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Director Message

Having recently completed 25 years as a social worker, I realize how much

this vocation has made me the man I am today. I continue to receive both blessings and moments of great joy watching the growth and development of the staff, consumers, and families we serve. Those who choose this vocation, as well as those we serve, remain resilient despite the many obstacles placed upon us by community culture and circumstances we are unable to manage.

2016 was a test of fortitude for those who live and work in Chippewa County. Fortitude allowed us to overcome fear, to remain steady when obstacles existed, and to face reality.

When I became aware that the poverty needle in America has not moved in the United States for 40 years, I found myself asking why. From its beginning, the purpose of social work has been to reduce poverty, protect children, maintain community safety, serve those with disabilities, and care for older people. Why, then, are households and individuals in our country, which includes Chippewa County, relying more and more on assistance from human service agencies? What are we doing that fails to empower others to achieve lasting results? Honestly, we must face reality. What are we missing?

In the summer of 2016, United Way of Wisconsin published a report titled "Asset Limited, Income Constrained, Employed" (ALICE). Two hundred and fifty United Ways from participating states were selected to participate in the ALICE study to better understand the economics of various geographic locations throughout the United States. The goal of the study was to measure individual and family income, the affordability of housing, job opportunities, and the availability of community resources. Essentially, those studied in Chippewa County were households that earn more than the Federal Poverty Level (FPL), but less than the basic cost of living for residents of Chippewa County.

What the study revealed was startling and heart breaking. The social conditions of Chippewa County, which includes a breakdown of each municipality in the county, shows that 42 percent of households in the county are at or below the ALICE threshold for a survival budget of \$24,504 or less (FPL \$11,670) for a single adult, and a budget of \$54,348 or less (FPL \$23,850) for a family of four. The ALICE economic viability dashboard evaluates each county in Wisconsin on conditions in three core areas on a scale of 1 (worst) to 100 (best). In Chippewa County, housing affordability rated poor (46), job opportunities rated fair (60), and community resources rated fair (52).

What might be the root cause of these startling figures in Chippewa County? Based on the outcome of the ALICE study, the cause might be an inability to meet the physiological and safety needs of individuals and families.

In his paper written in 1943, researcher Abraham Maslow observed that all people are motivated to achieve their needs. When basic individual or family needs go unmet, unproductive behaviors (e.g. addiction) increase. Neighborhoods slowly crumble when financial need is great and few employment opportunities paying a living wage are available.

Too often I hear, "Well, they just need to pull up their boot straps and get to work," or "Those people just want a free ride." For some, this may be true, but 42 percent of our population are at or below the ALICE threshold, and is no longer exclusive to those in dire poverty. Up to 32 percent of the county's middle class are living paycheck to paycheck with little ability to do any short- or long-term planning and saving.

The joyful news is that Chippewa County citizens across our beautiful landscape are resilient and willing to work to create a culture allowing friends, community members, and families to utilize their talents, earn a living wage with benefits, and create a culture of well-being and health. Working together broadens our focus from collaborative toward an

integrative service system. Outcomes become the measurement rather than regulation and compliance. Outcomes will place families in affordable housing that promotes ownership, a living wage, health and wellness, and social inclusion regardless of diagnosis, income, or past history.

Chippewa County is resilient and ready:

- 🐾 Fleet Farm is building a distribution center, which will create 300 jobs.
- 🐾 United Way of the Greater Chippewa Valley is targeting education (supporting children and parents, beginning prenatally), employment, and physical/mental health.
- 🐾 Public Health and health care organizations promoting and implementing prevention activities.
- 🐾 County-wide Children, Youth, and Families Committee leaders are committed to promoting system integrative services that address the root cause in municipalities.
- 🐾 The Criminal Justice Collaborating Council is implementing alternatives rather than solely on arrest, incarceration, and recidivism.
- 🐾 The Legacy Center Project will be providing a resource that feeds the body, mind, and soul.
- 🐾 And others....

Together, let's respectfully challenge each other. Strip away the beliefs cluttering our minds and the magical thinking preventing us from viewing reality. We have the talent to change the culture of Chippewa County by remaining resilient and practicing fortitude.

Larry Winter



Human Services
Empowering people to help themselves.

2016



County Strategic Plan

Coordinate and collaborate with other government entities at all levels to ensure effective and efficient government services.

Strive to enhance our internal operations to better address future needs.

Address the fiscal challenges of Chippewa County government while providing the right mix and level of public service.

Provide a safe, healthy, and prosperous environment for Chippewa County employees, clientele, and citizens.

Organizational Goals

Maintain a healthy work environment.

Increase evidence-based services by accessing multiple funding sources.

Increase consumer satisfaction – includes organizations and community groups.

Increase addiction services.

Increase collaboration and promote an integrative business model.

Promote prevention services.

Sustain the implementation of the Recovery & Wellness Consortium (nine multi-county mental health and substance abuse services).



Ashley Bailey (*Fiscal Manager*)

Jessica Barrickman (*Aging & Disability Resource Center Division Manager*)

Paul Brenner (*Senior Fiscal Manager*)

Jill Chaffee (*Recovery & Wellness Consortium Operations Administrator*)

Melissa Christopherson (*Children, Youth & Families Division Manager*)

Tom Diel (*Chippewa County Recovery & Wellness Consortium Division Lead Worker*)

Tim Easker (*Chippewa County Recovery & Wellness Consortium Division Manager*)

Connie Fedie (*Children, Youth & Families Division Lead Worker*)

Brenda Huhn (*Children, Youth & Families Division Supervisor; pictured in insert*)

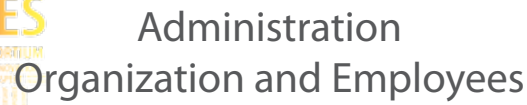
Bobbie Jaeger (*Economic Support Division Manager*)

Elizabeth Makar (*Economic Support Division Lead Worker*)

Kerry Root (*Children, Youth & Families Division Lead Worker*)

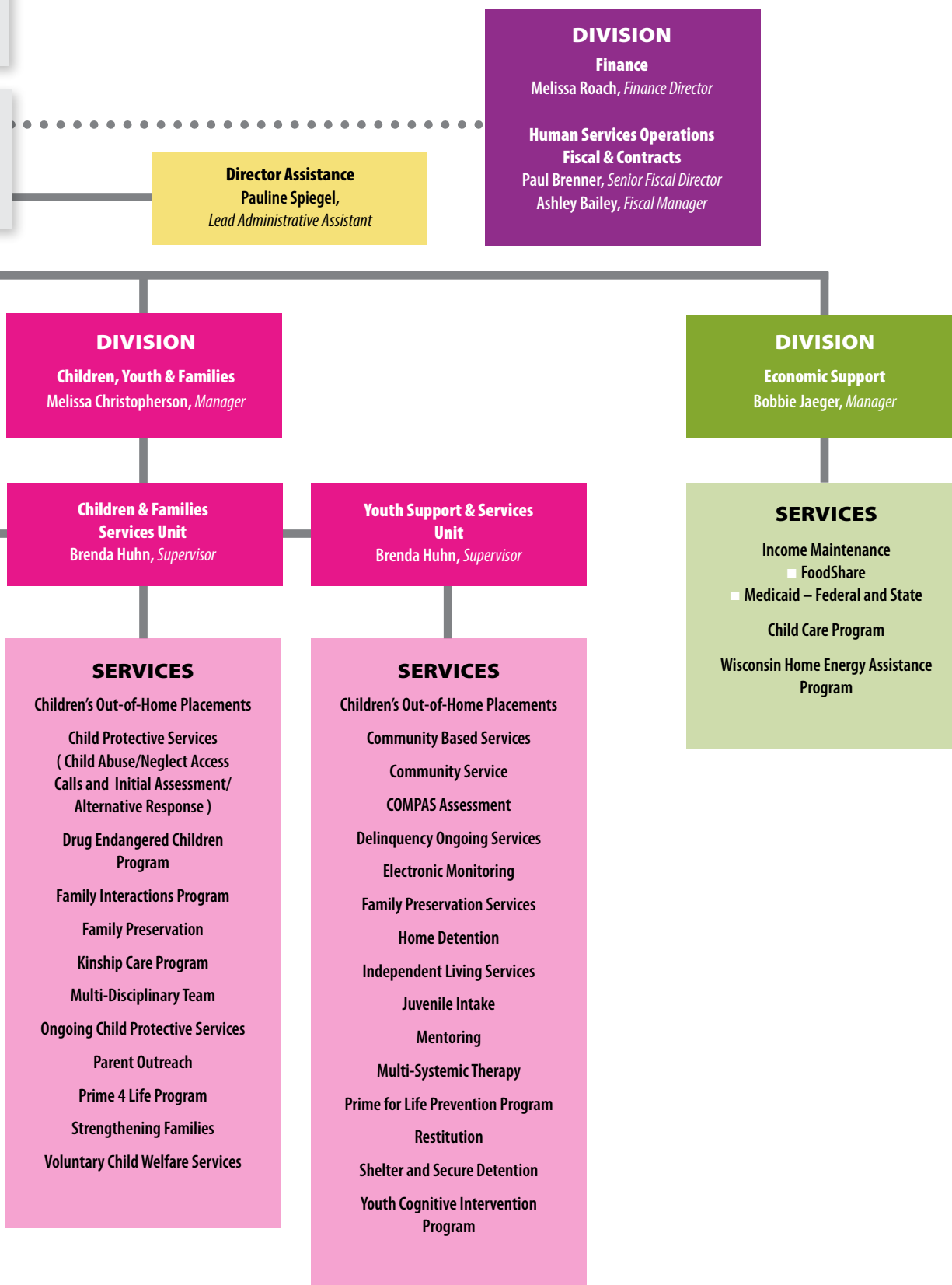
Pauline Spiegel (*Director's Assistant and Lead Administrative Assistant*)

Larry Winter (*Director*)



**Department of
Human Services**
Larry Winter, *Director*

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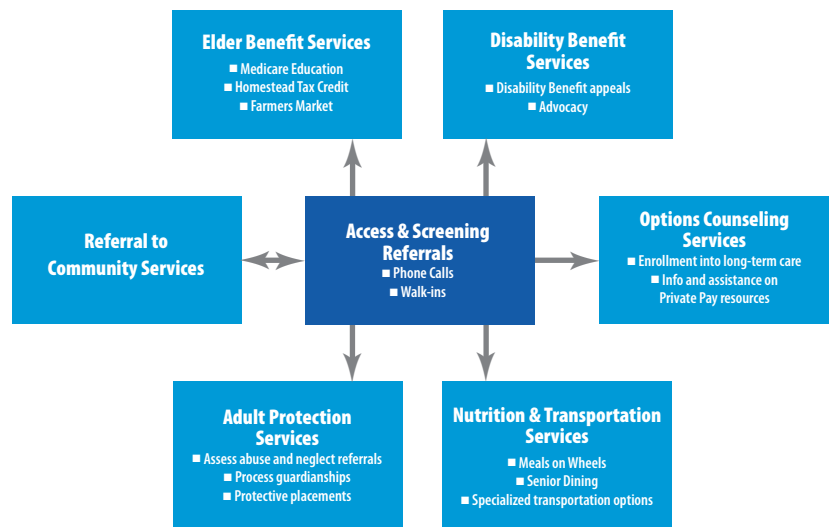
Aging & Disability Resource Center Division

The Chippewa County Aging and
Disability Resource Center is the first

place to go for accurate, unbiased information on all aspects of life related to aging or living with a disability. The Aging & Disability Resource Center is a friendly, welcoming place where anyone – individuals, concerned families or friends, or professionals working with issues related to aging or disabilities – receive information tailored to consumer needs. The Aging & Disability Resource Center provides information on a broad range of programs and services, helps people understand the various long term care options that are available, helps people apply for programs and benefits, and serves as the access point for home and community-based adult long-term care services. 🐾



SERVICES FLOWCHART



PERFORMANCE / RESULTS

"MEALS ON WHEELS" Not Just About Nutrition

27%

(PARTICIPANTS REPORTED)

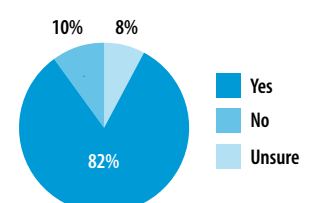
Consumers reported that without these meals, there are days they do not get enough to eat.

33%

(PARTICIPANTS REPORTED)

Consumers reported that the driver is the only person they see.

Consumers were asked, "Does receiving Meals on Wheels help you continue to live freely where you choose?"



Achieving Our Dreams

In May, our 89-year-old formerly-independent mother's life changed drastically. Given only a 2 percent chance to survive, she beat the odds and was discharged from the hospital to the Wisconsin rehab facility in June. We realized we would need guidance as we prepared for the next phase of our lives.

We started by making an appointment with Holly at the Aging & Disability Resource Center. Little did we realize that she, along with many others, would be instrumental in achieving our dreams down the road! Holly guided us through Medicaid applications, screenings, and appointments – and all with a smile on her face! We were determined to find the safest, best "new home" for my mom – even though her daily request was "When can I go home?"

In December, my mom was moved to the long-term care floor. We tried in vain to help our mother adjust to her new lifestyle, but it was obvious she was miserable and didn't belong there.

So, back to Holly we went! She scheduled a meeting with IRIS (Include, Respect, I Self-Direct), Supervisor Libby, and Consultant Joy. Within days we had a whole new game plan!

We were astounded at the speed and personal attention we were given and by March 2017, my mother celebrated her 90th birthday in her home!

Words cannot express how thankful we are to the Aging & Disability Resource Center and IRIS for making our mother the happiest woman alive! A sign on her mailbox from one of her neighbors sums it up best, "The Queen of the Road is back!"

Children, Youth & Families Division

The Children, Youth & Families

Division includes the following units:

- Youth Support & Services
- Children & Families Services and
- Children with Differing Abilities

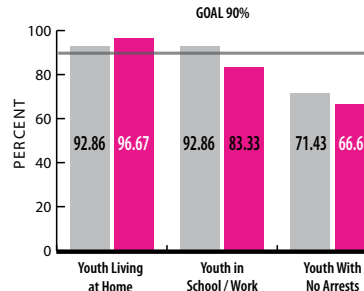
These three units work collaboratively together to address root causes rather than only focusing on the specific issue that brought them to the attention of a specific unit. Collaboration moves social work thinking toward creative planning, which otherwise may not occur within the vacuum of only one unit. When a community referral is made to a social worker in child protection services and the identified need for the family is addiction treatment, then the social worker will refer the child to the Children with Differing Abilities Unit. This unit focuses on mental health and substance abuse services. 🌸

PERFORMANCE / RESULTS

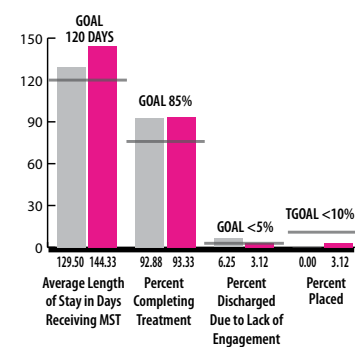
Multisystemic Therapy (MST) Institute Summary*

■ 2015 ■ 2016

Ultimate Outcomes Review



Case Closure Data

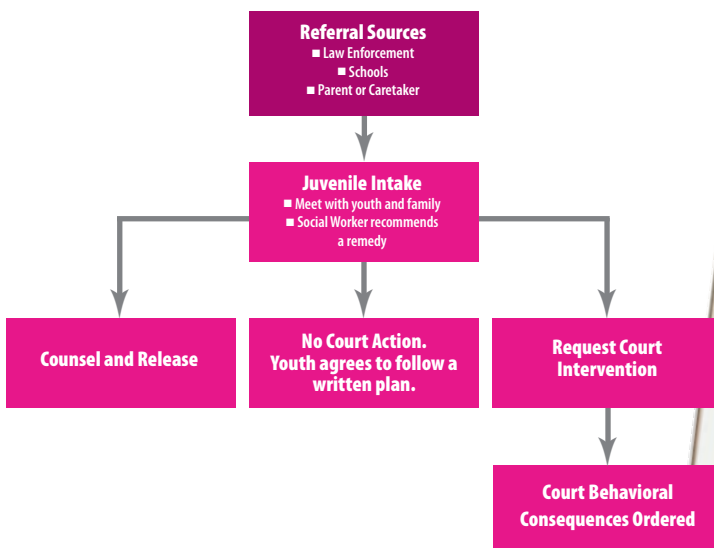


*Intensive family and community-based services focusing on environmental systems that impact youth offenders.

Youth Support & Services Unit

The Youth Support & Services Unit is responsible for youth referred to juvenile intake for a behavioral issue or committing a crime. Truancy, disorderly conduct, theft, or other issues affect the growth and development of youth. Social Workers work closely with the legal system, youth, and families by developing a plan to reduce home and community risk factors such as substance abuse, peer associates, truancy, and other risk factors that are negatively influencing youth behavior. The goal is to assist youth toward healthy developmental milestones that prove to be fruitful for youth, family, and society. 🌸

SERVICES FLOWCHART



Involving Young People

In the fall of 2016, Department of Children and Families launched four "Youth Leadership Teams," covering all parts of the state, to involve young people in youth justice decision-making and to empower the next generation of young leaders. These teams provide an opportunity for young people who have had involvement with the justice system (past or present) to share their perspectives and give input. Each meeting has three core activities: (1) give input to Department of Children and Families, (2) develop and strengthen leadership skills, and (3) work on a project of the team's choosing to help improve the youth justice system.

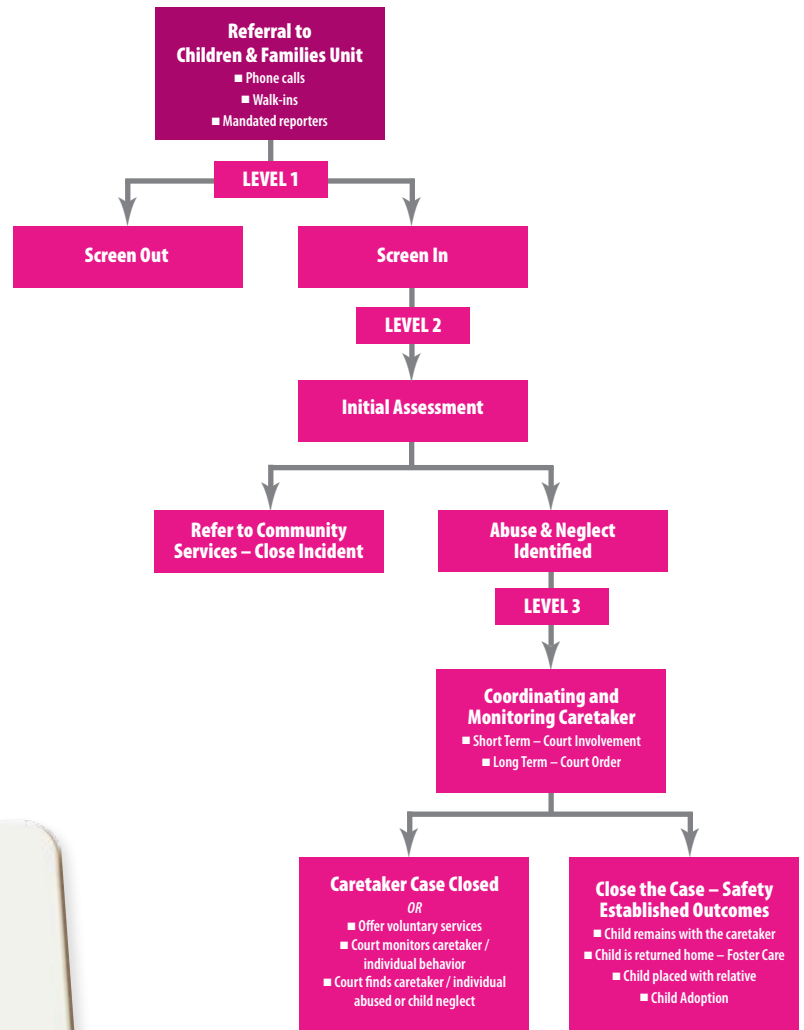
Youth, Support and Services Unit began to identify youths who are currently or have been involved in the juvenile system to encourage them to participate in the Youth Leadership organization. One female youth, 15 years old, who has been on a juvenile order since early 2015, was interested in attending as she wanted to make the juvenile justice system better in years to come. In the last two years, this youth and her family have experienced a lot of ups and downs that created anxiety, conflict, loss of focus, and poor decision-making. Despite the struggles she has experienced, this youth has made a 180 degree change and is now utilizing her strengths to her fullest extent, one of which is her ability to communicate and voice her opinions. Youth Leadership was a perfect match for this youth. Youth Justice Policy Coordinator, Bryn Martyna, agrees and reports, "I am so impressed with her and so appreciate her dedication to the Youth Leadership Team." She has attended all of the sessions and continues to do so. She reports, "I enjoy Youth Leadership, and I think meetings should be held more often." Currently they are held quarterly. Youth, Support & Services plans to continue to have at least one youth involved in this organization but hopes over time, more youths will be interested. It is a great opportunity to help foster today's youth and help share their views, thoughts, and opinions to improve the way juvenile justice matters are implemented in Wisconsin.

Children & Families Services Unit

The Children & Families Services Unit assesses families whose children may have been abused or neglected. When an intensive approach is necessary, the Unit provides ongoing services to families. Services may include foster care, parenting support or other resources to keep their children safe. Children & Families Services works closely with law enforcement, community organizations, the courts, schools, and other community providers to keep children safe and empower families.

On November 22, 2016, the Wisconsin Department of Children and Families honored six special adoptive families, including Chippewa County foster/adoptive parents Kelly and Troy "Bud" Booth, by presenting them with the 2016 Governor's Outstanding Adoptive Award. The Booth's adopted two children, Wesley and Jordan, through the Chippewa County foster care system. The awards were presented during a celebration at the State Capitol as part of Wisconsin's recognition of National Adoption Month (November). Kelly and Troy are also parents to McKenzie, Brady, and Spencer. 🌸

SERVICES FLOWCHART



Safe and Loving Homes

Chippewa County is very fortunate to have committed foster families, like the Booth's. Our foster parents assist the Department with providing safe, loving homes to children who are unable to live with their parents. Thank you to the Booth's and all our dedicated foster parents who assist our social workers to ensure the children we work with are safe while their families are temporarily unable to care for them. Without the dedication and sacrifices of our foster families, the Department would be unable to meet the needs of the vulnerable children and families we work with on a daily basis. Foster parents open up their homes to children and their biological families, transport children to several appointments, and attend meetings with schools, social workers, and other providers. Oftentimes, foster parents become a support and resource for foster children and their families after reunification. In some cases, like with Wesley and Jordan Booth, the foster family may become a forever home for children placed in foster care.

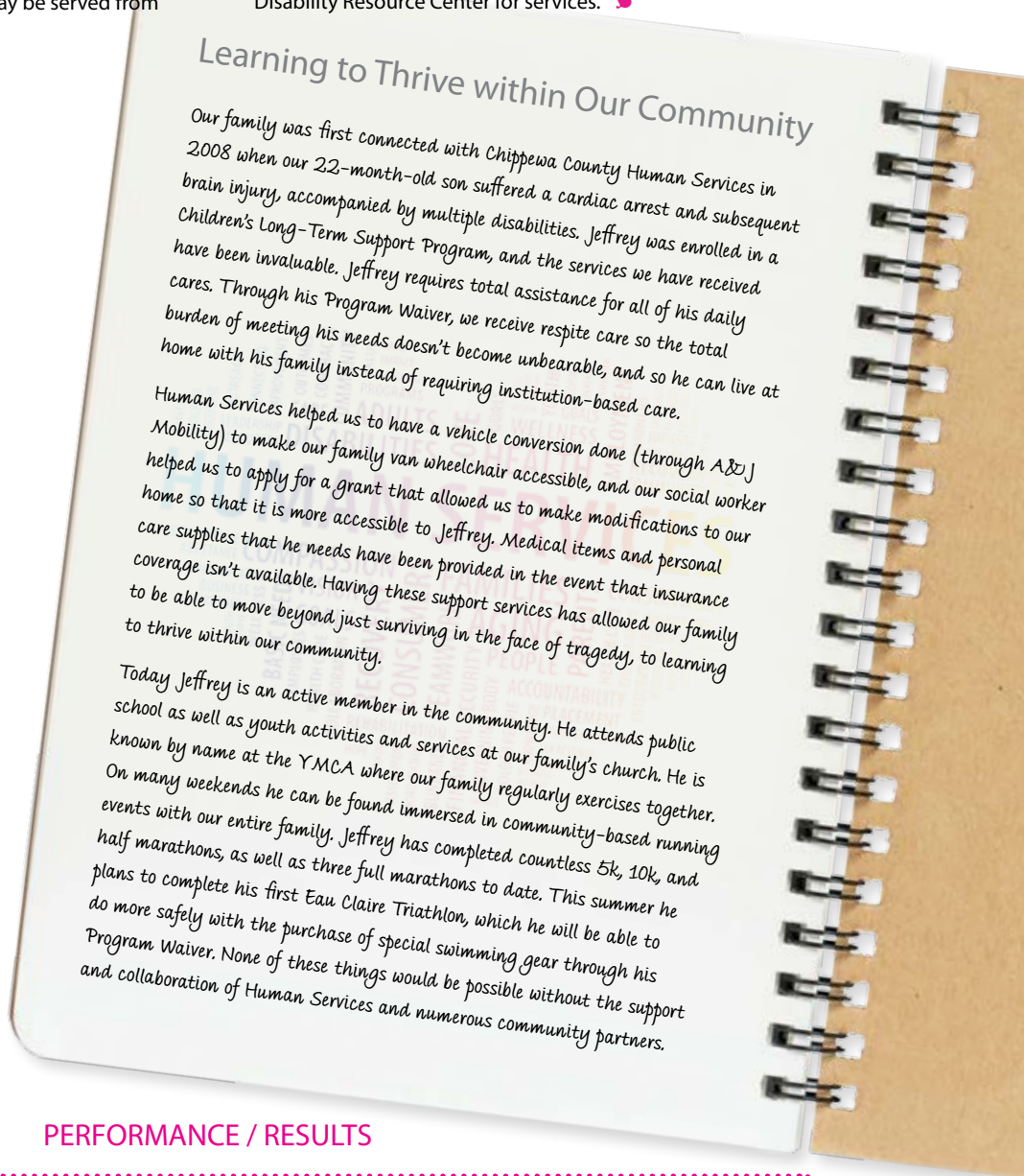
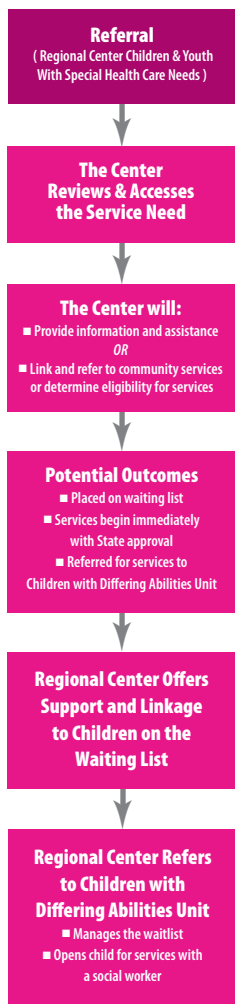


Children with Differing Abilities Unit

The Children with Differing Abilities Unit provides assessment and service coordination for children with special needs. This includes children with developmental and/or physical disabilities, and children who have mental health and addiction issues. Children and youth may be served from

birth to age 21 depending on the regulations of a program, recovery from mental health/substance abuse, or needs of the child or youth. When a child or youth becomes an adult, many are referred to the Aging & Disability Resource Center for services. 🌸

SERVICES FLOWCHART



PERFORMANCE / RESULTS

Family Preservation Program*

Short-term family-focused services designed to assist families in crisis by improving parent and family functioning while keeping children safe

GOAL: 75% OF CHILDREN AND YOUTH REMAIN IN HOME

Out of 94 children and youth that began services in the home, 83 remained in the home.

RESULTS:
88%

EXCEEDED GOAL: 13%

GOAL: 85% OF CHILDREN AND YOUTH REUNIFIED WITH PARENT OR MOVED TO LESS RESTRICTIVE SETTING.

Out of 36 children and youth that began out-of-home placement, 19 were reunified or moved.

RESULTS:
53%

MISSED GOAL BY: 32%

GOAL: 4-POINT FUNCTIONING INCREASE THROUGH THE GARF**

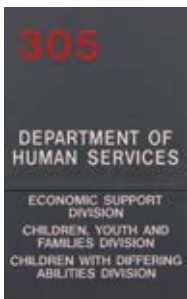
Pre-GARF score for families was 31 and the Post-GARF score for families was 43.

RESULTS:
12 POINT INCREASE

EXCEEDED GOAL BY: 8 POINTS

**GARF is Global Assessment of Relational Functioning

* Administered by Lutheran Social Services

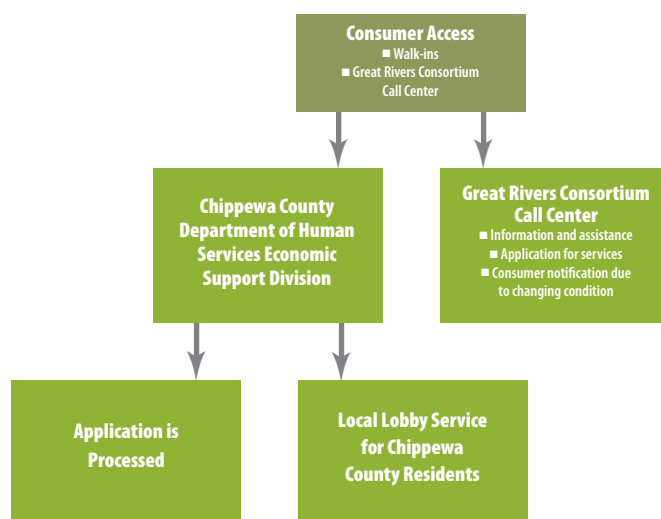


Economic Support Division

Economic Support administers programs and services that assist eligible Chippewa County consumers, empowering them to achieve positive outcomes when they face economic challenges. The Economic Support Division helps families in need to become self-sufficient and independent from public assistance. This

is done by assessing each family's financial situation to determine eligibility for public assistance programs. 🌱

SERVICES FLOWCHART

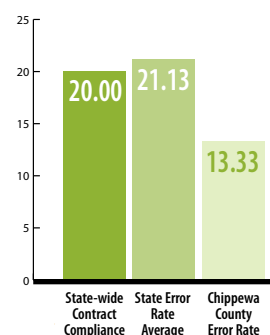


Moving Forward

A Power of Attorney for his 93-year-old mother needed to apply for assistance for her shortly after her husband died. After meeting with the Aging & Disability Resource Center to learn about possible options for his mother, the Resource Center assisted him in completing a Medicaid application for her transition to assisted living. Economic Support processed the application and determined what additional verifications were needed to determine eligibility. The son, who worked with an Economic Support Specialist in Chippewa County through the Great Rivers Call Center, states that the call center agent took extra time to go through what items needed to be verified and what documents could be used to meet various requirements. The agent explained everything the son would need for the case to move forward and in the end, be approved for Medicaid. The 93-year-old mother, while living with some symptoms of dementia, is doing well in her new home in a local assisted living facility.

PERFORMANCE / RESULTS

Targeted Case Reviews for Wisconsin Shares Child Care Subsidy Program



Recovery & Wellness Consortium Division

The Recovery & Wellness Consortium Division is a resource for those individuals experiencing a mental health emergency, long term mental illness, and/or substance use disorder. Since approximately 2009, we no longer provide services in the traditional sense. Instead, our expertise lies in the area of service facilitation. What that means is we have knowledge of those in the community who can provide the services consumers need to further their journey in recovery. Some of these services include psychiatric, mental health therapy, addiction counseling, supported employment, and individual skill development. Programs offering participation in these services include emergency mental health crises, Community Support Program, admittance to a mental health institution or hospital, and Comprehensive Community Services. Program eligibility depends in part on meeting functional (an assessment that measures a consumers ability to live in the community) and financial requirements.

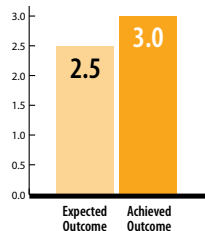


Chippewa County Department of Human Services is a member of the Recovery & Wellness Consortium that also includes Buffalo and Pepin counties. This means the counties operate under one business model and the same mental health and substance abuse services are available to consumers regardless of geographical location.

The Comprehensive Community Services benefit offered to consumers with mental health and substance use disorders operates a multi-county consortium model that includes eight counties. This model operates under a legal agreement within the Recovery & Wellness Consortium. Operations Manager Jill Chaffee supervises the daily operations for the eight counties, ensuring overall adherence to and interpretation of the state code and federal Medicaid rules that guide the Comprehensive Community Services program. 🍌

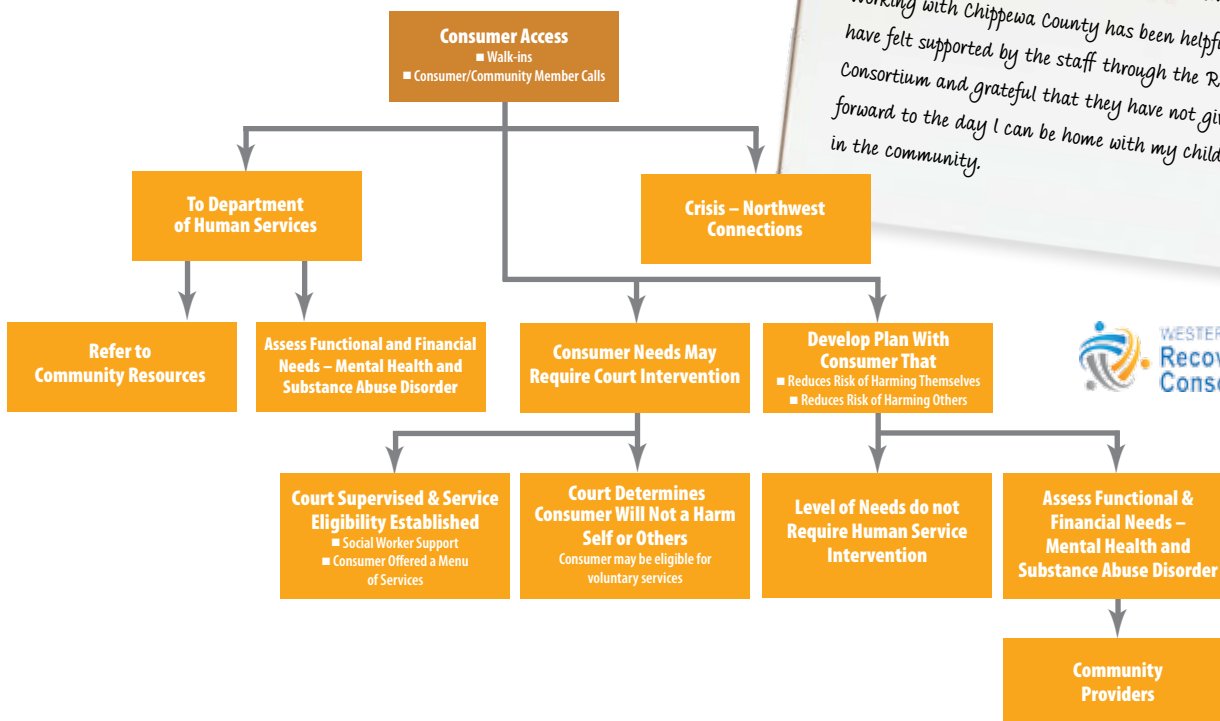
PERFORMANCE OUTCOMES

Increase Consumer Independence



Increasing consumer choice that leads to independence is an important aspect in consumer recovery and a consortium goal. The tool to measure consumer choice/independence is an annual consumer satisfaction survey. The target was to achieve 2.5 on a zero to 4.0 scale. The data is from 18 consumers in the 8-county consortium.

SERVICES FLOWCHART



I am strong... I can do this

I started working with Chippewa County at a low time in my life. I came in with a friend to ask for services. In 2015, I was enrolled in the Comprehensive Community Services program. Through the program, I have been able to participate in inpatient and outpatient treatment programs. While working with the County, I have faced successes and struggles. Part of my past is I have struggled with addiction, self-harm, suicidal thoughts, and mental health problems. I am currently at the Garlick Adult Family Home in Mondovi, Wisconsin. While here I have learned to name my emotions; this helps me to prevent self-harming behaviors. I have also accomplished 90 days of complete sobriety from all non-prescribed substances. Part of my journey has been to reframe my thoughts. "I am a strong woman and I can do this" is my motto for sobriety. My sobriety is not just about my substance use. It is also about my mental health. I am working with a therapist and am learning that my past does not define me. What happened to me as a child does not define who I am as an adult. Working with Chippewa County has been helpful in my recovery. I have felt supported by the staff through the Recovery & Wellness Consortium and grateful that they have not given up on me. I look forward to the day I can be home with my children and participating in the community.





Fiscal & Contracts Division

The purpose of the Fiscal & Contracts Division is to support the following activities of the Department:

- Contracts with providers
- Payment for services
- Financial planning, oversight, and analysis
- Claim all revenue
- Financial reporting to the county, state, and federal levels

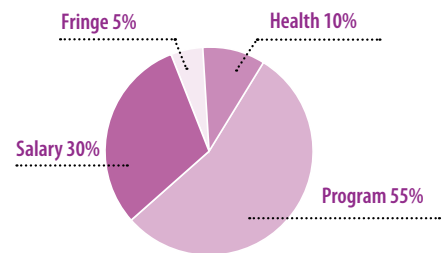
A major challenge in 2016 was continuing to provide existing services to the Department while adjusting to the growth of Medicaid billing for mental health and substance abuse services.

The financial operating surplus for the department was \$358,660. This outcome is exceptional considering the Methamphetamine epidemic and a lower than expected need for institutional, residential, and group home placements. 🐾



REVENUE	\$12,533,648
EXPENSE	\$12,174,988
SURPLUS	\$358,660

Program and Staff Investment



2016 DEPARTMENT EXPENSES AND REVENUE

Federal
\$2,223,269

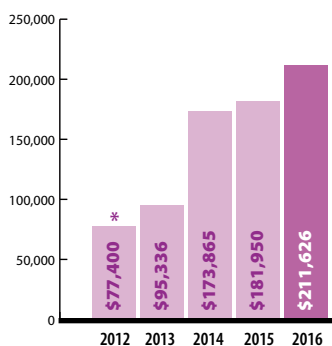
State
\$10,473,740

Levy
\$1,927,023

Consumer Revenue
\$211,626

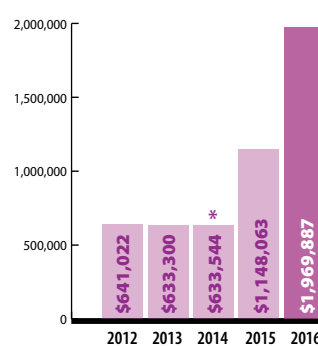
Total Expenditures
\$14,835,649

Annual Consumer Revenue



* 2012 Reduction in collections is due to drop in placements.

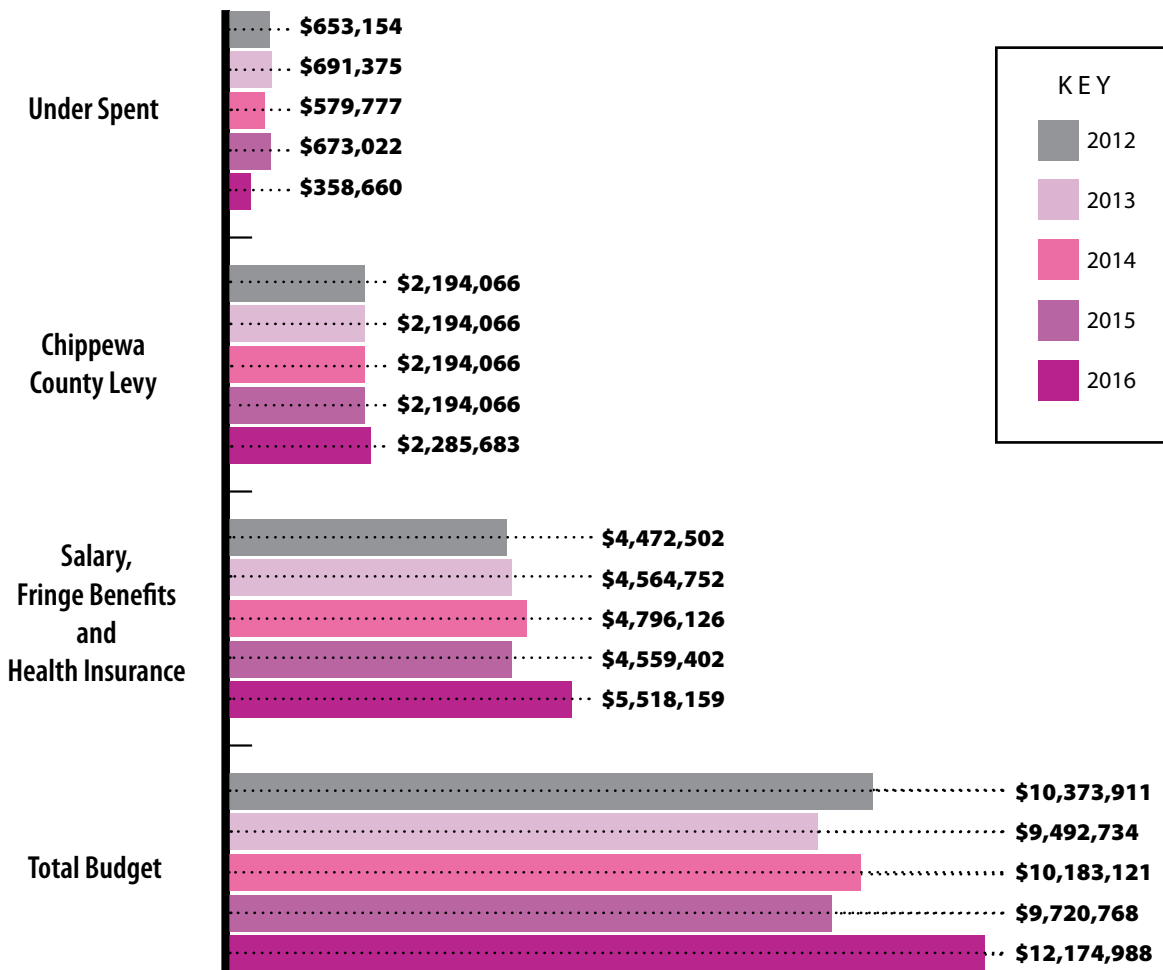
Medicaid Revenue



* New billing software implementation.



BUDGET COMPARISON 2012 – 2016



Community Partners

We value and thank our multiple service partners throughout the community and the Chippewa Valley. In 2016 the Chippewa County Department of Human Services partnered with 211 entities.

Community Partners

211



To see the complete list of Community Partners check our website. Click on "Community Partners" under the QUICK LINKS.

Consumers and Services

Aging & Disability Resource Center Division

Adult Protective Services	219
Disability Benefits	210
Elder Benefits	902
Ensure Program	180
Information and Assistance / Options Counseling	1,762
New Guardianship / Protective Placement Services	43
Nutrition Program	826
Protective Placement Reviews	110

Children, Youth & Families Division

Birth to 3 Program	228
Child Protective Services	836
Children's Community Options Program ¹	31
Children's Crisis Services	225
Children's Waiver Services	97
Comprehensive Community Services – Children	40
Juvenile Intake	424
Youth Justice Services – District Attorney and Court Oversight	65

Economic Support Division

FoodShare Program	9,989
Medical Assistance Program	11,570
Wisconsin Home Energy Assistance Program ²	2,217

Recovery & Wellness Consortium Division

Adult Crisis Services	727
Adult Emergency Detentions / Petitions	142
Comprehensive Community Services (Adults)	36
Community Support Program	33
Substance Abuse Services	65

TOTAL³ **30,977**

¹ This is a name change from the Family Support Program that occurred 01-01-16.

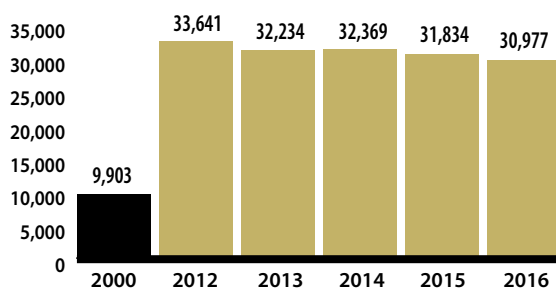
² Reported by household, not individuals.

³ Totals include consumers accessing multiple services

For a complete list of Consumers Served (2012 - 2016)
please check our website under QUICK LINKS
Click on: DHS Consumers Served (2012 - 2016)



Consumers Served 2012 - 2016*



*Totals include consumers accessing multiple services



SENIOR LEADERSHIP TEAM



MANAGERS



LEADERSHIP - STAFF LEADS

Health & Human Services Board Members



Anson Albarado
(2018)



Douglas Ellis
(2016)



James Fenno, Rph
(2016)



John C. 'Jack' Halbleib
Vice Chairperson (2019)



Matt Hartman
(2018)



Dr. Laura Isaacson, D.O.
(2017)



Mike Leisz
(2016)



Larry Marquardt
(2017)



Nicole Rubenzer
(2019)



Harold "Buck" Steele
(2019)



Bill Stimeling
(2016)



Tom Thornton
(2018)



Larry Willkom
Chairperson (2018)

Aging & Disability Resource Center Board Members



Anson Albarado
(Chairperson 2016)



David Alley
(2019)



Glen Howell
(2018)



Paul Nicolai
Vice Chairperson (2017)



Susan Peggarr
(2017)



Mary Quinlan
(2018)



John Spaeth
(2017)

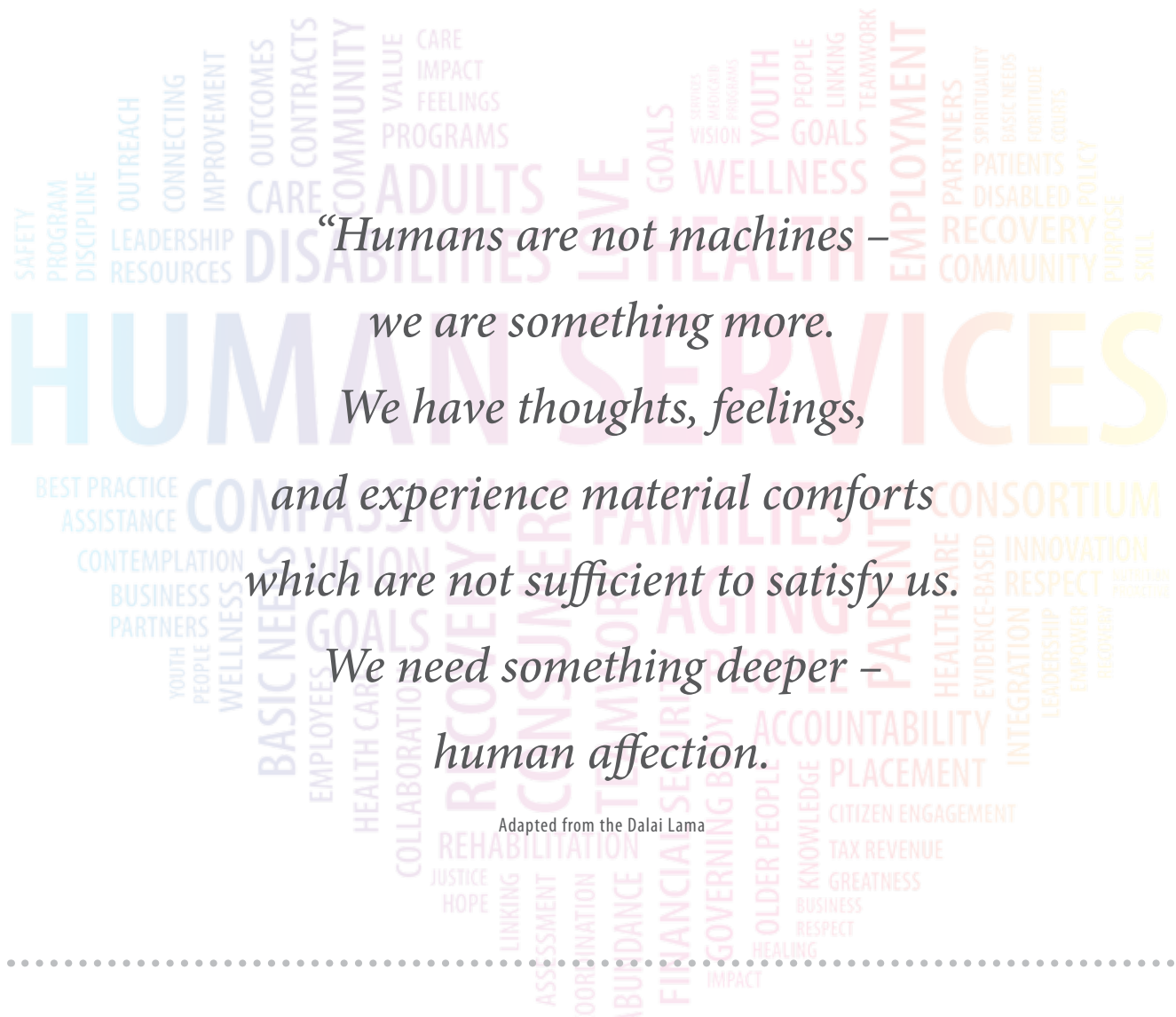


Harold "Buck" Steele
Chairperson (2019)



Vern Weeks
(2018)

*Parenthesis reflect
length of term*



*“Humans are not machines –
we are something more.
We have thoughts, feelings,
and experience material comforts
which are not sufficient to satisfy us.
We need something deeper –
human affection.”*

Adapted from the Dalai Lama



CHIPPEWA COUNTY
DEPARTMENT OF HUMAN SERVICES

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CHIPPEWA FALLS, WI 54729



(715) 726-7788

humanservices@co.chippewa.wi.us
[www.co.chippewa.wi.us/government/
human-services](http://www.co.chippewa.wi.us/government/human-services)



CHIPPEWA COUNTY
AGING & DISABILITY RESOURCE CENTER

711 NORTH BRIDGE STREET, ROOM 118
CHIPPEWA FALLS, WI 54729



(715) 726-7777

ADRC@co.chippewa.wi.us
[www.co.chippewa.wi.us/government/
aging-disability-resource-center-adrc](http://www.co.chippewa.wi.us/government/aging-disability-resource-center-adrc)



CHIPPEWA COUNTY
OPERATION RECOVERY

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humanservices@co.chippewa.wi.us
[www.co.chippewa.wi.us/government/
human-services/operation-recovery](http://www.co.chippewa.wi.us/government/human-services/operation-recovery)