

*Care Management Entity Quality Collaborative Technical
Assistance Webinar Series*

**High-Quality Wraparound and the Roles of
Supervision, Training, and Coaching in Care
Management Entities (CMEs)**

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Topics to be covered in this webinar

- Elements of a high-quality Wraparound approach
- Qualities of effective care coordinators
- The importance of effective supervision
- Considerations for training, capacity-building, and coaching
- Statewide implementation of high-quality Wraparound

Part 1

Overview of Wraparound

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For more information...

- Many online resources available from the *National Wraparound Initiative*
www.nwi.pdx.edu
- Of particular interest to today's participants:
The Resource Guide to Wraparound
www.wrapinfo.org
- Section 2: Wraparound Principles (6 articles)
- Section 3: Theory and Research (6 articles)
- Section 4: Wraparound Practice (15 articles)
- Section 5: Supporting Wraparound Practice (16 articles)


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"The NWI works to promote understanding about the components and benefits of wraparound, and to provide the field with resources to facilitate high quality and consistent wraparound implementation."

the national wraparound initiative

In 2004, stakeholders—including families, youth, providers, researchers, trainers, administrators and others—came together in a collaborative effort to better specify the wraparound practice model, compile specific strategies and tools, and disseminate information about how to implement wraparound in a way that can achieve positive outcomes for youth and families. The NWI now supports youth, families, and communities through work that emphasizes four primary **functions**:



- **Supporting community-level planning and implementation**
- **Promoting professional development of wraparound staff**
- **Ensuring accountability**
- **Sustaining a vibrant and interactive national community of practice**

The NWI is membership supported. You can [join the NWI](#) to help continue this important work!!

wraparound resources

The always-useful **Resource Guide to Wraparound**

NEW! NWI webinar slides and recordings

NEW! Summary of evidence for wraparound

upcoming trainings & events

NWI presents at California Wraparound Institute - **June 7, 2010**

Webinar: Accountability and Quality Assurance in Wraparound - **June 15, 2010**

top news & new research

KBCS radio featured a **story** on Washington State and the National Wraparound Initiative as the second feature of a two part series "Cruel Choices."

Wraparound Milwaukee in 2009 Visionaries **video**

members & affiliates section

NWI members and affiliates can log in [here](#) to access job postings, bulletin boards, the NWI blog, members and providers directories, "beta" versions of new resources, archived materials, and more...

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What is Wraparound?

- As the children's MH field evolved in the 1980s, Wraparound came to be defined in terms of a value-driven philosophy
- This philosophy specified that Wraparound is a collaborative team planning process that is ...
 - Family-driven and youth-guided
 - Culturally competent
 - Strengths-based
 - Community-based
 - Creative and individualized
 - A way to mobilize formal, natural, and community supports to meet unique needs

What Is Wraparound?

- As a practice model, Wraparound is a family-driven, team-based process for planning and implementing services and supports for youth with complex needs.
- Through the Wraparound process, teams create plans that are geared toward meeting the unique and holistic needs of these youth and their families.
- With effort from one or more individuals serving in the role of care coordinator, the Wraparound team members meet regularly to implement and monitor the plan to ensure its success.
 - Team members include individuals relevant to the success of the identified youth, including his or her parents/caregivers, other family members, community members, mental health professionals, educators, and others

Why Wraparound?

- Children with serious emotional, behavioral and mental health conditions in childhood and/or adolescence have a high risk of poor outcomes—education, employment, criminality
- Out-of-home placements are extremely costly and often don't help children live better at home or in the community
 - Wraparound is most directly interested in supporting youth to be maintained in their homes and communities

Why Wraparound?

- Intervening effectively with these young people has proven very difficult and outcomes have been poor. Why?
 - Child and family needs are complex
 - Youth with serious conditions typically have multiple and overlapping problem areas that need attention
 - Families often have unmet basic needs
 - Families and youth are rarely fully engaged in services
 - Leads to treatment dropouts and missed opportunities
 - Systems are in “silos”
 - These systems don’t work well together for individual families unless there is a way to bring them together

Key Resource: [http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-3.2-\(research-base\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-3.2-(research-base).pdf)

What's Different in Wraparound?

- Plans are designed by a team of people important to the family
- The plan is driven by and “owned” by the family and youth
- Strategies in the plan include supports and interventions across multiple life domains and settings (i.e., behavior support plans, school interventions, basic living supports, family supports, help from friends and relatives, etc.)
- Natural supports and unique strengths are emphasized in team and plan development
- Plans include supports for adults, siblings, and family, as well as the “identified youth”

Key Resource: *Wraparound Basics*

<http://www.nwi.pdx.edu/Wraparoundbasics.shtml>

For whom is a full Wraparound process intended?

- Youth with needs that span home, school, and community
- Youth with needs in multiple life domains
 - (e.g., school, employment, residential stability, safety, family relationships, basic needs)
- Youth for whom there are many adults involved who need to work together well for him or her to succeed

Wraparound: The Principles

1. Family voice and choice
2. Team-based
3. Natural supports
4. Collaboration
5. Community-based
6. Culturally competent
7. Individualized
8. Strengths-based
9. Unconditional (and/or “Persistent”)
10. Outcome-based

Key resource: Ten principles of the Wraparound process

[www.nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-\(10-principles-of-wrap\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-(10-principles-of-wrap).pdf)

Additional resources on principles: www.nwi.pdx.edu/NWI-book/pgChapter2.shtml

Principle: Natural Supports

- The team actively seeks out and encourages the full participation of team members drawn from family members' networks of interpersonal and community relationships.
- The Wraparound plan reflects activities and interventions that draw on sources of natural support.

Principle: Collaboration

- Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single Wraparound plan.
- The plan reflects a blending of team members' perspectives, mandates, and resources.
- The plan guides and coordinates each team member's work towards meeting the team's goals.

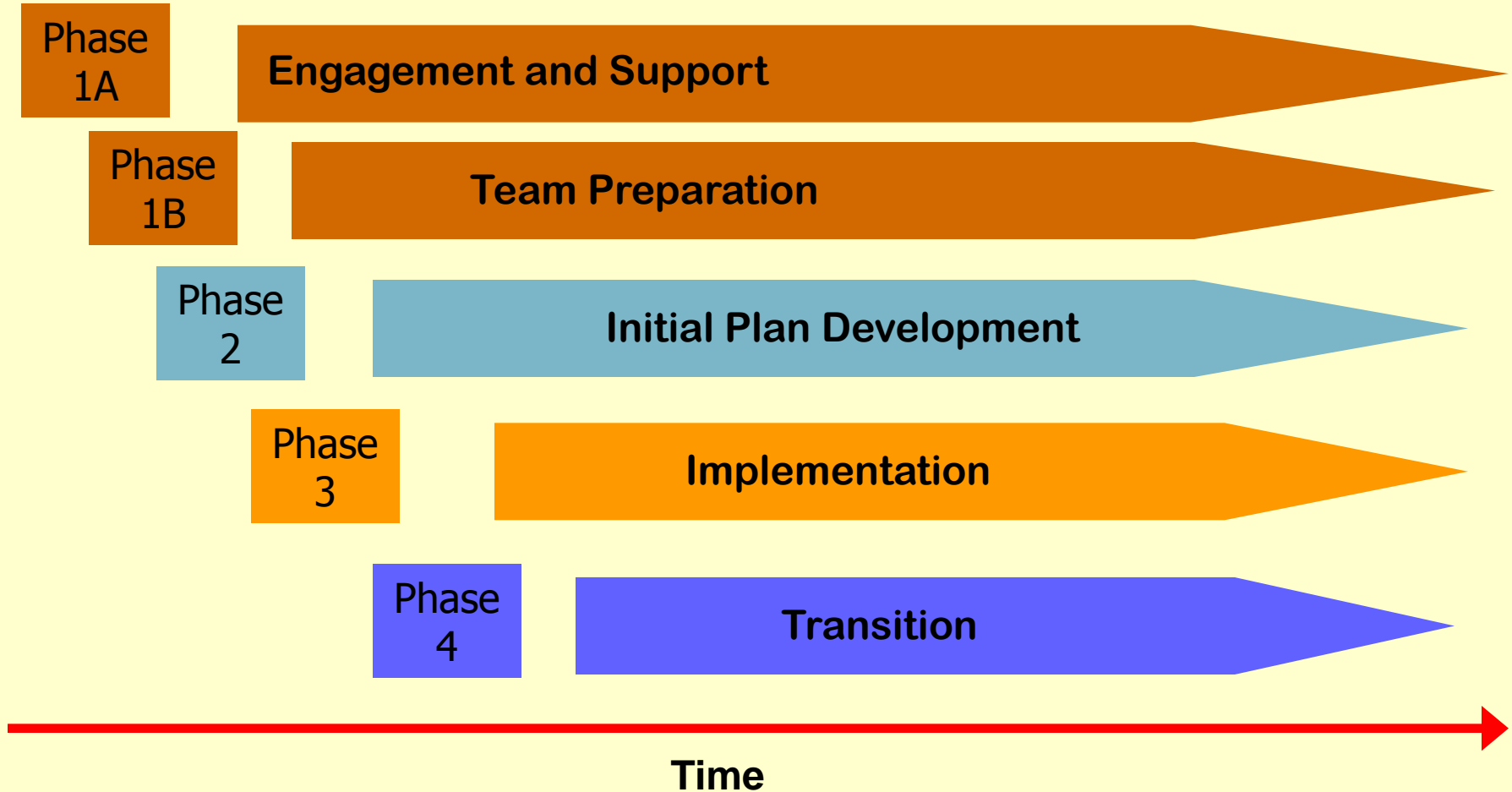
Wraparound:

Principles are not Always Enough

A review of Wraparound teams showed that:

- Fewer than 1/3 of teams maintained a plan with team goals
- Fewer than 20% of teams considered >1 way to meet a need
- Only 12% of interventions were individualized or created just for that family
- Natural supports were represented minimally
 - 0 natural supports: 60%
 - 1 natural support: 32%
 - 2 or more natural supports: 8%
- Effective team processes were rarely observed

The Four Phases of Wraparound



Key Resource: Phases and Activities of Wraparound

[http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-\(phases-and-activities\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-(phases-and-activities).pdf)

The Activities of Wraparound: Phase 1

Phase One: Engagement and Team Preparation

- Meets with family and stakeholders
- Gathers perspectives on strengths and needs
- Assesses for safety & rest
- Provides or arranges stabilization response if safety is compromised
- Explains the Wraparound process
- Identifies, invites & orients child & family team members
- Completes strengths summaries & inventories
- Arranges initial Wraparound planning meeting

Key Resource: Phases and Activities of Wraparound

[http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-\(phases-and-activities\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-(phases-and-activities).pdf)

The Activities of Wraparound: Phase 2

Phase Two: Initial Plan Development

- Holds initial Plan of Care meeting(s)
- Introduces process & team members
- Presents strengths & distributes strength summary
- Solicits additional strength information from gathered group
- Leads team in creating a mission
- Introduces needs statements & solicits additional perspectives on needs from team
- Creates a way for team to prioritize needs
- Leads the team in generating brainstormed methods to meet needs
- Solicits or assigns volunteers
- Documents & distributes the plan to team members

Key Resource: Phases and Activities of Wraparound

[http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-\(phases-and-activities\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-(phases-and-activities).pdf)

The Activities of Wraparound: Phase 3

Phase Three: Plan Implementation & Refinement

- Sponsors & holds regular team meetings
- Solicits team feedback on accomplishments & documents
- Leads team members in assessing the plan
 - For follow-through
 - For impact
- Creates an opportunity for modification
 - Adjust services or interventions currently provided
 - Stop services or interventions currently provided
 - Maintain services or interventions currently provided
- Solicits volunteers to make changes in current plan array
- Documents & distributes team meetings

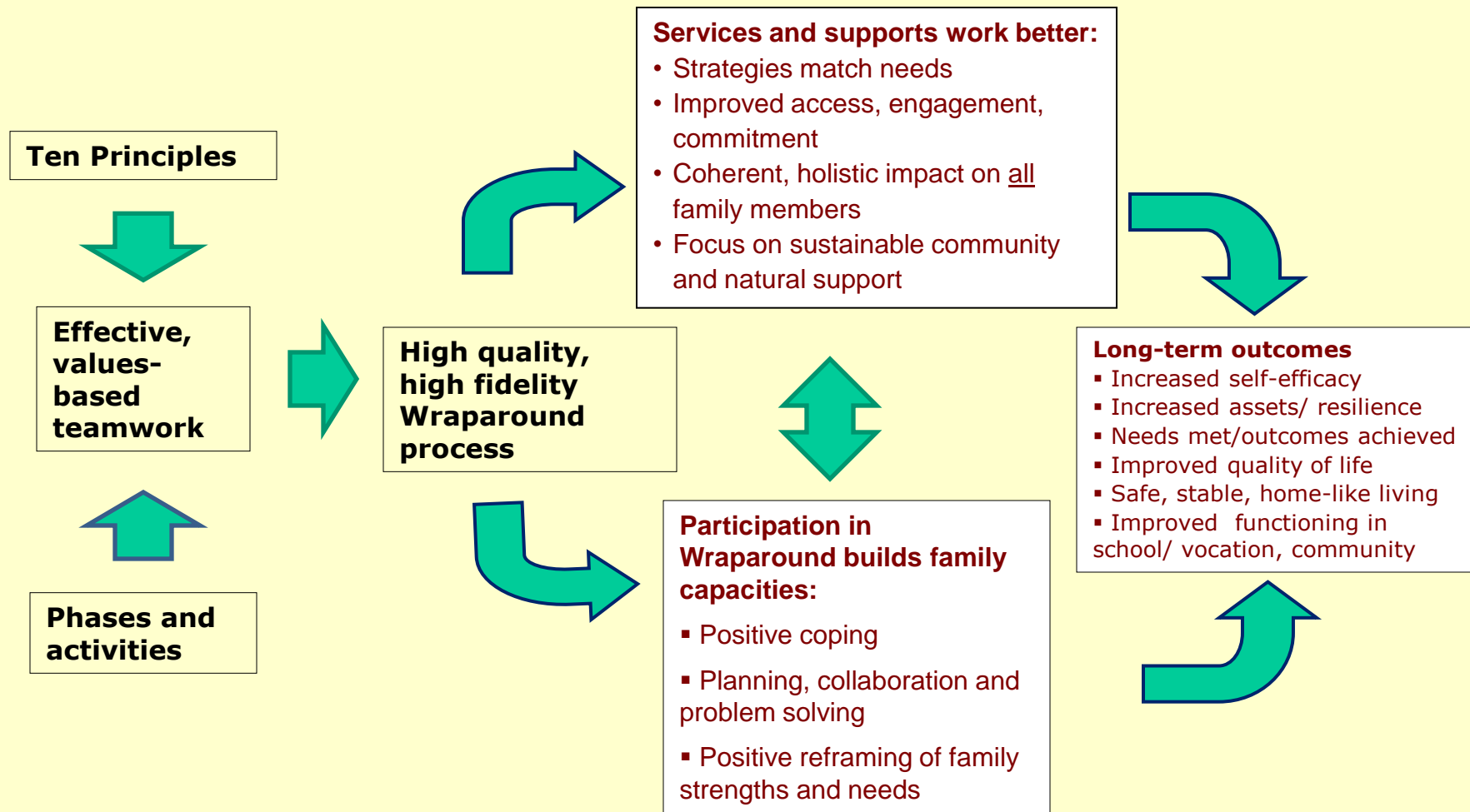
The Activities of Wraparound: Phase 4

Phase Four: Transition

- Holds meetings during the course of Wraparound
 - Solicits team members' sense of progress and met needs
 - Team discusses what life would be like after Wraparound
- Identifies who will be involved “post-Wraparound”
- Creates or assigns rehearsals or drills with a “what if” approach
- Formalizes how follow up will occur if needed
- Creates a commencement ritual appropriate to family & team

The Theory of Change for Wraparound:

A very basic overview



What is the research base?

Nine Published Controlled Studies of Wraparound

Study	Target population	Control Group Design	N
1. Hyde et al. (1996)*	Mental health	Non-equivalent comparison	69
2. Clark et al. (1998)*	Child welfare	Randomized control	132
3. Evans et al. (1998)*	Mental health	Randomized control	42
4. Bickman et al. (2003)*	Mental health	Non-equivalent comparison	111
5. Carney et al. (2003)*	Juvenile justice	Randomized control	141
6. Pullman et al. (2006)*	Juvenile justice	Historical comparison	204
7. Rast et al. (2007)*	Child welfare	Matched comparison	67
8. Rauso et al. (2009)	Child welfare	Matched comparison	210
9. Mears et al. (2009)	MH/Child welfare	Matched comparison	121

Key Resource: Summary of the Wraparound Evidence base

[http://nwi.pdx.edu/NWI-book/Chapters/Bruns-3.5-\(evidence-base\).pdf](http://nwi.pdx.edu/NWI-book/Chapters/Bruns-3.5-(evidence-base).pdf)

Findings from our meta-analysis of seven controlled studies

- Strong results in favor of Wraparound found for Living Situation outcomes (placement stability and restrictiveness)
- A small-to-medium sized effect found for:
 - Mental health (behaviors and functioning)
 - School (attendance/GPA), and
 - Community (e.g., JJ, re-offending) outcomes
- The overall effect size of all outcomes in the seven studies is about the same (0.35) as for “evidence-based” treatments, when compared to services as usual (Weisz et al., 2005)

What is “high-fidelity” Wraparound?

- Simply put, “high-fidelity,” “model-adherent,” or “high-quality” Wraparound refers to implementation in which the Wraparound principles are achieved, e.g.:
 - Well-functioning teams and good teamwork
 - Family and youth drive the process
 - Natural supports meaningfully involved
 - Creative, individualized planning process
 - Youth and family integrated into the community
 - Setting and measuring progress toward goals

Key resource: *Wraparound: Implementation Essentials*.

[http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-5a.2-\(implementation-essentials\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-5a.2-(implementation-essentials).pdf)

What is “high-fidelity” Wraparound?

- Fidelity = measuring how “true” practice is to the model
- So, when people ask whether you are doing “high-fidelity” Wraparound, you may want to ask...
 - Is the model well-defined?
 - Is it the NWI model or some other?
 - The important issue is whether it is *well-defined* to the point that it can be *implemented consistently*.
 - Has the model been developed carefully to support *all* of the Wraparound principles in a meaningful way?
 - Are you *measuring* how well practice stacks up against the model?
 - You can’t say your fidelity is “high” unless you are measuring it with a reliable instrument.

“High-Fidelity” is not...

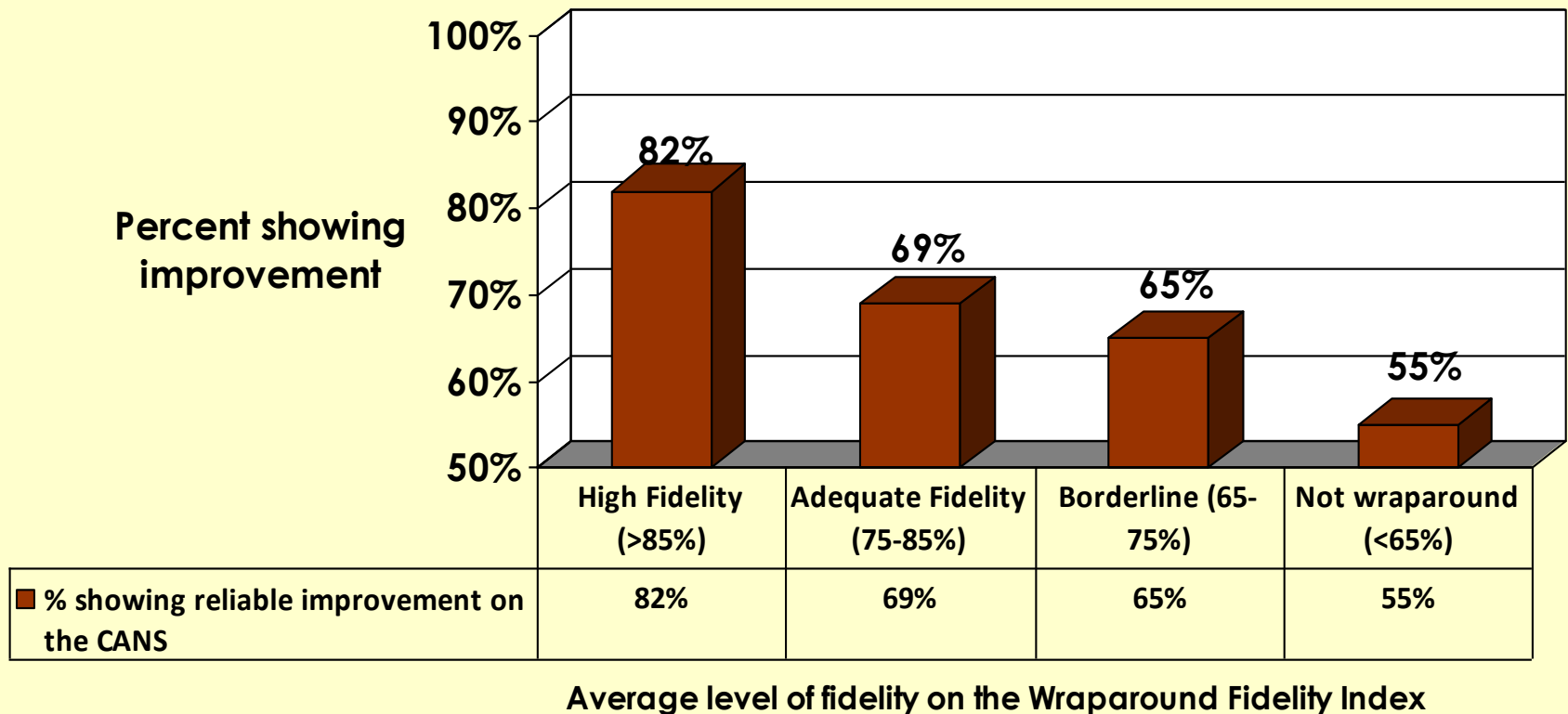
- A specific “brand” or defined “type” of Wraparound
- A manualized model that can only be delivered by a certain training group
- An excuse to not measure outcomes!
 - Regardless of how rigorous you are in implementation, the true test of Wraparound success is whether you are getting the results you set out to achieve

That said, there is a connection between implementation and outcomes

- Provider staff whose families experience better outcomes have been found to score higher on fidelity tools
- Wraparound initiatives with more positive fidelity assessments demonstrate more positive outcomes

Key resources: Assessment and Fidelity in Wraparound, <http://www.nwi.pdx.edu/fidelity.shtml>
Measuring Wraparound Fidelity, [http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-5e.1-\(measuring-fidelity\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-5e.1-(measuring-fidelity).pdf)

Higher fidelity is associated with better child and youth outcomes



What does it take to get high-quality practice?

- Communities with better-developed supports for Wraparound show higher fidelity scores
- Training and coaching found to be associated with gains in fidelity and higher quality

Supporting Wraparound practice

- In addition to staff development and support, Wraparound practice requires significant support from the host organization or agency, and from the system.
- Thus, in addition to the Principles and the Phases and Activities, we also need to ensure that a core set of “**Necessary Support Conditions**” are in place.
 - *Without this support, even well-meaning facilitators, team members, supervisors, and agencies will likely experience frustration and “burnout”*

Three Levels Of Support For Wraparound



Types of program and system support for Wraparound

1. **Community partnership:** Do we have collaboration across our key systems and stakeholders?
2. **Collaborative action:** Do the stakeholders take concrete steps to translate the Wraparound philosophy into concrete policies, practices and achievements?
3. **Fiscal policies:** Do we have the funding and fiscal strategies to meet the needs of children participating in Wraparound?
4. **Service array:** Do teams have access to the services and supports they need to meet families' needs?
5. **Human resource development:** Do we have the right jobs, caseloads, and working conditions? Are people supported with coaching, training, and supervision?
6. **Accountability:** Do we use tools that help us make sure we're doing a good job?

Key resources: Resource Guide section, 20 chapters

<http://www.nwi.pdx.edu/NWI-book/pgChapter5.shtml>

Overview of implementation support:

<http://www.nwi.pdx.edu/NWI-book/Chapters/Walker-5a.1-%28support-wrap-implement%29.pdf>



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the national wraparound initiative

In 2004, stakeholders, researchers, trainers, and practitioners joined in a collaborative effort to compile specific strategies about how to implement wraparound outcomes for youth and communities through

wraparound basics

publications

webinars/presentations

other products

resource guide

assessment/fidelity

tools compendium

implementation support

consultants

sitemap

implementation overall

community partnership

collaborative action

finance/sustainability

supports/services

human resource support

accountability

state support

- Supporting community-level planning and implementation
- Promoting professional development of wraparound providers
- Ensuring accountability
- Sustaining a vibrant and interactive national wraparound community

The NWI is membership supported. You can join the NWI

