

Human Services Board Agenda - Jefferson County
Jefferson County Courthouse, 311 S Center Ave, Room 205
Jefferson, WI 53549

Date: Tuesday, September 13, 2022, **Time:** 8:30 a.m.

Topic: Human Services Board Meeting

Join Zoom Meeting

<https://zoom.us/j/94280034464?pwd=dkZGanZ1TFNTV1M0QlhpVGpzS2JnZz09>

Meeting ID: 942 8003 4464

Passcode: 750434

+13126266799 US (Chicago)

Committee Members:

Jones, Dick (Chair)
Kutz, Russell (Vice Chair)
Racanelli, Gino
Nsibirwa, Sira

Wineke, Michael
Lund, Kirk
Mirk, Alice

1. Call to Order
2. Roll Call (Establish a Quorum)
3. Certification of Compliance with the Open Meetings Law
4. Review of the September 13, 2022, Agenda
5. Public Comment *(Members of the public who wish to address the Board on specific agenda items must register their request at this time.)*
6. Approval of August 9, 2022, Board Minutes
7. Communications
8. Review of the July 2022 Financial Statement
9. Discuss and Approve August 2022 Vouchers
10. Discussion and Possible Action on New 2022 Professional Service Contracts *(Respite Care, Home Modification, CCS Service Array, Foster Care, and Adult Alternate Care)*
11. Discussion and Possible Action on Mental Health Presentations: Infant Mental Health and Trauma Focused CBT
12. Discussions and Possible Action on Transportation Co-Pays
13. Director's Report
14. Adjourn

Next Scheduled Meetings:

Tuesday, October 11, 2022, at 8:30 a.m.

Tuesday, November 8, at 8:30 a.m.

A Quorum of any Jefferson County Committee, Board, Commission, or other body, including the Jefferson County Board of Supervisors, may be present at this meeting.

Special Needs Request - Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours before the meeting at 920-674-7101 so appropriate arrangements can be made.

County Board Supervisors attending meetings remotely shall have the same rights and privileges as they would have when appearing in person. The official meeting will be convened at the location on the meeting agenda. If appearing remotely, it is the responsibility of the member to maintain audio and video connectivity with the official meeting site. If connectivity is lost, but the physical location of the meeting maintains a quorum, the meeting may continue in the discretion of the chair. Members attending remotely must be able to be heard, and when video is available to the member attending remotely, seen by Committee members and public who are present at the physical location of the meeting. Loss of connectivity will result in the member being considered absent from that portion of the meeting after connectivity is lost.

JEFFERSON COUNTY HUMAN SERVICES

Board Minutes

August 9, 2022

Board Members Present in Person: Richard Jones, Russell Kutz, Michael Wineke, and Gino Racanelli

Board Members Present via Zoom: Kirk Lund

Others Present: Director Kathi Cauley; Deputy Director Brent Ruehlow; and Office Manager Kelly Witucki

1. **CALL TO ORDER**
Mr. Jones called the meeting to order at 8:30 a.m.
2. **ROLL CALL/ESTABLISHMENT OF QUORUM**
Mirk excused; Nsibirwa absent/Quorum was established.
3. **CERTIFICATION OF COMPLIANCE WITH THE OPEN MEETINGS LAW**
Ms. Cauley certified that we were in compliance.
4. **REVIEW OF THE AUGUST 9, 2022, AGENDA**
5. **PUBLIC COMMENTS**
No Comments
6. **APPROVAL OF THE JULY 12, 2022, BOARD MINUTES**
Mr. Racanelli made a motion to approve the July 12, 2022, board minutes.
Mr. Kutz seconded.
Motion passed unanimously.
7. **COMMUNICATIONS**
8. **REVIEW OF THE JUNE 2022 FINANCIAL STATEMENT**
Mr. Bellford reviewed the June financial statement (attached) and reported that we are projecting a positive year-end fund balance of \$1,578,213. This balance includes \$900,000 from our reserve carryover. This is down from prior months, because of carryover adjustments discussed with the Finance Department. The balance excludes any prepaid or other carryover adjustments.
9. **DISCUSS AND APPROVE JULY 2022 VOUCHERS**
Mr. Bellford reviewed the summary sheet of vouchers totaling \$677,829.50 (attached).
Mr. Wineke made a motion to approve the July 2022 vouchers totaling \$677,829.50.
Mr. Racanelli seconded.
Motion passed unanimously.
10. **DISCUSSION AND POSSIBLE ACTION ON NEW 2022 PROFESSIONAL SERVICE CONTRACTS (FOSTER CARE, RESPITE CARE, AND CONSULTING/DATA REVIEW)**
Ms. Cauley reported that we have three new service providers. (attached)
Mr. Jones made a motion to approve the contracts as listed.
Mr. Kutz seconded.
Motion passed unanimously.
11. **DISCUSSION AND POSSIBLE ACTION ON 2023 BUDGET PRESENTATION**
Ms. Cauley reviewed the budget and commended Mr. Bellford on all his work.
Mr. Racanelli made a motion to approve the Human Services budget, as presented.

Mr. Lund seconded.
Motion passed unanimously.

12. DISCUSS AND POSSIBLY APPROVE MARY ROBERTS APPOINTMENT TO THE ADRC ADVISORY COMMITTEE

Mr. Jones made a motion to approve the appointment as presented.
Mr. Wineke seconded.
Motion passed unanimously.

13. DIRECTOR'S REPORT

- All the KOI's for the teams are being met.
- We had another meeting with DHS regarding a Youth Crisis Stabilization Facility at the Camp Maas property. The update that we received is that the state would have \$800,000 that would need to be used by March of 2023 and then they would have \$500,000 that would need to be used by June 2023. In the near future a grant application would be available for three sites. If we choose to do this, we would be one of those sites to apply for that grant. Those sites would then be awarded \$500,000 for three years. There was support to move forward.
- Next month is Mental Health Month and we would like to have the following presentations on Infant Mental Health, DBT for Adolescents and Family Centered Treatment.

14. ADJOURN

Mr. Kutz made a motion to adjourn the meeting.
Mr. Racanelli seconded.
Motion passed unanimously.
Meeting adjourned at 9:47 a.m.

Minutes prepared by:

Kelly Witucki
Office Manager
Human Services

NEXT BOARD MEETING

Tuesday, September 13, 2022, at 8:30 a.m.
Jefferson County Courthouse County Board Room 205
311 S Center Ave, Jefferson, WI 53549

Financial Statement Summary

July, 2022

We are projecting a positive year-end fund balance of \$1,192,931. This balance includes \$650,000 from our reserve carryover. This is down from prior months, because of carryover adjustments discussed with the Finance Department. The balance excludes any prepaid or other carryover adjustments.

Summary of Variances:

Revenue: Overall, revenues are projected to be favorable by \$314,651.

- CLTS revenue is projected to be over budget by \$2,114,092. This is consistent with expenses and the trend we have seen of rising costs and revenue. Our 2022 CLTS revenue budget was for \$2,836,394. Our 2023 proposed budget is for \$5,488,360.
- CCS revenues are projected to be under budget by \$1,003,355. Because of unfilled positions, we are projecting \$3,063,590 in CCS revenue from MA, while our 2022 budget was \$4,066,945. We are projecting limited CCS WIMCR revenue this year, as we had a CCS payback last year.
- CSP revenue is also projected to be under budget by \$178,614, because of vacant positions, and limited billing so far this year. As positions filled later in the year, we hope to see a corresponding billing increase.
- Lueder House revenue is projected to be under budget by \$74,656. We had to close the Lueder House for several weeks. We have seen the days and billing pick up in the last several weeks and anticipate increased billing going forward. June and July billing average \$8,167 per month; compared to \$1,318 per month from March-May.
- We have seen an increase in our Congregate Site meal revenue. Our current projection shows Site Meal revenue under budget by \$88,966. This has been steadily increasing, along with expenditures, each of the past few months. Home Delivered Meal revenue is projected to be over budget by \$125,414.

Expenditures: Overall, expenses are projected to be favorable by \$878,281.

- **Salary expenses are projected to be under budget by \$1,395,194:** This is because of numerous vacant or unfilled positions. Many of the teams with variances have revenue offsets, and they have been noted above (CCS, CSP, Clinic, Lueder House). We have had significant turnovers and vacancies on numerous teams including the CPS, Intake, Economic Support.
- **Fringes and benefit expenses are projected to be under budget by \$673,309.**
- **Children Alternate Care expenses are projected to be under budget by \$693,326.** This projection includes Shelter and Detention costs. It also includes placements at the Central

Wisconsin Center, which we budgeted through carryover. The August and July bills were both \$19,435. We currently have one placement, expected to last into September.

- **Hospital/Detox is projected to be over budget (unfavorable) by \$66,694 (Net basis):**

	Budget	Actual	Projection
Revenue	\$400,000	\$157,455	\$269,922
Expenditures	\$1,230,000	\$696,576	\$1,194,131
Net	\$(830,000)	\$(539,121)	\$(924,209)

The July 2022 State Institute bill was \$70,384. The June bill was \$80,672.

- **CLTS expenses are projected to be over budget by \$2,016,074:** This is consistent with the trend of increased services.
- **Children's COP expenses are projected to be over budget \$2,123.** This includes both our CLTS MOE and our recreational purchases. This is down from prior months, because more recreational purchases are now waiver allowable.
- **HDM Nutrition Expenses are projected to be over budget by \$160,700.** This is offset, in part, by Congregate Meals, which are projected to under budget by \$88,792.
- **Costs related to the HOPE (housing) program are projected to be over budget by \$122,524,** as the need for housing services has expanded exponentially.
- **Adult alternate costs are projected to be over budget by \$102,601,** because of additional placements in the past few months.
- **Operating Reserve:** We are projecting a year-end balance of \$650,000 in the operating reserve this year. We have adjusted this balance after discussions with the Finance Department in preparation for the 2023 budget.
- **Overhead costs are projected to be underbudget by \$119,705,** because, through our carryover, we budgeted for \$115,000 in transfers to other funds. These transfers have not happened.

BEHAVIOR HEALTH DIVISION: Projected unfavorable balance of \$684,090. While revenue is down across most programs, so are expenses. The biggest variances are HOPE expenses and CCS revenue.

CHILDREN & FAMILY DIVISION: Projected favorable balance of \$1,052,993, because of reduced alternate care costs and staffing/positions. Additionally, TSSF funding will increase through this year. CLTS expenses are overbudget at this point, and that is offset by increased revenue projections.

ECONOMIC SUPPORT DIVISION: Projected favorable balance of \$97,784. We also have additional ARPA funding that is to be spent by September 30, 2022. We anticipate enhanced funding coming later in the year, and that is included in our projection.

AGING & ADRC DIVISION: Projected unfavorable balance of \$29,425.

ADMINISTRATIVE DIVISION: Projected favorable balance of \$105,670, because of carryover transfers.

OPERATING RESERVE: Projected favorable balance of \$650,000.

Statements are unaudited.

JEFFERSON COUNTY HUMAN SERVICES DEPARTMENT
STATEMENT OF REVENUES & EXPENDITURES
 Projection based on July 2022 - Financial Statements

SUMMARY

Federal/State Operating Revenues
 County Funding for Operations (tax levy & transfer in)
 Total Resources Available
 Total Adjusted Expenditures
 OPERATING SURPLUS (DEFICIT)
 Balance Forward from 2021-Balance Sheet Operating Reserve
NET SURPLUS (DEFICIT)

Y-T-D @ Ledgers	Adjust -ments	Y-T-D Projection	Prior Y-T-D Projection	Prorated Budget	Year End Projection	2022 Budget	Year End Variance
9,289,197	2,955,984	12,245,180	19,824,292	12,126,410	21,102,782	20,788,132	314,651
5,201,038	0	5,201,038	8,929,321	5,175,695	8,872,619	8,872,619	0
14,490,234	2,955,984	17,446,218	28,753,613	17,302,105	29,975,402	29,660,751	314,651
16,214,636	1,453,414	17,668,050	27,195,942	17,864,912	30,142,993	31,021,274	878,281
(1,724,401)	1,502,570	(221,832)	1,557,670	(562,807)	(167,592)	(1,360,523)	1,192,931
1,360,523		1,360,523	1,166,829		1,360,523	1,360,523	0
(363,878)	1,502,570	1,138,691	2,724,499	(562,807)	1,192,931	(0)	1,192,931

REVENUES

STATE & FEDERAL FUNDING

MH & AODA Basic County Allocation
 Children's Basic County Allocation
 Children's L/T Support Waivers
 Behavioral Health Programs
 Community Options Program
 Aging & Disability Res Center
 Aging/Transportation Programs
 Project YES!
 Youth Aids
 IV-E Legal and Legal Rep
 Children & Families
 I.M. & W-2 Programs
 Client Assistance Payments
 Early Intervention
Total State & Federal Funding

1,954,014	(814,173)	1,139,842	1,953,768	1,138,245	1,954,014	1,951,277	2,737
340,583	457,810	798,393	1,373,800	801,383	1,368,673	1,373,800	(5,127)
1,283,693	988,334	2,272,027	2,378,567	1,023,832	3,794,965	1,755,141	2,039,824
149,376	151,706	301,082	444,645	392,411	486,720	672,704	(185,984)
39,614	87,622	127,236	218,118	127,236	218,118	218,118	0
417,319	175,328	592,647	1,022,970	623,482	1,015,969	1,068,827	(52,858)
454,182	42,125	496,307	968,221	588,628	953,134	1,009,077	(55,943)
0	0	0	0	0	0	0	0
352,755	58,010	410,765	719,116	386,933	694,567	663,313	31,254
30,201	0	30,201	66,980	40,096	85,361	68,735	16,625
397,637	135,917	533,554	402,480	241,252	614,284	413,575	200,710
473,206	561,090	1,034,296	1,737,041	945,986	1,581,643	1,621,690	(40,047)
103,037	18,125	121,162	254,108	119,000	207,707	204,000	3,707
186,418	(77,674)	108,744	185,373	96,579	186,418	165,564	20,854
6,182,036	1,784,218	7,966,254	11,725,188	6,525,062	13,161,573	11,185,821	1,954,898

COLLECTIONS & OTHER REVENUE

Provided Services
 Child Alternate Care
 Adult Alternate Care
 Children's L/T Support
 1915i Program
 Donations
 Cost Reimbursements
 Other Revenues
Total Collections & Other

2,057,971	797,987	2,855,958	5,883,617	4,097,402	5,480,629	7,024,118	(1,543,488)
79,260	0	79,260	165,980	102,083	135,874	175,000	(39,126)
77,046	0	77,046	173,099	116,667	132,079	200,000	(67,921)
447,759	226,295	674,054	795,028	630,731	1,155,521	1,081,253	74,268
15,365	19,602	34,967	279,059	105,000	233,143	180,000	53,143
98,728	0	98,728	141,069	122,858	159,264	210,614	(51,350)
84,321	(1,121)	83,200	154,422	84,368	140,971	144,631	(3,660)
246,710	129,002	375,712	506,831	342,239	503,727	586,696	(82,968)
3,107,161	1,171,765	4,278,926	8,099,104	5,601,348	7,941,210	9,602,311	(1,661,102)

TOTAL REVENUES

9,289,197	2,955,984	12,245,180	19,824,292	12,126,410	21,102,782	20,788,132	293,797
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EXPENDITURES

	Y-T-D @ Ledgers	Adjust -ments	Y-T-D Projection	Prior Y-T-D Projection	Prorated Budget	Year End Projection	2022 Budget	Year End Variance
<u>WAGES</u>								
Behavioral Health	1,331,791	10,000	1,341,791	2,107,259	1,488,191	2,296,397	2,622,627	(326,231)
Children's & Families	1,226,085	20,000	1,246,085	2,027,113	1,208,702	2,136,145	2,205,720	(69,575)
Community Support	583,572	15,000	598,572	993,781	695,622	1,026,124	1,192,495	(166,371)
Comp Comm Services	1,110,905	0	1,110,905	1,740,852	1,282,345	1,904,408	2,303,035	(398,627)
Economic Support	743,698	0	743,698	1,403,292	798,706	1,274,911	1,369,210	(94,299)
Aging & Disability Res Center	304,587	0	304,587	545,552	351,188	520,370	602,036	(81,666)
Aging/Transportation Programs	379,771	0	379,771	546,219	359,820	651,036	616,834	34,202
Childrens L/T Support	434,620	0	434,620	573,115	461,245	745,063	791,935	(46,872)
Early Intervention	203,200	0	203,200	325,427	204,455	348,343	350,495	(2,152)
Management/Overhead	680,329	0	680,329	1,119,073	784,944	1,166,220	1,345,619	(179,399)
Lueder Haus	168,786	0	168,786	297,660	211,876	289,347	363,216	(73,869)
Safe & Stable Families	50,628	0	50,628	73,571	44,990	86,791	77,126	9,666
Supported Emplmt	0	0	0	0	0	0	0	0
Total Wages	7,217,971	45,000	7,262,971	11,752,913	7,892,084	12,445,154	13,840,348	(1,395,194)
<u>FRINGE BENEFITS</u>								
Social Security	529,572	0	529,572	864,671	597,578	907,416	1,024,419	(117,003)
Retirement	450,595	0	450,595	757,754	511,572	772,185	876,981	(104,796)
Health Insurance	1,510,499	0	1,510,499	2,456,139	1,808,238	2,588,083	3,099,836	(511,753)
Other Fringe Benefits	149,682	0	149,682	211,504	74,805	219,666	159,424	60,242
Total Fringe Benefits	2,640,349	0	2,640,349	4,290,068	2,992,192	4,487,350	5,160,660	(673,309)
<u>OPERATING COSTS</u>								
Staff Training	86,828	0	86,828	162,640	89,621	144,661	161,746	(17,085)
Space Costs	221,389	0	221,389	353,402	181,224	379,525	310,670	68,855
Supplies & Services	894,630	35,675	930,305	1,611,614	764,382	1,584,140	1,312,519	271,621
Program Expenses	297,806	0	297,806	458,867	224,864	520,201	385,480	134,721
Employee Travel	49,698	0	49,698	53,117	52,393	85,196	93,216	(8,020)
Staff Psychiatrists & Nurse	229,190	0	229,190	402,701	257,673	392,897	441,724	(48,827)
Birth to 3 Program Costs	123,009	0	123,009	200,619	131,658	210,872	225,700	(14,828)
Busy Bees Preschool	667	0	667	570	642	1,144	1,100	44
Other Operating Costs	20,255	0	20,255	98,257	7,292	34,723	12,500	22,223
Year End Allocations	(40,898)	(72,775)	(113,673)	(212,190)	(85,954)	(413,564)	(107,547)	(306,017)
Capital Outlay	122,499	0	122,499	51,061	162,187	289,454	278,034	11,420
Total Operating Costs	2,005,074	(37,100)	1,967,974	3,180,658	1,785,980	3,229,249	3,115,142	114,107
<u>BOARD MEMBERS</u>								
Per Diems	2,305	0	2,305	3,960	2,546	3,951	4,365	(414)
Travel	0	0	0	425	144	0	246	(246)
Training	0	0	0	0	0	0	0	0
Total Board Members	2,305	0	2,305	4,385	2,690	3,951	4,611	(660)

	Y-T-D @ Ledgers	Adjust -ments	Y-T-D Projection	Prior Y-T-D Projection	Prorated Budget	Year End Projection	2022 Budget	Year End Variance
<u>CLIENT ASSISTANCE</u>								
Donation Expenses	6,440	0	6,440	5,006	0	11,039	0	11,039
Medical Asst. Transportation	0	0	0	0	0	0	0	0
Energy Assistance	0	0	0	70,947	0	0	0	0
Kinship & Other Client Assistance	114,819	0	114,819	161,356	103,763	196,833	177,880	18,953
Total Client Assistance	121,259	0	121,259	237,309	103,763	207,872	177,880	29,992
<u>MEDICAL ASSISTANCE WAIVERS</u>								
Childrens LTS	1,251,471	939,620	2,191,091	2,327,089	1,015,048	3,756,157	1,740,082	2,016,074
Total Medical Assistance Waivers	1,251,471	939,620	2,191,091	2,327,089	1,015,048	3,756,157	1,740,082	2,016,074
<u>COMMUNITY CARE</u>								
Supportive Home Care	22,015	0	22,015	30,629	27,992	37,740	47,986	(10,246)
Guardianship Services	50,214	0	50,214	72,783	50,030	86,082	85,766	315
People Ag. Domestic Abuse	10,036	0	10,036	19,992	11,667	20,000	20,000	0
Family Support	0	0	0	0	0	0	0	0
Transportation Services	44,647	0	44,647	48,556	41,417	106,538	71,000	35,538
Other Community Care	273,820	0	273,820	641,103	420,274	647,928	720,470	(72,542)
Elderly Nutrition - Congregate	11,154	0	11,154	7,735	17,916	16,901	30,713	(13,812)
Elderly Nutrition - Home Delivered	161,295	0	161,295	250,531	121,769	270,883	208,746	62,137
Elderly Nutrition - Other Costs	2,512	0	2,512	24	4,200	4,306	7,200	(2,894)
Total Community Care	575,692	0	575,692	1,071,353	695,264	1,190,377	1,191,880	(1,503)
<u>CHILD ALTERNATE CARE</u>								
Foster Care & Treatment Foster	198,464	10,000	208,464	502,830	443,333	357,367	760,000	(402,633)
Intensive Comm Prog	0	0	0	0	0	0	0	0
Group Home & Placing Agency	32,082	0	32,082	208,166	160,417	32,082	275,000	(242,918)
Child Caring Institutions	357,095	0	357,095	323,900	328,417	519,095	563,000	(43,905)
Detention Centers	13,650	0	13,650	22,650	35,000	23,400	60,000	(36,600)
Correctional Facilities	127,482	0	127,482	0	66,958	185,786	114,785	71,001
Shelter & Other Care	76,194	5,270	81,464	159,752	103,788	139,652	177,923	(38,271)
Total Child Alternate Care	804,967	15,270	820,237	1,217,299	1,137,913	1,257,382	1,950,708	(693,326)
<u>HOSPITALS</u>								
Detoxification Services	67,374	6,936	74,310	41,034	17,500	127,388	30,000	97,388
Mental Health Institutes	522,880	99,387	622,267	1,213,756	700,000	1,066,743	1,200,000	(133,257)
Other Inpatient Care	0	0	0	0	0	0	0	0
Total Hospitals	590,254	106,323	696,576	1,254,790	717,500	1,194,131	1,230,000	(35,869)
<u>HS RESERVE FUND</u>								
Operating Reserve	0	0	0	0	379,167	0	650,000	(650,000)

OTHER CONTRACTED
 Adult Alternate Care (Non-MAW)
 Family Care County Contribution
 1915i Program
 IV-E TPR
 Emergency Mental Health
 Work/Day Programs
 Ancillary Medical Costs
 Miscellaneous Services
 Prior Year Costs
 Clearview Commission
Total Other Contracted

Y-T-D @ Ledgers	Adjust -ments	Y-T-D Projection	Prior Y-T-D Projection	Prorated Budget	Year End Projection	2022 Budget	Year End Variance
166,573	0	166,573	139,358	102,550	278,401	175,800	102,601
0	364,640	364,640	625,097	364,640	625,098	625,097	1
212,931	19,661	232,592	290,966	186,102	381,067	319,032	62,035
162,081	0	162,081	224,373	128,302	277,853	219,946	57,907
80,232	0	80,232	7,649	53,000	80,232	90,857	(10,625)
0	0	0	0	0	0	0	0
112,362	0	112,362	295,560	154,397	264,200	264,680	(480)
270,598	0	270,598	275,829	153,628	463,631	263,362	200,268
519	0	519	0	0	889	0	889
0	0	0	1,246	693	0	1,188	(1,188)
1,005,295	384,301	1,389,596	1,860,079	1,143,312	2,371,370	1,959,963	411,407
16,214,636	1,453,414	17,668,050	27,195,942	17,864,912	30,142,993	31,021,274	(878,281)

TOTAL EXPENDITURES

JEFFERSON COUNTY HUMAN SERVICES DEPARTMENT State of Program Projection based on July 2022 Revenue & Expenditures Financial Statement

Summary Sheet

() Unfavorable

		Annual Projection			Budget			
Program		Revenue	Expenditure	Tax Levy	Revenue	Expenditure	Tax Levy	Variance
Behavior Health								
65000	BASIC ALLOCATION	3,821,553	4,947,326	1,125,774	4,095,157	5,148,131	1,052,973	(72,801)
65003	LUEDER HAUS	76,344	544,631	468,287	151,000	660,016	509,016	40,729
65004	UWW QTT	20,000	20,116	116	0	0	0	(116)
65007	EMERGENCY MENTAL HEALTH	167,520	1,192,677	1,025,157	258,753	1,089,533	830,780	(194,377)
65008	CRISIS INNOVATION	0	8,779	8,779	10,000	104,534	94,534	85,755
65010	HOPE (MHBG SUPPL)	1,274	201,572	200,298	41,582	77,775	36,193	(164,106)
65011	MENTAL HEALTH BLOCK	25,441	25,441	0	25,797	63,375	37,578	37,578
65025	COMMUNITY SUPPORT PROGRAM	716,386	1,736,938	1,020,552	895,000	1,946,188	1,051,188	30,635
65027	COMP COMM SERVICE	3,116,220	3,293,478	177,257	4,231,945	3,866,428	(365,518)	(542,775)
63027	FAMILY CENTERED THERAPY	0	92,165	92,165	0	172,484	172,484	80,319
65030	ROOM AND BOARD FOR OUD	12,275	12,903	628	0	0	0	(628)
65031	AODA BLOCK GRANT	109,299	109,694	395	109,299	109,860	561	166
65035	AODA BLOCK GRANT SUPPLEMENTAL	5,624	5,624	0	78,695	78,695	0	0
65032	OPIOID GRANT	123,539	107,623	(15,917)	187,042	197,821	10,779	26,696
65043	COMMUNITY MENTAL HEALTH	97,609	0	(97,609)	97,609	0	(97,609)	0
65044	CCISY CRISIS GRANT	80,232	80,232	0	108,680	108,240	(440)	(440)
65063	1915i PROGRAM (CRS)	233,143	383,951	150,809	180,000	319,032	139,032	(11,777)
65034	WATERTOWN FOUNDATION TIC	107	107	0	0	0	0	0
66000	DONATIONS	1,387	336	(1,051)	0	0	0	1,051
Total	Behavior Health	8,607,952	12,763,593	4,155,640	10,470,560	13,942,110	3,471,550	(684,090)

JEFFERSON COUNTY HUMAN SERVICES DEPARTMENT State of Program Projection based on July 2022 Revenue & Expenditures Financial Statement

Summary Sheet

() Unfavorable

Program		Annual Projection		Tax Levy	Budget			Variance
		Revenue	Expenditure		Revenue	Expenditure	Tax Levy	
Children & Families								
65001	CHILDREN'S BASIC ALLOCATION	1,608,897	2,178,852	569,955	1,678,324	2,789,058	1,110,734	540,780
65002	KINSHIP CARE	147,600	156,697	9,097	144,000	144,000	0	(9,097)
65005	YOUTH AIDS	695,713	1,274,863	579,150	678,532	1,617,188	938,656	359,506
65006	YOUTH AIDS - STATE CHARGES	0	185,786	185,786	0	114,785	114,785	(71,001)
63105	DOJ: DIVERSIONARY PROGRAMMING	13,441	38,751	25,310	0	0	0	(25,310)
60683	CITIZEN'S REVIEW PANEL	7,735	7,735	0	10,000	10,000	0	0
63612	IN HOME SAFETY SERVICES	209,686	218,736	9,050	102,600	152,097	49,497	40,447
63112	PARENTS SUPPORTING PARENTS	180,305	173,075	(7,230)	183,831	198,543	14,712	21,943
65009	YA EARLY & INTENSIVE INT	64,314	218,395	154,081	46,501	201,593	155,092	1,012
63110	CHILDREN COURT IMPROVEMENT PROGRAM	1,646	1,646	0	0	0	0	0
65121	CHILDREN'S COP	218,118	252,058	33,940	218,118	249,935	31,817	(2,123)
65020	DOMESTIC ABUSE	0	20,000	20,000	0	20,000	20,000	0
65021	SAFE & STABLE FAMILIES	80,015	151,958	71,943	62,586	139,595	77,009	5,065
65036	SACWIS	0	9,676	9,676	0	9,676	9,676	0
65040	CHILDRENS LTS WAIV-DD	4,950,486	5,034,829	84,343	2,856,394	3,104,599	248,205	163,862
65067	COMMUNITY RESPONSE GRANT	2,912	185,176	182,264	6,030	197,909	191,879	9,615
63111	FOSTER PARENT RETENTION	9,848	11,025	1,177	12,000	12,000	0	(1,177)
65068	FOSTER PARENT TRAINING	2,986	9,242	6,256	3,034	7,585	4,551	(1,705)
65060	IV-E CHIPS LEGAL	32,263	124,089	91,826	30,765	113,946	83,181	(8,645)
65070	IV-E TPR	37,483	93,707	56,224	32,300	85,000	52,700	(3,524)
65069	LEGAL REP: TPR	0	0	0	0	0	0	0
65079	LEGAL REP: CHIPS	15,615	60,057	44,442	5,670	21,000	15,330	(29,112)
65080	YOUTH DELINQUENCY INTAKE	0	985,593	985,593	0	976,168	976,168	(9,425)
65082	AUTISM	0	574	574	0	7,933	7,933	7,359
65175	EARLY INTERVENTION (BIRTH TO 3)	215,784	762,714	546,930	190,847	801,024	610,177	63,247
63176	B3: PARENTS AS TEACHERS	0	0	0	0	0	0	0
63175	B3: SED INNOVATION	0	0	0	0	0	0	0
63188	CHILD CARE COUNTS	26,842	26,842	0	0	0	0	0
65105	KINSHIP ASSESSMENTS	10,753	10,753	0	9,114	9,114	0	0
65120	COORDINATED SERVICE TEAM	60,000	88,242	28,242	60,000	104,478	44,478	16,236
63120	CST SUPPLEMENT	0	0	0	0	0	0	0
65188	BUSY BEES PRESCHOOL	2,743	44,253	41,510	3,000	21,825	18,825	(22,685)
65189	INCREDIBLE YEARS	1,875	51,268	49,393	0	42,499	42,499	(6,894)
66000	DONATIONS	24,636	10,018	(14,618)	0	0	0	14,618
Total	Children & Families	8,621,695	12,386,607	3,764,912	6,333,645	11,151,551	4,817,905	1,052,993

JEFFERSON COUNTY HUMAN SERVICES DEPARTMENT State of Program Projection based on July 2022 Revenue & Expenditures Financial Statement

Summary Sheet

() Unfavorable

Program		Annual Projection		Tax Levy	Budget			Variance
		Revenue	Expenditure		Revenue	Expenditure	Tax Levy	
Economic Support Division								
65051	INCOME MAINTENANCE	1,388,064	2,035,166	647,102	1,467,409	2,159,808	692,399	45,297
65053	CHILD DAY CARE ADMIN	169,728	5,516	(164,212)	134,286	5,773	(128,513)	35,698
65057	ENERGY PROGRAM	0	0	0	0	0	0	0
65071	CHILDREN FIRST	2,715	0	(2,715)	2,491	0	(2,491)	223
65073	FSET	10,383	0	(10,383)	8,389	0	(8,389)	1,994
65100	CLIENT ASSISTANCE	14,571	0	(14,571)	0	0	0	14,571
Total	Economic Support Division	1,585,461	2,040,682	455,221	1,612,576	2,165,581	553,005	97,784
Aging Division & ADRC								
65012	ALZHEIMERS FAM SUPP	19,804	19,804	0	40,000	40,000	0	0
65046	ADRC - DBS	0	179,699	179,699	0	191,331	191,331	11,632
65047	ADRC - DCS	0	2,790	2,790	0	108,538	108,538	105,748
65048	AGING/DISABIL RESOURCE	1,015,969	743,552	(272,417)	1,068,827	707,969	(360,858)	(88,441)
65075	GUARDIANSHIP PROGRAM	0	25,243	25,243	0	27,050	27,050	1,807
65076	STATE BENEFIT SERVICES	46,282	101,416	55,134	54,024	100,955	46,931	(8,203)
65077	ADULT PROTECTIVE SERVICES	56,827	66,742	9,915	55,537	63,714	8,177	(1,738)
65078	NSIP	20,108	20,109	1	20,108	20,108	0	(1)
65151	TRANSPORTATION	286,680	468,284	181,604	257,837	427,873	170,036	(11,568)
65152	IN-HOME SERVICE III-D	810	900	90	7,560	8,130	570	480
65154	SITE MEALS	43,034	47,816	4,782	132,000	136,608	4,608	(174)
65155	DELIVERED MEALS	427,414	475,346	47,932	302,000	314,646	12,646	(35,286)
65157	SENIOR COMMUNITY SERVICES	7,986	7,986	0	7,986	7,986	0	0
65158	ELDER ABUSE	25,025	181,863	156,838	25,025	151,368	126,343	(30,495)
65159	III-B SUPPORTIVE SERVICE	88,537	100,569	12,032	125,000	135,601	10,601	(1,432)
65162	APS SUPPLEMENT COVID-19	0	0	0	0	0	0	0
65163	TITLE III-E (FAMILY CAREGIVER SUPPORT)	16,498	20,622	4,124	67,000	88,100	21,100	16,976
65195	VEHICLE ESCROW ACCOUNT	68	8,200	8,132	0	0	0	(8,132)
63010	MOBILITY MANAGER	90,000	113,316	23,316	72,000	115,150	43,150	19,834
65176	ADRC COVID VACCINATION	0	0	0	0	0	0	0
66000	DONATION	253	685	432	0	0	0	(432)
Total	Aging & ADRC Center	2,145,295	2,584,942	439,647	2,234,904	2,645,126	410,222	(29,425)

JEFFERSON COUNTY HUMAN SERVICES DEPARTMENT State of Program Projection based on July 2022 Revenue & Expenditures Financial Statement

Summary Sheet

() Unfavorable

Program		Annual Projection		Tax Levy	Budget			Variance
		Revenue	Expenditure		Revenue	Expenditure	Tax Levy	
Administrative Services Division								
65187	UNFUNDED SERVICES	12,115	49,658	37,543	13,200	35,446	22,246	(15,298)
63101	COUNTY OWNED HOUSING	10,560	35,201	24,641	0	30,180	30,180	5,539
65190	MANAGEMENT	0	929	929	0	0	0	(929)
65200	OVERHEAD AND TAX LEVY	8,992,324	(0)	(8,992,324)	8,995,866	123,247	(8,872,619)	119,705
65200	Overhead Cleared	0	0	0	0	0	0	0
65210	CAPITAL OUTLAY	0	281,254	281,254	0	278,034	278,034	(3,220)
22101	COVID-19	0	127	127	0	0	0	(127)
	Balance Sheet Non Lapsing Funds	1,360,523	0	(1,360,523)	1,360,523	0	(1,360,523)	0
Total	Administrative Services Division	10,375,522	367,169	(10,008,352)	10,369,589	466,906	(9,902,683)	105,670
Human Services Reserve Fund								
63001	Operating Reserve	0	0	0	0	650,000	650,000	650,000
	Reserve Fund	0	0	0	0	650,000	650,000	650,000
GRAND Total								
		31,335,925	30,142,993	(1,192,931)	31,021,274	31,021,274	(0)	1,192,931

Note: Variance includes Non-Lapsing from Balance Sheet

Children - Alternate Care Costs

Type of Placement	# of Children	# of Days	Cost	Cost per Day	Cost Per Child
January-22					
Foster Care	39	1,121	\$54,333	\$48	\$1,393
Group Home	0	0	\$0	\$0	\$0
Kinship Care	44	1,328	\$12,852	\$10	\$292
Subsidized Guardianship	14	434	\$5,851	\$13	\$418
RCC's	4	124	\$65,359	\$527	\$16,340
RCC's - Out of State	0	0	\$0	\$0	\$0
Total January 2022	101	3007	\$ 138,394	\$46	\$1,370
	2022 YTD Avg. per Month		\$138,394		
	2021 YTD Avg. per Month (thru January 2021)		\$108,557		
February-22					
Foster Care	36	976	\$46,603	\$48	\$1,295
Group Home	0	74	\$0	\$0	\$0
Kinship Care	43	1,183	\$12,675	\$11	\$295
Subsidized Guardianship	14	392	\$5,851	\$15	\$418
RCC's	4	112	\$59,434	\$531	\$14,858
RCC's - Out of State	0	0	\$0	\$0	\$0
Total February 2022	97	2737	\$124,562	\$46	\$1,284
	2022 YTD Avg. per Month		\$131,478		
	2021 YTD Avg. per Month (thru February 2021)		\$106,308		
March-22					
Foster Care	32	910	\$39,772	\$44	\$1,243
Group Home	1	18	\$4,512	\$251	\$4,512
Kinship Care	41	1,271	\$12,300	\$10	\$300
Subsidized Guardianship	16	476	\$6,436	\$14	\$402
RCC's	4	124	\$65,759	\$530	\$16,440
RCC's - Out of State	0	0	\$0	\$0	\$0
Total March 2022	94	2799	\$128,778	\$46	\$1,370
	2022 YTD Avg. per Month		\$130,578		
	2021 YTD Avg. per Month (thru March 2021)		\$105,675		

Children - Alternate Care Costs

Type of Placement	# of Children	# of Days	Cost	Cost per Day	Cost Per Child
April-22					
Foster Care	32	890	\$40,349	\$45	\$1,261
Group Home	1	30	\$7,519	\$251	\$7,519
Kinship Care	41	1,230	\$12,300	\$10	\$300
Subsidized Guardianship	17	486	\$6,830	\$14	\$402
RCC's	3	90	\$47,320	\$526	\$15,773
RCC's - Out of State	0	0	\$0	\$0	\$0
Total April 2022	94	2726	\$114,317	\$42	\$1,216
	2022 YTD Avg. per Month		\$126,513		
	2021 YTD Avg. per Month (thru April 2021)		\$102,442		
May-22					
Foster Care	30	936	\$43,790	\$47	\$1,460
Group Home	1	31	\$7,770	\$251	\$7,770
Kinship Care	45	1,362	\$13,685	\$10	\$304
Subsidized Guardianship	17	503	\$6,883	\$14	\$405
RCC's	3	93	\$48,897	\$526	\$16,299
RCC's - Out of State	0	0	\$0	\$0	\$0
Total May 2022	96	2925	\$121,025	\$41	\$1,261
	2022 YTD Avg. per Month		\$125,415		
	2021 YTD Avg. per Month (thru May 2021)		\$104,218		
June-22					
Foster Care	32	900	\$43,980	\$49	\$1,374
Group Home	1	30	\$7,519	\$251	\$7,519
Kinship Care	46	1,375	\$13,750	\$10	\$299
Subsidized Guardianship	15	450	\$6,236	\$14	\$416
RCC's	3	61	\$31,920	\$523	\$10,640
RCC's - Out of State	0	0	\$0	\$0	\$0
Total June 2022	97	2816	\$103,405	\$37	\$1,066
	2022 YTD Avg. per Month		\$121,747		
	2021 YTD Avg. per Month (thru June 2021)		\$104,351		

Children - Alternate Care Costs

Type of Placement	# of Children	# of Days	Cost	Cost per Day	Cost Per Child
July-22					
Foster Care	31	940	\$42,358	\$45	\$1,366
Group Home	1	19	\$4,762	\$251	\$4,762
Kinship Care	44	1,360	\$13,519	\$10	\$307
Subsidized Guardianship	14	434	\$5,236	\$12	\$374
RCC's	3	74	\$38,939	\$526	\$12,980
RCC's - Out of State	0	0	\$0	\$0	\$0
Total July 2022	93	2827	\$104,815	\$37	\$1,127
	2022 YTD Avg. per Month		\$119,328		
	2021 YTD Avg. per Month (thru July 2021)		\$104,771		
	Projected 2022 Cost		\$1,431,937		
	2022 Budget		\$1,739,000		
	(includes kinship not detention/shelter)				

**Detox/AODA CBRF
Jefferson County - HSD**

Detox Facility	Clients *	Comments	Billed YTD **	Days **
Tellurian Community	45	July 2022	\$75,470	114
Matt Talbot Recovery	0	July 2022	\$0	0
Exodus Recovery House	2	July 2022	\$1,752	48
Nova Counseling	0	July 2022	\$0	0
Lutheran Social Services	1	July 2022	\$1,798	32
Catholic Charities	3	July 2022	\$6,143	84
Friends of Women	2	July 2022	\$6,128	111
Arbor Place	1	July 2022	\$3,636	36
Mooring House	1	July 2022	\$4,500	90
WisHope	4	July 2022	\$4,446	126
Blandine House	5	July 2022	\$6,094	277
All - July 2022	64	2022 total through July	\$109,967	918
All - July 2021	38	2021 total through July	\$40,160	347

* Count is based on Unduplicated Clients.

** Count is based on bills paid to-date with a service date in Comments column.

Costs by Month

Month	Detox	AODA
January	\$4,092	\$6,699
February	\$10,627	\$6,819
March	\$17,331	\$6,248
April	\$4,092	\$4,424
May	\$19,094	\$5,887
June	\$13,298	\$3,483
July	\$6,936	\$939
August - estimated	\$10,781	\$0
September		
October		
November		
December		

Total Estimated Costs for 2022 (Thru August) \$120,750

Total Costs for 2021 (Thru August) \$47,185

[illegible]

Revenue	2022 (through June)	2021	2020	2019	2018	2017	2022 Projection	2022 Projection 1	2022 Projection 2
State Aid	113,305	222,837	222,250	196,444	184,872	187,506	226,609	226,609	226,609
Insurance	19,489	20,795	13,704	35,569	52,564	56,360	38,979	38,979	38,979
Donations	11,900	18,052	11,594	12,511	8,365	6,290	23,800	31,733	39,667
Total	144,694	261,684	247,548	244,524	245,801	250,156	289,388	297,321	305,254
Expenses									
Salary/Wages	113,710	179,112	138,978	149,557	123,085	103,513	227,420	227,420	227,420
Benefits	16,561	34,821	38,326	38,809	36,857	35,613	33,122	33,122	33,122
Computer/IT	1,794	3,045	7,208	708	-	850	3,588	3,588	3,588
Gas/Fuel	10,108	16,827	7,864	11,064	6,315	4,155	20,216	20,216	20,216
Operating	1,583	1,838	930	1,384	1,859	1,839	3,166	3,166	3,166
Vechile Repairs	8,827	9,701	6,474	3,369	2,017	3,274	17,654	17,654	17,654
Overhead	43,421	74,962	55,652	50,663	54,264	48,696	86,842	86,842	86,842
Contracted Vendors	6,193	2,747	8,197	2,827	3,660	1,198	12,386	12,386	12,386
Volunteer Mileage	20,609	41,588	42,412	41,402	35,293	35,802	41,218	41,218	41,218
Transfer to Trust	-	-	-	-	12,580	25,000	-	-	-
Staff Mileage	1,538	1,453	13	341	355	658	3,076	3,076	3,076
Subtotal	224,344	366,094	306,054	300,124	276,284	260,597	448,688	448,688	448,688
Indirect	10,332	16,857	15,087	16,093	11,336	16,039	20,664	20,664	20,664
Depreciation	6,117	11,373	7,220	8,191	4,732	9,987	12,234	12,234	12,234
Total Program Costs	240,793	394,324	328,361	324,408	292,352	286,623	481,586	481,586	481,586
Net County Costs	96,099	132,640	80,813	79,884	46,551	36,467	192,198	184,265	176,332
Total Rides	5352	8367	6840	7088	5203	4548	10,704	10,704	10,704
Cost Per Ride	44.99	47.13	48.01	45.77	56.19	63.02	44.99	44.99	44.99
County Cost Per Ride	17.96	15.85	11.81	11.27	8.95	8.02	17.96	17.21	16.47

copay stays flat	33% increase from 1.5 to 2.0 from 7.5 to 10.0	66% increase from 1.5 to 2.5 from 7.5 to 12.5
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Jefferson County Birth to Three

An Introduction to Infant Early Childhood
Mental Health Consultation (IECMHC)

Beth Boucher
Birth to Three Supervisor

Why are the early years so important?

- 80% of brain development occurs within the first three years of life
- Development is intricately intertwined
 - cognitive, physical, social, emotional, language

What is Infant and Early Childhood Mental Health?

The developing capacity of the child from birth to five to:

- ▶ Experience, regulate, and express emotions;
- ▶ Form close and secure interpersonal relationships; and
- ▶ Explore the environment and learn

all in the context of family, community, and cultural expectations for young children

Adapted from a working definition developed by Zero to Three: National Center for Infants, Toddlers and Families—Infant Mental Health Task Force

Infant and Early Childhood Mental Health is...

Synonymous with healthy social and emotional development and behavioral health

Curiosity

Persistence

Trust

Self-Confidence

Motivation



Social and emotional development provides the foundation *for all* future development.

Physical growth and health

Cognitive skills

Language acquisition



Making It Happen: Overcoming Barriers to Providing Infant-Early Childhood Mental Health:

2012; ZERO TOTHREE

What Infant Mental Health is NOT:

“It all started in
my childhood...”



“THERE IS NO SUCH THING AS A BABY,
THERE IS A BABY AND SOMEONE”

D.W. Winnicott



Infant Mental Health
is all about relationships.



Babies develop, heal, and thrive through
relationships with their caregivers.

How is social and emotional competence developed?

Relationships with parents and other caregivers

- It is fostered through nurturing, responsive, and supportive relationships.
- The child learns that they have an impact on their environment.



Why does Infant Mental Health matter?

- ▶ Preschool expulsion rates are more than 3x the expulsion rate of students kindergarten through 12th grade (Gilliam 2005)
- ▶ 9.5-14.2% of children age birth to five experience an emotional or behavioral disturbance

(James J. Heckman Nobel Laureate Economist).

It significantly impacts a child's future success!

A 20-year longitudinal study conducted by Robert Wood Johnson found that for every one-point increase in a child's social competence score in kindergarten, they were:

- ▶ Twice as likely to attain a college degree in early adulthood;
- ▶ 54% more likely to earn a high school diploma; and
- ▶ 46% more likely to have a full-time job at the age of 25.

For every one-point decrease in a child's social competence score in kindergarten, they had:

- ▶ 64% higher chance of having spent time in juvenile detention;
- ▶ 67% higher chance of having been arrested by early adulthood;
- ▶ 52% higher rate of recent binge drinking; 82% higher rate of recent marijuana usage;
- ▶ 82% higher chance of being in or on a waiting list for public housing.

What might get in the way of optimal Infant Mental Health?

- Past Parental trauma
- Parent's own history of caregiving not secure
- Post-Partum Depression
- Substance use
- High levels of stress
- Environmental Adversities
- Unregulated Parents(s)
- Lack of knowledge or understanding of infant and young child development
- Parental uncertainty, lack of confidence, nervousness



© Tracy Bauer

Given what the research tells us -

Everyone who touches the life of a child plays an important role in supporting the social and emotional well-being of young children:

Child Welfare

Medical and Medical Home

Early Care and Education

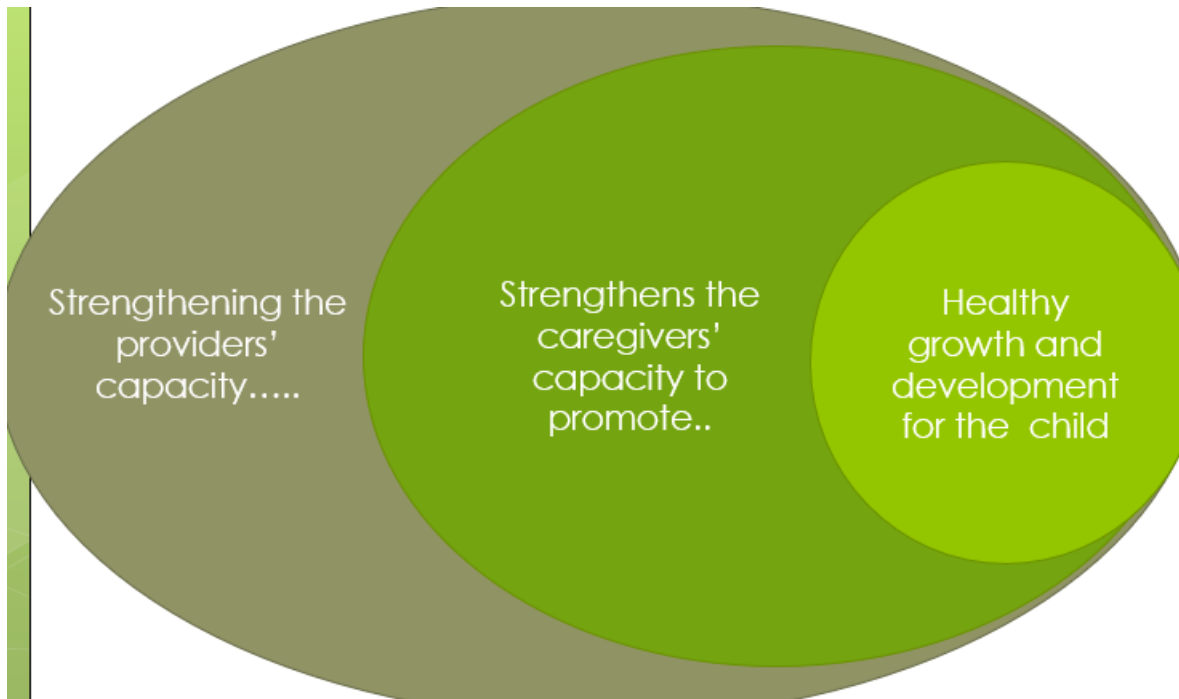
Early Intervention

Family Support/Home Visiting/Parent Educator

Infant and Early Childhood Mental Health

Making a positive impact with Infant Early Childhood Mental Health Consultation (IECMHC)

IECMHC is a capacity-building intervention that supports the mental health and social-emotional well-being of children, families, and the providers who work with them.



Who provides consultation?

The Consultant is a masters-prepared, licensed or mental health licensed eligible professional, with specialized infant mental health knowledge expertise.

IECMHC provides needed support to community-based programs that do not specialize in mental health but are challenged by the mental health concerns of the children and families they serve.

Our Consultant: Carrie Young

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Trauma-Informed Child Parent
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Certificate Program

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How is IECMHC provided at Jefferson County Birth to Three?



Themes that may come up...

Understanding
early
development

Understanding
attachment
relationships

Understanding
the family's
story and
culture

Parents' own
experiences of
being parented

The past affects
the present

Risk/protective
factors

Resilience

Rupture and
Repair

Benefits

- ▶ Reduces challenging behaviors
- ▶ Supports early identification and response to child/family concerns
- ▶ Improves child social and emotional skills
- ▶ Increases provider-family collaboration
- ▶ Improves child-adult relationships
- ▶ Prevents preschool suspensions and expulsions
- ▶ Increases program quality
- ▶ Reduces provider stress, burnout, and turnover

Questions?



TF CBT in a nutshell

- Stands for Trauma-Focused Cognitive Behavioral Therapy
- Used for children aged 3-18 (and their caregivers)
- Within JCHS: 8 clinicians currently trained, 2 of those are nationally certified
- Nine components to TF CBT:
 - Psychoeducation
 - Parenting skills
 - Relaxation skills
 - Affect regulation
 - Cognitive coping
 - Trauma narrative
 - In vivo exposure
 - Conjoint sessions
 - Enhancing future safety and resilience
- Progress is tracked at beginning, midpoint, and end of therapy using the UCLA PTSD Reaction Index
 - Lower your score, lower your symptoms of PTSD/likelihood of PTSD diagnosis
 - JCHS has seen average starting points of 40.4, average end points of 20.6
- Quote from a parent whose child completed TF CBT
 - *"Something I found really helpful and powerful about TF CBT was that it really helped me examine the hard behaviors that I was seeing at home and reframe them through a trauma lens. It really helped develop compassion from a caregiver perspective. And I know that my children is the only one of my kids who got to work through TF CBT with you, but I think the skills we learned have really helped us shape the narratives of all the kids as we discuss the trauma they experienced.....I know my husband would say the top two moments he's ever had in therapy are reading "The Boy Who Built a Wall" and also when he told our son that he was very brave for [staying on time out]. And I pray that from our son's perspective, some day he looks back and notices that his dad was there, saying how brave he was."*