CAFAS), an assessment of a youth's degree of impairment in functioning due to emotional, behavioral, or psychiatric problems, is useful for assessing functioning over time and for directing case management activities.

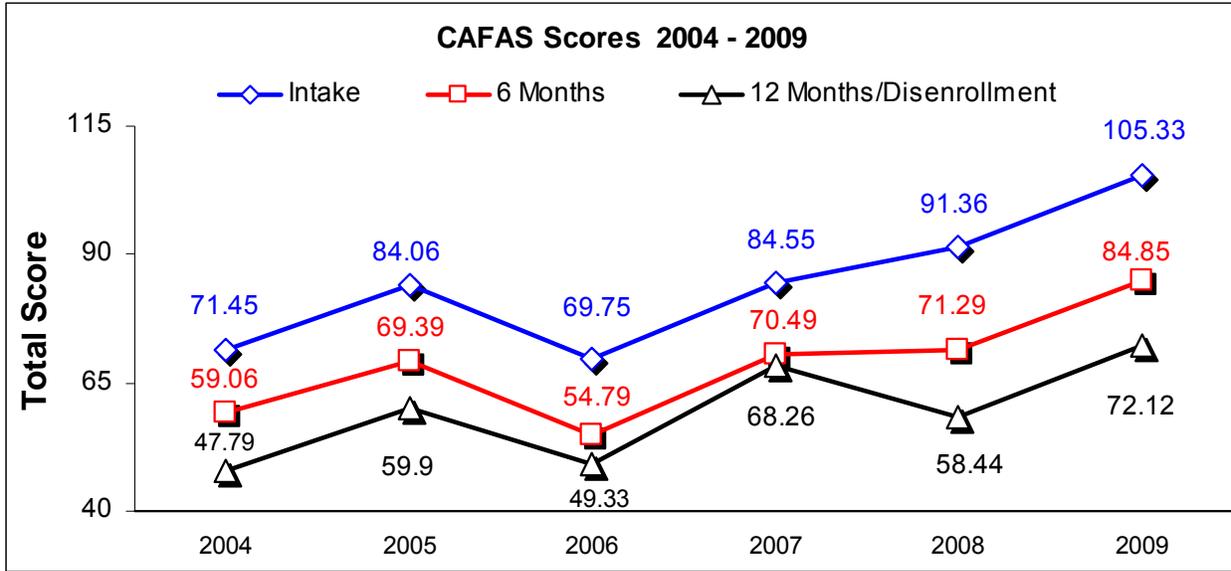
This tool is administered for each child in Wraparound in LA County at intake, every six months thereafter and again at the time of discharge. Each Wraparound agency provided us with their total average CAFAS scores for FY 2008-2009. The total average scores indicate significant improvement in the CAFAS scores from the time of intake, to the six-month follow-up, and the scores at the time of discharge/graduation. The total average CAFAS score at intake was 105.33 (this was the highest intake score on record for LA County), 84.85 at six-month follow-up intervals and 72.12 at discharge. Although not statistically significant, the difference of 33.21 points from initial enrollment to discharge represents the largest average reduction in CAFAS scores from intake to discharge since records began being kept in 2004.

The average CAFAS scores as reported by each of the 34 LWA's are outlined in the graph:

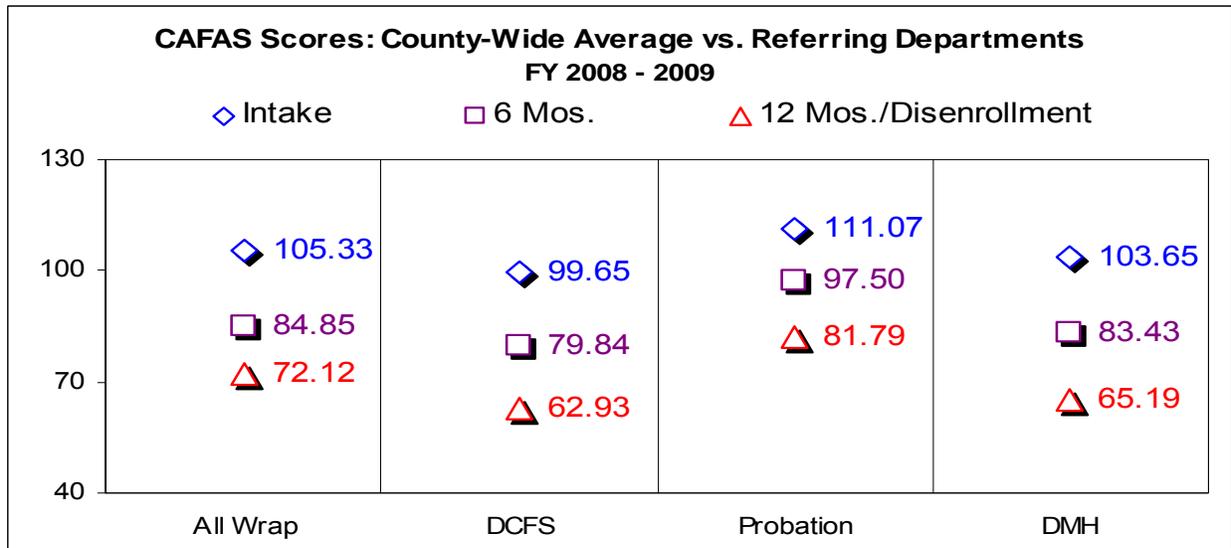


While the average intake score is the highest since records began being kept for Wraparound in LA County, so, too, are the 6 month and 12 month/disenrollment scores. One reason for these high scores could be that it's a natural consequence of having much greater enrollments among the higher-needs children from RCL 12+/Probation Camps. Also, it was found during the last fiscal year that some of the LWAs were using an older version of the CAFAS document that only measured five scales, and not the newer version that measures eight scales. Steps were then taken to make sure all Wrap community partners were using the more comprehensive eight scale document. While the shift to the to the more comprehensive measurement instrument could be one reason for the increase in CAFAS scores at discharge, it should also be noted that the disenrollment scores could have been affected by a large number (over 100) of Probation-referred children who were discharged prior to graduation due to budgetary constraints during FY 2008-2009.

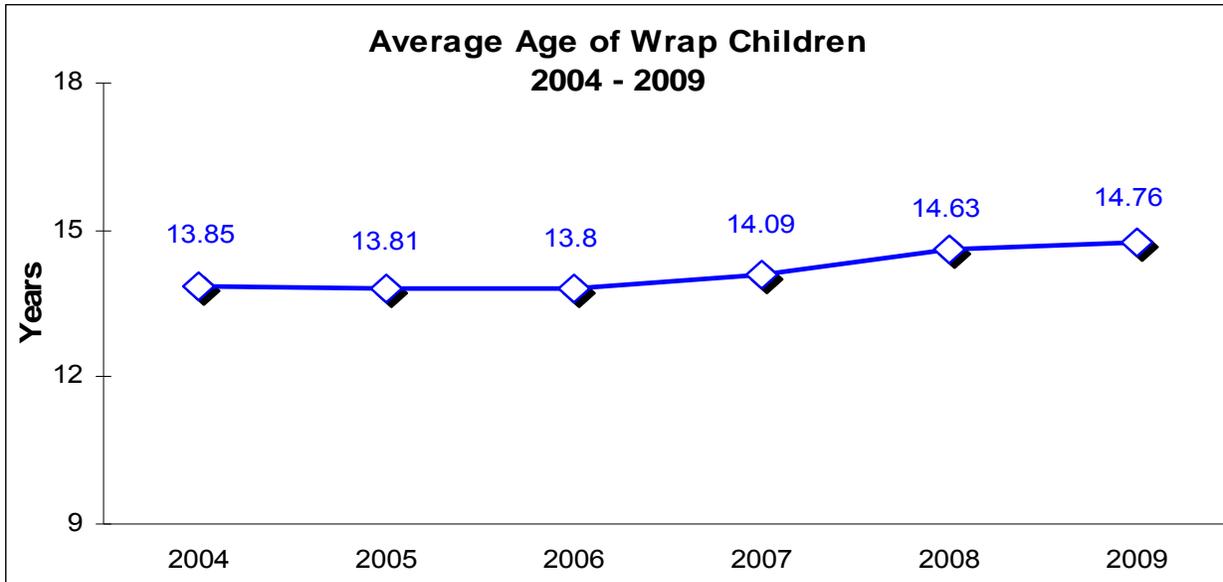
The history of CAFAS scores from 2004-2009 are highlighted in the following graph:



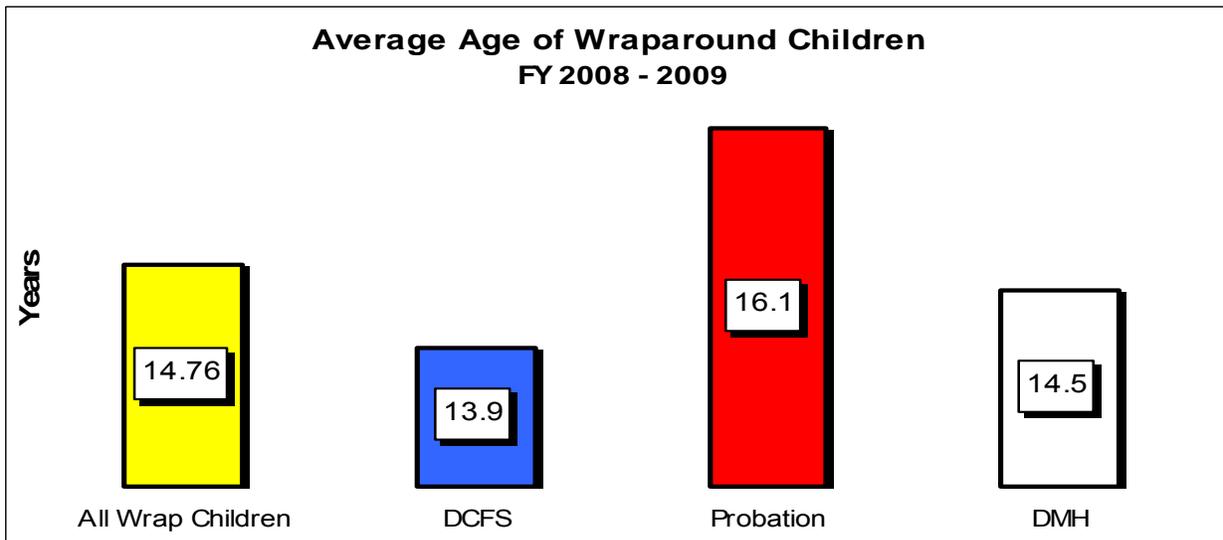
This year, for the first time, we asked our community partners in Wraparound to break down average CAFAS scores according to the County Referring Department from which the youth originated. This graph compares the CAFAS scores of the three referral departments with the county-wide average score at each of the three time points:



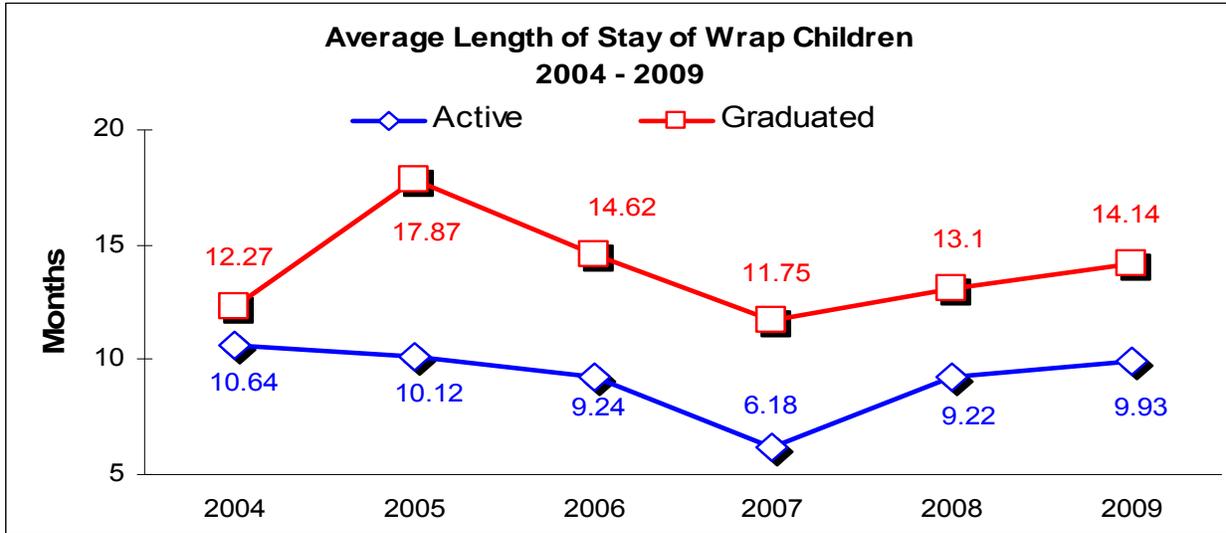
The average age of children in Wraparound for the fiscal year was 14.76 years old. There continues to be a general increase in the average age of Wraparound children from 2004-2009.



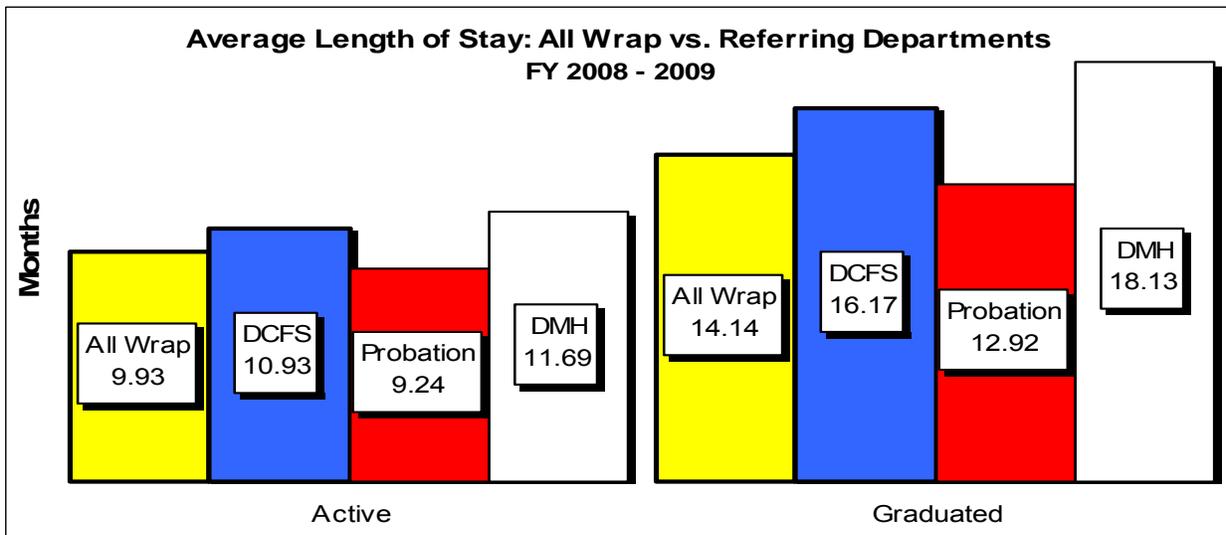
The average age of children in Wraparound from each of the County Referral Departments are highlighted in the following graph:



The average length of stay for active Wraparound participants was 9.93 months, while the average length of stay for graduated Wraparound participants was 14.14 months for FY 2008-2009. Both lengths of stay were greater than last year, but still lower than the all-time high for both categories.



The average length of stay for Wraparound Children from each of the County Referral Departments is highlighted in the following graph:



## Outcome Measures

The current Wraparound contracts include specific outcome/performance measures that derive from the Department's three primary goals of permanency, safety and well-being.

The thirty-four contracted Wraparound agencies were asked to present performance data based on specific desired outcomes in each of these three goal areas. The specific goals and benchmarks were established by the Wraparound Management Team in order to remain consistent with Wraparound values as defined by the National Wraparound Initiative. The benchmarks and results, as presented by the County's Wraparound providers are as follows:

### Permanency Goal and Outcome

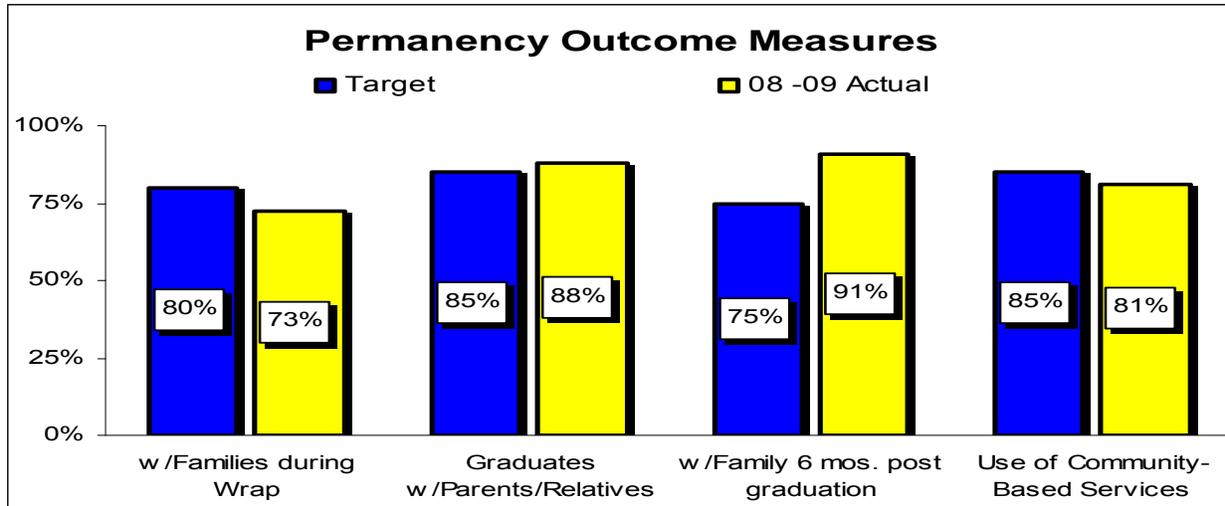
- ***Children in Wraparound shall achieve permanency through the Wraparound process/approach.***

Permanency is defined as a safe and stable nurturing relationship achieved through maintaining the child in the home, reunification with parents, relative guardianship or other legal guardianship/relationship. This goal speaks to the importance of the continuity of family relationships and connections with community-based services being preserved for all children.

Wraparound assesses permanency using the following four Outcome Indicators:

- 1) 80% of children will remain with their families while receiving Wraparound;
- 2) 85% of children who have graduated from Wraparound are placed with their parents/legal guardians/other relatives at the time of their graduation;
- 3) 75% of children remain with their families 6 months after graduation from Wraparound;
- 4) 85% of families who graduated from Wraparound will still be utilizing community-based services 6 months after graduation.

These targets and the actual results as reported by the LWA's are highlighted in the following graph:



Two out of the four outcome indicators of permanency exceeded the performance targets. Although the goal for children remaining with their families while receiving Wraparound was 80%, the combined percentage of all LA County contracted Wraparound providers was 73%, and while the goal for families utilizing community-based services post-graduation was 85%, the combined percentage of all LA County contracted Wraparound providers was 81% .

The outcome indicators concerning permanency at graduation and six months post-graduation exceeded their counterpart targets. For example, a higher than targeted percentage of graduates are placed in home settings with their parents, legal guardians, or other relatives. Similarly, six months after graduation from Wraparound, more than 90% of the children remain with their families and continue to utilize community-based services. These results point to an overall continuity of connections with family relationships and community-based services once children graduate from Wraparound.

### Safety Goal and Outcome

- ***Children in Wraparound shall remain safe and free of abuse and neglect***

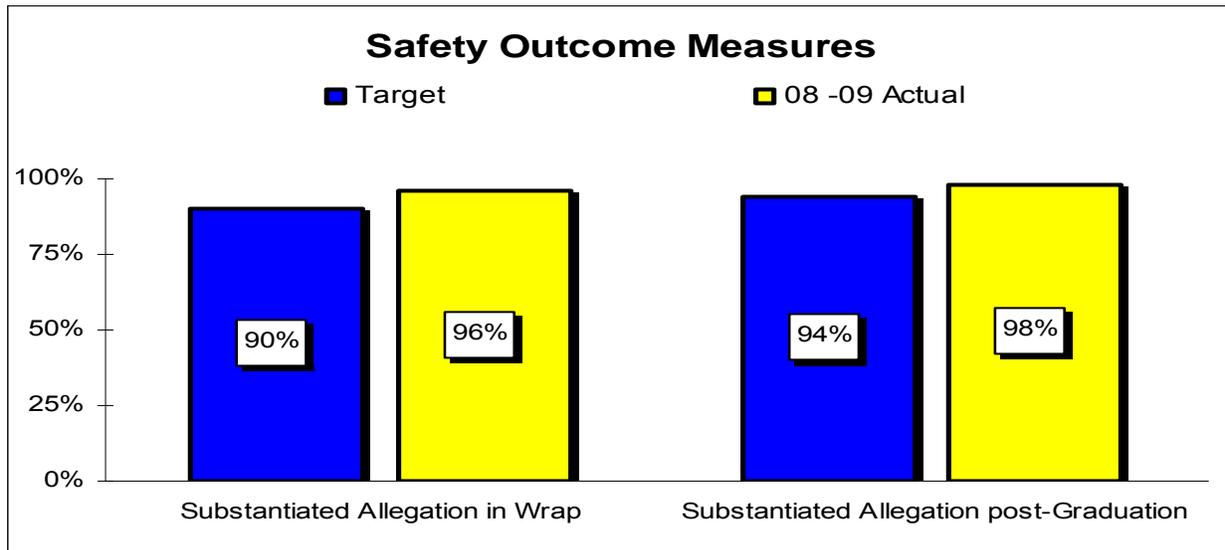
Safety for children is defined as freedom from abuse (non-accidental injury) and neglect (caretaker’s unwillingness or inability to meet the child’s needs). This goal speaks to the importance of making sure that children are, first and foremost, protected from abuse and/or neglect, and that they are safely maintained in their homes whenever possible and appropriate.

Wraparound assesses Safety using the following two Outcome Indicators:

- 1) 90% of children who are receiving Wraparound do not have another substantiated allegation of abuse/neglect while receiving Wraparound;

- 2) 94% of children who are receiving Wraparound do not have another substantiated allegation within one (1) year after graduating from Wraparound.

These targets and the actual results as reported by the LWA's are highlighted in the following graph:



Both safety performance measures exceeded their targets in this past fiscal year. These results point to Wraparound's overall success providing families with effective coping skills which lead to a decrease in the number of substantiated allegations of child abuse and/or neglect.

#### Well-Being Goal and Outcome

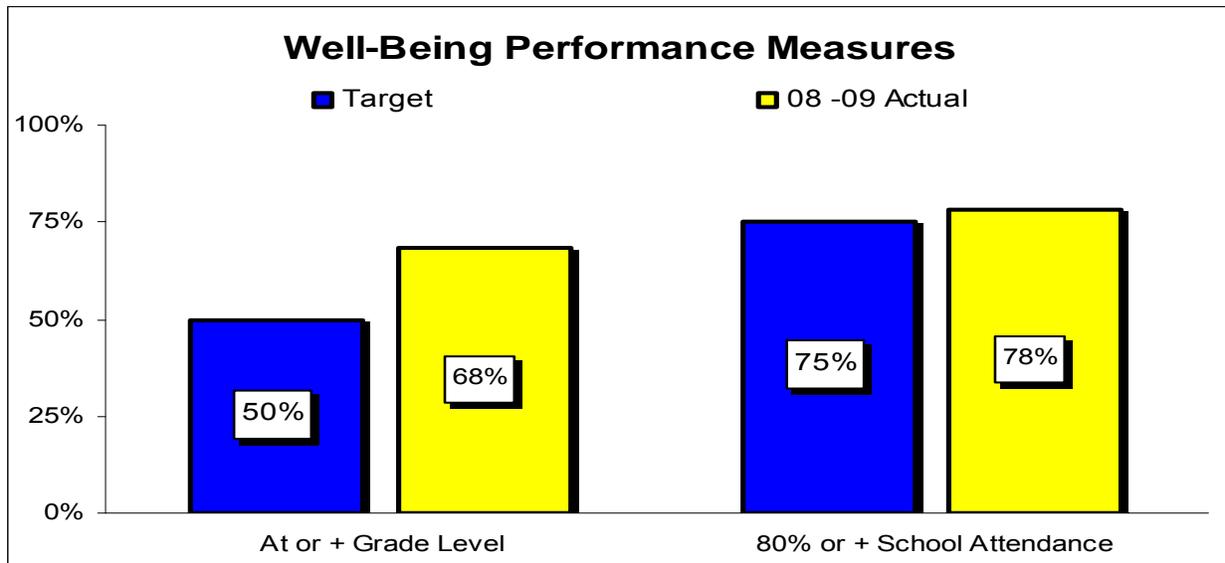
- ***Children in Wraparound will improve their level of functioning and overall well being through participation in the Wraparound process/approach.***

This priority in Wraparound refers to the overall well-being of foster children and youth including, but not limited to, appropriate health care, education opportunities, opportunities for psychological and social growth, as well as making sure that families have an enhanced capacity to provide for their children's needs in these areas.

Wraparound assesses Safety using the following two Outcome Indicators:

- 1) 50% of children function at grade level or improved grade-level functioning from previous year;
- 2) 75% of children maintain at least 80% school attendance rate or improved attendance rate from the previous year;

These targets and the actual results as reported by the LWA's are highlighted in the following graph:

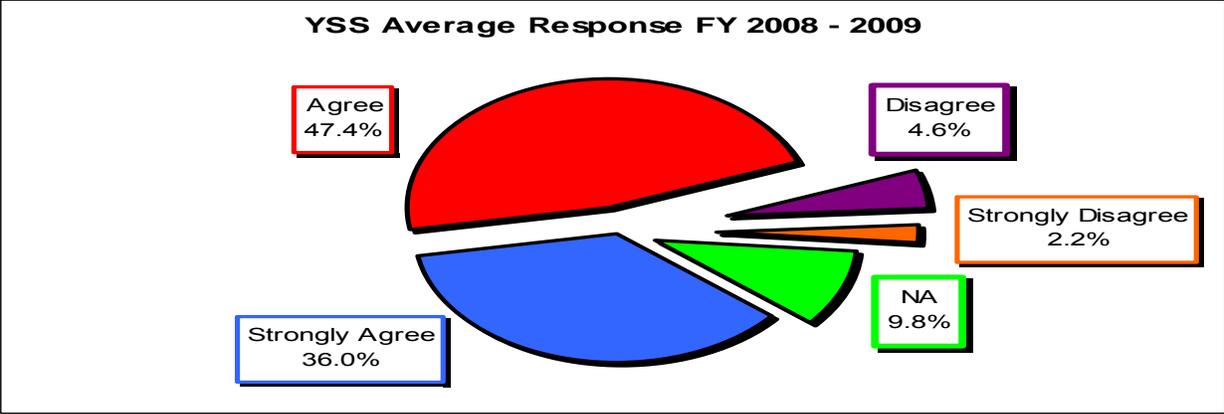


Both of the well-being performance measures exceeded their corresponding target levels in this past fiscal year. These results point to Wraparound's overall success providing families with the tools to increase the opportunities for the greater overall well-being of children in Wraparound.

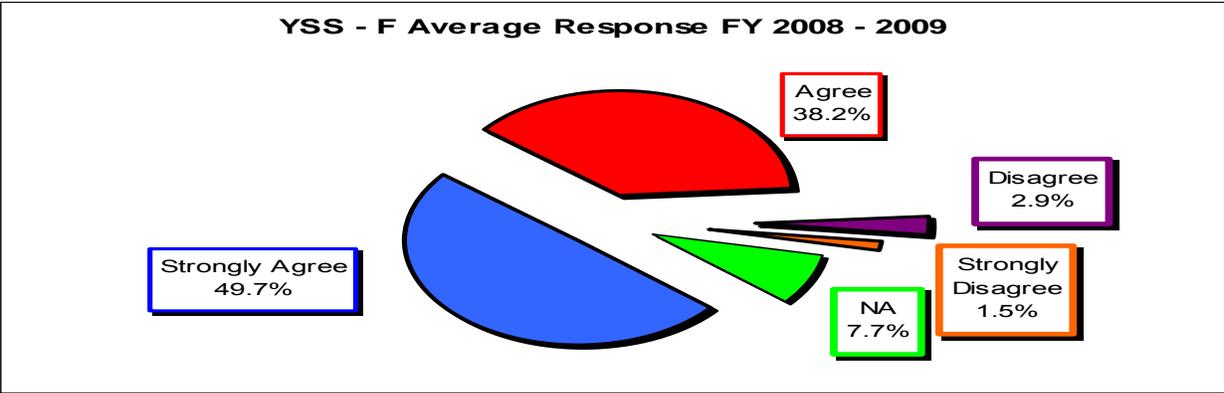
### Youth Services Survey

The Youth Services Survey (YSS) and the Youth Services Survey for Families (YSS-F) are used to assess consumer satisfaction (Appendix A and B). There are 21 items on both the YSS and YSS-F. The respondent is asked to answer each question on a five-point Likert scale from "strongly agree" to "strongly disagree" or "NA" or "unknown." The survey questions are categorized into five sections which include, "Access," "Participation in Treatment," "Cultural Sensitivity," "Appropriateness" and "Treatment Outcome."

Based on the Year-End reports from the providers, youth and family members reported favorable responses in both the YSS and YSS-F. Over eighty-three percent (83%) of the respondents on the YSS and nearly 88% of the respondents on the YSS-F either "strongly agreed" or "agreed" that they received appropriate services. There were 20,460 total responses on the YSS and 20,605 total responses on the YSS-F for fiscal year 2008-2009. It should be noted that some respondents did not answer all of the questions on the YSS and YSS-F. The total number of responses to each question can be found in Appendix A and B.

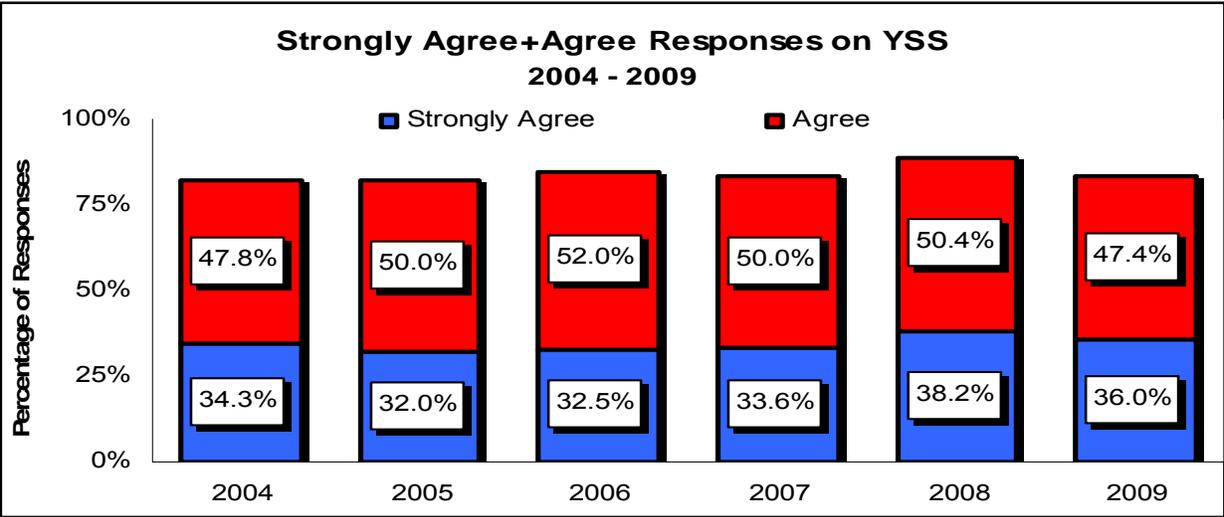


Over 83% of respondents on the YSS stated that they "Strongly Agreed" or "Agreed" that they received appropriate services.

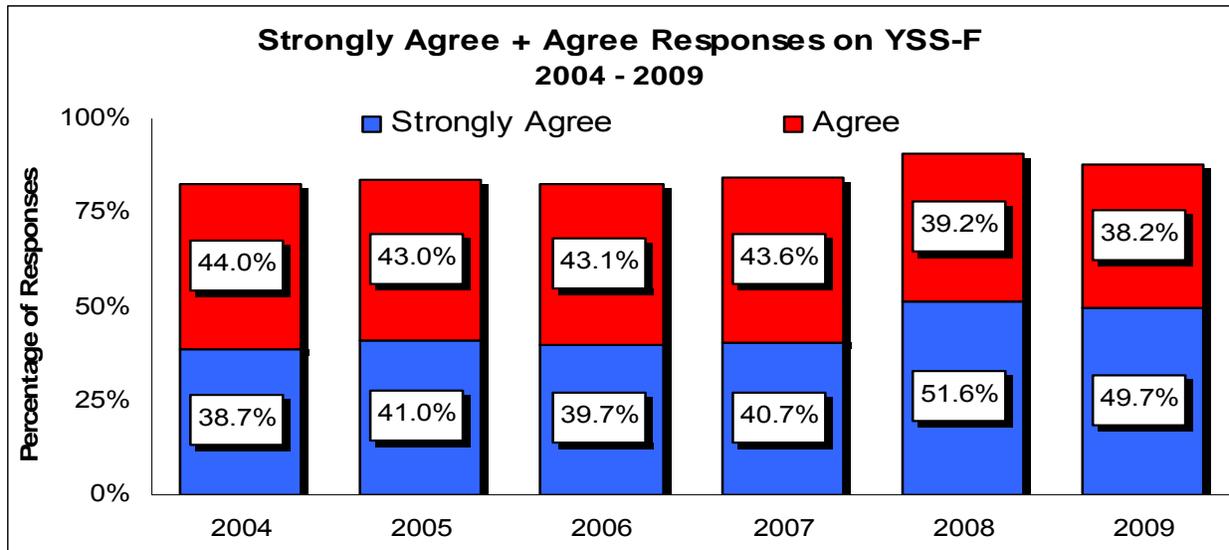


Almost 88% of respondents on the YSS-F stated that they "Strongly Agreed" or "Agreed" that they received appropriate services.

The history of Strongly Agree + Agree responses on the YSS from 2004 – 2009 are highlighted on the following graph:



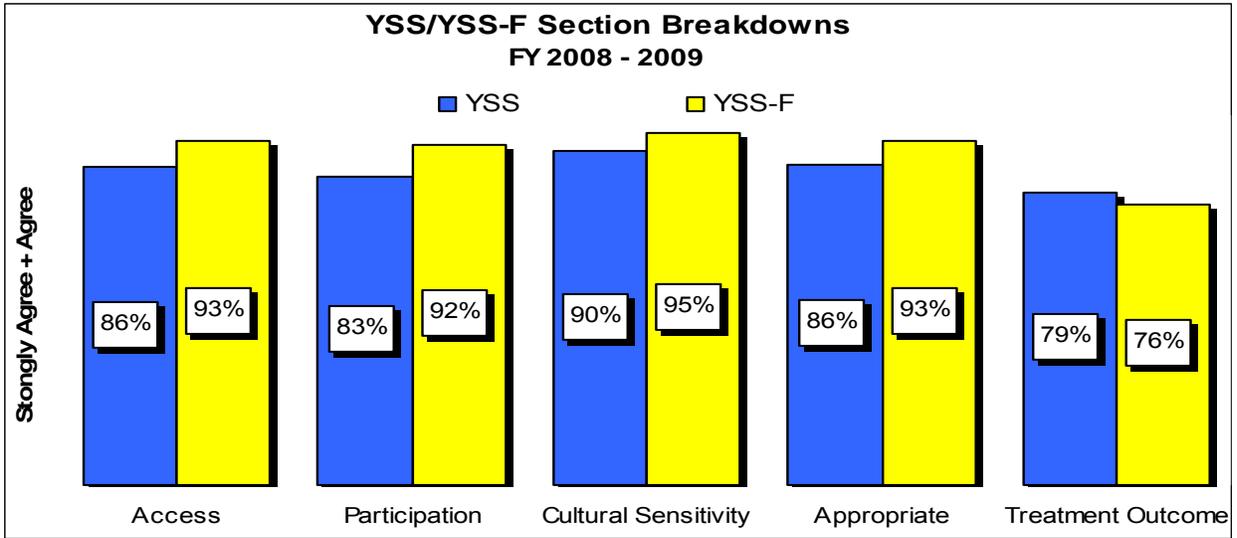
The history of Strongly Agree + Agree responses on the YSS-F from 2004 – 2009 are highlighted on the following graph:



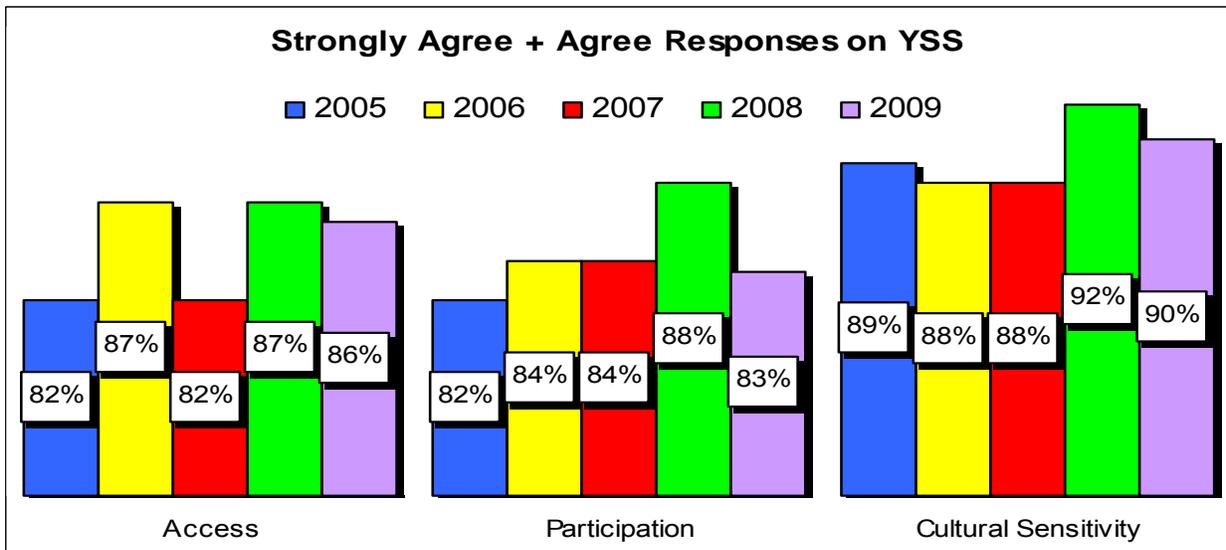
Responses to the YSS and YSS-F were further broken down into each of the five sub-categories. On the YSS, 86% “strongly agreed” or “agreed” that they received appropriate “access,” 83% “strongly agreed” or “agreed” that they “participated in treatment,” 90% “strongly agreed” or “agreed” that they received “culturally sensitive services,” 86% “strongly agreed” or “agreed” that the services were “appropriate”, and 79% “strongly agreed” or “agreed” with the “treatment outcome.”

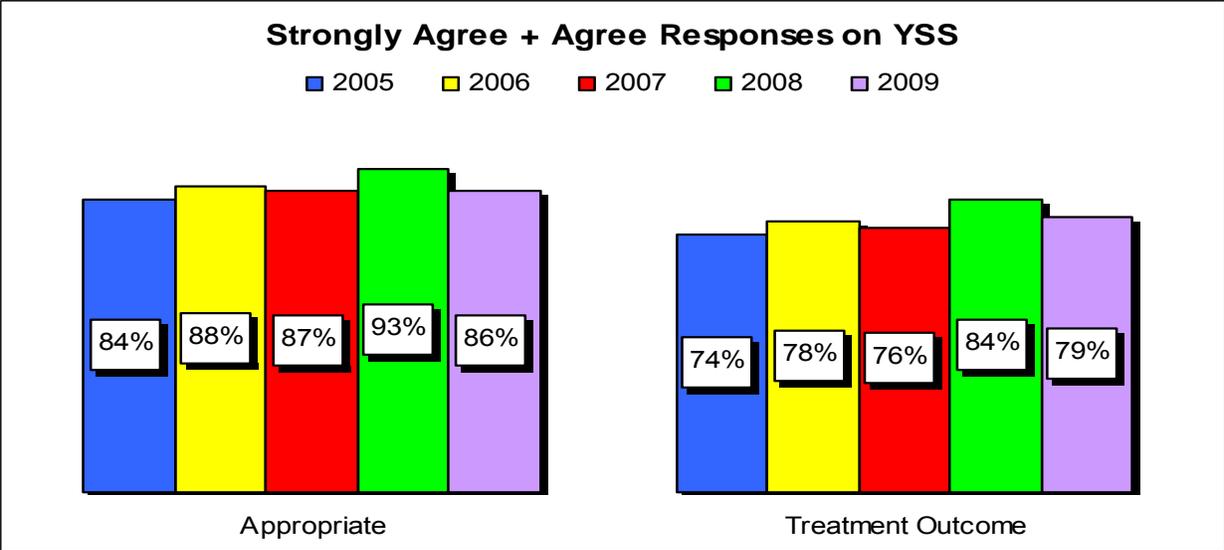
On the YSS-F, 93% “strongly agreed” or “agreed” that they received appropriate “access,” 92% “strongly agreed” or “agreed” that they “participated in treatment,” 95% “strongly agreed” or “agreed” that they received “culturally sensitive services,” 93% “strongly agreed” or “agreed” that the services were “appropriate” and 76% “strongly agreed” or “agreed” with the “treatment outcome.”

Based on the YSS and YSS-F, families and clients clearly had a significant level of agreement regarding satisfaction. There were favorable responses on all five sections of the surveys. This information is highlighted on the following graph:

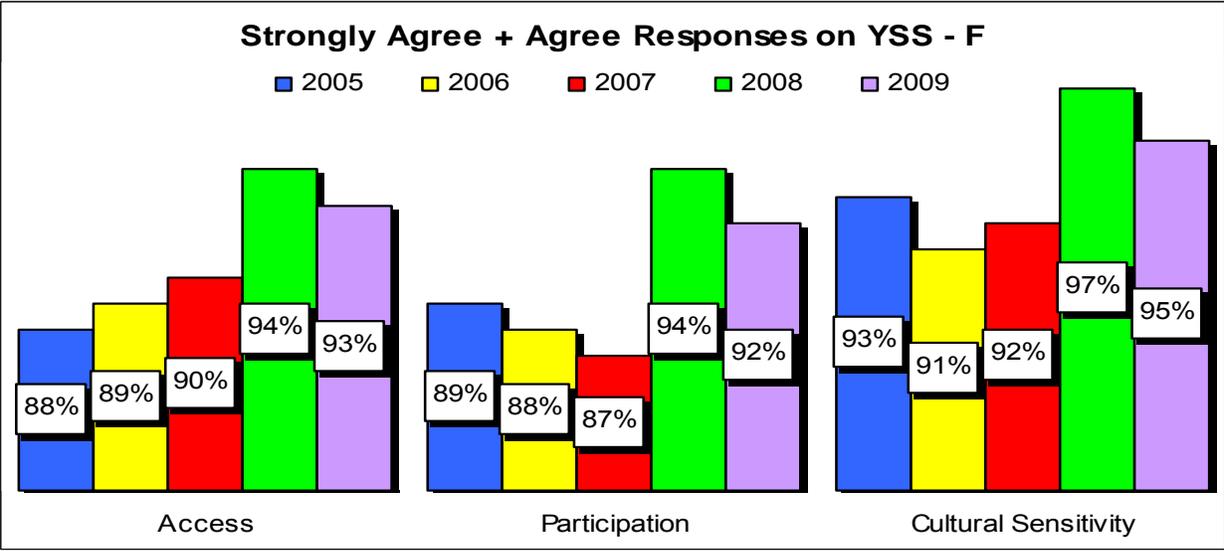


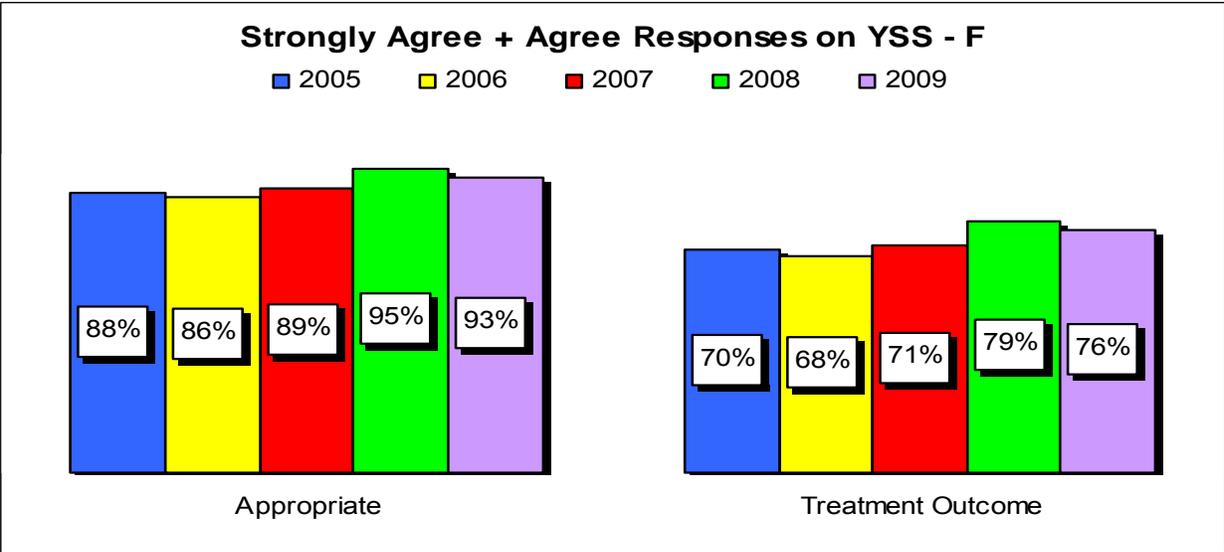
The movement in the individual YSS Sections from 2005 – 2009 are highlighted in the following two graphs:





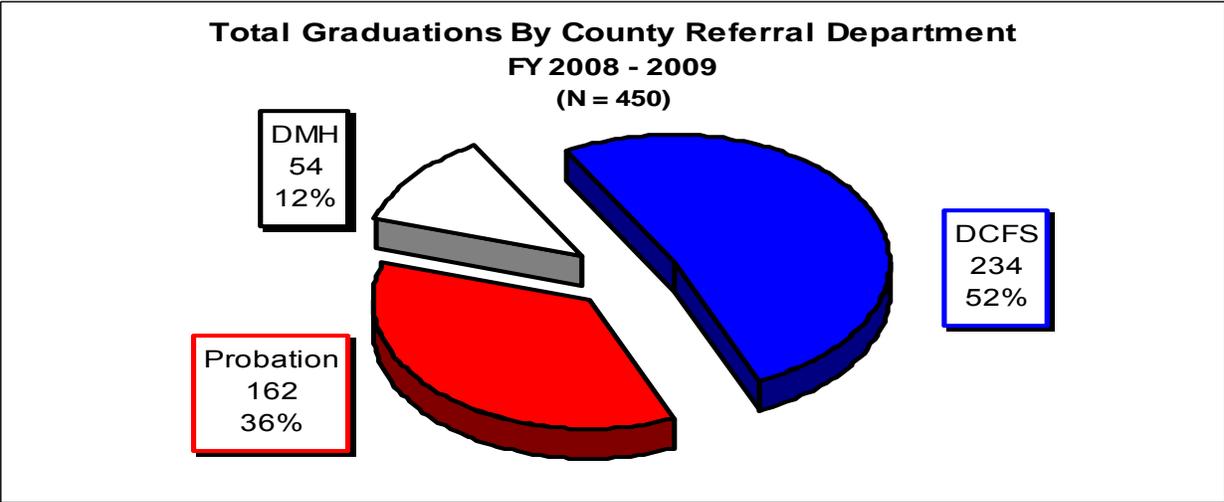
The movement in the individual YSS-F Sections from 2005 – 2009 are highlighted in the following two graphs:





**Placement Information for Graduated Clients**

According to the Year-End reports, there were 1,043 youth for whom Wraparound ended (either by graduation or discharge) during FY 2008-2009. Of those, 450 (43%) graduated from Los Angeles County Wraparound agencies. A breakdown of Graduations related to the County Referral Department from which each graduate originated is highlighted in the following graph:



At the time of their enrollment in Wrap, 72% were either at home or with a relative, while 10% were in either a group home, RCL 12 and above or Juvenile Detention placement. At the time of graduation, 84% were at home or placed with a relative.

## Analysis of Discharge Types

Last year there were 593 non-graduation discharges from the thirty-four Wraparound agencies. This is 57% of the total 1,043 youths for whom Wraparound ended. A non-graduation discharge can occur for two reasons, either 1) the family refuses to engage in or sees no benefits in continuing services, or 2) a child is prematurely discharged from Wraparound due to loss of DCFS, Probation, or AB 3632 status.

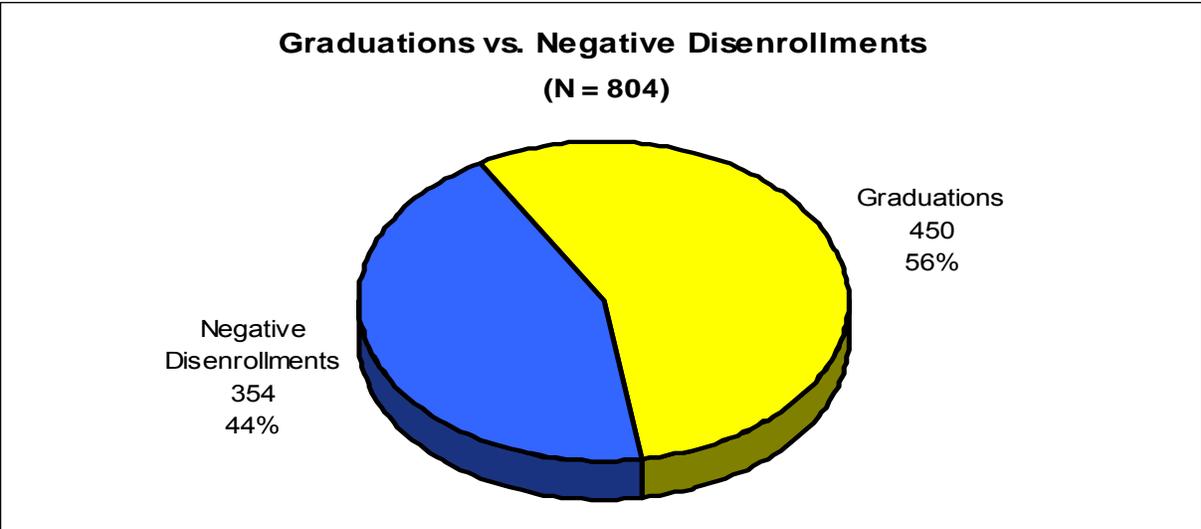
Although the first reason could be perceived as a lack of success of the Wraparound engagement process for that family at that particular time, the second could similarly be viewed as an unfortunate case in which Wraparound was not given an adequate chance to succeed. In order to get a better idea of the success rate of Wraparound, it is important to subtract out those cases in which a child is prematurely discharged from Wraparound due to loss of DCFS, Probation, or AB 3632 status from the overall universe of Wraparound discharges in the past fiscal year.

To this end, the 34 LWAs who reported discharging clients this last fiscal year were asked to further break down their reported disenrollment numbers into the following categories:

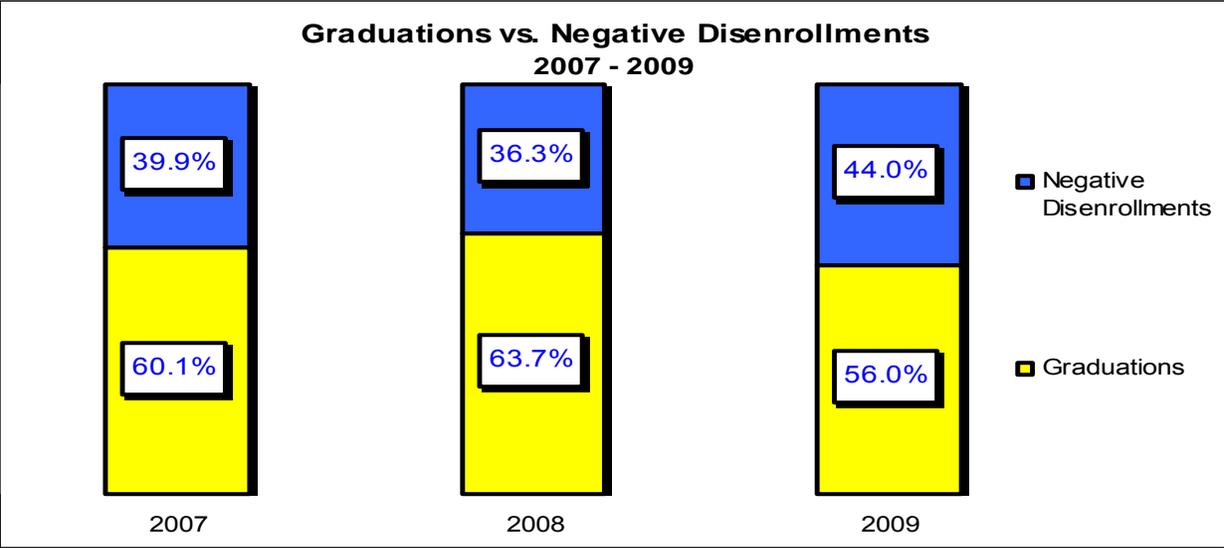
- 1) Undesired/Negative Disenrollments – Unsuccessful outcome of which the client and family did not complete the entirety of the program (usually due to the family's choice).
- 2) Neutral Disenrollments – Disenrollments which have no significant outcome attached. These Disenrollments are due to various factors such as early termination of court jurisdiction or transfer because of a move to another area.

When this information is worked into the equation, it makes for a significant change in the percentages of Graduations vs. Disenrollments. Of the 593 non-graduation discharges last fiscal year, 354 or 34% were determined to be “*Undesired/Negative Disenrollments*” and 239 or 23% were determined to be “*Neutral Disenrollments*.”

When the 239 neutral disenrollments are subtracted from the total of 1,043 case closures last year and the total of 593 non-graduation discharges, the new universe of case closures is lowered to a total of 804 and the total of non-graduation discharges is lowered to 354. When using this more refined number, the total percentage of graduations increases from 43% to 56% (450/804), while the total percentage of non-graduation discharges decreases from 57% to 44% (354/804). These numbers are highlighted in the following graph:



The history of Graduations vs. Negative Disenrollments in Wraparound over the last three years is highlighted on the following graph:



## Discharge & Suspensions by County Referring Department

For this Year-End report, DCFS asked each of the Lead Wraparound Agencies to break out their graduations and suspensions according to which of the County Referring Departments originally referred the child to Wraparound.

The results of the discharge types by referral department are highlighted in the following table and examined in detail for each referral agency in Appendix H – J at the end of this report:

<b>Discharge Types</b>	<b>DCFS</b>	<b>Probation</b>	<b>DMH</b>
Graduation (N = 450 )	52%	36%	12%
RCL 12+ (N = 78 )	44%	45%	12%
Juvenile Justice Involvement (N = 128)	14%	86%	0%
AWOL (N = 48)	33%	67%	0%
Refusal of Wrap (N = 100 )	44%	41%	15%
Other TX Program (N = 21)	43%	48%	10%
Early Termed Jurisdiction (N = 51)	35%	65%	0%
Transfer/Move (N = 51)	59%	33%	8%
Other (N = 116)	8%	91%*	1%

\* One hundred-six (106) Probation children (19.4% of all Probation discharges) were discharged from Wraparound in FY 2008-2009 before completion of all case plan goals due to budgetary considerations.

The results of the suspension types by referral department are highlighted in the following table and examined in detail for each referral agency in Appendix H – J at the end of this report:

<b>Suspension Types</b>	<b>DCFS</b>	<b>Probation</b>	<b>DMH</b>
RCL 12+ (N = 125)	65%	19%	16%
Juvenile Justice Involvement (N = 83)	23%	76%	1%
AWOL (N = 67)	61%	39%	0%
Refusal of Wrap (N = 14)	57%	14%	29%
Other TX Program (N = 8)	75%	13%	13%
Other Reason (N = 13)	69%	15%	15%

## **Fiscal Measures**

### **Funding**

In 2006, Los Angeles County DCFS changed the payment case rate for Wraparound from the RCL 13 rate (\$5,994) for non-Federally eligible children and the RCL 13 half rate (\$2,997) for Federally-eligible children to one standard rate for all children. The Wraparound Case Rate of \$4,184 per child per month was calculated based on actual expenditure reports provided by the Phase I and II Wraparound providers. The case rate remained in effect throughout FY 08-09.

### **Multi-Agency County Pool (MCP)**

The Multi-Agency County Pool (MCP), which is managed by DCFS, was established to:

1. To fund Wraparound payments of federally eligible children by covering the difference between the RCL 13 half rate and the case rate, and
2. Provide support for specifically identified needs, which far exceed the current case rate funding for (a) graduated Wraparound youth who are no longer involved with DCFS, DMH and/or Probation and, (b) current high-needs Wraparound youth.

In FY 2008-2009, there were three (3) separate requests for three different children approved by the MCP Board. The total expenditures approved were \$42,577.91. As of June 30, 2009 the cumulative current balance of the MCP fund was \$9,696,777.55.

### **Levels of EPSDT Reimbursement**

Each Wraparound agency has a contract with DMH to provide EPSDT services. In FY 2008-2009, thirty-two (32) of the 34 contracted Lead Wraparound Agencies submitted claims for EPSDT reimbursement for Wraparound children. There were a total of 8,458 claims (nearly 705 per month) for a total of \$18,390,539.60. The average amount per claim was \$2,174.34. In FY 2007-2008, the total amount claimed was \$14,081,325.05

In FY 2008-2009, the average amount of EPSDT reimbursement claimed by each agency was \$519,426.19, with a range from \$2,864.85 to \$3,715,996.00 for the participating providers. Six (6) of the 32 participating agencies claimed less than \$100,000 in EPSDT funding. Seventeen (17) agencies claimed between \$100,000-\$500,000 of this reimbursement, while five (5) agencies claimed between \$500,000-\$1,000,000. Four (4) agencies claimed over \$1,000,000 in EPSDT reimbursements.

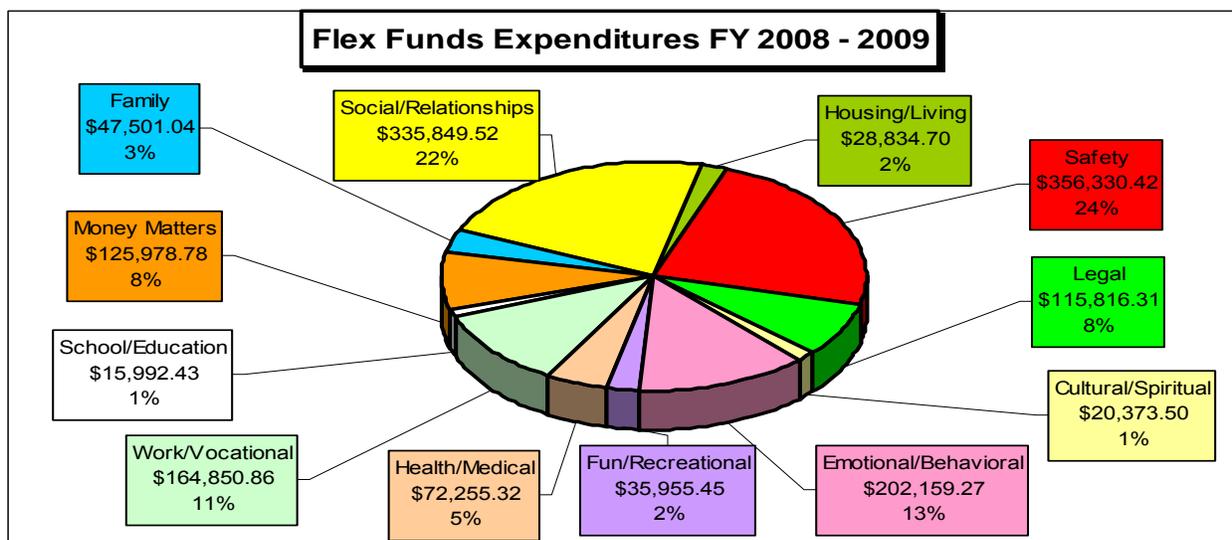
As a point of comparison, these amounts for FY 2007-2008 were as follows: The average amount of reimbursement claimed by each agency was \$ 414,156.62, with a range from \$608.35 to \$3,094,977.22 for individual providers. Eleven (11) of the 34 agencies claimed less than \$100,000. Eighteen (18) agencies claimed between \$100,000-\$500,000, while two (2) agencies claimed between \$500,000-\$1,000,000. Three (3) agencies claimed over \$1,000,000 in EPSDT reimbursements.

## Flexible Fund Expenditures

The Year-End Reports from each of the thirty-four provider agencies included a breakdown of flexible funding expenditures for FY 2008-2009 (Appendix C). Flexible Funding expenditures were broken down by the twelve domains in the Wraparound Plan of Care. There was a total of over \$1.5 Million in total flexible funding expenditures for FY 2008-2009 for an average of \$43,482.79 for each of the 34 LWAs.

This is an increase (+8.4%) from the total flex-funds expenditures for FY 2007-2008 of just over \$1.4 Million or \$41,000+ per agency. However, while the total amount of expenditures increased over last year, because of the greater number of total children served last year when compared to the previous year, the total amount of flex fund expenditures per enrolled child actually decreased (please see the graph on the next page).

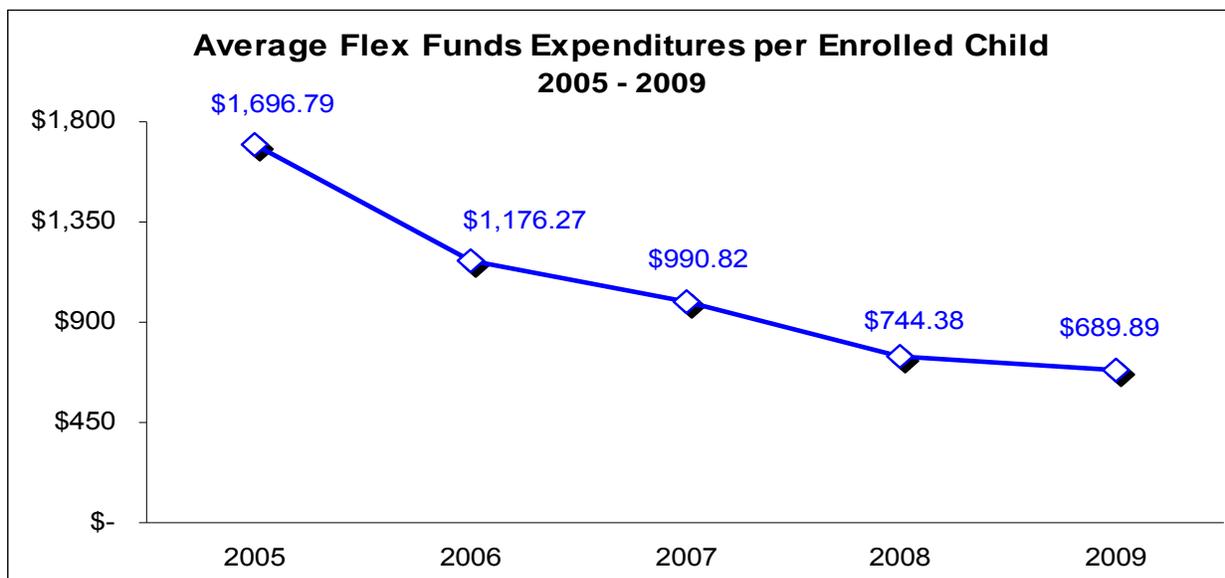
Based on the Year-End Reports, DCFS found that the three highest amounts of flexible funding expenditures came from “Safety” at \$356,330.42 (24%), “Social/Relationships” at \$335,849.52 (22%), and “Emotional/Behavioral” at \$202,159.27 (13%). The total and corresponding percentages of flex fund expenditures for each domain are as follows:



Over the past five years, there have been some noticeable changes in the percentages of some flex funds life domains. The most remarkable decreases have been in the categories of ‘*Housing/Living Situation*’ which started out at 27% of total flex funds expenditures in 2004 (and even 18% last year) and dropped to below 5% of total flex funds expenditures in 2007-2008. Another noticeable drop occurred in the category of ‘*Family*’ which hovered from 12-18% from 2004-2008, then dropped to less than 5% this past year. After a steady rise over two years, the category of ‘*Money Matters*’ dropped from just over 20% to 8% last year. The categories of the greatest increase include ‘*Safety*’, which rose from 7% to 24% of all flex funds expenditures last year, and

'Social/Relationships' which went from 4% to 22% of all flex funds expenditures in the same time period.

The average flex fund expenditure per child in Wraparound for FY 2008-2009 was \$689.89. As mentioned earlier this was a decrease from last year, and the fourth year in a row that the average flex fund expenditures per enrolled child in Wraparound has decreased. These results speak to the continuing emphasis that Wrap providers are putting on utilizing low or no-cost resources before accessing the flexible funding option. This information is outlined in the following graph:



## Wraparound Research and Evaluation Efforts

### Placement and Cost Outcomes

DCFS conducted a cost impact analysis of Wraparound versus traditional treatment programs (Rate Classification Levels 12 and 14) over a 12-month period. In particular, we compared the placement types and lengths of stay and placement-related costs of children who graduated from Wraparound and children who were discharged to placements less restrictive than RCL 12 for fiscal year 2009<sup>1</sup>. Although children in the Wraparound and RCL groups came from all three referring departments of DCFS, Probation, and DMH, only costs incurred by DCFS were tracked. In this annual report, the Research and Evaluation Section compared the placement and cost outcomes of Wraparound versus residential care and highlighted any differences from last year's annual report. A detailed description of the study and its results are contained in Appendix D.

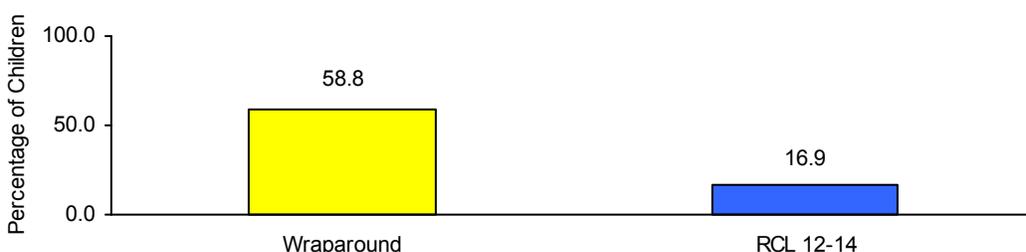
<sup>1</sup> The FY 2009 analysis is based on children who graduated from Wraparound or were discharged from RCL 12-14 to a lower-level placement between July 1, 2007 and June 30, 2008. Each child's placement activity was tracked for 12 months. The analysis for FY 2008 described in last year's annual report represents children who were graduated or discharged between July 1, 2006 and June 30, 2007.

Using the same methodology and selection criteria as last year's, DCFS identified 194 children out of the total number of graduates from Wraparound in FY 2007-2008 and tracked their placements and associated costs for 12 months. A comparable group of 118 children who were placed in Rate Classification Level (RCL) 12 or 14 and subsequently discharged to a lower placement level or to home were also identified. RCL 12-14 was chosen for the comparison group because children must qualify at these levels for entry into Tier 1 Wraparound.

Consistent with the findings of the FY 2008<sup>1</sup> cohort as described in last year's annual report, children who graduated from Wraparound were more likely to have their cases closed within 12 months compared to children from RCL 12-14 (see Figure 1).

Specifically, 114 out of 194 graduates in the Wraparound group (59%) and 20 out of 118 children in the RCL 12-14 group (17%) had their cases terminated within 12 months. These percentages are almost identical to the percentages reported last year.

**Figure 1.** Percentage of Children with Cases Closed within 12 Months



As shown in Figure 1, within 12 months of graduation or discharge, more than three times the percentage of children in the Wraparound group than in the RCL 12-14 group had their cases closed.

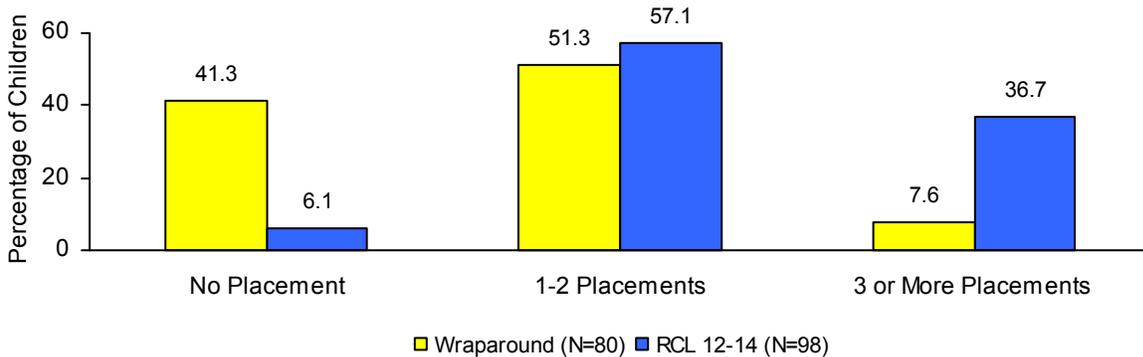
Although a cost analysis of all 194 Wraparound graduates and 118 RCL 12-14 discharges was conducted, the following analyses only include a subset of children from both groups whose DCFS cases remained open for at least 12 months. This time duration provided an equal basis of comparison. With this criterion, the Wraparound group was reduced to 80 children and the RCL 12-14 group to 98 children. Because of unequal group sizes, percentages and rate figures were used to standardize the results. For a more detailed analysis of the groups, please refer to Appendix D at the end of this report. In addition, please see Tables 1-6 in Appendix D for a full description of the selection criteria and demographics of age, gender, and ethnicity.

The outcome measures for the analysis consisted of: 1) types and numbers of placements during the 12 months after Wraparound graduation or RCL 12-14 discharge to a lower level placement or home, and 2) placement cost comparisons of these two groups.

The findings are generally consistent with results described in the 2008 annual report that Wraparound graduates had fewer and less restrictive out-of-home placements and

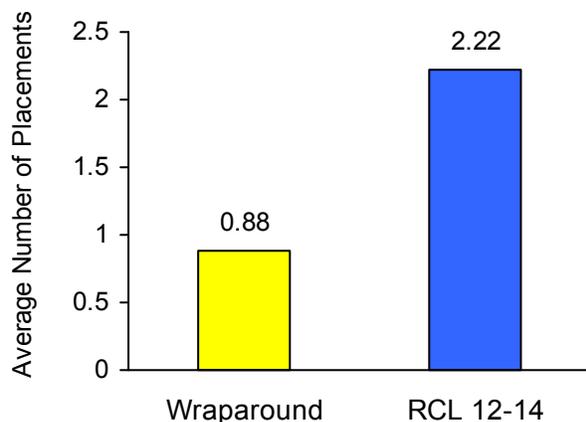
less associated financial costs than RCL 12-14 discharges. According to Figure 2, about 41% of the Wraparound graduates and 6% of the RCL 12-14 discharges had no subsequent out-of-home placements.

**Figure 2.** Children Who Had None versus at Least One Out-of-Home Placement

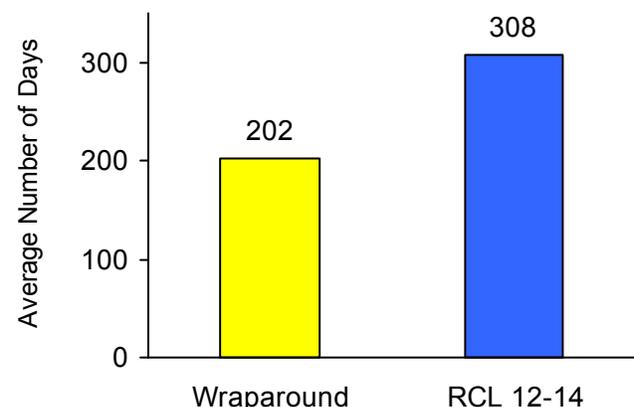


When children do experience subsequent out-of-home placements, Figure 2 also shows that the percentage of children who had at most one or two placements was similar in both groups. With regard to placement stability, almost 37% of the RCL group experienced three or more subsequent placements, out of which 4% had more than five placements. In comparison, less than 8% of the Wraparound graduates experienced more than three subsequent placements with none having more than five placements.

**Figure 3.** Average Number of Out-of-Home Placements



**Figure 4.** Average Number of Days in Out-of-Home Placements

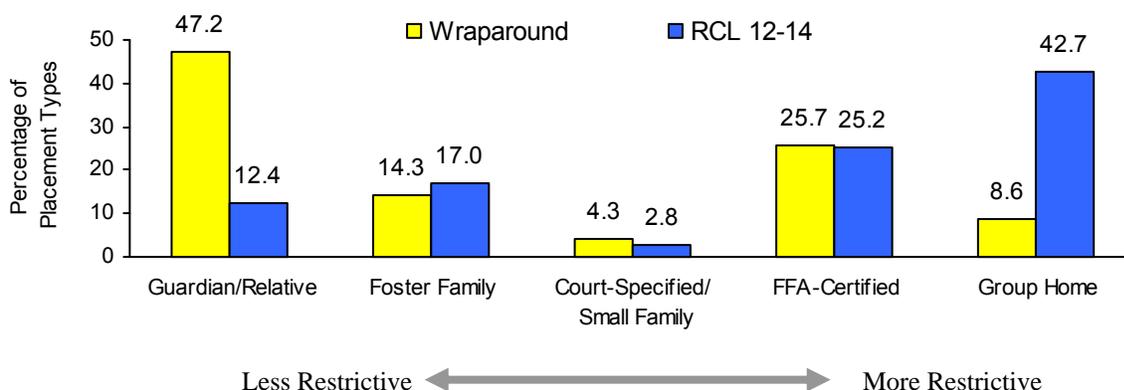


As indicated in Figures 3 and 4, during the 12 months after graduation, children from Wraparound had on average less than one placement, averaging about 6.7 months in placement. In contrast, children who were discharged from RCL 12-14 subsequently had on average two placements during the 12 months, resulting in an average of 10.3

months in placement. In other words, Wraparound graduates had significantly fewer subsequent out-of-home placements and spent significantly fewer days in those placements.

There was a slight increase, however, in the average number of days in out-of-home placements for both groups for FY 2009 compared to FY 2008. In the Wraparound group, last year's graduates spent an average of 193 days in placement, compared to this year's graduates who spent an average of 202 days in placement. In the RCL group, the average number of days increased from 290 to 308.

**Figure 5. Distribution of Out-of-Home Placements**



Aside from the number of days in out-of-home placements, children who graduated from Wraparound also differed from children who were discharged from RCL 12-14 in the restrictiveness of the placement types. Figure 5 illustrates the out-of-home placement distribution for both groups. As described in last year's annual report, 12 months following graduation, Wraparound children were primarily placed in less restrictive settings such as foster family homes, relative homes, or guardian homes. While the Wraparound graduates for FY 2009 continue to be mainly placed in community settings such as relative or guardian homes, 26% were placed in a more restrictive setting of foster family agency homes (FFA-certified) compared to 8% of the FY 2008 graduates.

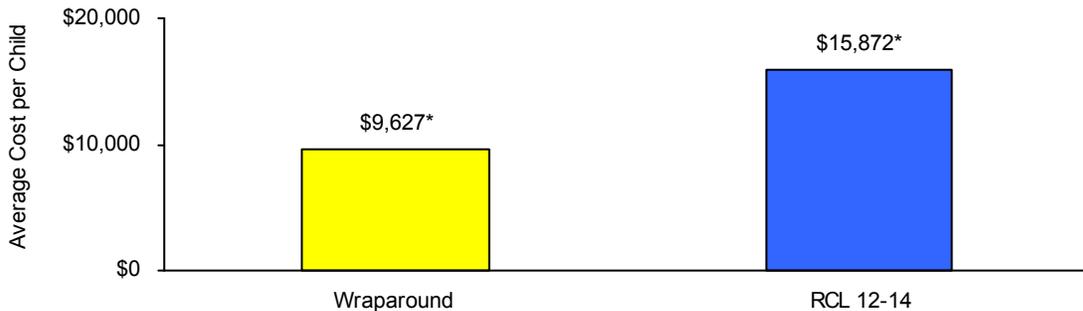
For both fiscal years, a majority of children who were discharged from RCL 12-14 were generally placed in more restrictive environments such as group homes or FFA-certified homes. However, more than twice the percentage of children in the RCL group were placed in less restrictive settings of foster family, relative, or guardian homes for FY 2009 compared to the previous fiscal year (29.4% and 14.6%, respectively).

Although the follow-up period encompasses only 12 months, placement information on children whose cases remained open beyond July 1, 2009 indicates interesting group differences. While the average number of days in out-of-home placements is less than one year, almost two-thirds of the RCL group remained in group homes or FFA-certified homes beyond the 12-month follow-up period. In comparison, almost a quarter of the

Wraparound graduates remained in these relatively restrictive settings for more than 12 months.

Together, Figures 3, 4, and 5 suggest that, compared to children discharged from RCL 12-14 facilities, children who graduated from Wraparound are generally placed in a more stable and less restrictive living environment. Thus, Wraparound graduates are more likely than RCL 12-14 discharges to return and stay in the community with relatives or guardians and maintain relationships with their family, friends and school.

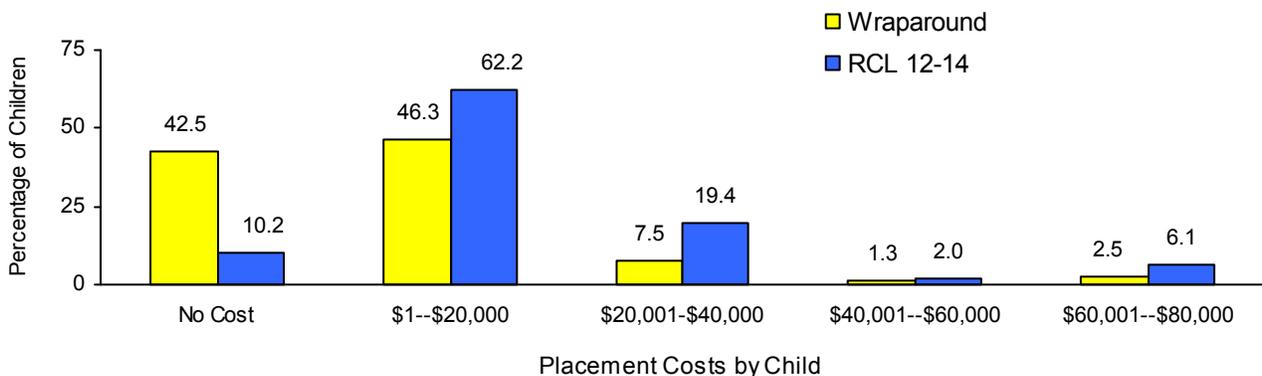
**Figure 6.** Average Out-of-Home Placements Costs



\*\*Note: Total Placement costs (unequal population sizes):  
 Wraparound (N=80) -- \$770,168 RCL 12-14 (N=98) -- \$1,555,427

When a child is in an out-of-home placement, the amount of direct financial costs incurred depends on the types of placements and how long the child stays in each placement. Since children who graduated from Wraparound, overall, had fewer out-of-home placements and were placed in less restrictive environments, their placement costs were significantly less (see Figure 6). Please also see Table 11 and its accompanying text in Appendix D for an explanation of these cost calculations.

**Figure 7.** Distribution of Out-of-Home Placements Costs



As shown in Figure 7, 43% of the Wraparound graduates, compared to just 10% of the RCL12-14 children, did not generate any financial costs since they did not experience any subsequent out-of-home placements. These percentages are virtually identical to last year's (47% for Wraparound and 10% for RCL).

Almost one-half of the Wraparound graduates and 62% of the RCL discharges incurred placement costs less than \$20,000. These percentages represent an increase from their respective FY 2008 cohorts (40% for Wraparound and 35% for RCL). This means that a much smaller percentage of children incurred substantial placement costs greater than \$40,000. As described in last year's annual report, 9% of Wraparound had placement costs between \$40,000 and \$80,000 compared to this year's of 4%. Within the RCL group, while 32% of those in FY 2009 sustained substantial placement costs, only 8% of the FY2008 cohort incurred more than \$40,000. Please refer to Tables 12 and 13 of Appendix D for a further break down of cost differences between Wraparound graduates and RCL 12-14 discharges.

These cohort trends underscore the importance of examining the long-term impact of Wraparound and residential care as well as their service utilization patterns. Tracking cohort groups over time would also enable us to tease apart the role that departmental directives may have on decreasing the length of stay in out-of-home placements and their corresponding placement-related costs. DCFS is currently involved in a cost impact analysis of the Wraparound and RCL 12-14 cohort groups of FY 2008 over a two-year period. By increasing the follow-up to 24 months subsequent to graduation or discharge, we hope to gain a more comprehensive picture of case closures, placement stability and restrictiveness, and placement costs for children under the supervision of DCFS who receive Wraparound or residentially-based services. For further description of the one-year cost impact analysis for the cohort of FY 2008, please see the Summer 2009 issue of 'Emotional & Behavioral Disorders in Youth', titled *"Improving Outcomes for Foster Care Youth with Complex Emotional and Behavioral Needs: A Comparison of Outcomes for Wraparound vs. Residential Care in Los Angeles County"*.

In conclusion, the placement and cost findings in this annual report generally follow the same trends as those described in previous annual reports. Relative to RCL 12-14 children, Wraparound children are more likely to have their cases closed within 12 months of graduation. The main findings demonstrate Wraparound versus RCL 12-14 children in the 12-month period after graduation have: 1) no or fewer out-of-home placements, 2) placements, when they do occur, are often to less restrictive environments and require fewer number of days, and 3) financial costs associated with placements are significantly less. Despite recent improvements in placement and cost outcomes for the RCL children, the outcomes of Wraparound graduates remain significantly better for the past several years. The findings in this report continue to support our previous cost impact analyses demonstrating that Wraparound is more cost efficient and has better outcomes compared to traditional residential care.

## Wraparound Training

To insure fidelity to the Los Angeles Wraparound model, the DCFS Wraparound Technical Assistance & Training Unit (TATU) provides training opportunities and technical support services to our community partners providing Wraparound.

All new Wraparound staff hired by the providers must complete mandatory training including Wraparound Orientation and The Elements of Wraparound before they see families or attend advanced Wraparound Training. This mandatory training also includes information concerning Individualized Resource Planning, The Role of the Child and Family Specialist, Facilitating Change, and The Role of the Parent Partner.

A large majority of new provider staff continue to receive training from the Los Angeles Training Consortium (LATC) and the Family Partnership Institute. The LATC, which is a collaboration of four Los Angeles Wraparound provider agencies (Vista Del Mar Child and Family Services, Hathaway-Sycamores, Star View Children and Family Services, and San Fernando Valley Community Mental Health Center, Inc.), was formed to provide a local training resource to address the unique manpower training needs of Wraparound in Los Angeles County. It utilizes skilled practitioners from each of the four partner agencies to teach the values of Wraparound, as well as developing the beginning and intermediate skills needed to practice Wraparound effectively.

During the FY 2008-2009, the LATC provided:

- 72 Modules within the 3-Day Basic Training (each session is 3 hours and is program specific)
- 8 modules of the Plan of Care and the Safety Crisis Plan Training (each session is 6 hours)
- 6 modules of the 2-Day Parent Partner Training (each day is 6 hours)

The number of participants for each was as follows:

- 290 participants attended the 3-Day Basic Training
- 59 participants attended the Plan of Care and Safety Crisis Plan Training
- 28 participants attended the 2-Day Parent Partner Training

The participants included direct service staff from Los Angeles County's Lead Wraparound Agencies and County staff including Administrators and Liaisons from all three County referral agencies (DCFS, Probation and DMH). In addition, Wraparound providers and County personnel from Kern, Riverside and Ventura Counties attended some of these trainings.

Satisfaction surveys were provided and collected at each of the training modules. Out of all of the participants who signed in and completed a survey, their responses were either extremely satisfied or satisfied with the trainings.

The DCFS Wraparound Technical Assistance and Training Unit (TATU) provide overall administration of all non-LATC Wraparound Training in Los Angeles County. As in previous years, the Department has collaborated with the State of California through UC Davis, the Family Partnership Institute and the Los Angeles Training Consortium to provide specialized on-going Wraparound training.

In FY 2008-2009, the unit administered thirty (30) Wraparound-related workshops attended by seven hundred forty-four (744) people. The subjects covered focused on reinforcing the basics of Wraparound, and also on building up the participants “tool box” of effective interventions for working with Wraparound families.

Detailed information concerning each of these training sessions, including the name of the course, where it occurred, how many attended and participant satisfaction ratings can be found in Appendix E at the end of this report.

With the many changes affecting Wraparound due to the Katie A. settlement, and from feedback provided by some of our community partners, it was determined that a Wraparound-related training specifically targeted to SCSWs was needed. To this end, Wraparound administrators collaborated with their colleagues in the DCFS Training Section to produce a day-long training entitled “*Wrapping Around Leadership: Leading Wraparound for SCSWs.*” At the end of the fiscal year, 14 separate sessions had been conducted for a total of 269 total attendees. Detailed information concerning the feedback from each of these sessions, as well as overall totals for all sessions combined can be found in Appendix F at the end of this report.

### **Wraparound Quality Improvement**

The current Wraparound contracts include specific outcome/performance measures that stem from the Department’s three primary goals of permanency, safety and well-being. The goals and this year’s outcomes are discussed in Outcome Measures beginning on page 20.

To insure our children and families receive high quality Wraparound, we have implemented four levels of monitoring: administrative, programmatic, practice and fiscal.

The Technical Assistance and Training Unit (TATU) of DCFS’ Wraparound Section conduct the administrative and programmatic reviews of the contracted Wraparound agencies. The goal of this group is to review each LWA once per year. During FY 2008 - 2009 the Wraparound Quality Improvement Training and Technical Support unit completed all but one of these reviews. The findings from the completed reviews have been favorable. During the reviews it was noted that all the agencies worked hard at providing services that demonstrated their commitment to the Wraparound philosophy.

All of the agencies that were reviewed appeared to be operating in accordance with both the spirit and intent of the Wraparound model as outlined in the Statement of Work.

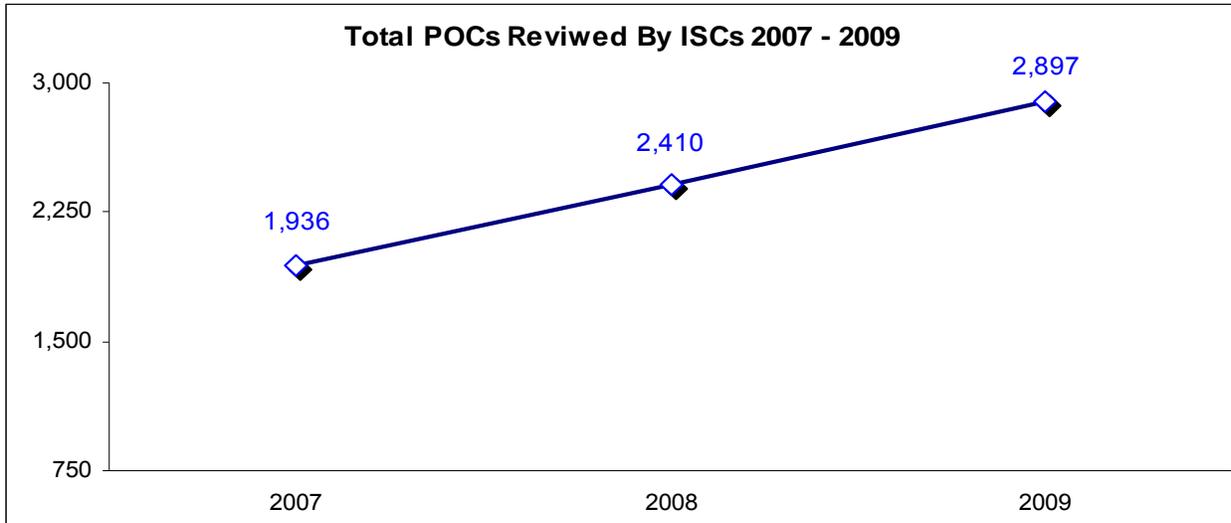
Most of the review issues/concerns centered on making clear in writing that Wrap teams are available to the client family on a “24/7” basis, late completion of Plans of Care (POC)/Safety and Crisis Plans, lack of signatures on the Plan of Care and/or Safety & Crisis Plans in a timely manner, late submission of Plans of Care and Safety & Crisis Plans to the ISC, not holding Child & Family team meetings at least once each month, lack of a training component for Wrap parents, and the lack of a Wraparound Guide/Handbook.

The Unit reviews and analyzes various quarterly, monthly and annual reports submitted by the contracted providers, as well as information gleaned from periodic site visits. It is also responsible for completion of this Annual Report.

The Interagency Screening Committees (ISC) teams are responsible for Wraparound practice monitoring. Providers are required to submit a Plan of Care (POC) for each child containing all activities for the family, after the first thirty days of service and every six months thereafter. The ISC team then reviews these documents and either approves the POC or defers approval until additional information is provided. In this past fiscal year, the ISC teams reviewed 2,897 Plans of Care. This exceeded last year’s total of 2,410 and the FY 06-07 total of 1,936. The total numbers of POCs reviewed by the various ISCs countywide by month are highlighted in the table on the following page:

<b>Total POCs Reviewed By ISCs in LA County FY 2008 - 2009</b>					
July	August	September	October	November	December
253	262	252	228	222	224
January	February	March	April	May	June
286	239	278	227	196	230
<b>Total: 2,897</b>					

The history of POCs reviewed by ISCs from 2007 - 2009 are highlighted in the following graph:



In order to help insure that Wraparound maintains a high level of fiscal responsibility, Wraparound works closely with the Los Angeles County Auditor-Controller's office. The Auditor-Controller provides annual fiscal monitoring for Wraparound. Their staff have visited Lead Wraparound Agencies for the purpose of auditing the agencies' use of Wraparound funding for service provision.

The Auditor-Controller provides the Los Angeles County Board of Supervisors and the DCFS administration with reports detailing their findings. Included in their reports are recommendations for any corrective action that may be required, which the DCFS Wraparound Administration uses to assist in its Quality Assurance process.

The relationship that has been established between the Auditor-Controller's Office and the LA County Wraparound Administration is one that has resulted in a program that is fiscally responsible

**Success Stories (All names have been changed to insure confidentiality)**

**"Sam"** was only eight years old when he came to Wraparound in October, 2006. At the time, he was living with his developmentally-delayed mother, maternal grandmother, and two developmentally-delayed paternal uncles. Sam's uncles and grandmother were reportedly physically and verbally abusive toward him. His mother had a history of alleged neglect and difficulty meeting his basic needs. His father was living on the streets, struggling with schizophrenia for which he refused medication. Very often, Sam and his mother lived on the streets as well. Sam was the youngest of 14 children, all of whom had been removed from their parents' custody.

When the Wraparound team first met him, Sam had limited verbal communication and did not make eye contact. He had significant hygiene problems, including a lack of toilet training, and did not feed, wash or dress himself. Sam would sometimes have angry outbursts toward his mother that included yelling punching, hitting and head-butting. He

often wandered or ran away from her in the community, and approached strangers indiscriminately. Sam had extremely poor school attendance, rarely participated in class work when he was in school, and did not do homework. He had no friends, was bullied, and lacked basic social skills. But this little boy, with so few skills to empower or protect himself, found his own way to feel a little safer. Whenever he felt threatened, Sam would “become” a tiger – growling, sniffing, licking, and crawling on all fours. As a little boy, he might be vulnerable, but as a tiger no one could hurt him.

The Wraparound team began working with Sam and his parents together, in the hope that with enough support the family might be able to stay together. Despite their best efforts, in March, 2007 Sam was removed from his mother’s care and placed with a foster family. In this more stable and supportive environment, Sam slowly increased his self-care skills. The Wraparound team provided education and an incentive plan to help with toilet training. As his hygiene improved, he felt more accepted at school, and with support from his foster family and Wraparound team, he was able to attend school regularly, participate in class and finish his homework. Sam’s Child and Family Specialist used his outings with Sam to help him develop social skills that were appropriate for both peers and adults. The Wraparound team made a special metallic calendar with movable metal markers for Sam, to assist him in adjusting to transitions and feeling secure that the significant adults in his life would return again after they left. Throughout the process, the Wraparound team and foster family set consistent and firm boundaries for Sam.

Along the way, something wonderful happened – the foster family fell in love with Sam, and they are now in the process of adopting him. Recognizing the importance for him of connection to his biological family, he has supervised visits with his mother on Monday nights. Because of the foster family’s unconditional support and encouragement, Sam feels safe and secure in his new home. He no longer feels the need to become a fierce jungle animal to protect himself. He is free to be a boy – a boy who loves buses and trains, and dreams of being a conductor someday, and had his Wraparound graduation party at an Amtrak Station.

“**Charles**” began Wraparound at the age of 13. He lived with his mother, brother, maternal grandmother and step-grandfather. Charles was on probation and had a very strained relationship with the members of his family. Charles demonstrated challenges with verbal and physical aggression, behavior problems at home & school, and difficulty respecting authority. Charles also received weekly therapy to address his mental health needs.

During the Engagement Phase, Charles had a hard time being attentive and respectful during the Child and Family Team (CFT) meetings. It was not uncommon for him to run in and out of his home, try to damage property and/or become verbally abusive towards his mother. At the family’s request, the CFT meetings were moved to the Wrap office which seemed to help Charles control some of his behaviors. Each week, the CFT meetings focused on the family’s strengths and Charles’ success. Wrap referred Charles for TBS to address some of his challenges at home and school. The Child and

Family Specialist (CFS) began to engage Charles and help him channel his energy into outdoor activities with reward incentives. Each week, the CFS would meet with Charles and work with him on positive self-expression, impulse control and ways to rebuild positive relationships with his family. The Parent Partner (PP) worked with mom on building her self esteem and parenting skills. The PP took mom to a local job fair where she was able to secure a part-time job. The Wrap team was also able to integrate Charles' Special Education teacher, therapist and Probation Officer into the team.

Over the period of a year, Charles and his family showed great improvement. The family relocated to another city and Wrap was able to continue services. During bi-weekly family therapy sessions and CFT meetings, Charles was able to rebuild positive relationships with his mother and brother. By the time he entered high school, Charles was able to be mainstreamed for 95% of his classes. He joined the baseball team and was voted President of his class. Through hard work, dedication and persistence Charles was able to be released from Probation and now enjoys a wonderful life with his family.

**“Steve”** was referred to Wraparound by DMH for many issues at both home and school. Steve had previously been diagnosed with an emotional disability based on his inappropriate behaviors. Steve was removed from his mother due to severe abuse and neglect. After several group homes and foster homes, Steve was placed in the custody of his great-aunt. While in the home of his great-aunt, Steve displayed aggression towards his younger siblings and younger family members in the home. Steve's great-aunt indicated that he had a very difficult time connecting with his siblings as a result of all the events that took place in the home while Steve was with his mom and the after-effect of his residential placements. Soon after his enrollment to Wraparound, Steve ran away and was detained for robbery.

During Steve's detainment, Wraparound visited him and the family to prepare and discuss strategies to combat the youth's behaviors. At the time of Steve's release from Juvenile Hall, the family decided that they wanted to concentrate on reactivating AB3632. His family was open to learning new strategies of coping with things that happened in his past and to help deal with Steve's aggression. Wraparound linked Steve to therapy and TBS. The Wraparound CFS continued to assist Steve in building a strong relationship with his siblings and family members in the home. The family decided that it would be more beneficial for Steve to attend a non-public school. Wraparound continued to support this transition with frequent visits to the school and contact with school officials.

Steve progressed by great leaps and bounds and became very focused and determined to change. He joined the basketball team and felt that playing basketball took him, both literally and figuratively, to new heights. With therapy, TBS, and Wraparound, Steve learned positive ways to express himself. Steve also learned how to be more respectful and pleasant towards his siblings and younger family members. He began to show a real desire to strengthen the bond with his family. Steve improved in every aspect of his life and successfully graduated from Wraparound.

**APPENDIX A: Youth Services Survey <sup>1</sup> (N = 993<sup>2</sup>)**

Youth Services Survey Results	Strongly Agree	Agree	Disagree	Strongly Disagree	NA
<b>Access:</b>					
1. The location of services was convenient	391 40%	478 49%	32 3%	15 2%	69 7%
2. Services were available at convenient time	347 35%	469 48%	48 5%	33 3%	82 8%
<b>Participation in Treatment:</b>					
3. I helped to choose my services	315 33%	449 46%	73 8%	30 3%	100 10%
4. I helped to choose my treatment goals	365 37%	459 47%	45 5%	21 2%	88 9%
5. I participated in my treatment	350 36%	479 50%	40 4%	23 2%	67 7%
<b>Cultural Sensitivity:</b>					
6. Staff treated me with respect	431 45%	464 48%	21 2%	9 1%	39 4%
7. Staff respected my family's religious beliefs	417 43%	438 45%	16 2%	18 2%	76 8%
8. Staff spoke with me in a way I can understand	410 43%	458 48%	21 2%	21 2%	48 5%
9. Staff were sensitive to my cultural background	422 43%	442 45%	26 3%	16 2%	71 7%
<b>Appropriateness:</b>					
10. Overall, I am satisfied with the services	381 39%	448 46%	40 4%	29 3%	78 8%
11. The people helping me stuck with us	399 41%	435 45%	55 6%	22 2%	60 6%
12. I felt I had someone to talk to	405 42%	438 45%	41 4%	16 2%	68 7%
13. The services I received were right	417 42%	445 45%	43 4%	16 2%	69 7%
14. I got the help I wanted	391 41%	458 48%	29 3%	12 1%	72 7%
15. I got as much help as needed	395 40%	452 46%	38 4%	18 2%	73 7%
<b>Treatment Outcome:</b>					
16. I am better at handling daily life	288 29%	497 51%	59 6%	26 3%	111 11%
17. I get along better with family	287 29%	497 50%	76 8%	25 3%	101 10%
18. I get along better with friends	294 30%	503 52%	49 5%	28 3%	100 10%
19. I am doing better in school or at work	323 33%	452 46%	71 7%	25 2%	114 12%
20. I am better able to cope when things go wrong	257 26%	516 52%	67 7%	24 2%	120 12%
21. I am satisfied with my family life right now	292 30%	456 47%	75 8%	28 3%	114 12%
<b>TOTAL:</b>	7,549	9,752	969	454	1,736
<b>PERCENT:</b>	<b>36.9%</b>	<b>47.7%</b>	<b>4.7%</b>	<b>2.2%</b>	<b>8.5%</b>

<sup>1</sup>Answers to each question were on a five-point Likert scale.

<sup>2</sup>Please note that some respondents did not reply to all of the answers on their questionnaire.

\*Totals greater than 100% are due to rounding errors.

**APPENDIX B: Youth Services Survey for Families<sup>1</sup> (N = 1,008<sup>2</sup>)**

Youth Services Survey Results	Strongly Agree	Agree	Disagree	Strongly Disagree	NA
<b>Access:</b>					
1. The location of services was convenient	593 59%	347 35%	24 2%	7 1%	30 3%
2. Services were available at convenient times	542 55%	365 37%	25 3%	12 1%	44 4%
<b>Participation in Treatment:</b>					
3. I helped to choose my child's services	480 49%	393 40%	42 4%	12 1%	46 5%
4. I helped to choose my child's treatment goals	555 57%	357 37%	15 2%	4 0%	44 5%
5. I participated in my child's treatment	555 58%	342 35%	23 2%	13 1%	32 3%
<b>Cultural Sensitivity:</b>					
6. Staff treated me with respect	607 62%	339 34%	9 1%	3 0%	25 3%
7. Staff respected my family's religious beliefs	592 61%	322 33%	19 2%	9 1%	35 4%
8. Staff spoke with me in a way I can understand	626 64%	320 33%	9 1%	4 0%	24 2%
9. Staff were sensitive to my cultural background	616 62%	330 33%	14 1%	12 1%	27 3%
<b>Appropriateness:</b>					
10. Overall, I am satisfied with the services	573 59%	332 34%	24 2%	8 1%	39 4%
11. The people helping my child stuck with us	555 57%	336 34%	32 3%	15 2%	40 4%
12. I felt my child had someone to talk to	633 63%	316 31%	11 1%	9 1%	39 4%
13. The services my child received were right	603 62%	315 32%	15 2%	10 1%	31 3%
14. My family got the help we wanted for my child	580 59%	330 34%	17 2%	8 1%	43 5%
15. My family got as much help as needed	590 61%	309 31%	19 2%	6 1%	50 5%
<b>Treatment Outcome:</b>					
16. My child is better at handling daily life	283 29%	462 47%	61 6%	42 4%	127 13%
17. My child gets along better with family	313 31%	487 49%	58 6%	27 3%	114 11%
18. My child gets along better with friends	291 30%	477 49%	61 6%	23 2%	112 12%
19. My child is doing better in school or at work	314 31%	409 41%	82 8%	48 5%	146 14%
20. My child is better able to cope when things go wrong	256 27%	454 47%	72 7%	48 5%	143 14%
21. I am satisfied with our family life right now	272 28%	431 45%	88 9%	41 4%	130 13%
<b>TOTAL:</b>	10,429	7,773	720	361	1,322
<b>PERCENT:</b>	51%	38%	3%	2%	6%

<sup>1</sup>Answers to each question were on a five-point Likert scale.

<sup>2</sup>Please note that some respondents did not reply to all of the answers on their questionnaire.

\*Totals greater than 100% are due to rounding errors.

**APPENDIX C: Flexible Funding (N = \$1,521,897.60)**

	<b>Amount</b>	<b>Percent</b>	<b>Average</b>
<b>Safety</b>	\$356,330.42	23%	\$10,180.87
<b>Family</b>	\$47,501.04	3%	\$1,357.17
<b>Legal</b>	\$115,816.31	8%	\$3,309.04
<b>Emotional/ Behavioral</b>	\$202,159.27	13%	\$5,775.98
<b>School/ Educational</b>	\$15,992.43	1%	\$456.93
<b>Money Matters</b>	\$125,978.78	8%	\$3,599.39
<b>Housing/Living Situation</b>	\$28,834.70	2%	\$823.85
<b>Social/ Relationships</b>	\$335,849.52	22%	\$9,595.70
<b>Fun/ Recreational</b>	\$35,955.45	2%	\$1,027.30
<b>Health/ Medical</b>	\$72,255.32	5%	\$2,064.44
<b>Work/ Vocational</b>	\$164,850.86	11%	\$4,710.02
<b>Cultural/ Spiritual</b>	\$20,373.50	1%	\$582.10
<b>Total</b>	<b>\$1,521,897.60</b>	<b>100.00%</b>	<b>\$43,482.79</b>

## **Appendix D: A Comparison of Post-Treatment Placements and Costs for Wraparound and Traditional Treatment Programs**

### **Introduction**

Placement and cost analyses of the County of Los Angeles Wraparound Program were described in the 2007 and 2008 annual reports. The analyses compared Wraparound graduates with children who were discharged from Rate Classification Level (RCL) 12 and 14 treatment programs and went into less restrictive placements. RCL 12-14 was chosen as the comparison group since children qualify for the Tier 1 Wraparound program at these rate classification levels.

Wraparound graduates had fewer subsequent out-of-home placements and substantially less financial costs to the County than the children who were discharged from their RCL 12 or 14 placements. An additional analysis described in the 2007 and 2008 annual reports tracked placement activity during the 12-month period after Wraparound graduation or RCL 12-14 discharge. Wraparound graduates were less likely to enter more restrictive and therefore more costly placements compared to children who were discharged from RCL 12 or 14.

For fiscal year 2009<sup>1</sup>, we established new cohort groups for children who graduated from Wraparound or were discharged from RCL 12 or 14 to a lower-level placement during the year. Our principal focus was on determining if the outcomes for FY 2009 were consistent with the previous years as a means to establish an extended performance baseline for the Wraparound program.

### **Methodology**

We selected children with case records in CWS/CMS who: 1) had been in Wraparound or RCL 12 or 14 placements for at least six months to provide a similar basis of comparison, and 2) were no older than 17 years, 0 months at Wraparound graduation or RCL 12 or 14 discharge so we could analyze a full 12 months of placement and financial costs. The full set of selection criteria is listed in Table 1. Children from Los Angeles County's Department of Children and Family Services (DCFS), Department of Mental Health (DMH) and Probation Department who met the selection criteria were included in the comparison groups for the post hoc analyses.

We also gathered and reported data on age, gender, and ethnicity of the children in the Wraparound and RCL 12-14 groups. To avoid the possibility of sampling error in drawing from relatively small populations, we used the populations as the basis of analysis. For each performance measure, we calculated rate figures to provide a basis of comparison for the unequal population sizes.

---

<sup>1</sup> The FY 2009 analysis is based on children who graduated from Wraparound or were discharged from RCL 12-14 to a lower-level placement between July 1, 2007 and June 30, 2008. Each child's placement activity was tracked for 12 months. The analysis for FY 2008 described in last year's annual report represents children who were graduated or discharged between July 1, 2006 and June 30, 2007.

SAS version 9.1 descriptive statistics and Student's t-test functions were used in comparing means and variances for the Wraparound and RCL 12–14 groups. As will be discussed, the outcomes measures showed similar patterns to what were observed and reported in the previous fiscal year.

The Wraparound population was organized into two comparison groups consisting of: 1) all children who graduated from the Wraparound program regardless of whether or not their cases remained open after graduation (what we call the superset), and 2) only those children who graduated from Wraparound and their cases remained open for at least 12 months (subset).

Table 1  
Selection Criteria for Children in the Wraparound and RCL 12-14 Comparison Groups

Selection Criteria	Wraparound	RCL 12-14
The case record is available in CWS/CMS	X	X
Graduated from Wraparound between July 1, 2007 and June 30, 2008	X	
Discharged from RCL 12 or 14 to a lower placement level (< RCL 10) or home between July 1, 2007 and June 30, 2008		X
Had not previously been enrolled in the Wraparound program		X
Did not receive Wraparound services in the 12 months after discharge		X
Was in a Wraparound or RCL 12-14 placement for at least six months prior to graduation or discharge	X	X
Was no older than 17 years, 0 months at the time of graduation or discharge	X	X

The subset group, in some respects, more closely approximates the RCL 12-14 population since their cases generally remain open when they are discharged to lower rate classification levels. An RCL 12-14 case may be closed immediately or soon thereafter when the child is discharged to home, although these instances represent a small percentage of the total number of cases.

The superset group represents a key component of the success of Wraparound in promoting immediate- and early-case closures. Therefore, we included the superset and subset groups in the analyses of post-Wraparound placements and costs in this

appendix. We also applied an identical approach to the RCL 12-14 population. The population sizes of the four comparison groups (two Wraparound and two RCL12-14 groups) are listed in Table 2.

Table 2  
Population Sizes of Wraparound and RCL 12-14 Comparison Groups

Comparison Groups	Wraparound		RCL 12-14	
	Number of children (N)	Percent of total cases	Number of Children (N)	Percent of total cases
Graduation or discharge and the case remained open for at least 12 months	80 ↑	41.2	98 ↓	83.1
Graduation or discharge regardless of whether or not the case remained open (total cases)	194 ↑	100.0	118 ↓	100.0

Legend: Substantially ↑ up and ↓ down from FY 2008.

For the outcomes analyses, the performance measures consisted of: 1) types and numbers of placements during the one-year follow-up period, and 2) placement costs of children who graduated from Wraparound versus children who were discharged from RCL 12-14 to a lower placement level or home.

## Results

The number of children who graduated from Wraparound increased by 90.2 percent for FY 2009 compared to the previous year (194 versus 102). The number of children who were discharged from RCL 12-14 to a lower level placement decreased by 43.8 percent (118 vs. 210).

The referring County departments (DCFS, DMH and Probation) for children who graduated from Wraparound are identified in Table 3. Almost 74% of the Wrap graduates were referred by DCFS. DCFS had a 70.2% increase in Wraparound graduations regardless of whether the case remained open for FY 2009 compared to FY 2008 (143 versus 84 cases). The corresponding statistics for DMH and the Probation Department are 177.8% (25 versus 9 cases) and 188.9 % (26 versus 9 cases), respectively. Similar statistics for DCFS, DMH and the Probation Department were found for cases that remained open for at least 12 months after graduation.

Table 3  
Referring Departments for Wraparound Graduates

Referring Department	Graduation and the case remained open for at least 12 months		Graduation regardless of whether or not the case remained open	
	Number	Percentage	Number	Percentage
DCFS	48 ↓	60.0 ↓	143 ↑	73.7 ↑
DMH	18 ↑	22.5 ↑	25 ↑	12.9 ↓
Probation	14 ↑	17.5 ↑	26 ↑	13.4 ↓
Totals	80	100.0	194	100.0

Legend: Substantially ↑ up, and ↓ down from FY 2008.

The basic demographics of the Wraparound and RCL 12-14 populations are presented in Tables 4, 5 and 6. A majority or near-majority of the children in the study populations who graduated from Wraparound or were discharged from RCL 12-14 to a lower-level placement were between 15 and 17 years old (Table 4). The percentages progressively decreased for each younger age group in the Wraparound and RCL 12-14 populations.

The older ages at graduation reflect the Wraparound program's principal focus on providing services to adolescent and teenage children. A few younger children (< 9 years old) also graduated from the program.

Slightly over one-half ( $\frac{1}{2}$ ) of the children who graduated from Wraparound or were discharged from RCL 12-14 were males (Table 5). The number of females who graduated from Wraparound and their cases remained open for at least 12 months increased by 53.3% for FY 2009 in comparison to FY 2008. An offsetting 22.9% decrease was found for males. The percentages of females and males, who graduated from Wraparound, regardless of whether their cases remained open, remained stable between FY 2008 and FY 2009.

Table 4  
Age Ranges (Percentages)

Age Ranges (years)	Graduation or discharge and the case remained open for at least 12 months		Graduation or discharge regardless of whether or not the case remained open	
	Wraparound (N = 80)	RCL 12-14 (N = 98)	Wraparound (N = 194)	RCL 12-14 (N = 118)
5 - 8	3.8	3.1	7.7	3.4
9 - 11	12.5	11.2	17.0	9.3
12 - 14	28.8	22.4	30.4	22.0
15 – 17 **	55.0	63.3	44.8	65.3
Totals	100.1 *	100.0	99.9 *	100.0

\* The percentage total is not exactly 100 percent due to cumulative rounding error.

\*\* This 15-17 age group for the two Wraparound populations (superset and subset) includes one child who we since discovered was age 18 at Wraparound graduation. This discrepancy has a minor effect on the differences described in this appendix, and it does not change the outcomes of the tests for statistical significance.

Table 5  
Gender (Percentages)

Gender	Graduation or discharge and the case remained open for at least 12 months		Graduation or discharge regardless of whether or not the case remained open	
	Wraparound (N = 80)	RCL 12-14 (N = 98)	Wraparound (N = 194)	RCL 12-14 (N = 118)
Female	46.3 ↑	40.8	38.1	39.0
Male	53.8 ↓	59.2	61.9	61.0
Totals	100.1 *	100.0	100.0	100.0

Legend: Substantially ↑ up and ↓ down from FY 2008.

\* The percentage total is not exactly 100 percent due to cumulative rounding error.

Ethnicity is reported in Table 6. The most apparent differences are that African American children made up smaller percentages of children who graduated from Wraparound compared to discharge from RCL 12-14 to a lower-level placement. Hispanic children made up a greater percentage of children who graduated from Wraparound regardless of whether or not the cases remained open. The corresponding percentages for Asian / Pacific Islander and Native American / Alaskan Native are too small to make any clear statements about possible patterns.

For FY 2009, in comparison to FY 2008, for cases that remained open for at least 12 months, African American children had a 31.0% decrease in Wraparound graduation rate and a 15.6% increase in their RCL 12-14 discharge rate to a lower placement level. White children had a respective 35.6% decrease and 19.7% decrease, while Hispanic children had a respective 57.4% increase and 12.7% decrease during the same time period.

Table 6  
Ethnicity (Percentages)

Ethnicity	Graduation or discharge and the case remained open for at least 12 months		Graduation or discharge regardless of whether or not the case remained open	
	Wraparound (N = 80)	RCL 12-14 (N = 98)	Wraparound (N = 194)	RCL 12-14 (N = 118)
African American	22.5 ↓	51.0 ↑	22.2	50.0 ↑
Asian/Pacific Islander	0.0	2.0	1.0	1.7
Hispanic	51.3 ↑	29.6	55.7 ↑	31.4
Native American/ Alaskan Native	1.3	1.0	0.5	0.8
White	15.0 ↓	16.3	15.5 ↓	16.1
Other	10.0	0.0	5.2	0.0
Totals	100.1 *	99.9 *	100.1 *	100.0

Legend: Substantially ↑ up and ↓ down from FY 2008.

\* The percentage total is not exactly 100 percent due to cumulative rounding error.

As for FY 2008, Wraparound graduates were less likely than children discharged from RCL 12-14 to have one or more out-of-home placements (Table 7). In the most germane comparison, graduation or discharge regardless of whether the case remained open, 35.6% of the Wraparound graduates had one or more placements while the comparable statistic for children who were discharged from RCL 12-14 was 82.2%, a 56.7% reduction for the Wraparound group.

Children who graduated from Wraparound and who had no placements decreased to 64.4% in 2009 from 74.5% in 2008. Correspondingly, Wraparound graduates who had at least one placement increased from 25.5% to 35.6% in the same time period.

Table 7  
Children Who Had None versus at Least One Out-of-Home Placement during the 12-Month Period after Graduation or Discharge (Percentages)

Comparison Groups	No placement		At least one placement	
	Wraparound (N in parentheses)	RCL 12-14 (N)	Wraparound (N)	RCL 12-14 (N)
Graduation or discharge and the case remained open for at least 12 months	41.3 (33)	6.1 (6)	58.8 (47)	93.9 (92)
Graduation or discharge regardless of whether or not the case remained open.	64.4 (125)	17.8 (21)	35.6 (69)	82.2 (97)

Children who graduated from the Wraparound program had fewer total days of out-of-home placement than children discharged from RCL 12-14, as shown in Table 8. The differences in means between Wraparound and RCL 12-14 were statistically significant (Student's t-test,  $p < .0001$ ).

The number of days in out-of-home placements after graduation or discharge to a lower-level placement increased for FY 2009 compared to FY 2008. For Wraparound, the numbers of days increased by 4.6% when cases remained open for at least 12 months, but increased by 29.8% regardless of whether or not the case remained open after graduation. The corresponding increases for RCL 12-14 are 6.2% and 4.4%, respectively.

Table 8  
Average Number of Days in Out-of-Home Placements during the 12-Month Period after Graduation or Discharge

Comparison Groups	Wraparound		RCL 12-14	
	Number of children (N)	Average number of placement days	Number of children (N)	Average number of placement days
Graduation or discharge and the case remained open for at least 12 months	80	202	98	308 *
Graduation or discharge regardless of whether or not the case remained open	194	113	118	261 **

\* Student's t-test, Satterthwaite method for unequal variances,  $t$  value = 4.66,  $p < 0.0001$ , comparison of Wraparound and RCL 12-14 groups.

\*\* Student's t-test, pooled method,  $t$  value = 8.03,  $p < 0.0001$ , comparison of Wraparound and RCL 12-14 groups.

Children who graduated from Wraparound had fewer out-of-home placements than children discharged from RCL 12-14 (Table 9). For graduations and discharges where the case remained open for at least 12 months, Wraparound graduates had 60.4% fewer out-of-home placements. For graduations and discharges regardless of whether the case remained open, the equivalent statistic was 73.6% fewer out-of-home placements. The differences between Wraparound and RCL 12-14 were statistically significant (Student's t-test,  $p < .0001$ ).

For Wraparound graduations, regardless of whether or not the case remained open, the average number of placements increased by 26.8% between FY 2008 and FY 2009. A corresponding 3.3% decrease in average number of placements occurred for cases that remained open for at least 12 months. For the two RCL12-14 groups, the average number of placements increased by about 3% for FY 2009 when compared to FY 2008.

Table 9  
Average Number of Out-of-Home Placements during the 12-Month Period after Graduation or Discharge

Comparison Groups	Wraparound		RCL 12-14	
	Number of children (N)	Average number of placements	Number of children (N)	Average number of placements
Graduation or discharge and the case remained open for at least 12 months	80	0.88	98	2.22 *
Graduation or discharge regardless of whether or not the case remained open	194	0.52	118	1.97 **

\* Student's t-test, Satterthwaite method for unequal variances,  $t$  value = 7.13,  $p < 0.01$ , comparison of Wraparound and RCL 12-14 groups.

\*\* Student's t-test, Satterthwaite method for unequal variances,  $t$  value = 9.12,  $p < 0.0001$ , comparison of Wraparound and RCL 12-14 groups.

The distribution of out-of-home placement types for Wraparound graduates and discharge from RCL 12-14 to a lower placement are contained in Table 10. As was also found for FY 2008, children who graduated from Wraparound or were discharged from RCL 12-14 to a lower placement level are skewed toward opposite ends of rank-ordered spectrum of more-to-less severe placements. However, the distinctions are not as clear cut as they were for FY 2008 since an increasing percentage of children in the RCL 12-14 group were in less restrictive placements for FY 2009. Although placement activity increased for Wraparound graduates for FY 2009 (see Tables 7 and 8), the placements continued to be of the less-restrictive types.

Table 10  
Distribution of Out-of-Home Placements during the 12-Month Period after Graduation or Discharge (Percentages)

Placements Types  (Approximately rank-ordered from more-to-less restrictive placements)	Graduation or discharge and the case remained open for at least 12 months		Graduation or discharge regardless of whether or not the case remained open	
	Wraparound (N = 70)	RCL 12-14 (N = 218)	Wraparound (N = 102)	RCL 12-14 (N = 232)
Group home	8.6	42.7	7.8	45.3
Small family home	25.7	25.2	18.6	23.7
FFA certified home	2.9	1.4	2.0	1.3
Court specified home	1.4	1.4	1.0	1.7
Foster family home	14.2	17.0	10.8	15.9
Relative home	24.3	11.5	34.3	11.2
Guardian home	22.9	0.9	25.5	0.9
Totals	100.0	100.1 *	100.0	100.0

\* The percentage total is not exactly 100 percent due to cumulative rounding.

The average out-of-home placement costs for each comparison group were calculated by summing the number of days in each type of out-of-home placement during the 12-month period, multiplying by the daily equivalent of each monthly RCL rate, and then dividing the product by the number of children.

The results are shown in Table 11. For Wraparound graduates and RCL 12-14 discharges where the case remained open for at least 12 months, Wraparound graduates had a 41.6% lower average out-of-home placement costs than children discharged from RCL 12-14 to a lower-level placement. For graduations regardless of whether the case remained open, the equivalent statistic was 63.0% lower average out-of-home placement costs. The differences between Wraparound and RCL 12-14 were statistically significant (Student's t-test,  $p < .01$ ).

Table 11  
Average Out-of-Home Placement Costs during the 12-Month Period after Graduation or Discharge

Comparison Groups	Wraparound		RCL 12-14	
	Number of children (N)	Average cost	Number of children (N)	Average cost
Graduation or discharge and the case remained open for at least 12 months.	80	\$9,267	98	\$15,872 *
Graduation or discharge regardless of whether or not the case remained open.	194	\$5,164	118	\$13,965 **

\* Student's t-test, Satterthwaite method for unequal variances, t value = 2.77, p < 0.01, comparison of Wraparound and RCL 12-14 groups.

\*\* Student's t-test, Satterthwaite method for unequal variances, t value = 5.24, p < 0.0001, comparison of Wraparound and RCL 12-14 groups.

The placement cost differences between Wraparound and RCL 12-14 are smaller than what were found for FY 2008. This change is principally due to substantial reductions in RCL 12-14 placement costs for FY 2009. The average placement costs for the RCL 12-14 group with cases remaining open for at least 12 months declined by 42.0%. For all cases regardless of whether or not they remained open, the average placement costs declined by 41.3%. In comparison, Wraparound placement costs remained relatively stable between FY 2008 and FY 2009, although they declined by 13.7% for cases that remained open for at least 12 months.

The cost differences are based only on rate-based placements. The costs do not include other County expenses including involvement of a children's social worker, mental health worker, probation officer or any other staff.

The distributions of out-of-home placement costs are shown in Tables 12 and 13. For cases that remained open for at least 12 months (Table 12), 42.5% of the Wraparound graduates had no further placement costs compared to 10.2% of the children discharged from RCL 12-14. Eighty-six percent (86%) of the Wraparound graduates had \$20,000 or less in placement costs compared to about 45% of the children discharged from RCL 12-14.

For cases regardless of whether or not they remained open (Table 12), 64.9% of the Wraparound graduates had no further placement costs compared to 21.2% of the children discharged from RCL 12-14. About 94% of the Wraparound graduates had \$20,000 or less in placement costs (slightly higher than last year) compared to about 74.6% of the children discharged from RCL 12-14 to a lower-level placement (much

higher than last's year's rate of 51.9%). The patterns are similar for out-of-home placement costs for cases that remained open for at least 12 months (Table 13).

Table 12

Distribution of Out-of-Home Placement Costs during the 12-Month Period after Graduation or Discharge (regardless of whether or not the cases remained open)

Placements Costs by Child	Wraparound (N = 194)		RCL 12-14 (N = 118).	
	Percentage of children	Cumulative percentage	Percentage of children	Cumulative percentage
No cost	64.9	64.9	21.2	21.2
\$1 – \$10,000	13.4	78.4	28.8	50.0
\$10,001 – \$20,000	16.0	94.3	24.6	74.6
\$20,001 - \$30,000	3.1	97.4	13.6	88.1
\$30,001 - \$40,000	1.0	98.5	5.1	93.2
\$40,001 - \$50,000	0.0	98.5	0.8	94.1
\$50,001 - \$60,000	0.5	99.0	0.8	94.9
\$60,001 - \$70,000	0.5	99.5	4.2	99.2
\$70,001 - \$80,000	0.5	100.0	0.8	100.0

\* Some of the cumulative percentage totals are not exactly 100 percent due to cumulative rounding.

Table 13

Distribution of Out-of-Home Placement Costs during the 12-Month Period after Graduation or Discharge (cases remained open for at least 12 months)

Placements Costs by Child	Wraparound (N = 80)		RCL 12-14 (N = 98).	
	Percentage of children	Cumulative percentage	Percentage of children	Cumulative percentage
No cost	42.5	42.5	10.2	10.2
\$1 – \$10,000	18.8	61.3	32.7	42.9
\$10,001 – \$20,000	27.5	88.8	29.6	72.4
\$20,001 - \$30,000	6.3	95.0	15.3	87.8
\$30,001 - \$40,000	1.3	96.3	4.1	91.8
\$40,001 - \$50,000	0.0	96.3	1.0	92.9
\$50,001 - \$60,000	1.3	97.5	1.0	93.9
\$60,001 - \$70,000	1.3	98.8	5.1	99.0
\$70,001 - \$80,000	1.3	100.0	1.0	100.0

For FY 2009, the out-of-home placement costs were relatively stable when compared with the previous fiscal year. The corresponding costs for RCL 12-14 declined over this same time period (see Table 11 and associated text). Even with this decline, Wraparound graduates still had fewer, less lengthy and less restrictive out-of-home placements and associated placement costs than the children in RCL 12-14 who were discharged to a lower-level placement.

## **Summary**

The placement and cost analyses continue to affirm previous findings of the differences in lower placement activity and financial costs for children who graduated from Wraparound versus children who were discharged from RCL 12–14 to a lower level of placement or home. Most of the children in the Wraparound and RCL 12-14 groups were adolescents or in their teens.

DCFS, DMH and the Probation Department had substantial increases in the number of Wraparound graduations regardless of whether the case remained open (Table 3). This superset group is a good representation of the effectiveness of Wraparound since it includes cases closed within 12 months of graduation, whereas the subset group only considers cases that remained open for at least 12 months. For Wraparound graduates, the percentage of cases that remained open for 12 months declined for FY 2009, another telling indicator of Wraparound effectiveness.

Some variations in demographics were found between the Wraparound graduates and RCL 12-14 discharges. For FY 2009, there is a higher percentage of African American children in the RCL 12-14 group and a higher percentage of Hispanic children in the Wraparound group (Table 6). African American children had a 31.0% decrease in Wraparound graduation rate and a 15.6% increase in RCL 12-14 discharge rate to a lower placement level compared to FY 2008.

For FY 2009, males continued to make up about 60% of the children in all of the Wraparound and RCL 12-14 groups. One other apparent gender-related difference is that the number of females who graduated from Wraparound and their cases remained open for at least 12 months increased by 53.3% for FY 2009 compared to the previous year (46.3% versus 30.2%, respectively). Males had an offsetting decrease.

For FY 2009, the key findings for the Wraparound graduates, which are consistent with FY 2008, included: 1) no or fewer placements than for the RCL 12-14 group, 2) placements, when they do occur, are often to less restrictive environments such as a relative's home and 3) the financial costs are correspondingly less, with 64.9% having no placement costs and another 13.4% having less than \$10,000 in placement costs for a total of 78.3% (Table 13). In comparison, 21.2% of the children discharged from RCL 12-14 had no placement costs, and another 28.8% had less than \$10,000 in placement costs for a total of 50.0%.

For FY 2008, the placement costs for the RCL 12-14 group were more evenly spread among \$0 and \$80,000 compared to the Wraparound group, which were generally at the lower end of the range. For FY 2009, the RCL 12-14 placement costs shifted toward the lower end, although they continue to be substantially higher than for the Wraparound graduates.

In conclusion, the outcomes analyses for Wraparound are consistent with the FY 2008 analyses and by extension with the FY 2007 analyses. For FY 2009, placement and cost gaps narrowed between Wraparound and RCL 12-14, principally due to improved placement and cost performance for the RCL 12-14 group. The differences between Wraparound and RCL 12-14 remain statistically-significant ( $p < 0.01$  or less). They signify that Wraparound has had substantial beneficial effects on reducing the number and restrictiveness of the placements and associated costs.

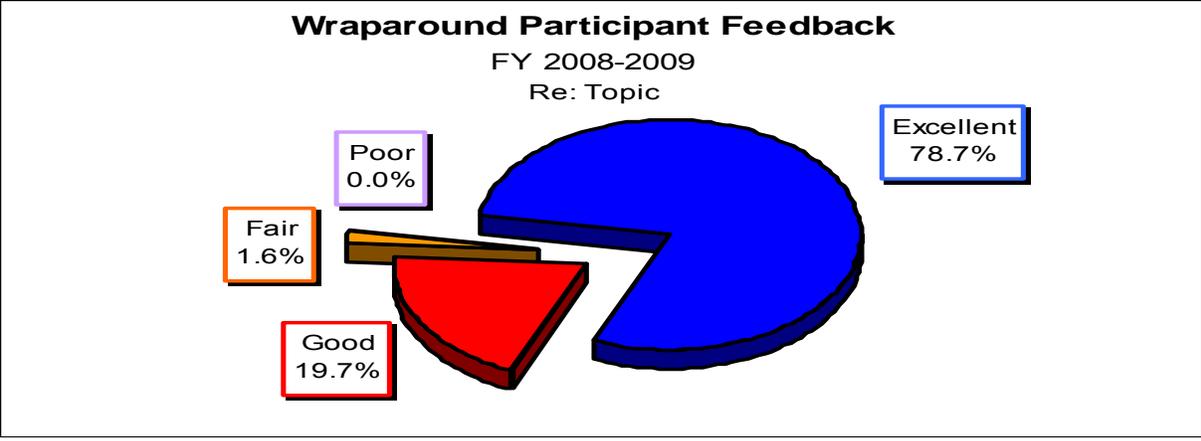
**APPENDIX E: Wraparound Training Participant Feedback**

<b>2008 - 2009 LA County Wraparound Training Feedback</b>							
Name of Training	Date	# Attended	Category	Feedback by %			
				Excellent	Good	Fair	Poor
<b>Advanced Parent Partner Training</b>	7/10	30	Consultant(s)	91%	9%		
			Topic	88%	12%		
			Setting	73%	14%	10%	3%
<b>Facilitation Skills Building</b>	7/11	17	Consultant(s)	57%	25%	11%	7%
			Topic	61%	31%	8%	
			Setting	52%	28%	13%	7%
<b>Advanced Parent Partner Training</b>	8/14	30	Consultant(s)	83%	16%	1%	
			Topic	84%	16%		
			Setting	68%	26%	6%	
<b>Facilitation Skills Building</b>	8/15	30	Consultant(s)	74%	22%	4%	
			Topic	65%	33%	2%	
			Setting	60%	25%	14%	1%
<b>Enhancing Your Multicultural Competence in Wraparound</b>	8/26	38	Consultant(s)	63%	33%	4%	
			Topic	64%	33%	3%	
			Setting	80%	18%	2%	
<b>Life Domain Planning for Outcomes &amp; Graduations</b>	9/4	46	Consultant(s)	80%	19%	1%	
			Topic	74%	20%	6%	
			Setting	54%	29%	11%	6%
<b>Safety Planning &amp; Crisis Intervention</b>	9/5	21	Consultant(s)	77%	22%	1%	
			Topic	79%	21%		
			Setting	80%	15%	2%	3%
<b>The Nurtured Heart Approach</b>	9/23	21	Consultant(s)	80%	12%	8%	
			Topic	86%	14%		
			Setting	61%	30%	7%	2%
<b>The Nurtured Heart Approach</b>	10/7	27	Consultant(s)	80%	19%	1%	
			Topic	78%	22%		
			Setting	58%	36%	4%	2%
<b>The Nurtured Heart Approach</b>	10/21	26	Consultant(s)	82%	18%		
			Topic	83%	15%	2%	
			Setting	53%	33%	11%	3%
<b>The Nurtured Heart Approach</b>	10/28	140	Consultant(s)	100%			
			Topic	96%	4%		
			Setting	71%	18%	8%	3%

2008 - 2009 LA County Wraparound Training Feedback							
Name of Training	Date	# Attended	Category	Feedback by %			
				Excellent	Good	Fair	Poor
<b>Parent Partner Open Forum</b>	11/6	20	Consultant(s)	85%	15%		
			Topic	94%	6%		
			Setting	74%	17%	9%	
<b>Parent Partner Open Forum</b>	11/7	8	Consultant(s)	94%	4%		2%
			Topic	88%	12%		
			Setting	79%	17%	4%	
<b>Helping Other People To Change</b>	11/18	30	Consultant(s)	94%	4%	2%	
			Topic	94%	3%	3%	
			Setting	N/A	N/A	N/A	N/A
<b>Engagement &amp; Team Preparation</b>	12/4	13	Consultant(s)	96%	4%		
			Topic	92%	8%		
			Setting	72%	10%	18%	
<b>Engagement &amp; Team Preparation</b>	12/5	21	Consultant(s)	71%	29%		
			Topic	66%	31%	3%	
			Setting	56%	17%	27%	
<b>Private Consultation (Foothill Family Services)</b>	1/13	7	Consultant(s)	95%	5%		
			Topic	93%	7%		
			Setting	81%	19%		
<b>Phases &amp; Activities of Wrap: Initial Plan Development</b>	2/17	15	Consultant(s)	59%	38%	3%	
			Topic	57%	40%	3%	
			Setting	49%	38%	7%	7%
<b>Managing Compassion Fatigue</b>	2/18	9	Consultant(s)	94%	6%		
			Topic	78%	22%		
			Setting	48%	37%	15%	
<b>CANS Training</b>	3/16	90	Consultant(s)	<b>No feedback sheets distributed</b>			
			Topic				
			Setting				
<b>CANS Training</b>	3/17	61	Consultant(s)	<b>No feedback sheets distributed</b>			
			Topic				
			Setting				
<b>Phases &amp; Activities of Wrap: Implementation</b>	3/24	21	Consultant(s)	69%	31%		
			Topic	59%	41%		
			Setting	53%	35%	9%	4%

2008 - 2009 LA County Wraparound Training Feedback							
Name of Training	Date	# Attended	Category	Feedback by %			
				Excellent	Good	Fair	Poor
<b>Phases &amp; Activities of Wrap: Implementation</b>	3/25	18	Consultant(s)	87%	13%		
			Topic	66%	31%	3%	
			Setting	61%	24%	16%	
<b>Phases &amp; Activities of Wrap: Transition</b>	4/14	9	Consultant(s)	60%	35%	2%	4%
			Topic	83%	17%		
			Setting	41%	44%	15%	
<b>Phases &amp; Activities of Wrap: Transition</b>	4/15	14	Consultant(s)	100%			
			Topic	89%	12%		
			Setting	85%	15%		
<b>Wraparound Manager's Open Forum (AM)</b>	5/20	27	Consultant(s)	64%	27%	9%	1%
			Topic	70%	23%	8%	
			Setting	59%	24%	14%	3%
<b>Wraparound Manager's Open Forum (PM)</b>	5/20	26	Consultant(s)	71%	28%		1%
			Topic	62%	38%		
			Setting	59%	35%	6%	
<b>Wraparound Open Forum</b>	6/2	23	Consultant(s)	74%	21%	4%	
			Topic	76%	21%	3%	
			Setting	65%	28%	7%	
<b>Wraparound Open Forum</b>	6/3	11	Consultant(s)	98%	2%		
			Topic	100%			
			Setting	83%	17%		
<b>CANS T4T</b>	6/29	42	Consultant(s)	<b>No feedback sheets distributed</b>			
			Topic				
			Setting				
<b>Total:</b>	744	<b>Average Response Re: Topic</b>	<b>78.7%</b>	<b>19.7%</b>	<b>1.6%</b>	<b>0.0%</b>	
		<b>Average Response Re: Consultants</b>	<b>80.7%</b>	<b>16.9%</b>	<b>1.9%</b>	<b>0.5%</b>	
		<b>Average Response Re: Setting</b>	<b>62.0%</b>	<b>24.0%</b>	<b>8.7%</b>	<b>1.6%</b>	

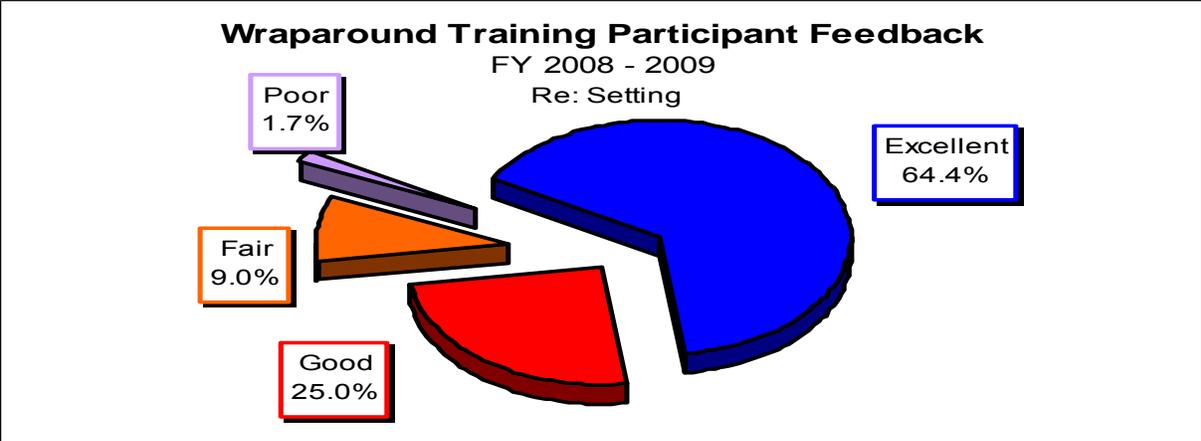
These results concerning participant feedback regarding the topic are highlighted in the following graphs:



The topics of Wraparound-related trainings in Los Angeles County were rated as 'Excellent' or 'Good' over 98% of the time by workshop participants in FY 2008-2009.



The consultants of Wraparound-related trainings in Los Angeles County were rated as 'Excellent' or 'Good' over 97% of the time by workshop participants in FY 2008-2009.



The setting of Wraparound-related trainings in Los Angeles County were rated as 'Excellent' or 'Good' over 89% of the time by workshop participants in FY 2008-2009.

**APPENDIX F: Participant Feedback from Wraparound Training for SCSWs**

4/15	Attendees:			20	
	Very Good	Good	Fair	Poor	Very Poor
Organization	53%	20%	27%		
Content	27%	53%	13%	7%	
Personal Learning Knowledge	13%	53%	20%	13%	
Applicability	13%	60%	27%		
Instructor's Responsiveness	60%	33%	7%		
Teaching Method	40%	53%	7%		
Overall Rating	40%	47%	13%		
Totals	35%	46%	16%	3%	

5/6	Attendees:			10	
	Very Good	Good	Fair	Poor	Very Poor
Organization	80%	10%			10%
Content	70%	20%			10%
Personal Learning Knowledge	50%	30%	10%		10%
Applicability	60%	20%	10%		10%
Instructor's Responsiveness	70%	20%			10%
Teaching Method	70%	20%			10%
Overall Rating	70%	20%			10%
Totals	67%	20%	3%		10%

5/7	Attendees:			13	
	Very Good	Good	Fair	Poor	Very Poor
Organization	71%	29%			
Content	29%	71%			
Personal Learning Knowledge	29%	57%	14%		
Applicability	29%	71%			
Instructor's Responsiveness	57%	43%			
Teaching Method	43%	57%			
Overall Rating	43%	57%			
Totals	43%	55%	2%		

5/12	Attendees:			30	
	Very Good	Good	Fair	Poor	Very Poor
Organization	60%	40%			
Content	60%	40%			
Personal Learning Knowledge	60%	40%			
Applicability	70%	20%	10%		
Instructor's Responsiveness	90%	10%			
Teaching Method	80%	20%			
Overall Rating	60%	40%			
Totals	69%	30%	1%		

5/13	Attendees:			13	
	Very Good	Good	Fair	Poor	Very Poor
Organization	57%	43%			
Content	53%	43%	4%		
Personal Learning Knowledge	43%	43%	13%		
Applicability	40%	47%	10%	4%	
Instructor's Responsiveness	60%	37%	4%		
Teaching Method	50%	50%			
Overall Rating	50%	46%	4%		
Totals	50%	44%	5%	1%	

5/14	Attendees:			30	
	Very Good	Good	Fair	Poor	Very Poor
Organization	68%	32%			
Content	59%	34%	7%		
Personal Learning Knowledge	48%	31%	21%		
Applicability	59%	24%	14%	3%	
Instructor's Responsiveness	76%	21%	3%		
Teaching Method	55%	38%	7%		
Overall Rating	59%	34%	7%		
Totals	61%	31%	8%	0%	

5/19	Attendees:			15	
	Very Good	Good	Fair	Poor	Very Poor
Organization	54%	46%			
Content	58%	42%			
Personal Learning Knowledge	46%	54%			
Applicability	54%	46%			
Instructor's Responsiveness	62%	38%			
Teaching Method	62%	38%			
Overall Rating	77%	23%			
Totals	59%	41%			

5/20	Attendees:			18	
	Very Good	Good	Fair	Poor	Very Poor
Organization	76%	24%			
Content	59%	41%			
Personal Learning Knowledge	59%	35%	6%		
Applicability	65%	24%	11%		
Instructor's Responsiveness	71%	29%			
Teaching Method	59%	35%			6%
Overall Rating	65%	35%			
Totals	65%	32%	3%		1%

5/26	Attendees:			30	
	Very Good	Good	Fair	Poor	Very Poor
Organization	34%	63%	3%		
Content	31%	48%	21%		
Personal Learning Knowledge	31%	38%	24%	7%	
Applicability	28%	52%	14%	7%	
Instructor's Responsiveness	34%	52%	14%		
Teaching Method	34%	45%	17%	3%	
Overall Rating	31%	63%	7%		
Totals	32%	51%	14%	3%	

5/27	Attendees:			19	
	Very Good	Good	Fair	Poor	Very Poor
Organization	53%	47%			
Content	47%	53%			
Personal Learning Knowledge	47%	47%	6%		
Applicability	47%	41%	12%		
Instructor's Responsiveness	59%	35%	6%		
Teaching Method	59%	35%	6%		
Overall Rating	59%	41%			
Totals	53%	43%	4%		

5/28	Attendees:			30	
	Very Good	Good	Fair	Poor	Very Poor
Organization	74%	22%	4%		
Content	59%	37%	4%		
Personal Learning Knowledge	63%	37%			
Applicability	70%	30%			
Instructor's Responsiveness	74%	26%			
Teaching Method	70%	26%	4%		
Overall Rating	73%	27%			
Totals	69%	29%	2%		

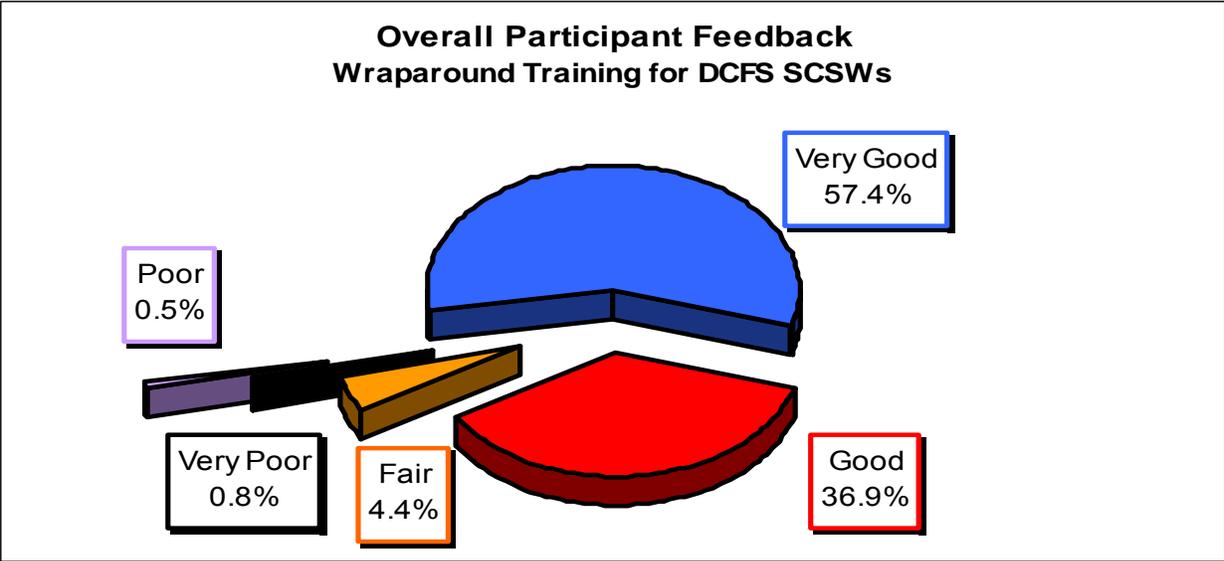
6/16	Attendees:			12	
	Very Good	Good	Fair	Poor	Very Poor
Organization	64%	36%			
Content	73%	27%			
Personal Learning Knowledge	64%	36%			
Applicability	73%	27%			
Instructor's Responsiveness	73%	27%			
Teaching Method	73%	27%			
Overall Rating	64%	36%			
Totals	69%	31%			

6/17	Attendees:			12	
	Very Good	Good	Fair	Poor	Very Poor
Organization	100%				
Content	86%	14%			
Personal Learning Knowledge	57%	43%			
Applicability	86%	14%			
Instructor's Responsiveness	86%	14%			
Teaching Method	86%	14%			
Overall Rating	71%	29%			
Totals	82%	18%			

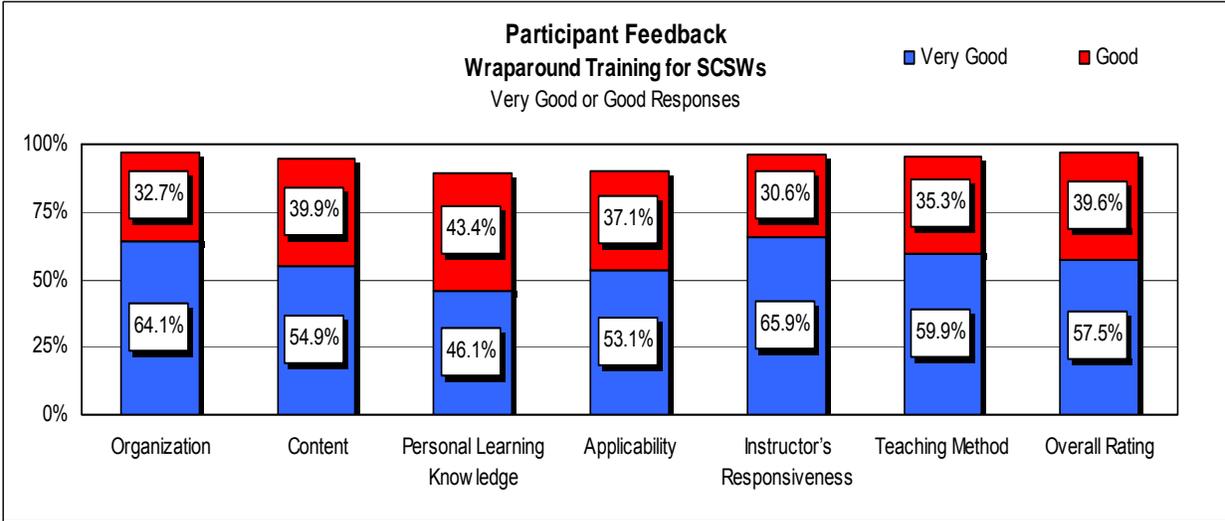
6/18	Attendees:			17	
	Very Good	Good	Fair	Poor	Very Poor
Organization	54%	46%			
Content	57%	36%	7%		
Personal Learning Knowledge	36%	64%			
Applicability	50%	43%	7%		
Instructor's Responsiveness	50%	43%	7%		
Teaching Method	57%	36%	7%		
Overall Rating	43%	57%			
Totals	50%	46%	4%		

Grand Totals	Total Attendees:			269	
	Very Good	Good	Fair	Poor	Very Poor
Organization	64.1%	32.7%	2.4%	0.0%	0.7%
Content	54.9%	39.9%	4.0%	0.5%	0.7%
Personal Learning Knowledge	46.1%	43.4%	8.1%	1.4%	0.7%
Applicability	53.1%	37.1%	8.2%	1.0%	0.7%
Instructor's Responsiveness	65.9%	30.6%	2.9%	0.0%	0.7%
Teaching Method	59.9%	35.3%	3.4%	0.2%	1.1%
Overall Rating	57.5%	39.6%	2.2%	0.0%	0.7%
Grand Totals:	57.4%	36.9%	4.4%	0.5%	0.8%

This information is highlighted in various forms in the following graphs:



The combined ratings from all 14 SCSW trainings listed all five categories as 'Very Good' or 'Good' over 94% of the time.



Participants from the 14 SCSW trainings rated 'Very Good' or 'Good' over 86% of the time for Organization, over 94% of the time for Content, over 89% of the time for Personal Learning Knowledge, over 90% of the time for Applicability, over 96% of the time for Instructor's Responsiveness, over 95% of the time for Teaching Method and over 97% of the time for the Overall Rating.

**Appendix G: Summary of Wraparound Trends  
2004-2009**

Listed below are the different information pieces included in the last six year-end reports listed side-by-side. This information has been highlighted in various parts of this report.

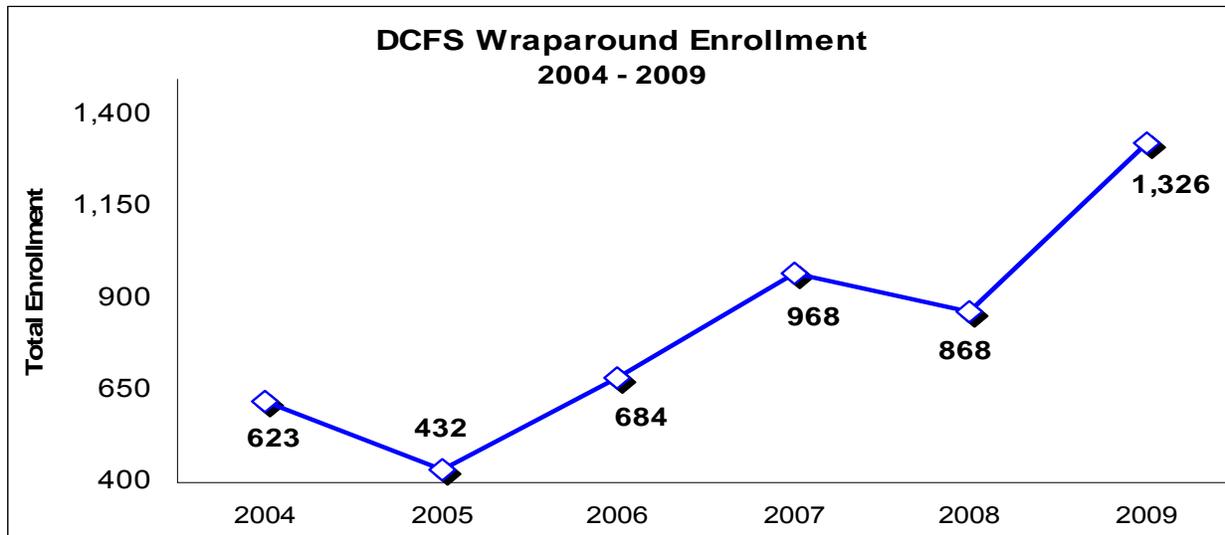
	2004	2005	2006	2007	2008	2009
<b>Enrollment</b>						
Total Wrap Enrollment	739	609	992	1,513	1,886	2,206
Average Age (Yrs.)	13.85	13.81	13.80	14.09	14.63	14.76
Male (%)	62	62	61	61	64	60
Female (%)	38	38	39	39	36	40
DCFS (%)	64	71	69	64	46	54
Probation (%)	21	14	18	23	39	33
DMH (%)	15	15	13	13	15	13
<b>Fed vs. Non-Fed</b>						
Fed (%)	56	37	24	39	30	38
Non-Fed (%)	44	63	76	61	70	62
<b>Diagnosis</b>						
Mood Disorder	27	23.3	24.1	19.7	19.0	33.3
Disruptive Disorder	17	23.5	17.1	17.3	15.3	35.1
Anxiety Disorder	13	9.7	9.4	12.4	12.1	5.3
No Diagnosis	10	13.1	12.8	10.6	11.1	15.1
<b>Average Length of Stay</b>						
Active (Months)	10.64	10.12	9.24	6.18	9.22	9.93
Graduated (Months)	12.27	17.87	14.62	11.75	13.10	14.14
<b>CAFAS</b>						
Intake (Avg.)	71.45	84.06	69.75	84.55	91.36	105.33
6 Months (Avg.)	59.06	69.39	54.79	70.49	71.29	84.85
12 Months (Avg.)	47.79	59.9	49.33	68.26	58.44	72.12
Referrals from RCL 12+ (Total)	120	111	52	153	315	478
% of all Referrals		30.5	10.4	16.5	29.1	64.0

Category	2004	2005	2006	2007	2008	2009
<b>YSS (Avg. Scores)</b>						
Overall	82	82	84	84	89	85
Access	N/A	82	87	82	87	86
Participation	N/A	82	84	84	88	83
Cultural Sensitivity	N/A	89	88	88	92	90
Appropriate	N/A	84	88	87	93	87
Outcomes	N/A	74	78	76	84	79
<b>YSS-F (Avg. Scores)</b>						
Overall	83	84	83	86	92	90
Access	N/A	88	89	90	94	93
Participation	N/A	89	88	87	94	92
Cultural Sensitivity	N/A	93	91	92	97	95
Appropriate	N/A	88	86	89	95	93
Outcomes	N/A	70	68	71	79	76
<b>Flex-Funds</b>						
Housing/Living (%)	27	20	26	22	19	2
Family (%)	13.5	14	18	14	13	3
Safety (%)	11	16	13	15	7	24
Money Matters (%)	N/A	8	6	14	21	8
Emotional/Behavioral (%)	13.5	19	8	8	10	13
Safety (%)	4	16	13	15	7	23
<b>Total Expenditures</b>		\$1,033,343	\$1,166,862	\$1,499,110	\$1,403,901	\$1,521,898

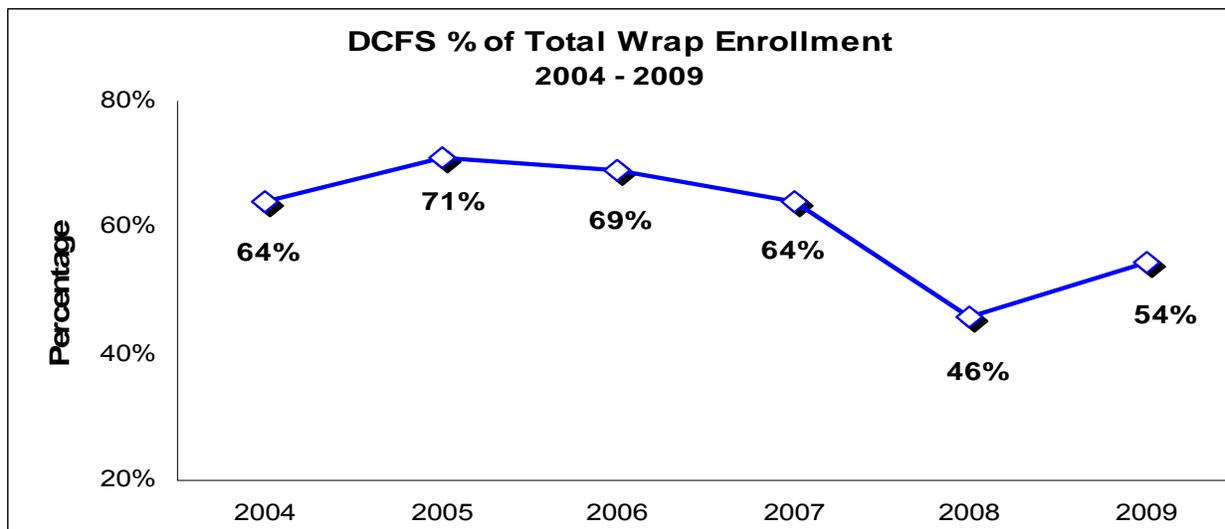
## APPENDIX H: DCFS Comparison Data

### Enrollment

After a drop in FY 2007 - 2008, the total enrollment of DCFS referred children has increased to 1,326 in FY 2008 - 2009. The history of DCFS-referred enrollment in Wraparound is highlighted in the following graph:



After a sharp decrease last year, the percentage of all Wraparound cases coming from DCFS increased to 54% last year:



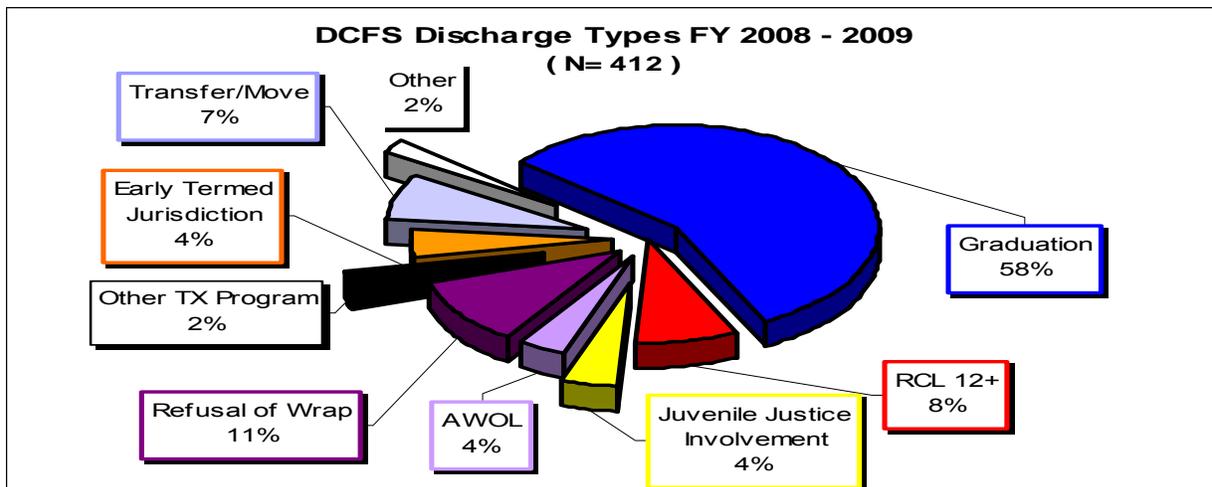
**Comparison of DCFS Case Discharges By Type**

DCFS cases (1,326) accounted for 60% of all Wraparound cases in FY 2008-2009. This DCFS-only group accounted for 52% of all graduations, 44% of discharges due to referral to an RCL 12+ facility, 14% of all discharges due to increased juvenile justice involvement, 33% of discharges due to the child going AWOL, 44% of discharges due to refusal of Wrap services, 43% of discharges due to the family’s choice of another treatment program, 35% of discharges due to early termination of jurisdiction by the Court and 59% of discharges due to the family’s moving from the area. This information is contained in the following table:

Discharge Types	DCFS	Probation	DMH
Graduation	52%	36%	12%
RCL 12+	44%	45%	12%
Juvenile Justice Involvement	14%	86%	0%
AWOL	33%	67%	0%
Refusal of Wrap	44%	41%	15%
Other TX Program	43%	48%	10%
Early Termed Jurisdiction	35%	65%	0%
Transfer/Move	59%	33%	8%
Other	8%	91%	1%

**Discharge Types**

DCFS-referred children accounted for 412 of the 1,043 total discharges from Wraparound last year. The type of discharges and the percentages of each specific to DCFS-referred children who were discharged last year are highlighted in the following graph:



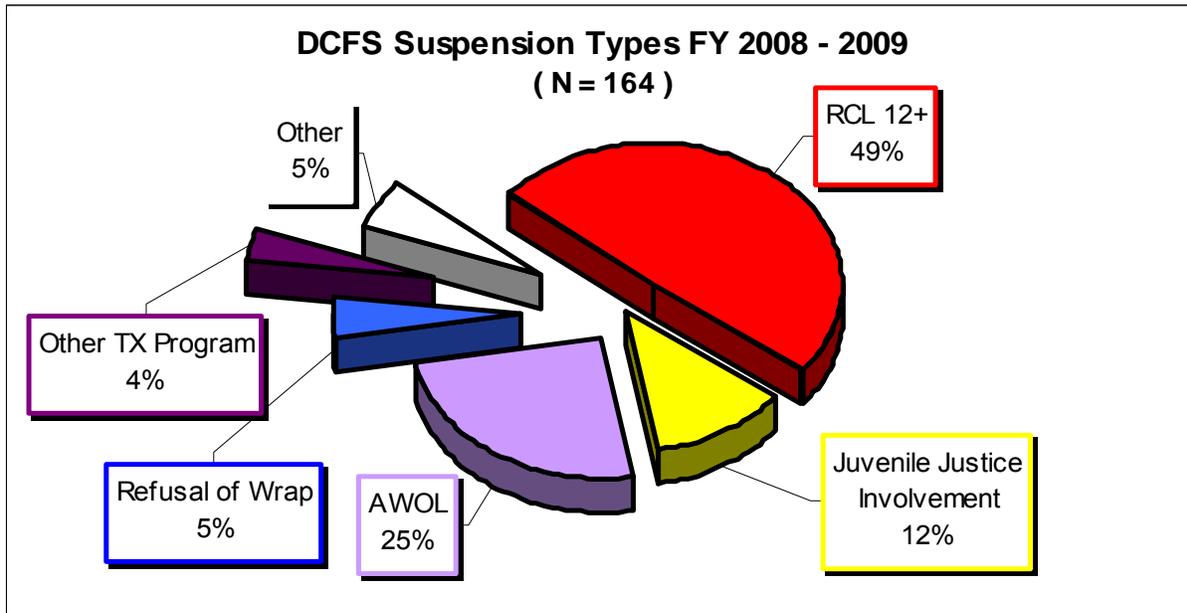
**Comparison of DCFS Case Suspensions By Type**

As noted earlier, DCFS cases accounted for 60% of all Wraparound cases in FY 2008-2009. This same group accounted for 65% of all suspensions due to placement in an RCL 12+ facility, 23% of all suspensions due to increased juvenile justice involvement, 61% of all suspensions due to the child going AWOL, 57% of all suspensions due to the family’s refusal of services and 75% of all suspensions due to the family’s choice of an alternative treatment program. This information is contained in the following table:

Suspension Types	DCFS	Probation	DMH
RCL 12+	65%	19%	16%
Juvenile Justice Involvement	23%	76%	1%
AWOL	61%	39%	0%
Refusal of Wrap	57%	14%	29%
Other TX Program	75%	13%	13%
Other Reason	69%	15%	15%

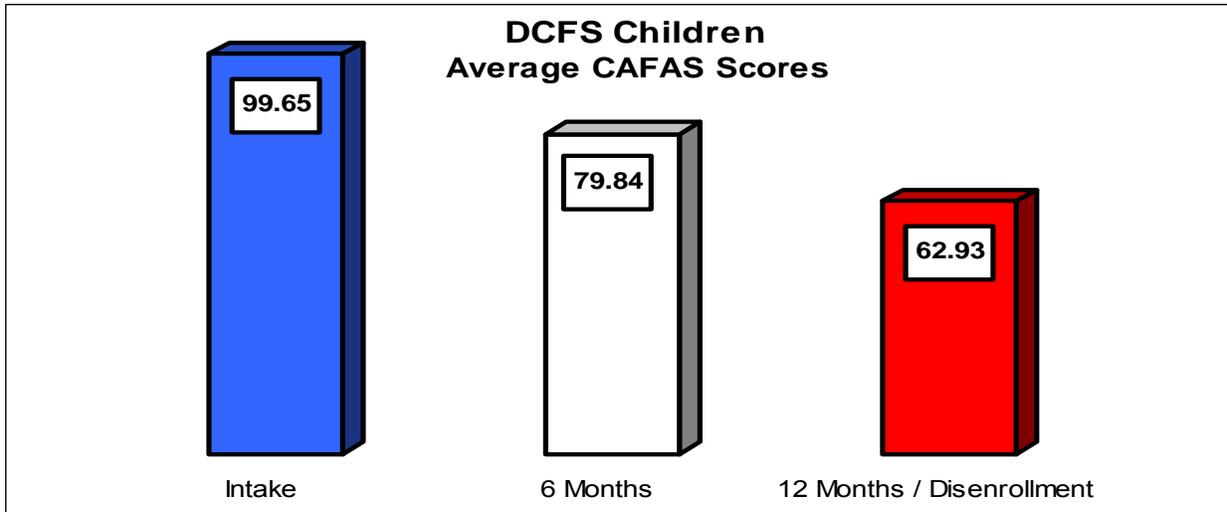
**Suspension Types**

DCFS-referred children accounted for 164 of the 310 total suspensions from Wraparound last year. The type of suspensions and the percentages of each specific to DCFS-referred children who were suspended last year are highlighted in the following graph:

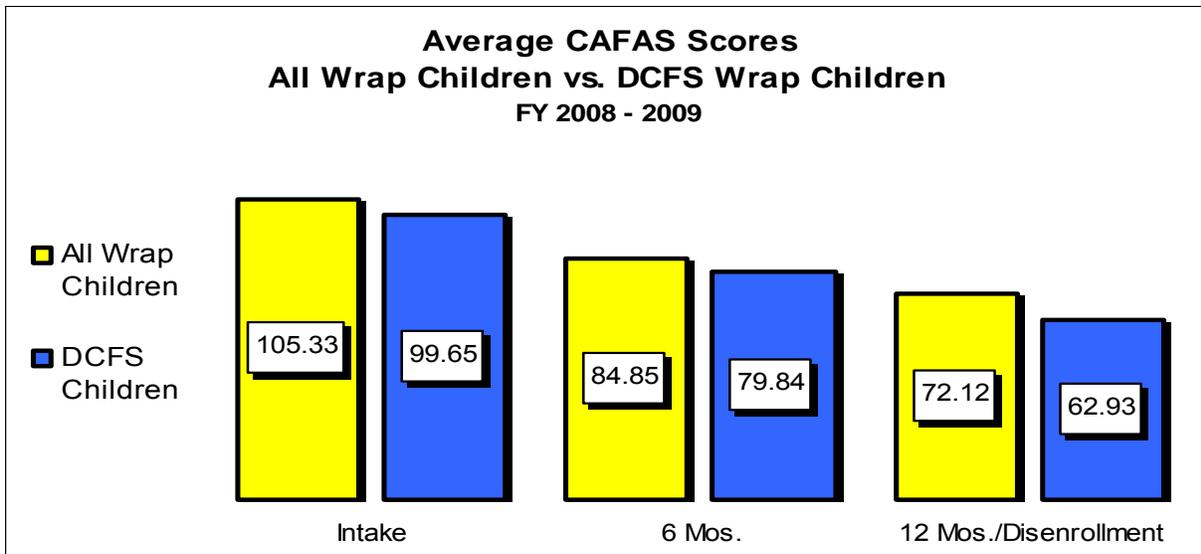


## Comparison of DCFS Wrap Children vs. Countywide Average

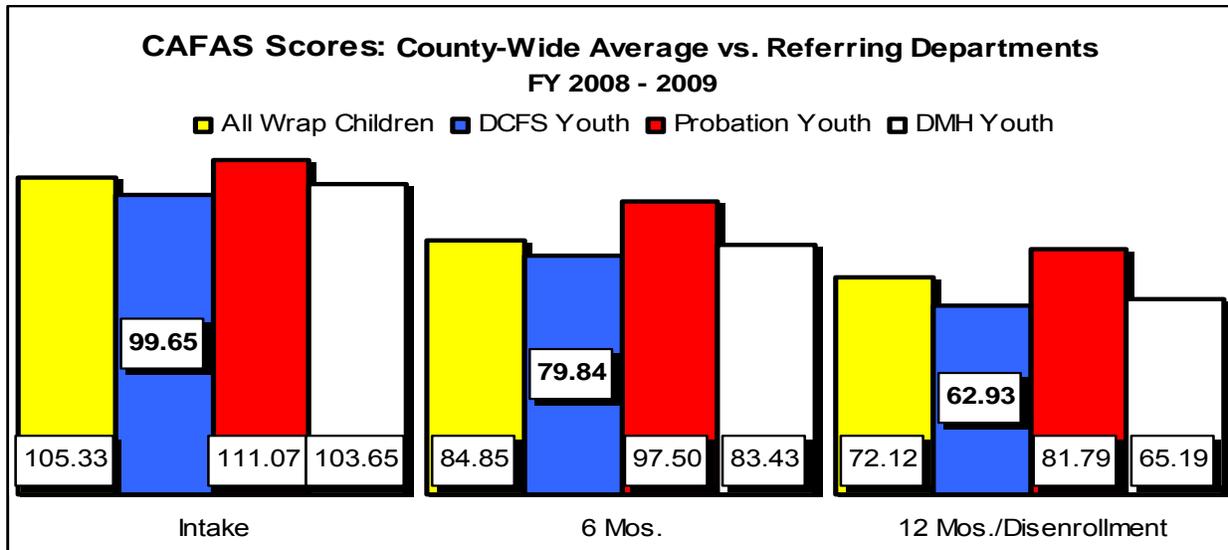
The following graph represents the average CAFAS scores of DCFS-referred children at the three main time points:



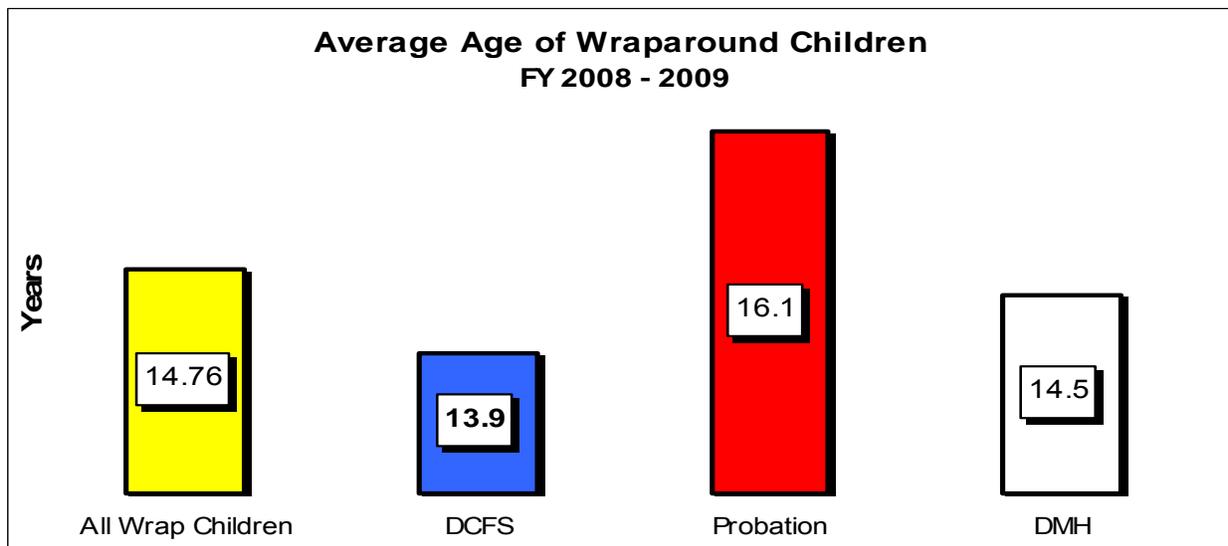
DCFS-referred children had CAFAS scores below the countywide average at all three time points:



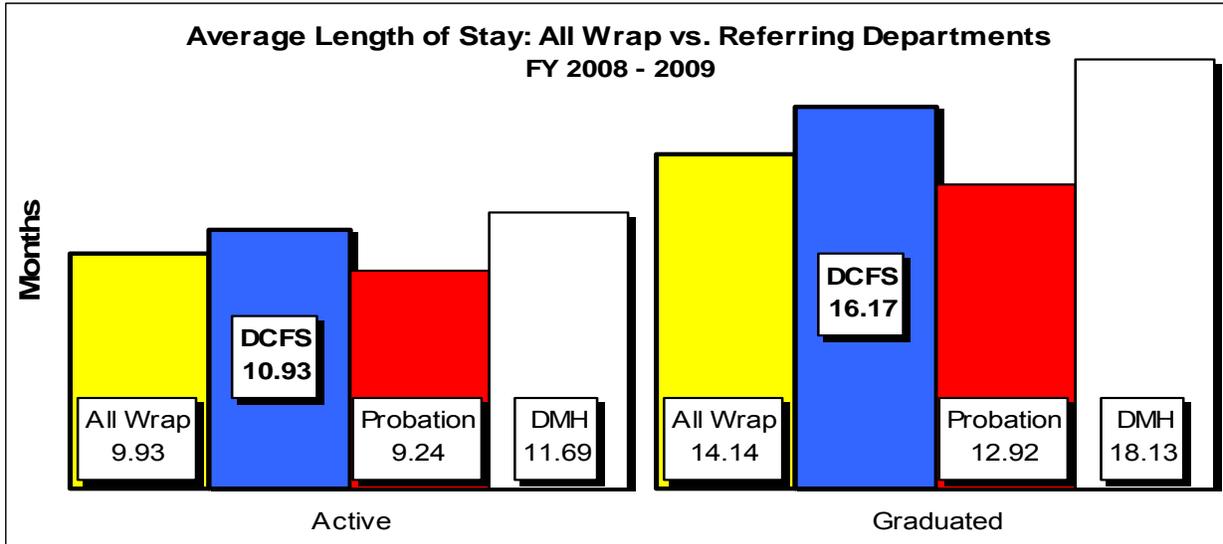
DCFS-referred children had the lowest CAFAS scores at all three time points than any of the three County Referring Departments. In addition, DCFS-referred children had the greatest drop in scores from intake to disenrollment:



DCFS-referred children were the youngest of the three referring departments:



DCFS-referred children had longer lengths of stay for active and graduated children than the countywide average:



**Regional DCFS Wraparound Referral and Enrollment FY 2008-2009**  
(Page 1 of 2)

Office	July		August		September		October		November		December		Total	
	Referred	Enrolled	Referred	Enrolled										
Palmdale	0	0	2	0	3	3	2	0	4	1	1	0	12	4
Lancaster	6	2	2	5	2	1	1	1	0	0	3	1	14	10
San Fernando Valley	7	10	4	7	2	2	2	1	2	3	7	2	24	25
Santa Clarita	7	4	3	4	4	1	5	4	4	5	3	2	26	20
Pasadena	6	3	0	2	2	1	1	1	2	0	0	1	11	8
Glendora	4	5	3	1	3	5	5	3	2	1	1	4	18	19
Covina Annex	3	0	0	1	0	0	1	1	2	0	4	2	10	4
Pomona	4	1	3	3	2	0	0	0	1	0	0	1	11	5
El Monte	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Metro North	9	2	3	3	2	1	3	1	5	4	2	3	24	14
West LA	1	0	3	0	4	4	2	2	0	0	5	1	15	7
Hawthorne	5	1	5	2	3	1	9	3	4	0	8	8	34	15
Wateridge	4	1	6	2	3	0	1	2	2	0	3	1	19	6
Compton	9	2	9	3	10	3	14	3	10	4	8	2	60	17
Belvedere	2	2	2	1	4	4	3	2	1	1	2	1	14	11
Santa Fe Springs	4	2	2	0	2	2	5	2	3	3	4	2	20	11
Torrance	2	0	5	2	9	3	2	2	1	1	3	1	22	9
Lakewood	5	4	3	3	1	2	1	1	0	1	4	0	14	11
<b>Totals</b>	<b>78</b>	<b>39</b>	<b>55</b>	<b>39</b>	<b>56</b>	<b>33</b>	<b>57</b>	<b>29</b>	<b>43</b>	<b>24</b>	<b>58</b>	<b>32</b>	<b>348</b>	<b>196</b>

**Regional DCFS Wraparound Referral and Enrollment FY 2008-2009**  
(Page 2 of 2)

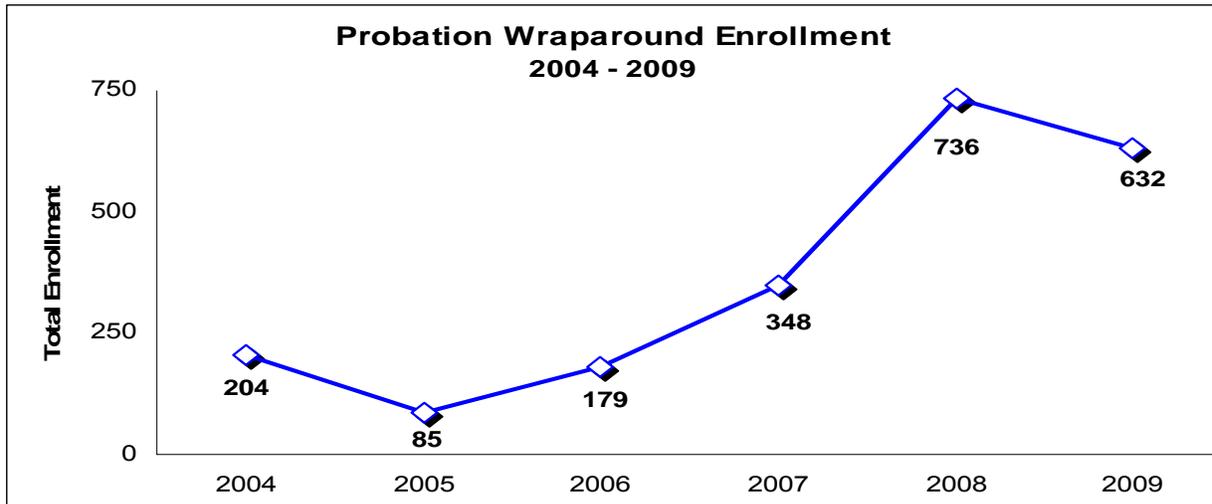
Office	January		February		March		April		May		June		Total	
	Referred	Enrolled												
Palmdale	6	3	1	2	4	1	3	3	3	1	2	1	19	11
Lancaster	3	0	0	0	3	1	2	3	6	2	1	1	15	7
San Fernando Valley	1	6	1	2	2	2	1	2	5	2	3	2	13	16
Santa Clarita	3	3	2	3	3	3	2	1	2	2	3	1	15	13
Pasadena	0	0	0	0	0	0	4	0	0	4	1	1	5	5
Glendora	2	2	5	5	4	3	4	2	2	3	1	1	18	16
Covina Annex	0	2	1	0	3	2	0	0	0	1	2	1	6	6
Pomona	3	1	0	2	4	3	2	3	2	2	3	2	14	13
El Monte	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Metro North	3	3	8	5	3	3	6	4	2	2	12	3	34	20
West LA	1	2	3	2	4	4	1	5	1	1	0	1	10	15
Hawthorne*	7	1	3	3	5	4	8	3	0	0	2	1	25	12
Wateridge	4	0	1	0	3	2	4	2	1	2	2	0	15	6
Compton	9	2	8	2	3	1	8	1	10	2	6	2	44	10
Belvedere	3	2	6	3	2	4	6	6	0	0	7	2	24	17
Santa Fe Springs	3	2	2	3	2	2	2	0	2	0	4	2	15	9
Torrance	5	2	7	4	0	1	4	3	3	1	4	1	23	12
Lakewood	5	3	2	2	7	5	5	9	4	3	7	1	30	23
<b>Totals</b>	58	34	50	38	52	41	49	47	25	28	42	23	325	211

	<b>Referred</b>	<b>Enrolled</b>
<b>Totals:</b>	<b>673</b>	<b>407</b>

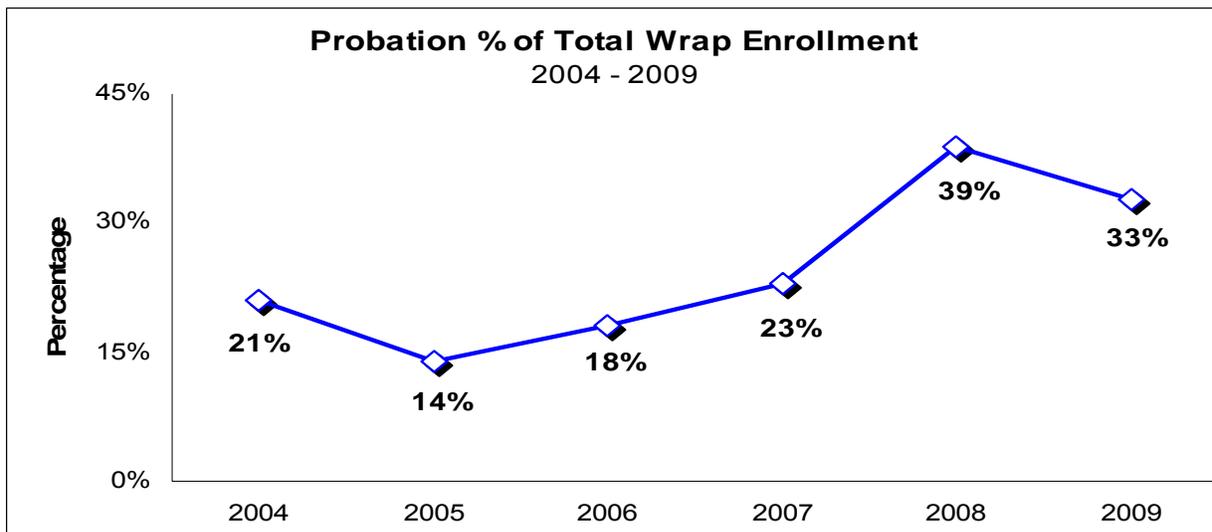
## APPENDIX I: Probation Comparison Data

### Enrollment

The total enrollment of Probation referred children dropped significantly last year, following an unusually steep increase in FY 2008 - 2009:



The percentage of all Wraparound cases coming from Probation fell last year to 33% from an all-time high of 39% in FY 2007-2008.



### **Comparison of Probation Case Discharges By Type**

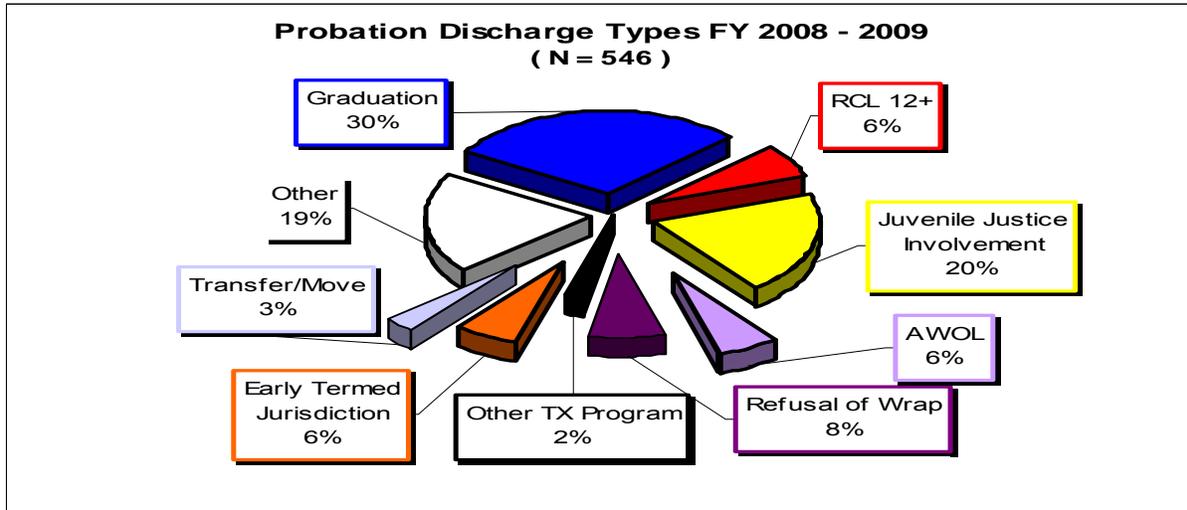
Probation cases (632) accounted for 33% of all Wraparound cases in FY 2008-2009. This Probation-only group accounted for 36% of all graduations, 45% of discharges due to referral to an RCL 12+ facility, 86% of all discharges due to increased juvenile justice involvement, 67% of discharges due to the child going AWOL, 41% of discharges due to refusal of Wrap services, 48% of discharges due to the family's choice of another treatment program, 65% of discharges due to early termination of jurisdiction by the Court and 33% of discharges due to the family's moving from the areas. This information is contained in the following table:

Discharge Types	DCFS	<b>Probation</b>	DMH
Graduation	52%	<b>36%</b>	12%
RCL 12+	44%	<b>45%</b>	12%
Juvenile Justice Involvement	14%	<b>86%</b>	0%
AWOL	33%	<b>67%</b>	0%
Refusal of Wrap	44%	<b>41%</b>	15%
Other TX Program	43%	<b>48%</b>	10%
Early Termed Jurisdiction	35%	<b>65%</b>	0%
Transfer/Move	59%	<b>33%</b>	8%
Other	8%	<b>91%*</b>	1%

\* One hundred-six (106) Probation children (19.4% of all Probation discharges) were discharged from Wraparound before completion of all case plan goals in FY 2008-2009 due to budgetary considerations.

### **Discharge Types**

Probation-referred children accounted for 546 of the 1,043 total discharges from Wraparound last year. The type of discharges and the percentages of each specific to Probation-referred children who were discharged last year are highlighted in the following graph:



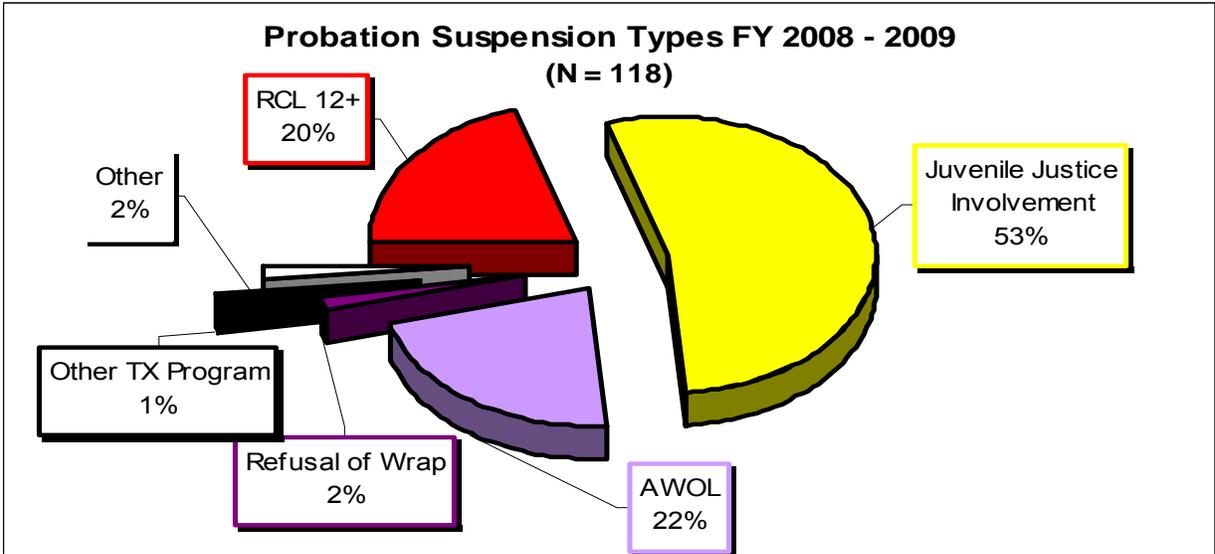
**Comparison of Probation Case Suspensions By Type**

Probation cases (632) accounted for 33% of all Wraparound cases in FY 2008-2009. This same group accounted for 19% of all suspensions due to placement in an RCL 12+ facility, 76% of all suspensions due to increased juvenile justice involvement, 39% of all suspensions due to the child going AWOL, 14% of all suspensions due to the family’s refusal of services and 13% of all suspensions due to the family’s choice of an alternative treatment program. This information is contained in the following table:

Suspension Types	DCFS	Probation	DMH
RCL 12+	65%	<b>19%</b>	16%
Juvenile Justice Involvement	23%	<b>76%</b>	1%
AWOL	61%	<b>39%</b>	0%
Refusal of Wrap	57%	<b>14%</b>	29%
Other TX Program	75%	<b>13%</b>	13%
Other Reason	69%	<b>15%</b>	15%

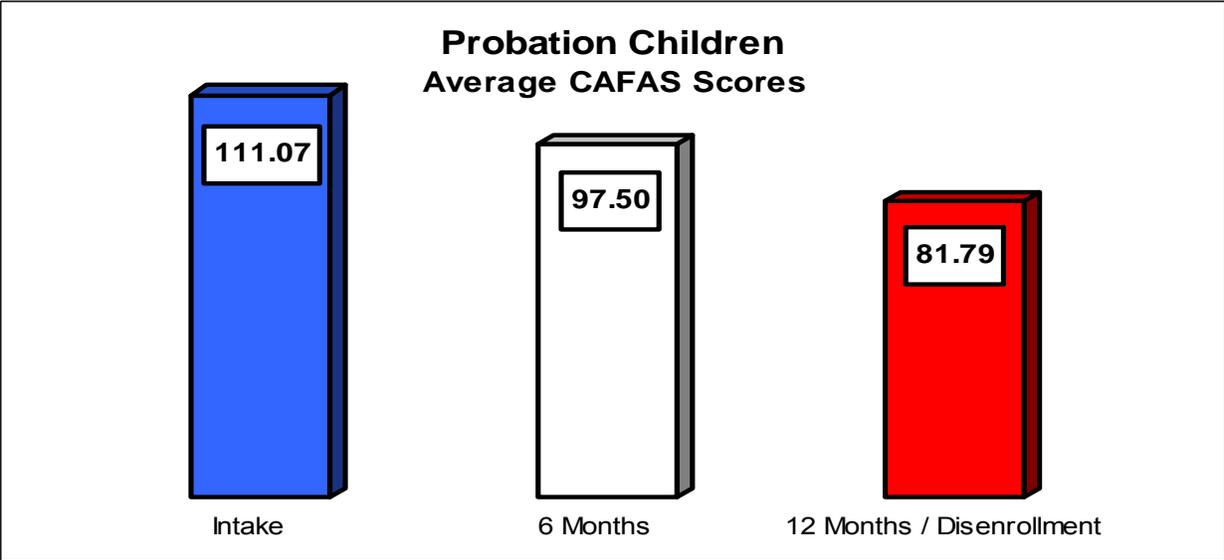
**Suspension Types**

Probation-referred children accounted for 118 of the 310 total suspensions from Wraparound. The type of suspensions and the percentages of each specific to Probation-referred children who were suspended last year are highlighted in the following graph:

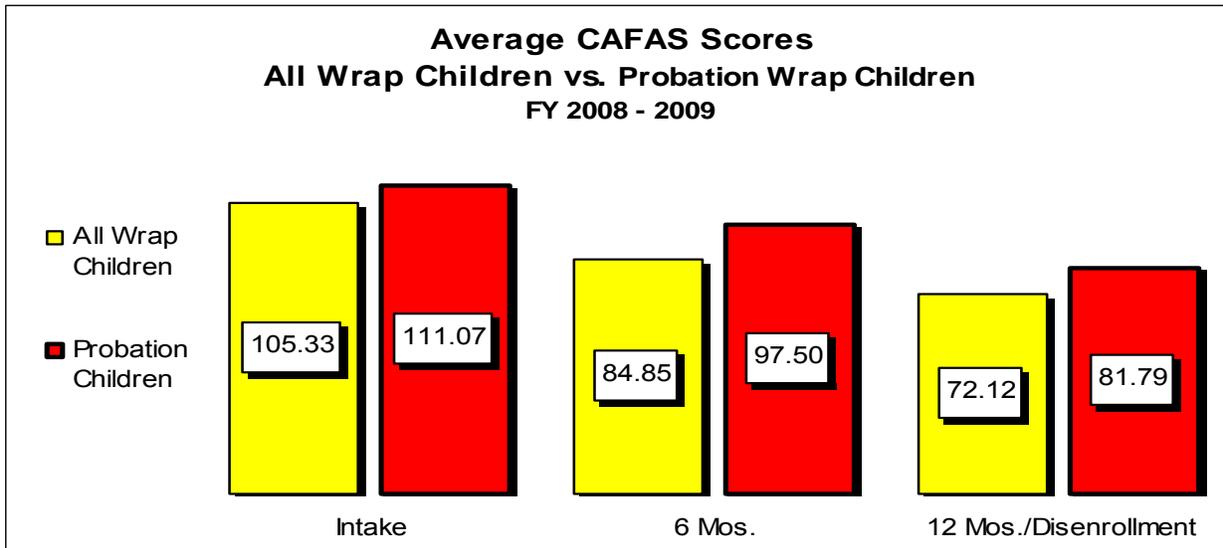


**Comparison of Probation Wrap Children vs. Countywide Average**

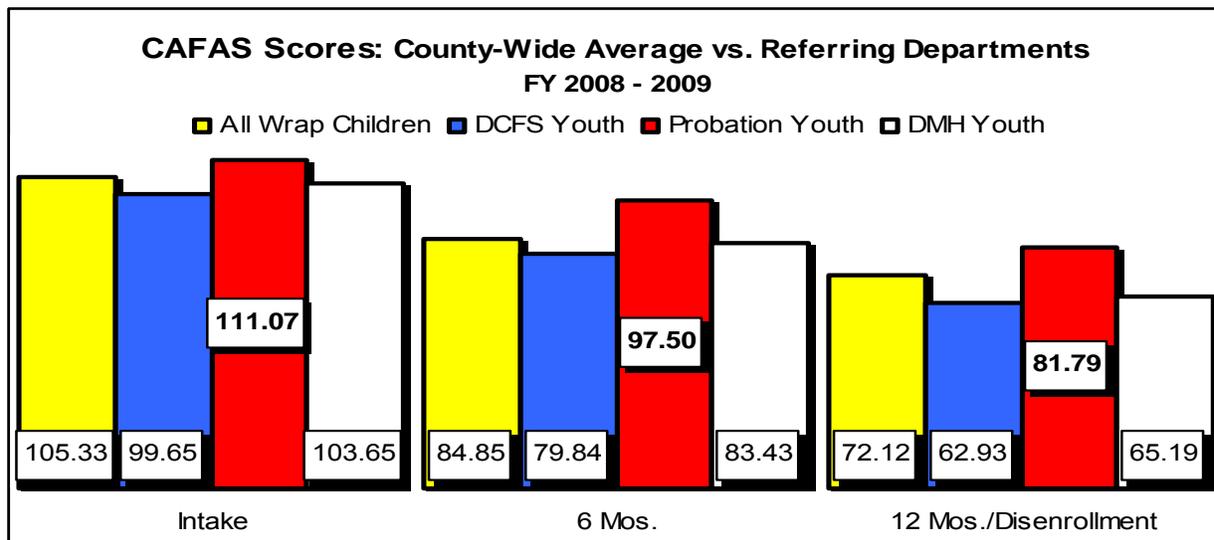
The following graph represents the average CAFAS scores of Probation-referred children at the three main time points:



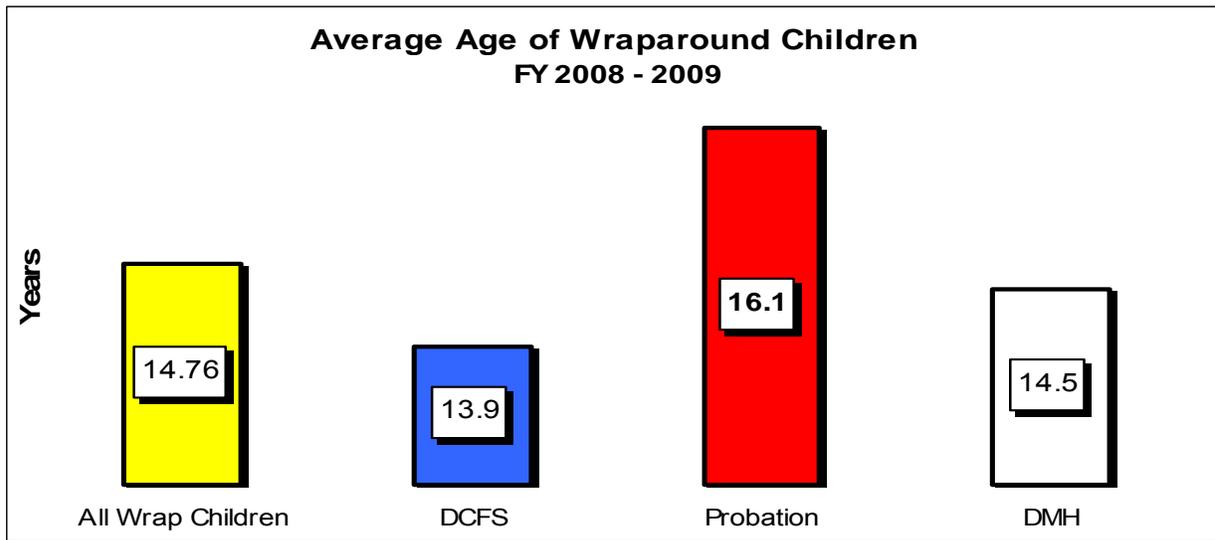
Probation-referred children had CAFAS scores higher than the countywide average at all three time points:



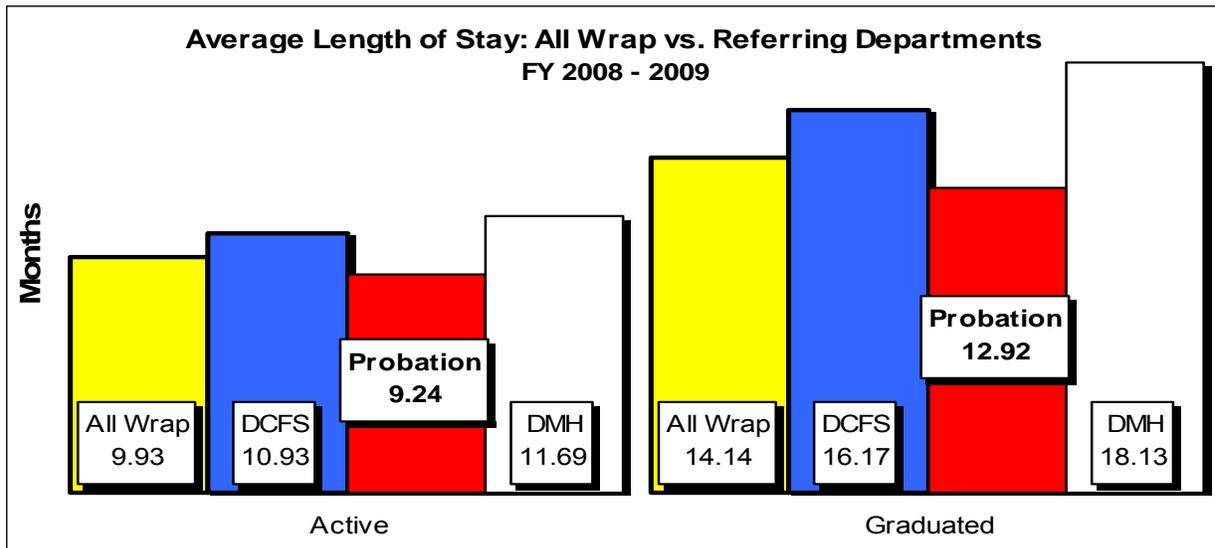
Probation-referred children had the highest CAFAS scores at all three time points than any of the three County Referring Departments:



Probation-referred children were the oldest of the three referring departments:



Probation-referred children had shorter lengths of stay for active and graduated children than both the countywide average or the other referral department's children:



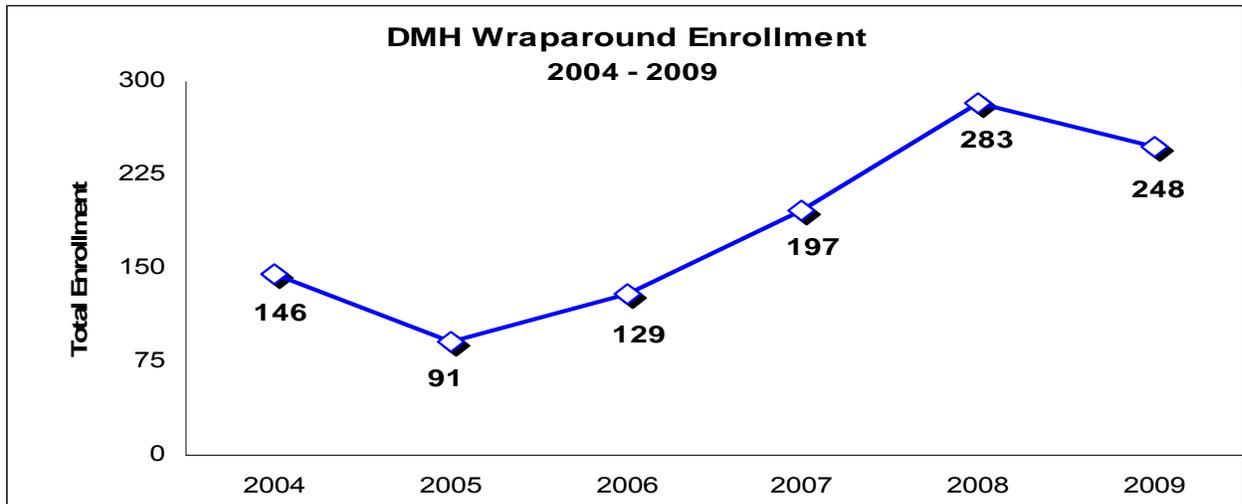
## Probation Referrals and Enrollments in Wraparound FY 2008 - 2009

July		August		September		October		November		December	
referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled
43	36	36	34	36	39	25	18	37	22	39	42
January		February		March		April		May		June	
referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled
2	10	1	0	17	12	5	4	15	14	16	13
					Referred	Enrolled					
				<b>Totals:</b>	<b>272</b>	<b>244</b>					

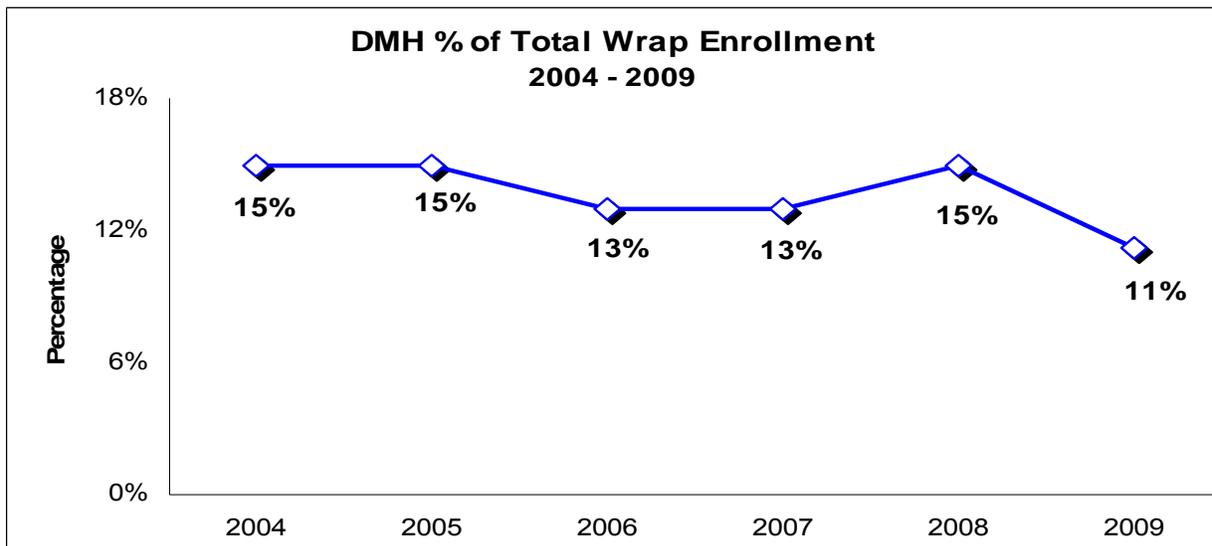
## APPENDIX J: DMH Comparison Data

### Enrollment

The total enrollment of DMH referred children in Wraparound dropped last year, after experiencing a large increase in FY 2008 - 2009:



The percentage of all Wraparound cases coming from DMH decreased to its' lowest level in the last six years.



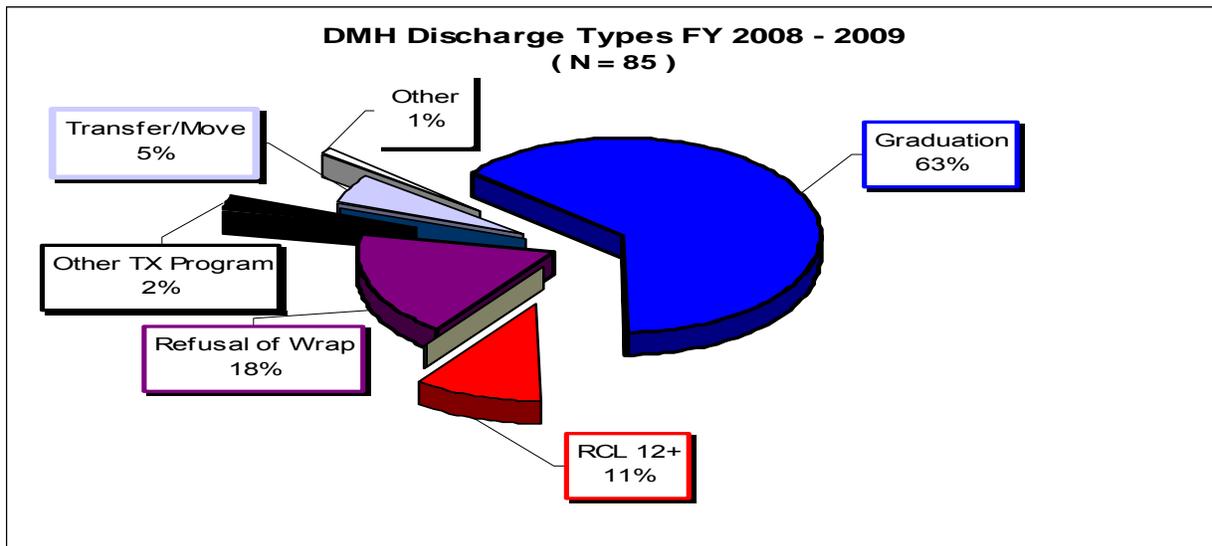
**Comparison of DMH Case Discharges By Types**

DMH cases (283) accounted for 15% of all Wraparound cases in FY 2008-2009. This same group accounted for 12% of all graduations, 12% of discharges due to referral to an RCL 12+ facility, no discharges due to increased juvenile justice involvement, no discharges due to the child going AWOL, 15% of discharges due to refusal of services, 10% of discharges due to the family’s choice of another treatment program, no discharges due to early termination of jurisdiction by the Court and 8% of discharges due to the family’s moving from the areas. This information is contained in the following table:

Discharge Types	DCFS	Probation	DMH
Graduation	52%	36%	12%
RCL 12+	44%	45%	12%
Juvenile Justice Involvement	14%	86%	0%
AWOL	33%	67%	0%
Refusal of Wrap	44%	41%	15%
Other TX Program	43%	48%	10%
Early Termed Jurisdiction	35%	65%	0%
Transfer/Move	59%	33%	8%
Other	8%	91%	1%

**Discharge Types**

DMH-referred children accounted for 85 of the 1,043 total discharges from Wraparound last year. The type of discharges and the percentages of each specific to DMH-referred children who were discharged last year are highlighted in the following graph:



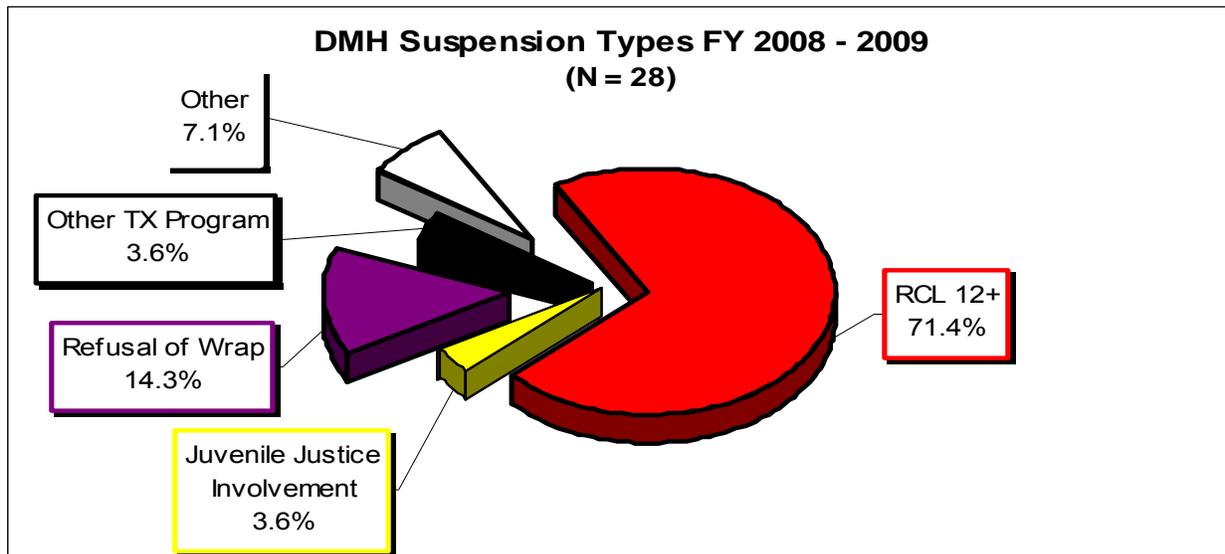
**Comparison of DMH Case Suspensions By Types**

DMH cases (283) accounted for 15% of all Wraparound cases in FY 2008-2009. This same group accounted for 16% of all suspensions due to placement in an RCL 12+ facility, 1% of all suspensions due to increased juvenile justice involvement, no suspensions due to the child going AWOL, 29% of suspensions due to the family’s refusal of services and 13% of all suspensions due to the family’s choice of an alternative treatment program. This information is contained in the following graph:

Suspension Types	DCFS	Probation	<b>DMH</b>
RCL 12+	65%	19%	<b>16%</b>
Juvenile Justice Involvement	23%	76%	<b>1%</b>
AWOL	61%	39%	<b>0%</b>
Refusal of Wrap	57%	14%	<b>29%</b>
Other TX Program	75%	13%	<b>13%</b>
Other Reason	69%	15%	<b>15%</b>

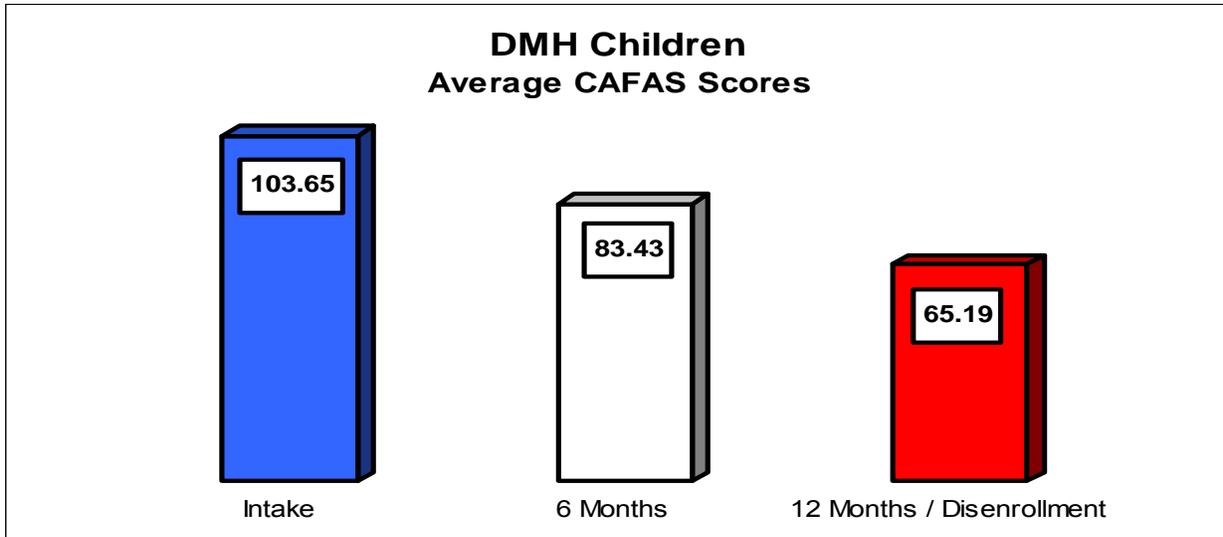
**Suspension Types**

DMH-referred children accounted for 28 of the 310 total suspensions from Wraparound last year. The type of suspensions and the percentages of each specific to DMH-referred children who were suspended last year are highlighted in the following graph:

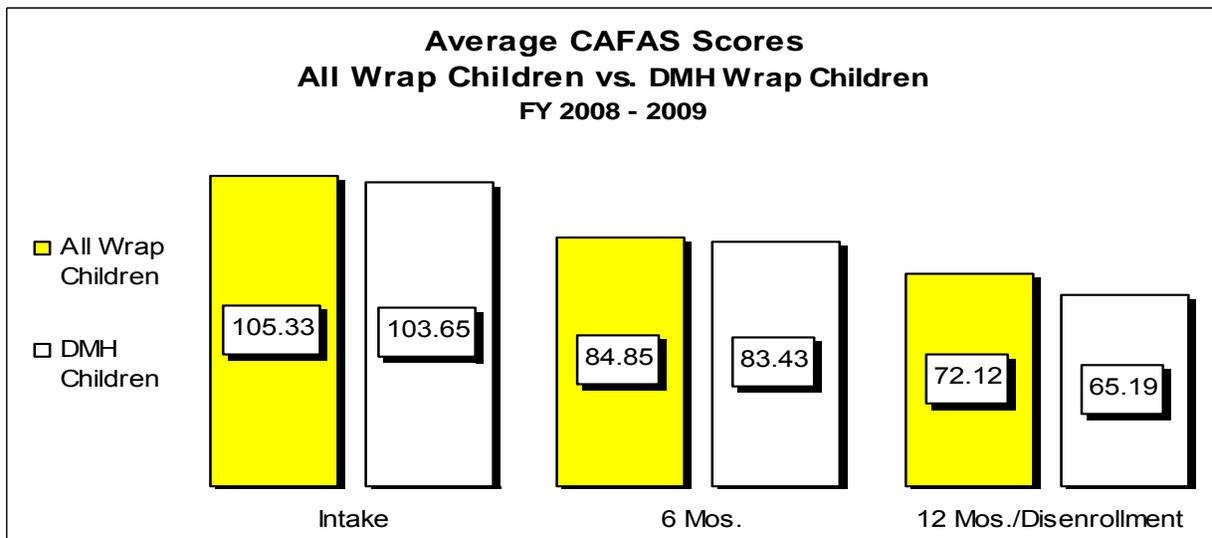


## Comparison of DMH Wrap Children vs. Countywide Average

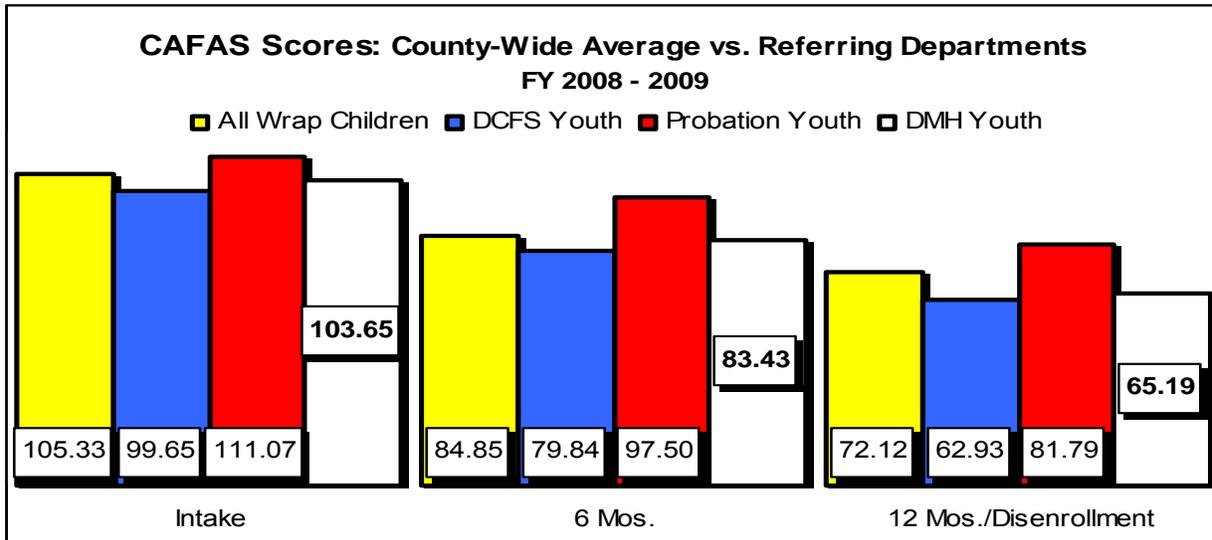
The following graph represents the average CAFAS scores of DMH-referred children at the three main time points:



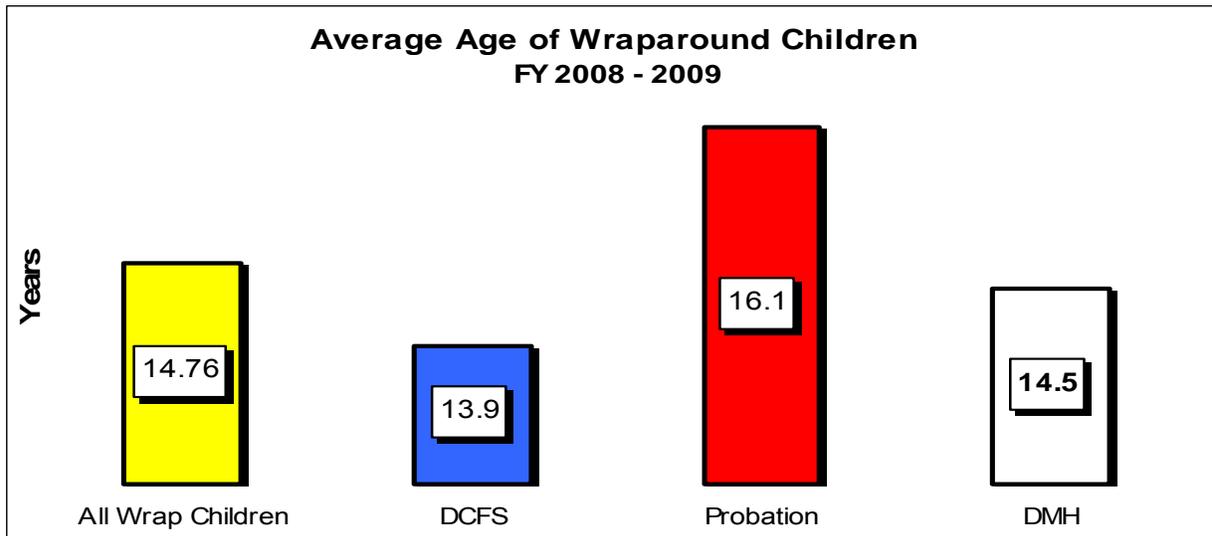
DMH-referred children had CAFAS scores slightly below the countywide average scores at all three time points:



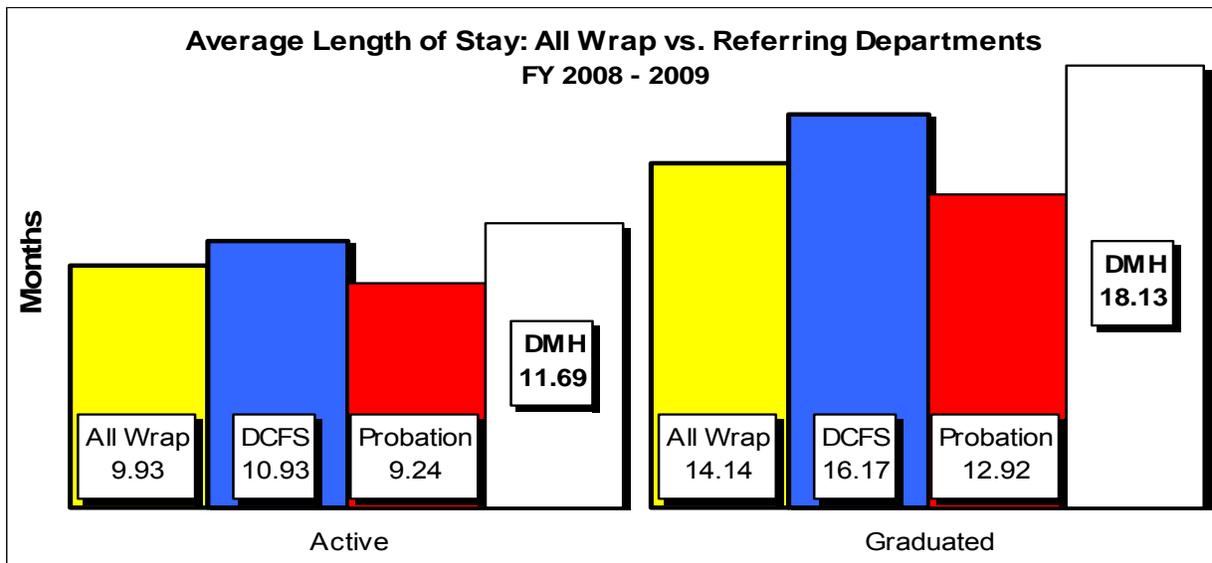
DMH-referred children had average CAFAS scores most close to the average at all three time points than any of the three County Referring Departments:



The average age of DMH-referred children was the closest to the countywide average of the three referring departments:



Probation-referred children had the longest average lengths of stay for active and graduated children as compared to the other referral department's children:



### DMH Referrals and Enrollments in Wraparound FY 2008 - 2009

July		August		September		October		November		December	
referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled
3	6	8	9	6	6	8	8	5	3	8	5
January		February		March		April		May		June	
referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled	referred	enrolled
9	11	9	7	17	13	11	10	7	9	13	9
					Referred	Enrolled					
				<b>Totals:</b>	<b>104</b>	<b>96</b>					