

Appendix B: Self-Assessment Tools For Leaders

Self-Assessment Tools for the Leaders, Managers, and Planners of Efforts to Implement Wraparound

These self-assessments are designed to help wraparound leaders assess and plan for important aspects of the wraparound development process. Managers should answer these questions and use their answers to highlight strengths and challenges in their implementation. The six areas are the same six areas discussed in this *Guide*. These are also the six areas defined in the “Community Supports for Wraparound Inventory,” a resource developed through the National Wraparound Initiative. There is a self-assessment for each of the six areas:

- » *Community Partnership*
- » *Collaborative Action*
- » *Access to Needed Services and Supports*
- » *Fiscal Policies and Sustainability*
- » *Human Resource Development and Supports*
- » *Accountability*

The self-assessments are designed to help managers pinpoint the essential organizational and system supports they should develop to ensure quality wraparound practice at the family level. Completing the self-assessments will help these leaders, managers, and planners to:

- » Assess whether they have worked on the right areas to support an effective initiative
- » Gain a better sense of where to target improvement efforts and resources in the planning and implementation process
- » Identify when they may need to gather additional information in order to keep their system development efforts on track

The self-assessments were designed so that “Yes” answers reflect areas of strength. “No” answers are seen as reflecting an opportunity for improvement and development. As a strategic leader, you should review your answers and identify where you want to invest energy. Focusing on positive answers may help you to strengthen certain areas before tackling the areas of greatest challenge. On the other hand, as a strategic leader you may find that some “No” answers require attention for you to move on. You can go through these questions one theme at a time or complete the entire set of self-assessments in one sitting. The purpose of the self-assessment process is to help you guide your community effort more effectively and strategically. The self-assessments are a starting point rather than an ending point or destination. You can use these tools multiple times, and you may find that your answers may differ from one rating period to the next. Wraparound evolves and changes along with community context, people, and system development.

Community Partnerships

This area of the self-assessment focuses on three key aspects of community partnership related to the implementation of wraparound. These areas are:

- » **Membership:** Are the right people participating from the right levels of the partner organizations?
- » **Structure:** Is there a structure that supports and encourages effective partnerships that translate hope into action?
- » **Process:** Are there processes in place that assist us in maintaining effective relationships, goals, and plans for our community service system?

Area	Questions to consider	Yes	No
Membership	Have you included a range of representatives from across the system?		
	» Families	<input type="checkbox"/>	<input type="checkbox"/>
	» System Partners	<input type="checkbox"/>	<input type="checkbox"/>
	» Community Representatives	<input type="checkbox"/>	<input type="checkbox"/>
	» Business leaders	<input type="checkbox"/>	<input type="checkbox"/>
	» Cultural Leaders	<input type="checkbox"/>	<input type="checkbox"/>
	Have you selected the right level of participation?		
	» Supervisors	<input type="checkbox"/>	<input type="checkbox"/>
	» Managers	<input type="checkbox"/>	<input type="checkbox"/>
	» Policy Makers	<input type="checkbox"/>	<input type="checkbox"/>
» Others	<input type="checkbox"/>	<input type="checkbox"/>	
Have you considered who's missing?	<input type="checkbox"/>	<input type="checkbox"/>	
Have you planned for how to secure their involvement?	<input type="checkbox"/>	<input type="checkbox"/>	

Area	Questions to consider	Yes	No
Structure	Have you designed a structure from which the community partnership can operate?	<input type="checkbox"/>	<input type="checkbox"/>
	» Is it mindful of the time, energy, and commitment of members?	<input type="checkbox"/>	<input type="checkbox"/>
	Is the scope of decision making clearly and openly articulated?	<input type="checkbox"/>	<input type="checkbox"/>
	Is this structure compatible with and tied to other structures currently operating within the community?	<input type="checkbox"/>	<input type="checkbox"/>
Process	Have you identified the process by which decisions get made?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you identified how to welcome, orient and remind members of our process and mission?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you established an effective communication network that will reach the right people and provide the right information?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you established a way to document your work and maintain your “wraparound memory” as membership changes?	<input type="checkbox"/>	<input type="checkbox"/>

Collaborative Action

This section of the self-assessment focuses on the three areas for establishing collaborative action among stakeholders:

- » **Shared Leadership:** Have you worked with others including families to build support for your project?
- » **Guiding Plan:** Have you established a plan that is future-oriented, strategic and relevant?
- » **Organizational Integration:** Are you considering the entire system in your design?

Area	Questions to consider	Yes	No
Shared Leadership	Have you identified who your wraparound champions are, both within and outside the project?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you committed to identifying families and young people as allies and sponsors of your wraparound project?		
	» Are you putting families and young people forward with support, authority, and resources?	<input type="checkbox"/>	<input type="checkbox"/>
	» Have you committed to sharing decision making and power with them?	<input type="checkbox"/>	<input type="checkbox"/>
	» Are you willing to redistribute resources (personnel, time, space, equipment, funds, etc.) if family and youth voice leads to changes in some priorities or policies?	<input type="checkbox"/>	<input type="checkbox"/>
	» Have you built an inclusive agenda with families and young people rather than for them?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Shared Leadership (continued)	Have you identified what decisions you can make collaboratively? And with whom?	<input type="checkbox"/>	<input type="checkbox"/>
Guiding Plan	Have you established long-range goals for your project?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you established mid-range objectives for the project?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you worked with others in establishing goals and objectives?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you published your plan?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you sought feedback about your guiding plan from those most impacted by it?	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Integration	Have you identified agency-, organization-, and system-level policies that are compatible with your project?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you identified policies that are not compatible?	<input type="checkbox"/>	<input type="checkbox"/>
	<p>Have you reviewed your own operations within the initiative to identify areas of coherence or incoherence including:</p> <p>» Paperwork?</p> <p>» Billing Expectations?</p>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Area	Questions to consider	Yes	No
Organizational Integration (continued)	Have you identified staff job descriptions and roles for the project?	<input type="checkbox"/>	<input type="checkbox"/>
	» Are they compatible with wraparound values and real job expectations?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you notified other partners of your commitment to change?	<input type="checkbox"/>	<input type="checkbox"/>
	» Have you enlisted their participation?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created a means to identify, prioritize and implement changes that will give you the best leverage for quality wraparound implementation?	<input type="checkbox"/>	<input type="checkbox"/>

Fiscal Policies And Sustainability

This area of the self-assessment focuses on resource issues including financial investments and includes the following areas:

- » **Wraparound Project Funds:** Have you invested enough to ensure that you will have the right staff and infrastructure to produce your desired outcome?
- » **Building Funding Streams for Necessary Services:** Is your project positioned to wisely distribute funds for both project implementation and individual family services/supports?
- » **Flexible Funds:** Are there clear, fair, quick pathways for flexible fund expenditures?
- » **Stewardship:** Does your management of flexible funds and resources reinforce the wraparound values and practices?

Area	Questions to consider	Yes	No
Wraparound Project Funds	Have you identified and secured funding for at least a minimum range of staff roles?	<input type="checkbox"/>	<input type="checkbox"/>
	Will staffing patterns/case loads allow staff members time to do key tasks well?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you identified what you will need in terms of supervision?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you budgeted for overhead costs including providing clinical consultation and support?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you identified and budgeted for the types of supervisory structures you will need to create?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Wraparound Project Funds (continued)	Have you budgeted for after-hours support and access to accommodate family needs?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you developed and budgeted for training and staff development strategies so that staff have adequate information?	<input type="checkbox"/>	<input type="checkbox"/>
Build Funding Streams for Necessary Services	Have you identified what funding streams can be used in support of individual wrap-around plans?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you contacted other wraparound sites to project the range of services and supports that are typically needed?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you established funding for a front-end capacity so that families who enter wraparound in a high state of destabilization can access potent services and support quickly?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you identified an integrated paper trail to avoid duplication on the part of direct service staff, particularly when multiple funding streams are accessed?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you identified opportunities to impact funding streams at the policy level to ensure that flexibility can be enhanced for children and families?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Build Flexible Funds	Have you identified policies for management of your flexible funds?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created easy ways to access cash or checks?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you established clear definitions about flexible funds and their use?	<input type="checkbox"/>	<input type="checkbox"/>
Stewardship	Have you set forth policies for use of flexible funds?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you sought feedback from youth and families about those policies?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you avoided setting hard and fast rules but instead created thinking policies for staff to use openly with families?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you made sure you are balancing the right ratio of staff roles with the right mix of direct service and the right mix of flexible funds?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created a transparent policy to seek exception to policies set forth to make sure that outlying situations with families can be considered?	<input type="checkbox"/>	<input type="checkbox"/>

Access To Needed Services And Supports

This area of the self-assessment focuses on the need to build a range of flexible, responsive and creative services and support for families enrolled in wraparound. Areas of focus in this area include:

- » **Creativity:** Have you ensured that a range of helping activities is available to families through this process?
- » **Wide Range of Options:** Are you maximizing choice for families and individual teams in arranging or delivering services and supports?
- » **Ensuring Open Doors:** Have you created simple and straightforward ways for people to access help?
- » **Just-in-Time Help:** Have you developed efficient ways for timely response?

Area	Questions to consider	Yes	No
Creativity	Are you working with current providers to tailor interventions?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you made it possible for as many different types of help to be available to families through as many of your partners as possible?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you worked to define the difference between getting a service and getting needs met?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you arranged resources (personnel, contractual, others) to ensure that unique services and supports can be created?	<input type="checkbox"/>	<input type="checkbox"/>
	Can teams build and get support for a created intervention that is right for just one family?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Wide Range of Options	Have you reached out to and included a broad array of providers? Even those who are not usually considered?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you built an understanding that effective help reaches beyond service boundaries and definitions?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you arranged enough flexibility of resources to support highly individualized supports for families?	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring Open Doors	Do you have a clear plan for how supports and services will be accessed and connected to families?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created capacity to connect with an “off-line” provider as an exception to policy?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created a crisis capacity? » For on-call? » For mobile response? » For access to community resources?	<input type="checkbox"/>	<input type="checkbox"/>
Just-In-Time Help	Have you effectively planned for getting help to families in a timely way throughout this effort?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you developed a way for services to cease when they are no longer needed?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created fast-track agreement procedures so that paperwork will never prohibit service access?	<input type="checkbox"/>	<input type="checkbox"/>

Human Resource Development and Supports

This area of the self-assessment is focused on human resource issues as they relate to your wraparound implementation. Specific areas in this section include:

- » **Adequacy of Staff and Roles:** Have you developed a plan to get the right people in the right role with the right tools to do the job?
- » **Comprehensive Performance System:** Have you created methods for assessing and supporting continual development of staff competence?
- » **Family Involvement:** What have you done to involve families in all aspects of workforce development?

Area	Questions to consider	Yes	No
Adequacy of Staff and Roles	Have you outlined the key roles needed to operate successfully?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you developed job descriptions that are accurate and values based?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you defined what key features you will need in successful candidates?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have a recruitment strategy in place? What is it and how is it different from re-cruiting for other positions?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you built the steps for hiring the right employees for the positions you have planned?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you developed a training strategy? What are the types of knowledge and skills you will need addressed, and by when?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Adequacy of Staff and Roles (continued)	Do you know how you will orient staff to the goals of the project on the very first day?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you developed a process for monitoring workload issues to ensure adequate staffing patterns?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you created internal and external partnerships that will allow your wraparound staff to function successfully?	<input type="checkbox"/>	<input type="checkbox"/>
	Are there unique roles that will require unusual or nontraditional supervision? How will you access this support?	<input type="checkbox"/>	<input type="checkbox"/>
Comprehensive Performance System	Have you established key benchmarks for staff and program performance?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you established open feedback loops so staff can receive positive and corrective feedback?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you linked program performance to employee performance?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you know the mechanism you will use to summarize performance information to employees, funders and internal administrative roles within your organization?	<input type="checkbox"/>	<input type="checkbox"/>
Family Involvement	Have you involved families in recruitment and interviewing for positions?	<input type="checkbox"/>	<input type="checkbox"/>
	How will you involve families in providing feedback for staff around program and personnel performance?	<input type="checkbox"/>	<input type="checkbox"/>

Accountability

This area of the self-assessment focuses on quality assurance improvement processes. You should use this to determine measures for accountability and how you will get enough information to use in program improvement. Specific areas in this section include:

- » **Key Outcomes:** Have you identified the key results or impact you are expecting?
- » **Management of Key Process Elements:** Have you identified what practices you want staff to follow with individual families?
- » **Youth and Family Issues:** Have you identified and involved families in determining satisfaction measures?
- » **Community Processes:** Have you built an awareness of anticipated community, organizational and system change activities?
- » **Costs:** Have you reached consensus about the right amount of fiscal investment you expect to make to get your desired results through following your prioritized practices?

Area	Questions to consider	Yes	No
Key Outcomes	Have you articulated what you hope to accomplish for the people you are helping?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have a plan for how you will measure it?	<input type="checkbox"/>	<input type="checkbox"/>
	» Have you catalogued the sources of information that are available to you?	<input type="checkbox"/>	<input type="checkbox"/>
	Are you clear about what your funders care about?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have a plan for how you will summarize outcome information for staff?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Key Outcomes (continued)	Have you determined the level of outcome achievement you hope to see? What can you settle for?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you decided what type of post-completion follow-up you will use and how long after services are over you can check to determine effectiveness?	<input type="checkbox"/>	<input type="checkbox"/>
Key Process Elements	Have you identified which practices within wraparound you care most about? How will you monitor whether those are happening?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have linkages to any research projects?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have a plan for how to use process information in program improvement?	<input type="checkbox"/>	<input type="checkbox"/>
Youth/Family Specific Issues	Have you determined if there is anything unique about your target population that you need to/want to monitor?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have a plan for how you will measure the family's experience of your project?	<input type="checkbox"/>	<input type="checkbox"/>
Community Processes	Have you articulated what you expect the community impact of the project to be?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you have a plan for how you will determine if your system is changing? For the better? For the worse?	<input type="checkbox"/>	<input type="checkbox"/>

Area	Questions to consider	Yes	No
Costs	Do you have a way to track current and future costs of care?	<input type="checkbox"/>	<input type="checkbox"/>
	Do you know what sources of funds those costs include?	<input type="checkbox"/>	<input type="checkbox"/>
	Have you examined what is a reasonable expenditure outlay per family? » Will you know when it is too much? » When is it too little?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Do you have a plan for how to consider expenditures across life domains and sort out what that suggests for your system of care in terms of program development?	<input type="checkbox"/>	<input type="checkbox"/>
Other	Have you planned for how frequently you will need this information for it to be perceived as useful to the project?	<input type="checkbox"/>	<input type="checkbox"/>