

Fond du Lac County
Department of Social Services
2019 Annual Report – A Decade in Review



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2019 Annual Report – A Decade in Review

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To The Honorable Fond du Lac County Board of Supervisors:

It gives me great pleasure to present A Decade in Review as an addition to our 2019 Annual Report. This document is the first of its kind for us. The Review gives us looks at the past 10 years, 2010 to 2019 and then makes forecasts/predictions into the next decade, 2020 to 2029.

It is also important to reflect on the past decade to see where we have been. The data included in this report gives us an opportunity to compare, and predict. Each chart is telling in of itself. Most noteworthy to administration is the following:

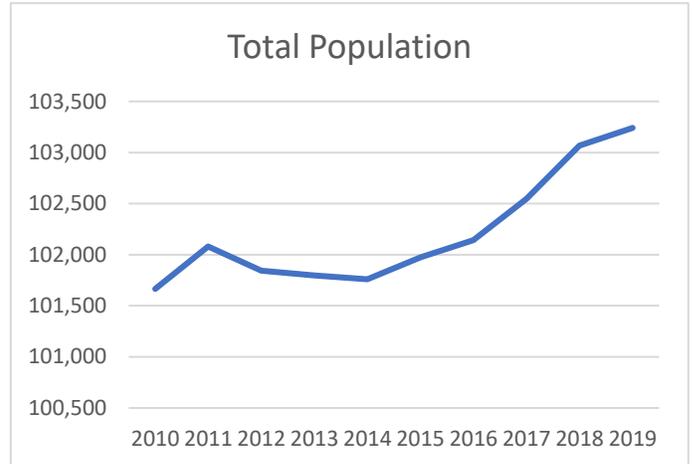
- The fastest growing age group is over 65 years old. A key component to the next 10 years is the aging of the population across Wisconsin. Fond du Lac like other counties is projected by 2035 to have over 35% of the population over the age of 65 years old. (<https://www.dhs.wisconsin.gov/publications/p01803.pdf>)
- Access Team has experienced an increase in calls that indicates community awareness and concern for potential child abuse or neglect and creates a steady need for assessments.
- Aging and Disability Resource Center Team has seen growth in the number of unduplicated calls along with an increase in the number of adult protective services calls.
- Coordinated Family Services Team has shown a large growth in the number of days at Shelter Care. This is a result of placing some youth who are unable to be placed in other facilities within the state. Shelter Care has become at times a more long-term facility for these youth.
- Economic Support team data shows that as a member of Moraine Lakes the number of calls declining year by year. This represents that clients are comfortable with the business model and all staff and clients are becoming more efficient and effective in their interactions. Fond du Lac County data shows a caseload to county population ratio of about 8.5% which is up from 6.9% in 2011. This indicates there a great need for family supporting jobs in Fond du Lac County. It would be interesting if State data measured the number of clients that have two or three jobs.
- Juvenile Court Services intake referral data has a decade of decline which indicates that detected juvenile crime is at an all-time low for the decade. Some may find this unbelievable, but, this data format has been kept for over 15 years. Staff have indicated that juvenile crime is down.
- Ongoing Team data indicates that the number of children placed in out of home care continues to grow with an increased need for short-term placement in expensive residential care centers for evaluation purposes. The youth accepted to this high level of care have trauma issues ranging from parents that used drugs in utero, physical abuse and/or chronic neglect, sexual assaults, and parental dysregulation leading to multiple issues for youth. Youth and children's have disabilities ranging from intellectual/ developmental disabilities to multiple DSM V listed psychological disorders. These situations are very complicated requiring high level care to ensure safety for the youth and the community.

I thank all the department supervisors who participated in this special section: Jill Triatik, Chris Schmitz, Molly Aird, Sandy Tryon, Lauren Martin, Kay Metty-Reinhard, Erika Winterfeldt, Jessica Kohlman, Sue Sielski, Sue Zuber, Rob Bauer, Jamie Sigafus, and Richard Gedemer, Deputy Director who conceptualized and created this publication. Lastly a special thank you to Business Office Coordinator Michelle Paul who created all the graphs and charts included here.

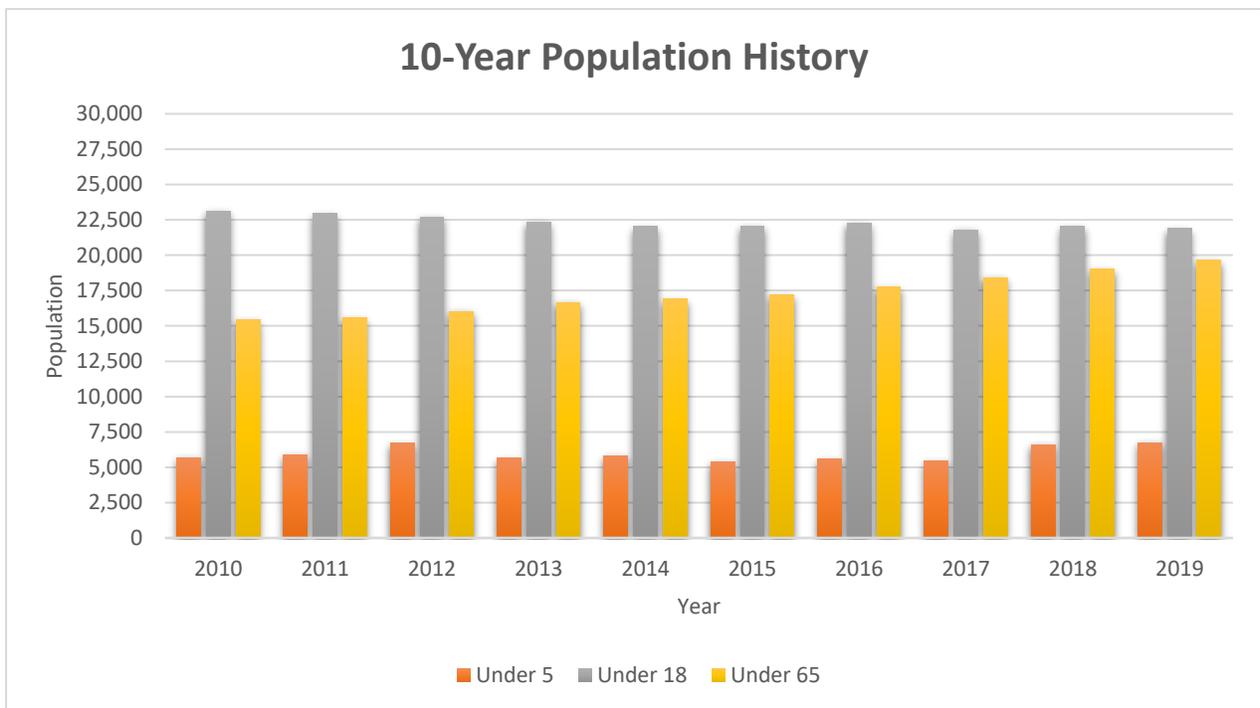
Sincerely, Patricia Lancour, Director

Population Data

	Total County Population	Under 5	Under 18	Over 65
2010	101,665	5,685	23,121	15,435
2011	102,079	5,894	22,938	15,568
2012	101,843	6,689	22,690	16,016
2013	101,798	5,654	22,332	16,663
2014	101,759	5,816	22,033	16,906
2015	101,973	5,403	22,077	17,195
2016	102,144	5,577	22,280	17,746
2017	102,548	5,445	21,775	18,401
2018	103,066	6,590	22,030	19,012
2019*	103,241	6,749	21,897	19,643



*2019 data is FCDSS estimated based on prior 8 year average
 Data provided by Fond du Lac Public Librarian, Emilyn Linden



Past 10-year Population Growth Remarks:

- Fond du Lac County has been a very low or no growth county.
- There is no statistically significant consistent growth occurring except in the over age 65 year olds.
- No statistically significant consistent growth occurring in under 18 year olds.

Next 10-year Supervisory Workload Forecast:

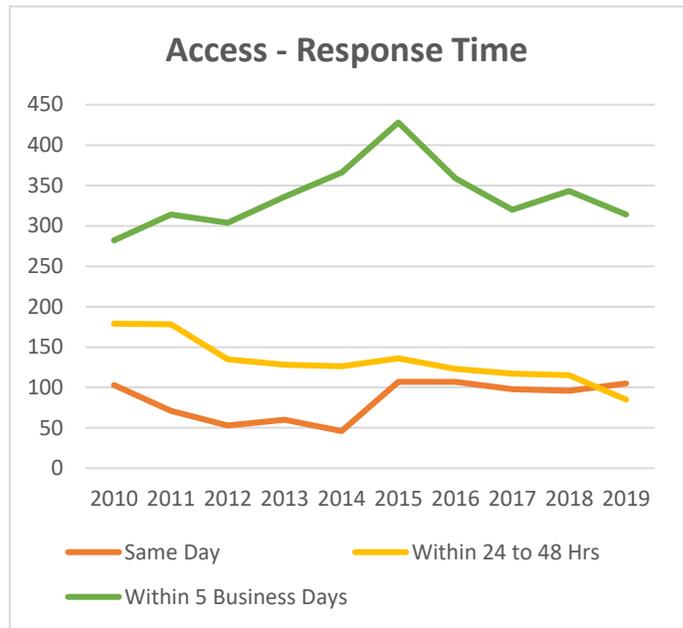
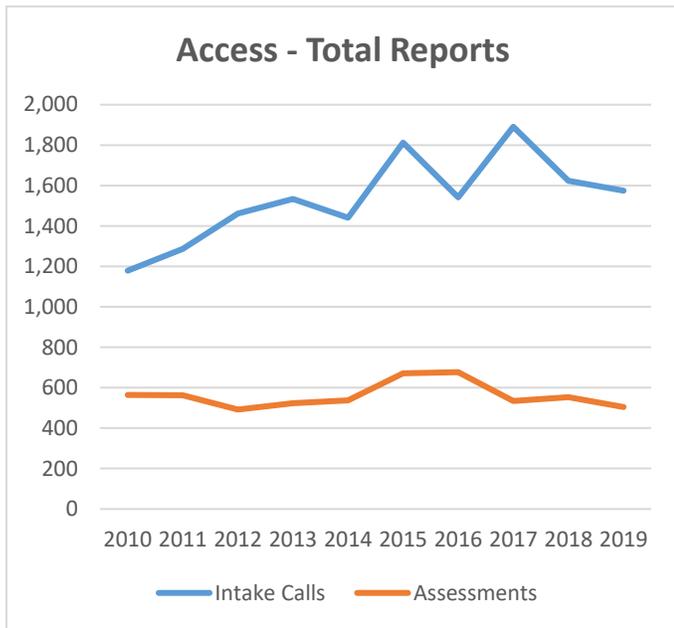
- Significant growth in elderly population.
- No information to conclude growth, replacement or decline in other population groups.

Several of the charts in the following pages include indicate data points of N/A, Not Available. They are N/A due to the fact that the department was not collecting that data during those years.

ACCESS TEAM

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Census estimated county population (thousands)	101.6	101.8	101.8	101.8	101.8	102	102	102.1	103	103.2
Estimated < 18 y.o.	23044	22934	22711	22293	22229	22292	22267	22148	22056	21897
Estimated < 5 y.o.	5,991	5,963	5,907	5,802	5,699	5,710	6,050	5,538	5,462	6,749
Services	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Intake Calls (Chart Below)	1,179	1,287	1,462	1,534	1,441	1,812	1,541	1,891	1,623	1,575
Assessments (Chart Below)	564	563	492	524	538	671	677	535	554	504
Victim Sensitive Interviews*	22	24	24	36	36	44	54	42	28	30
Child Welfare	N/A	77	84							
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Same Day (Chart Below)	103	71	53	60	46	107	107	98	96	105
Within 24 to 48 Hours (Chart Below)	179	178	135	128	126	136	123	117	115	85
Within 5 Business Days (Chart Below)	282	314	304	336	366	428	359	320	343	314

** Interviews are conducted jointly with City Police, Sheriff and District Attorney; with ASTOP & domestic violence staff on site for family support*



Past 10-year Supervisory Workload Analysis:

- Prior to 2015, Initial Assessments were done with an investigative focus to determine if maltreatment occurred and establish jurisdiction. After 2015, the focus changed to identifying service needs of the family.
- Historically, placement of children in out of home care was the first response to ensure safety, while in home planning was typically only considered much later in the case progress, often during ongoing services. There has been a notable shift in this practice over the last 10 years.
- Increased use of supportive programming to include state funded Promoting Safe and Stable Families (PSSF), Healing Opportunities Preservation and Enrichment (HOPE), In Home Safety Services (IHSS now Targeted Safety Services Funding (TSSF), county funded Supportive Homecare funds, and Crisis Child Care funds to support keeping children safely in home.
- Increase in need for mental treatment services, intensive wrap around services and out of home care placement options for children high needs and significant trauma histories.
- In 2015, Alternative Response (AR) was initiated. AR allowed Child Protective Services to shift the focus from determining maltreatment to identifying service needs while still making safety the primary focus and keeping children in home whenever possible through engagement.
- Out of home placements shifted from foster care to kin and like-kin placements including relatives and others with established relationships to the child or family.
- The complexity of family issues moved from alcohol/THC as the primary concern to the use of Heroin, crack, prescription medications, fentanyl and methamphetamines.

In the next 10 years we anticipate:

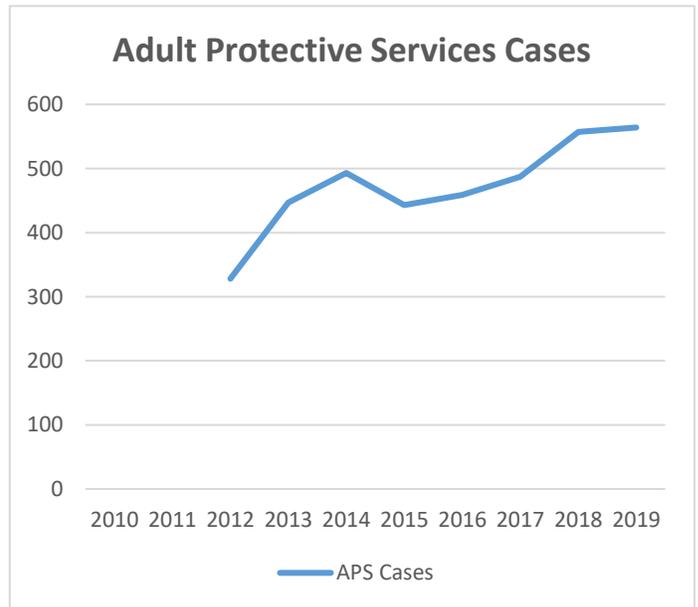
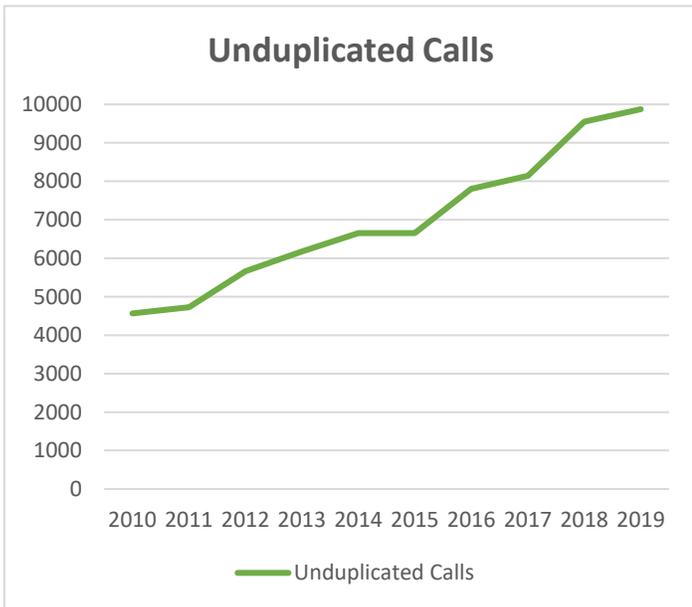
- Continued complex co-occurring family conditions such as: poverty, substance abuse, mental health complications, untreated trauma, domestic violence with child maltreatment and child safety concerns.

- Increased expectations from the State of Wisconsin to conduct deeper level assessments at Initial Assessment to get to the root of the “problem” in order to keep children safe and facilitate lasting change.
- Ongoing commitment to keeping children safe in home rather than out of home.
- Continued efforts to connect children to relatives who can support in home placements or reunification.
- An increase in voluntary case management services in order to prevent maltreatment.
- High level of worker turnover due to low wage compared to surrounding counties, a high level of secondary traumatic stress and worker safety issues.
- Not enough available resources to meet the increased demand in children’s mental health needs and specialized out of home care resources.

AGING & DISABILITY RESOURCE TEAM

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Census estimated county population (thousands)	101.6	101.8	101.8	101.8	101.8	102	102	102.1	103	103.2
Estimated > 65 y.o.	15225	15672	16003	16491	16892	17113	17335	18584	19067	19647
2035 projected > 65 y.o.	N/A	N/A	N/A	33058	33058	33058	33058	33058	33058	33058
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Unduplicated Calls (Chart Below)	4,566	4,727	5,665	6,178	6,657	6,657	7,801	8,140	9,547	9,876
Functional Screens	474	336	384	438	453	513	473	481	501	384
Memory Screens	N/A	N/A	N/A	N/A	N/A	37	69	128	122	60
Disability Benefit	N/A	194	184	199	304	326	428	449	467	589
Adult Protective Services (Chart Below)	N/A	N/A	328	447	493	443	459	487	557	564
Information & Assistance	N/A	N/A	N/A	N/A	N/A	N/A	5,060	5,607	6,807	6,717

**WI estimated 110,000 people and Fond du Lac County 2,218 people with dementia with 80% living in their own homes.*



Past 10-year Supervisory Workload Analysis:

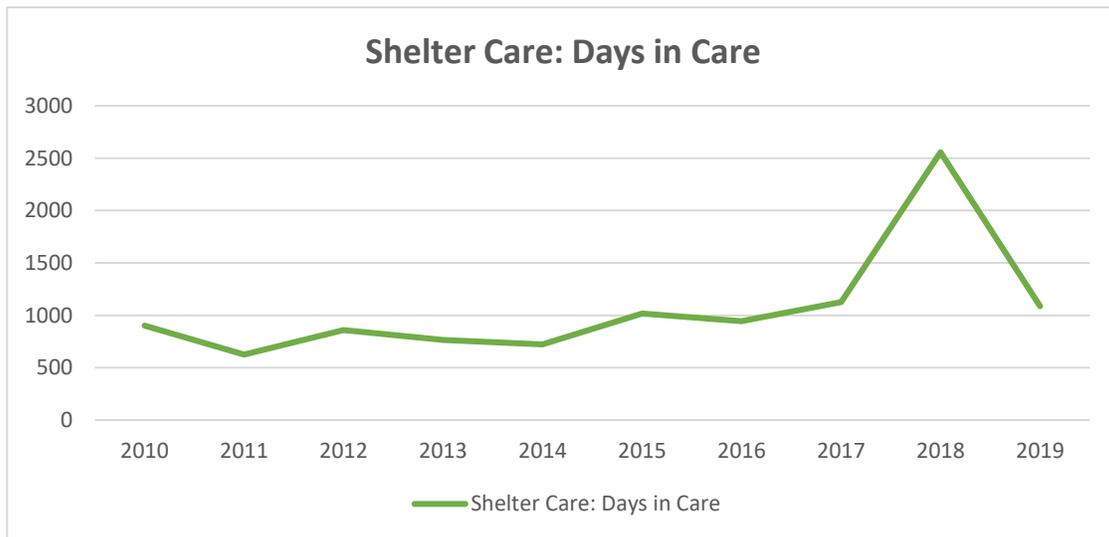
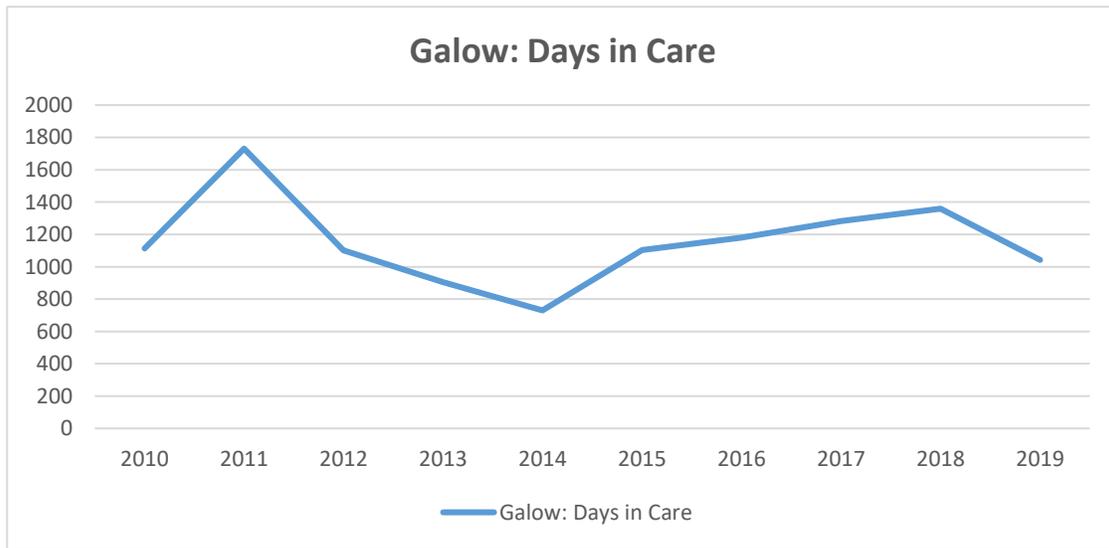
- 116% increase in documented unduplicated calls from 2010 to 2019.
- More intensive documentation, SAMS computer state system-separate data collection for each contact.
- 100% time reporting in 15 minute increments.
- Continual changes in the Long Term Care Functional Screen (LTCFS). Most recently all actions must be connected to a diagnosis. All staff must successfully pass an exam every 2 years to maintain ability to complete the LTCFS.
- Since the implementation of the economic support consortium model there has been an increase in staff assistance to consumers regarding Medicaid.
- Implementation of evidence based prevention programs: Stepping On Falls prevention and Healthy Living with Diabetes. Development and implementation of other programs such as brown bag medication management, music and memory, falls reporting partnering with the Fire Department, falls coalition, dementia care committee, wellness committee and guardianship workshops.
- Adult Protective Services/Guardianship/Emergency Protective placements continue to see dramatic annual increases. Staff were asked to participate on Governor's task force, won state awards, development of guardianship education events, education of police and financial institutions.

Next 10-year Supervisory Workload Forecast:

- Increasing needs for services as the population ages to 35% over 65 years old projected in 2035. More staff will be needed.
- Development of a Community team to be devoted to emergency protective placements and work with consumers with dual diagnosis (dementia and Mental Health).
- Development of satellite offices in Ripon and Waupun.
- Retirement of 1/3 of senior staff with 15-30 average years of services each.

COORDINATED FAMILY SERVICES TEAM

Services	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Coordinated Family Service Clients	N/A	N/A	54	54	72	69	76	83	84	98
Transitional Living Clients	161	149	162	144	130	121	124	125	157	153
Intensive In-Home Teams # Families/ #Children served	N/A	N/A	43/ 90	56/ 130	66/ 137	88/ N/A	92/ 221	68/ 130	79/ 163	75/ 124
Galow: Days in Care (Chart Below)	1113	1731	1102	904	730	1,104	1,180	1,282	1,359	1,042
Shelter Care: Days in Care (Chart Below)	900	625	858	764	722	1,017	943	1,125	2,556	1,087



Past 10-year Supervisory Workload Analysis:

- There has been an increase in focus on mental health and mental wellness for children.
- There has been an expanded focus on collaboration and teaming across systems in the care and treatment of children and families.
- There has been an increased focus on decreasing the stigma around mental health for children and families and a corresponding increase in education and services to address mental health.
- Children coming to our Shelter Care and Galow group homes arrive with a history of trauma and often with unmet mental health needs.
- Trauma informed care and community awareness surrounding trauma informed care have continued to blossom and become overarching practice considerations in our work and our community focus.
- Coordinated Family Services and Children's Long Term Care has seen an increase in the number referrals and the number of families served annually over the course of the last 10 years (75 in 2009 to 200+ in 2019).

Next 10-year Supervisory Workload Forecast:

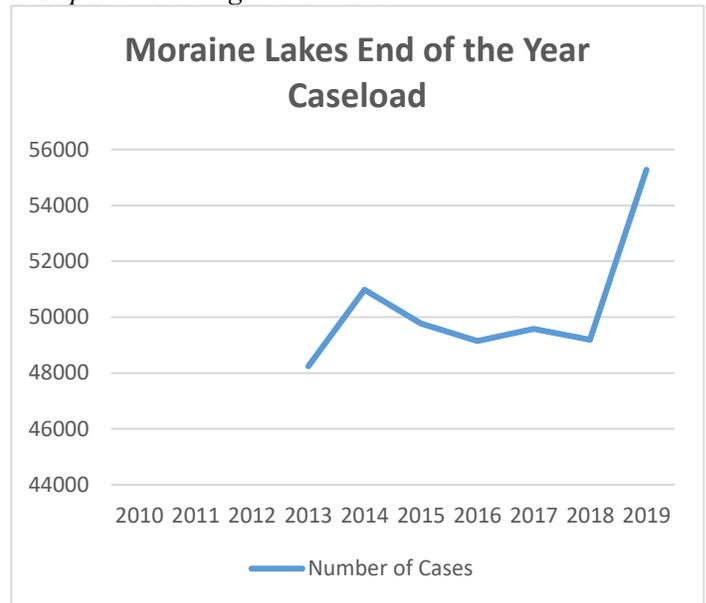
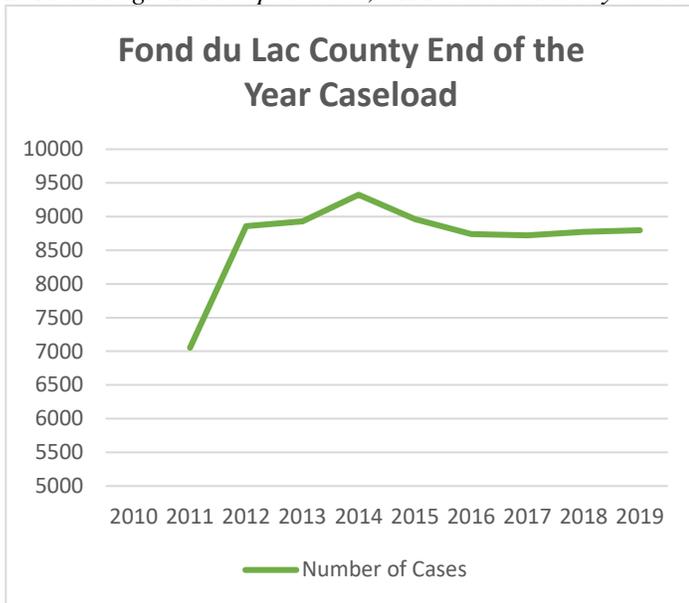
- Children and families will continue to need community based services to address mental health and wellness. There will be growth in community based services to meet the demand.
- There will be a continued focus on collaboration across systems in order to best serve families and community members, reduce duplication and ensure children's needs can be met within their homes and home communities. Wrap-around is worth doing and has been proven to help keep families together and to reduce and shorten hospital and institutional stays for children.
- The family's natural supports will continue to be a primary source needed to develop and support for overall well-being of the youth and family.
- It is anticipated that the number of children being referred and served through Specialized Children's Services will continue to grow and there will be an increased need for service coordinators to manage this growth.
- The group homes will continue to grow their services and supports in order to provide more in house treatment and more after care treatment and support for youth when they return home.
- Community wide efforts to strengthen the family will continue to grow and Fond du Lac County families will continue to become healthier and stronger than ever.

**Economic Support
Moraine Lakes – Fond du Lac Team**

Moraine Lakes Services				2013	2014	2015	2016	2017	2018	2019
Calls Received*	N/A	N/A	N/A	227,036	234,020	219,659	202,858	174,270	159,324	147,473
Dec. Average Speed of Answer in Minutes	N/A	N/A	N/A	15	15	12	10	10	10	10
Standard*				----- 2.93	----- 6.16	----- 10.18	----- 10.15	----- 15.36	----- 11.20	----- 7.00
Moraine Lakes										
December Average Talk Time *	N/A	N/A	N/A	6.76	8.52	9.24	10.56	11.32	11.1	7.0
Answer Rate*	N/A	N/A	N/A	95.03%	86.67%	81.32%	82.75%	75.86%	82.35%	88.81%
December Caseload* (Chart Below)	N/A	N/A	N/A	48,240	50,974	49,770	49,150	49,582	49,195	55,274
December Timely Applications Standard*	N/A	N/A	N/A	95%	95%	95%	95%	95%	95%	95%
Moraine Lakes				----- 97.14%	----- 96.96%	----- 97.44%	----- 98.62%	----- 98.55%	----- 99.68%	----- 99.30%
Year End FDL Co Stats	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Fond du Lac Caseload (Chart Below)	N/A	7,053	8,856	8,931	9,324	8,962	8,738	8,722	8,771	8,795
Medical Assistance (MA) Only	1,853	1,747	2,383	2,326	2,548	2,947	3,027	3,255	3,398	3,463
Nursing Home MA	361	329	316	314	283	277	266	258	220	216
Family Care MA	985	1013	894	837	848	554	558	545	581	613
FoodShare	639	739	1,371	1,570	1,165	1,103	998	936	903	881
Medical Assistance & FoodShare	2,090	2,231	2,537	2,518	3,067	2,749	2,664	2,659	2,475	2,514
Child Care	387	363	359	310	247	266	241	215	265	272
Applications Pending	536	558	885	791	807	873	834	774	839	778

*Moraine Lakes (Fond du Lac, Ozaukee, Walworth, Washington, Waukesha Counties) started operation on 01/02/2013.

2013 through 2018 report used, "IM Case Summary Consortium Report." No longer available.



Past 10-year Supervisory Workload Analysis:

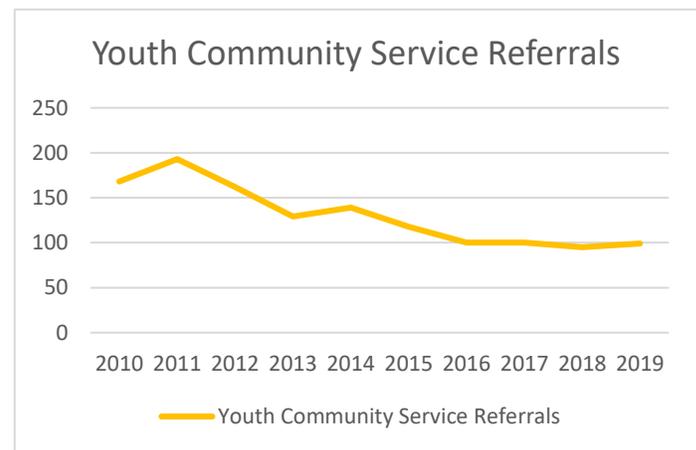
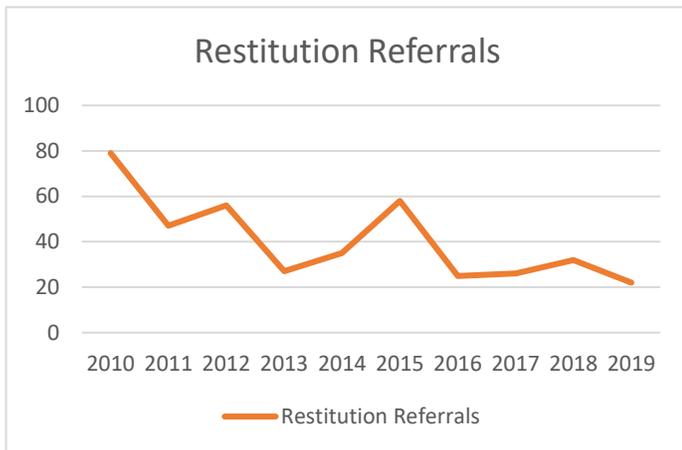
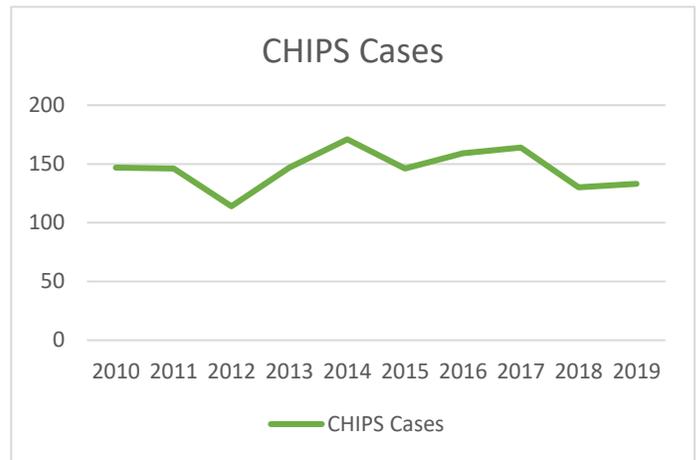
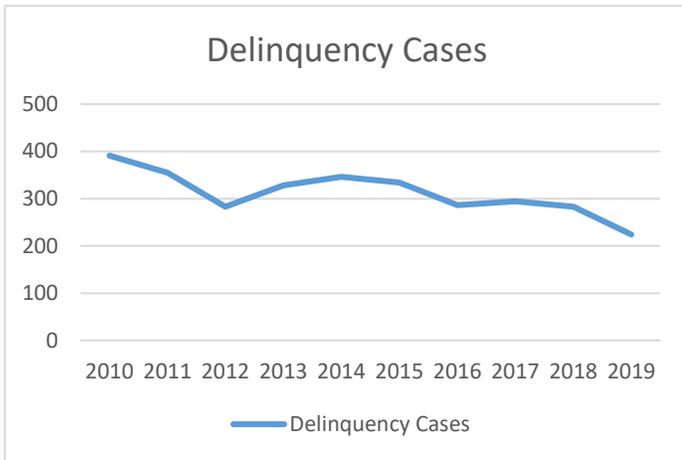
- Fluctuations to the economy and local customers’ economic needs have resulted in caseload increases for Fond du Lac County Economic Support.
- Starting in 2013, the state-mandated the formation of Income Maintenance / Economic Support consortiums with a call center business platform. Moraine Lakes was formed which includes: Fond du Lac, Ozaukee, Walworth, Washington, and Waukesha Counties.
- Continual program changes to the following programs: BadgerCare Plus, Changes to Elderly, Blind, and Disabled Medicaid, FoodShare, Wisconsin Shares Child Care Subsidy.
- The additional impact of the Affordable Care Act.
- Changes in along with new technology including the use of a call center, federal Data Services Hub wage information and Asset Verification System, Benefit Recovery Investigation Tracking.

Next 10-year Supervisory Workload Forecast:

- The state will become more automated for program eligibility determinations.
- The state will rely on Consortia Economic Support Staff feedback to enhance its efficiency and develop state-wide best practices, processing standards, and performance monitoring.
- Counties in the consortia and counties surrounding Fond du Lac will offer work at home to improve employee retention and counteract staff burnout. Counties that don’t offer these options will have ongoing turnover caused by the ability to work remotely for counties with higher wages and better benefits.
- The state will continue to change policy with anticipated focus on work requirements, substance abuse needs, and program premiums and time limited benefits.

JUVENILE COURT SERVICES TEAM

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Census estimated county population (thousands)	101.6	101.8	101.8	101.8	101.8	102	102	102.1	103	103.2
Estimated < 18 y.o.	23044	22934	22711	22293	22229	22292	22267	22148	22056	21897
Services	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Intake Referrals:	601	547	450	536	591	535	502	534	484	424
• Delinquency (Chart Below)	391	355	283	328	346	334	286	294	283	224
• CHIPS (Chart Below)	147	146	114	147	171	146	159	164	130	133
• JIPS	63	46	53	61	74	55	57	76	71	67
Temporary Custody Authorizations:	215	216	188	205	216	248	227	249	203	157
• Secure	73	71	65	53	58	52	57	70	77	41
• Non-Secure	142	145	123	152	158	196	170	179	126	116
Restitution Project:										
• Referrals (Chart Below)	79	47	56	27	35	58	25	26	32	22
• Victims Paid (thousands)	\$29.7	\$27.8	\$24.6	\$13.7	\$11.8	\$13.6	\$7.9	\$7.3	\$8.6	\$8.7
Youth Community Service Project:										
• Referrals (Chart Below)	168	193	162	129	139	118	100	100	95	99
• Hours Worked	3,490	3,273	3,302	2,671	2,254	2,616	2,421	2,258	2,009	1,711
Teen Court Cases	31	56	49	28	50	44	27	50	23	67
Formal Supervision Cases	239	225	199	197	213	209	214	226	221	188
Monitoring:										
• GPS	50	69	58	68	60	65	62	57	51	35
• Alcohol	3	2	1	0	0	3	3	1	0	0
Corrections Youth Placed	6	2	0	1	3	3	0	0	0	1
PACE Youth Placed	2	2	1	6	3	2	1	1	3	5
72 Hour Holds:										
• Shelter	N/A	N/A	N/A	25	28	24	15	4	2	2
• Secure				91	81	94	73	71	74	64



Past 10-year Supervisory Workload Analysis:

- There has been a consistent, steady decline in crimes committed by youth over the past 10 years, both in Fond du Lac County and nationally.
- We have seen a decline in the number of violent offenses committed by youth.
- Fond du Lac County has had a dramatic decrease in out-of-home placements (including corrections) of youth who have committed crimes.
- We have had an increase in services and programs to maintain youth in the community and in their homes, to include our county’s PACE program as an alternative to corrections, additional in-home therapy services and programming for youth with mental and emotional health issues.

Next 10-year Supervisory Workload Forecast:

- An increase in need of community based and in-home family services, with a focus on the family, not just the youth who has been referred.
- Continued increase in youth with emotional and mental health issues, with a need to more proactively screen and treat youth for substance abuse, trauma, and unmet mental, emotional and behavioral needs.
- Increased focus on prevention and diversion of youth from the youth justice system, through improved practice and collaboration.

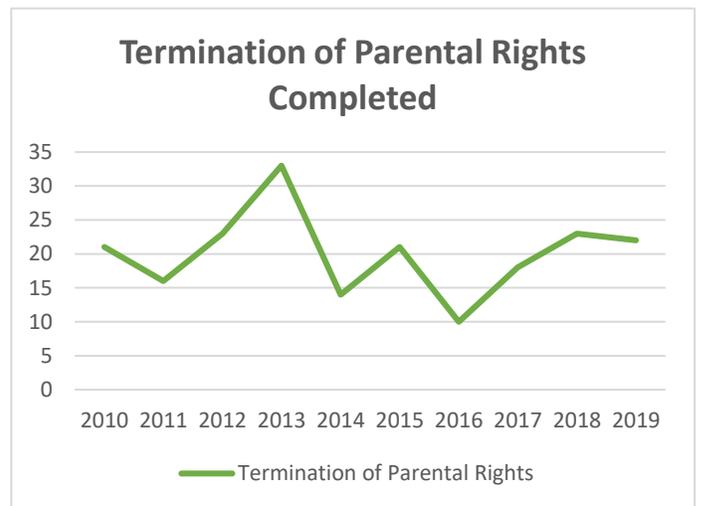
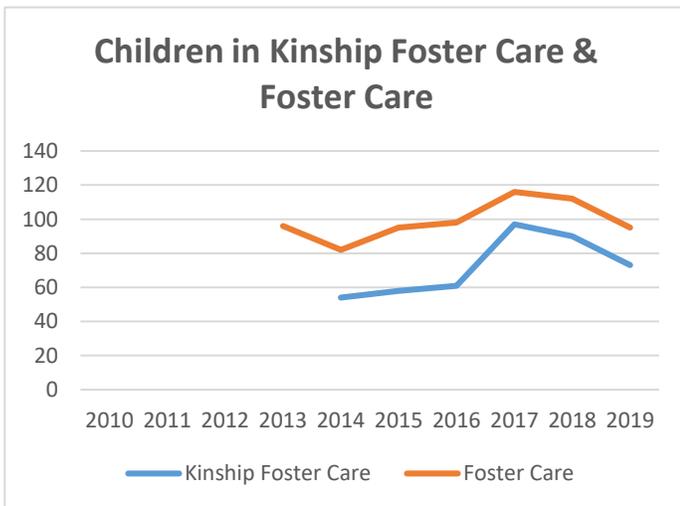
Ongoing Services Teams

Services	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Open Cases*	N/A	N/A	N/A	133	131	178	149	168	155	140
Children in Kinship Foster Care* (Chart Below)	N/A	N/A	N/A	N/A	54	58	61	97	90	73
Children in Foster Care* (Chart Below)	N/A	N/A	N/A	96	82	95	98	116	112	95
Children in Treatment Foster Care*	N/A	N/A	N/A	9	15	15	15	10	7	8
Days in non-County Owned Group Homes**	N/A	N/A	N/A	468	228	576	1,227	785	720	756
Days in Residential Treatment**	N/A	N/A	N/A	3,381	2,358	2,616	3,680	4,911	4,488	3,396
Child Reunification with Parent (s)	N/A	N/A	N/A	15	34	54	66	79	79	88
Termination of Parental Rights Completed (Chart Below)	21	16	23	33	14	21	10	18	23	22
Guardianships***	N/A	N/A	N/A	10	14	6	9	8	16	25

* Monthly Average

**Annual Total

***Subsidized and nonsubsidized guardianships were combined



The data points are this chart are valid however the data is not reliable to indicate trends it is not complete over the 10 year timeframe.

Past 10-year Supervisory Workload Analysis:

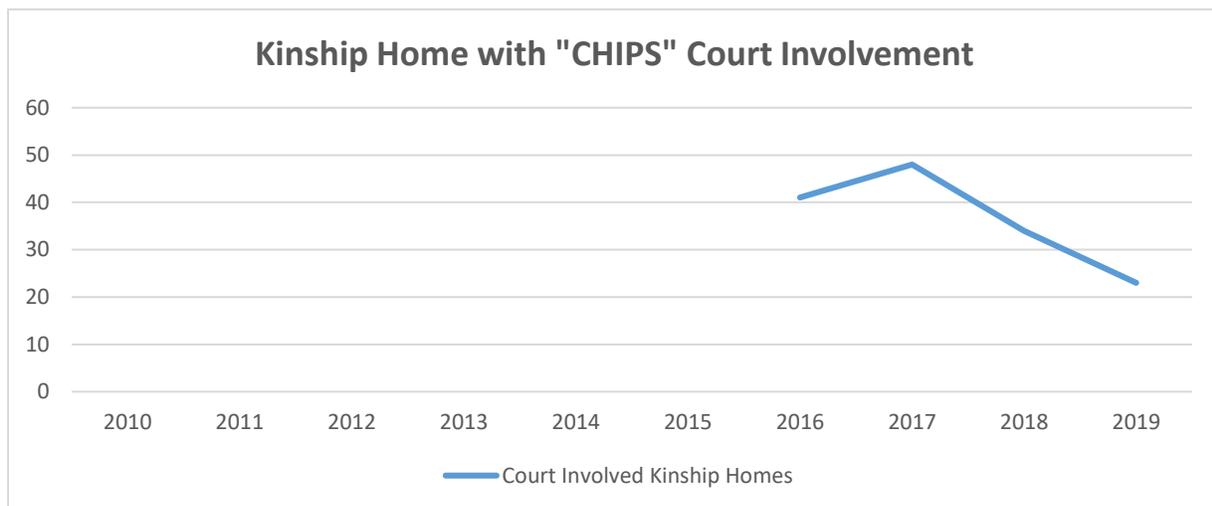
- A rise in cases involving opioid addictions.
- An increase in complexity with AODA addictions, mental health issues, and criminal activity create uniquely difficult consequences in terms of carrying out case management responsibilities for CPS Ongoing Social Workers in regards to unpredictable behavior and difficulty assessing for continued safety based on the possibility of use being a 24-hour time issue.
- An Increase in using informal family resources.
- An expansion of family connectedness and getting extended family involved in the cases we supervise.
- A recent focus on keeping children in their homes with services or if removal is needed placement with relatives.

Next 10-year Supervisory Workload Forecast:

- A permanency planning focus for the children and their families who are affected by addiction and mental health issues. These conditions create barriers to successful maintenance of children in their natural homes.
- A need to expand supportive in-home services for both prevention and safety services to wrap a multitude of supports around the families who are cooperative and to share the work of maintaining children in their natural homes.
- A focus on Family Find being used as a tool to locate and engage family and kin to children who are in out-of-home placements. These efforts are there to facilitate placement with relatives when children need to be placed out of home and to provide children with family relationships and a continued sense of belonging when reunification efforts are slow or nonexistent.
- A need to maintain caseloads averaging 10-12 cases per social worker.
- Continued loss of social workers to counties with higher wages and better benefits.

OUT-OF-HOME CARE TEAM

Services	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Calls of interest for Foster Care Licensure	N/A	N/A	N/A	N/A	N/A	N/A	44	45	48	39
Newly Licensed Foster Homes	N/A	N/A	N/A	N/A	N/A	N/A	24	30	30	31
Kinship Home with "Chips" Court Involvement (Graph Below)	N/A	N/A	N/A	N/A	N/A	N/A	41	48	34	23
Kinship Homes with no "Chips" Involvement	N/A	N/A	N/A	N/A	N/A	N/A	15	9	5	0



The data points are this chart are valid however the data is not reliable to indicate trends it is not complete over the 10 year timeframe.

Past 10-year Supervisory Workload Analysis:

- The county has had a significant switch in placements with an increase of placements with relatives.
- Relatives receiving kinship were required to become licensed foster homes beginning in 2010
- Across the State there were many counties that were unable to keep up with licensing all the kinship homes with court ordered involvement.
- In 2019, the state recognized that counties were not able to keep up with licensing kinship homes. There was a grant opportunity for counties to contract with private child placing agencies to assist with licensing of these homes.
- The Department of Children & Families (DCF) changed the foster care rate setting process to include a child assessment. DCF also created the Rate Regulation system which overhauled and redesigned the payment structure for higher levels of out of home care placements
- Fond du Lac received this grant in 2019, which allowed us to use the money to license regular foster home and kinship providers.
- Fond du Lac received this grant again in 2020, but the money could only be used to license kinship providers.

Next 10-year Supervisory Workload Forecast:

- Due to a shift in agency priorities and a 2018 federal law called Family First Prevention Services Act the focus is now to keep children in their biological homes with safety services provided, or, placed with relatives when placement is necessary
- The Family First Federal Legislation shifted some funding from placing children in out of home care to providing services to families so that children could remain within the home of their parents.
- Fond du Lac will have increased numbers of children placed with relatives as we've created a Family Connection Specialist and program that will work to locate family to accept placement of children who have been placed in out of home care.
- Continued high demand to license foster homes will require shifts in work flow to keep up with this demand and a need to increase capacity by increasing staff.