

**EAU CLAIRE COUNTY**  
**DEPARTMENT OF HUMAN SERVICES**  
**ANNUAL REPORT**

**2023**



**Eau Claire**  
**C O U N T Y**  
**Human Services**

## **Mission**

We care. We act. We empower.

## **Vision**

To boldly advocate for a safe, healthy,  
and caring community.

## **Values**

**W.E. C.A.R.E.**

### **We Are:**

Welcoming – Creating a welcoming and non-judgmental environment where everyone feels safe, understood, and accepted.

Ethical – Acting with integrity, honesty, objectivity, and authenticity.

### **We Show:**

Compassion – Caring for ourselves as we connect with others, compelling us to serve with kindness.

Appreciation – Building relationships by expressing gratitude, empowering strengths, and valuing differences.

Respect – Promoting resilience and equity, honoring cultural differences, protecting dignity and self-worth.

Excellence – Surpassing professional and operational standards with exceptional adaptability, character, and quality.

## Director's Message

It has been an honor to serve as the DHS Director since May of 2023. This Department has talented and dedicated staff who are determined to make a difference for the consumers of Eau Claire County.

In December, we shared a new Mission, Vision, and Values that was created with the assistance of DHS staff. The Mission of "We Care. We Act. We Empower" exemplifies the empathy and engagement efforts of our staff while highlighting the strong advocacy and service provision provided to our consumers. Our Vision and Values provide a collective purpose and guiding principles to help set a tone for interactions between employees, consumers, and stakeholders.

Some of the highlights over the last year include an emphasis on a culture of well-being and equity. Our DHS Well-Being team promotes a healthy culture with the idea that individual and agency well-being are symbiotic. Our equity work has included training and book reviews to help ensure all consumers are given opportunities for success. We have continued to emphasize the importance of lived experience in the areas of crisis and child welfare.

Over the last year, we made early intervention a priority by reducing the waitlist for children to receive services through our Children's Long-Term Support (CLTS) Program. We also expanded System of Care in Youth Services and continued to serve more children and at a younger age in the Coordinated Services Teams (CST) area. Both of these initiatives are strong early intervention programs.

As you will see in the balance of this report, a tremendous amount of work was accomplished in 2023 even during times of change in leadership. We take great pride in the practice of our staff and look forward to exploring new opportunities in 2024.

*Angela Weideman*



**Angela Weideman,  
Director**

## Leadership

Director – Angela Weideman  
Behavioral Health – Administrator Luke Fedie  
Economic Support Services – Administrator Kathy Welke  
Family Services – Administrator Melissa Christopherson  
Fiscal – Administrator Vickie Gardner  
Operations – Administrator Terri Bohl

## Staffing

Unit	FTE's
Operations	12.50
Fiscal	20.00
Behavioral Health	124.00
Economic Support	36.00
Family Services	65.16
Total FTE's	257.66

The County Board approved a resolution in July of 2023 adding 12 FTEs to this staffing total in the area of Behavioral Health. It was a Resolution adding capacity to the Children's Long-Term Support Team (CLTS) including 10 CLTS Case Managers, 1 CLTS Supervisor, and 1 CLTS Resource Specialist.

## Programs

### Behavioral Health

Adult Protective Services (APS)  
Children's Long-Term Support Services (CLTS)  
Community Support Program (CSP)  
Comprehensive Community Services (CCS)  
Crisis Services  
Outpatient Clinic  
Treatment Courts Program

### Economic Support Services

Child Care  
Great Rivers Consortium  
Fraud & Benefit Recovery

### Family Services

Alternate Care  
Birth to Three Services  
Child Protective Services – Initial Assessment & Ongoing  
Coordinated Services Teams (CST)  
Intensive Permanency Services (IPS)  
Juvenile Detention Center  
Parent Partner Program  
Strengthening Families Program  
System of Care  
Youth Services

# Operations

## 2023 Highlights:

- Finalized new Mission, Vision, and Values, with the assistance of Department staff and input from Human Services Board, Juvenile Detention Center youth, and other consumers
- Enhanced well-being work including focusing on a culture of well-being, providing opportunities for engagement, and ensuring agency decisions are made through a lens of well-being
- 20% increase in staff perception of how well DHS promotes well-being (from 57% in early 2023 to 77% by end of year)
- Equity training for staff focusing on Unconscious Bias funded by the Racial and Ethnic Disparity Reduction Grant
- Safety training for staff focusing on conflict de-escalation and defense training
- Book reviews focusing on issues with racial and ethnic diversity
- Inception of on-site food bank at DHS supported by Feed My People Food Bank
- Creation of DHS Dashboard for internally facing website to improve communication
- Collaboration with Human Resources to update job descriptions using skills-based format with assistance from consultant

# Fiscal

## 2023 Highlights:

- Expanded supervisory support in fiscal team
- Separated job duties related to all fiscal positions
- Enhanced internal controls through collaboration with County Finance
- Trained staff on Purchasing Card (P-Card) use
- Trained staff on procedures for purchasing gift cards
- Continued to enhance account structure with County Finance



# Behavioral Health Division

## 2023 Highlights:

- Children's Long-Term Support (CLTS) Resolution adding 12 FTE's including 10 CLTS Case Managers, 1 CLTS Supervisor, and 1 CLTS Resource Specialist
- Deflection Case Manager Resolution in collaboration with Eau Claire County Sheriff's Office creating 1 FTE Case Manager in the Behavioral Health Division working on deflection work
- Enhanced collaboration with Eau Claire County Sheriff's Office and Eau Claire Police Department with crisis liaison and co-response work
- Additional support to jail through crisis team involvement including Community Re-entry Program
- Expanded Peer Support including a Peer Support Specialist position that started in November of 2023
- Initiation of in-home clinic services for families
- Additional capacity for Medication Management Services with additional prescribers
- New Pharmacy Tech services through Genoa Health
- Training for Clinic staff on Eye Movement Desensitization and Reprocessing (EMDR)
- Additional treatment modalities of Dialectical Behavior Therapy (DBT) and Seeking Safety group offered through Clinic
- Elder Abuse Training for Adult Protective Services (APS) in train-the-trainer format allowing APS staff to then train local fire and rescue staff

## Barriers for Consumers:

- Lack of Housing Resources
- Waitlist for CLTS services existed for the majority of 2023
- Increased need for out of home placements for adults

## Metrics:

- CLTS waitlist decreased by 42% from January to December of 2023
- Number of clients receiving therapy at the Clinic increased by 24% in 2023
- CCS service enrollment increased to highest level of participants ever served at 264 in September of 2023 which was an increase of almost 21% from January of 2023

# Economic Support Services

## 2023 Highlights:

- Unwinding of Public Health Emergency Waivers
- Funding for Emergency FoodShare Allotments ended in February of 2023
- Pandemic continuous healthcare coverage ended in April of 2023
- Households open for healthcare assigned review dates starting in June of 2023 through May of 2024 for eligibility purposes
- Great Rivers Consortium Call Center implemented call back technology for consumers adding notification of wait time and option to remain on line or receive call back

## Metrics:

- As of December 2023, Eau Claire County had 14,671 households open for Income Maintenance Programs which is a 10.33% decrease from 2022. Of these households, 12,784 were receiving Medicaid which is an 8% decrease from 2022
- Great Rivers Consortium received 151,304 calls in 2023 and had an average answer rate of 93.83%



# Family Services Division

## 2023 Highlights:

- Continuation of Youth Innovations Grant focusing on Racial and Ethnic Disparity Reduction
- Expanded System of Care efforts with additional staff member to program
- Additional FTE in Centralized Access for increased capacity
- Created new phone system for Centralized Access to streamline and organize calls
- Training for Family Services staff on implicit bias, marginalization, power and privilege, and system support/equitable policies
- Trainings for Birth to Three Program on FAN (Facilitating Attuned Interactions) and identifying early visual impairments in children supported both supported through grant funding
- Expansion of Family Find and Family Group Conferencing to keep children connected to family
- No waitlist for filing of termination of parental rights petitions expediting permanency for children
- 19 youth served in Intensive Permanency Services program with 4 youth achieving permanency
- Enhanced recruitment efforts for alternate care providers funded through state grants
- Alternate care grants focusing on concrete supports to relative caregivers
- Mentoring services through Power of Perception offered to youth involved in the Youth Services program and at the Juvenile Detention Center
- Family Support Center group services for the Juvenile Detention Center focusing on empowering youth to live free from interpersonal and domestic violence, and sexual assault, through education, prevention, and intervention

## Barriers for Consumers:

- Increased need for out of home placements especially for children with high level of needs
- Shortage of out of home care providers able to meet the high level of needs of children
- Lack of residential treatment and group care locally to serve our youth
- Lack of housing resources for families
- High rates of substance use including pregnant women
- Increase in formal referrals to the Youth Justice system
- Lack of resources for child care

## Metrics:

- Child Protective Services (CPS) reports on alleged abuse or neglect increased by 12% from 2022 to 2023, but 10% less families were opened for Ongoing CPS services in that same time period
- Coordinated Services Teams (CST) served 22 participants with an average age of 11.0 which is a significant decrease from 12.6 in 2020 and a sign of stronger early intervention
- Of the 176 youth involved in System of Care in 2023, only 19 youth (11%) received a referral to the youth justice system after being involved in System of Care

# Performance Management Outcomes

<b>Program #1: Community Care &amp; Treatment of Children who are abused or neglected including Alternate Care Licensing</b>						
Child Protective Services (CPS) intervention is warranted whenever there is a report that a child may be unsafe, abused or neglected, or be at risk of abuse or neglect. This includes both families assessed and those needing ongoing case management services.						
<b>OUTPUTS</b>			<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
CPS Reports Received:			1,219	1,310	1,452	1,632
CPS Reports Screened in for Assessment:			403	389	365	362
Screen in ratio (CPS) compared to received reports			33.0%	30.0%	25.1%	22.0%
Number of families referred to ongoing			62	48	49	44
Number of Child Welfare Reports Screened In:			108	94	120	121
Number of licensed Eau Claire County foster/respite homes:			154	110	99	97
Number of children in Kin settings vs. other types of alternate care placements:			62/129	129/109	101/98	84/98
<b>Performance Goal</b>	<b>Outcome Measures</b>	<b>Benchmark</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Children removed from home will be placed with Kin (relatives)	50% of those placed will be with Kin (relatives)	50% Kin	48% Kin	54% Kin	51% Kin	46% Kin

<b>Program #2: Treatment of Adults &amp; Children with Behavioral Health Issues</b>						
Services and resources provided to children and adults who need or request behavioral health outpatient services.						
<b>OUTPUTS</b>			<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
<b>Coordinated Services Team (CST):</b>						
Number of CST participants:			17	7*	22	22
Average age of CST participants:			12.6	11.6	11.3	11.0
<b>Community Support Program:</b>						
Number of clients served in CSP:			123	115	104	123
<i>*The number of participants is lower in 2021 due to turnover in this position</i>						
<b>Performance Goal</b>	<b>Outcome Measures</b>	<b>Benchmark</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Participation in CSP will allow individuals with Serious Mental Illness to live independently	75% of Community support program participants will live independently.	75%	84%	83%	79%	82%

OUTPUTS			2020	2021	2022	2023
<b>Crisis Services:</b>						
Number of with clients served:			1,569	1,776	2,776	2,701
Number of civil mental health commitments:			47	51	81	47
Number of crisis phone assessments completed			3,084	2,783	2,560	1,591
Percentage of diversions from hospitalization related to phone assessments:			89%	80%	90%	1,172
Number of mobile mental health crisis assessments completed:			191	204	135	194
Percentage of diversions from hospitalizations related to mobile crisis assessments:			68%	46%	68%	68%
<b>Comprehensive Community Services (CCS):</b>						
CCS Program Referrals Received:			324	341	462	587
CCS Program Admissions:			112	178	169	237
CCS Program Discharges:			136	133	154	188
CCS Program Open Cases:			237	195	210	259
<b>Institutional Care:</b>						
Number of days in Winnebago/Mendota IMD's:			914	948	1,225	1,308
Number of days in Trempealeau County Health Care Center IMD:			2,027	1,680	2,399	727
<b>Outpatient Clinic Services:</b>						
Number of individuals served:			519	527	498	562
Number of referrals to the clinic from other service areas of the department:			284	424	299	216
<b>Treatment Courts:</b>						
Individuals served:			64	50	45	50
Incarcerated days saved:			6,338	2,419	3,234	3,036
<b>Performance Goal</b>						
Performance Goal	Outcome Measures	Benchmark	2020	2021	2022	2023
Provide evidence-based services that promote the success of the program and all participants in all treatment courts	Graduation Rate should reach or exceed 60% [#Graduates / (#Graduates+#Terminations)]	≥ 60%	58%	50%	52%	27%
Improve social functioning of treatment court participants upon graduation	100% of participants who were unemployed at time of program entry and can work report an improvement in employment status at time of graduation	100%	84%	78%	89%	100%
	100% of participants who had unstable housing at time of program entry report an improvement in housing at time of graduation	100%	87%	78%	100%	83%

### Program #3: Community Care & Treatment of Children who are Developmentally Disabled (DD) or Developmentally Delayed

Case management and direct services to children who are developmentally disabled or developmentally delayed.

OUTPUTS	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<b>Birth to Three Program:</b>				
Number of Birth to Three children served:	218	222	218	206
Number of Birth to Three referrals requiring eligibility assessment:	180	239	208	220
<b>Children's Community Option (CCOP):</b>				
Number of children served by CCOP during the year:	2*	0	132	63
<b>Children's Long-Term Support MA Waivers (CLTS):</b>				
Number of CLTS Waiver clients served during the year:	214	259	311	379
<i>*CCOP funding primarily covering Maintenance of Effort (MOE) for Children's Long-Term Support Services (CLTS), with children primarily eligible for CLTS.</i>				

### Program #4: Residential & Community Care & Treatment of Youth

This program area provides a continuum of services to youth and their families, ranging from informal case management interventions to commitment to the Wisconsin Department of Corrections (DOC).

OUTPUTS	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>		
<b>Residential Care:</b>						
Number of days in Residential Care Center:	2,602	2,351	1,926	2,285		
Number of placements in Residential Care Center:	12	14	18	16		
Number of days in Department of Corrections (Lincoln Hills/Copper Lake)	0	0	0	0		
Number of clients in DOC: (Lincoln Hills/Copper Lake)	0	0	0	0		
<b>Performance Goal</b>	<b>Outcome Measures</b>	<b>Benchmark</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Youth served will remain within their community through coordination of services and support to ensure their own safety and the safety of the community.	75% of youth served remained in their familial home or were placed with a relative.	75%	82%	83%	85%	76%
OUTPUTS	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>		
<b>Northwest Regional Juvenile Detention Center:</b>						
Total number of overtime hours	1,400	1,636	1,714	1,757		
Total residents placed in the facility	290	300	352	370		
Total days spent in facility	4,516	4,836	4,932	5,266		
Eau Claire County kids placed in the facility	82	63	90	143		
Days Eau Claire County kids spent in the facility	1,356	462	492	1,246		

Performance Goal	Outcome Measures	2020	2021	2022	2023
Reduce the incidents of juvenile crime	Eau Claire County youth placed in the secure detention facility will not return.	52%	65%	42%	47%
<b>OUTPUTS</b>		<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
<b>Detention (180 Program):</b>					
Residents entering the 180 Program:		18	7	9	5
Residents SUCCESSFULLY exiting the 180 Program:		8	7	2	4
Residents completing high school graduation requirements while in program		1	1	3	6
Residents successfully employed while in program		3	3	2	3

### **Program #5: Protection of Vulnerable Adults who are at Risk for Abuse, Neglect, or Exploitation**

DHS is the lead agency for Adult Protective Services in Eau Claire County. In this program area we provide services to ensure the protection of vulnerable populations, enabling them to live in the least restrictive setting consistent with their needs.

<b>OUTPUTS</b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
Number of Adult and Elders at Risk reports that were investigated	428	456	543	313
Number of investigated reports substantiated	72	95	114	93

### **Program #6: Financial & Economic Assistance, Fraud Investigation & Recovery, Resource Development & Certification**

The Economic Support Unit provides eligible Great Rivers Income Maintenance Consortium residents (Barron, Burnett, Chippewa, Douglas, Dunn, Eau Claire, Pierce, Polk, St. Croix, and Washburn Counties) access to:

- Health care (including Badger Care Plus, Family Planning Waiver, Community Waiver Programs)
- Food Share (Food Share)
- Childcare assistance
- Home energy and heating resources

<b>OUTPUTS</b>	<b><u>2020</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>	<b><u>2023</u></b>
Number of cases currently open in Eau Claire County:	12,813	14,558	14,867	16,362