



National Wraparound Initiative 2010 Webinar Series

### Webinar 1: Overview of Wraparound

March 16, 2010

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#### **Working the Webinar**

- Move any electronic handheld devices away from your computer and speakers
- We recommend that you close all file sharing applications and streaming music or video
- Check your settings in the audio pane if you are experiencing audio problems
- During the presentation, you can send questions to the webinar organizer, but these will be held until the end
- Audience members will be muted until Q&A
- During Q&A, you can "raise your hand" if you would like to verbally ask a question
- If you are calling in over the phone, remember to enter your unique audio pin so we can un-mute your line

\*This webinar and the powerpoint will be available on the NWI website.



## What you said

- Participants' goals for the meeting
  - Understand wraparound basics
  - Overview
  - -High fidelity wraparound procedures
  - -Learn about the evidence base

Key resource:



#### **Goals for this Webinar**

- 1. To provide an overview of wraparound and how it connects to the system of care framework
- 2. To present a basic understanding of wraparound, including its purpose, history, and principles
- 3. To describe the practice of wraparound, as well as tools for assessing practice quality
- 4. To introduce a "theory of change" for wraparound, which presents the reasons wraparound is effective for youth and their families
- 5. To outline the types of community-level conditions that need to be in place to support wraparound implementation, and to introduce a tool for assessing implementation support for wraparound
- 6. To provide a basic summary of research on wraparound



#### The NWI and its Resources

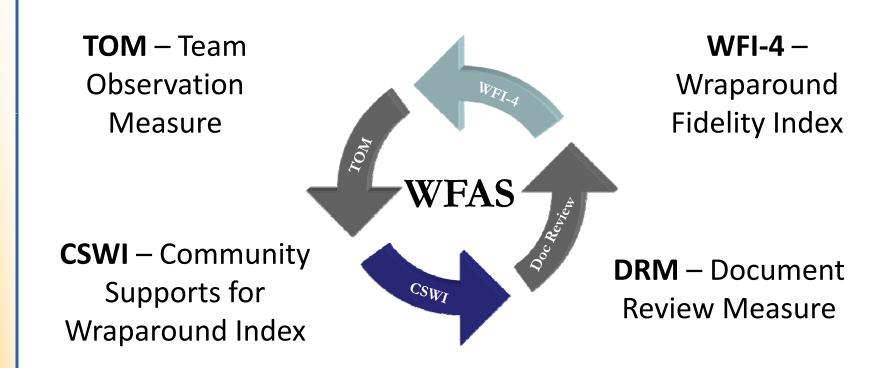
Throughout the webinar, we will point to online resources available from The *National Wraparound Initiative* 

- 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.
  - www.nwi.pdx.edu
- "The Resource Guide to Wraparound"

 Available at www.wrapinfo.org
 Additional resource- background on the NWI:
 www.nwi.pdx.edu/NWI-book/Chapters/Walker-1.5-(NWI-why-whathow).pdf



#### Wraparound Fidelity Assessment System



Chapter on fidelity measurement: <u>http://www.rtc.pdx.edu/NWI-book/Chapters/Bruns-5e.1-(measuring-fidelity).pdf</u> Wraparound Evaluation and Research Team: <u>http://depts.washington.edu/wrapeval</u>



### Part 1: The What and Why of Wraparound



Until proven otherwise, we believe that all parents want to...

- Be proud of their child
- Have a positive influence on their child
- Hear good news about their child and about what their child does well
- Provide their child a good education and a good chance of success in life
- Have a good relationship with their child
- Believe they are good parents





# Until proven otherwise, we believe all children want to...

- Have their parents be proud of them
- Be accepted as a part of a social group
- Be active and involved in activities with others
- Learn new things
- Voice their opinions and choices
- Make choices when given an opportunity



#### What is Wraparound?

- Wraparound is a family-driven, team-based process for planning and implementing services and supports.
- Through the wraparound process, teams create plans that are geared toward meeting the unique and holistic needs of children and youth with complex needs and their families.
- The wraparound team members (e.g., the identified youth, his or her parents/caregivers, other family members and community members, mental health professionals, educators, and others) meet regularly to implement and monitor the plan to ensure its success.



### Why Wraparound?

- Children with serious emotional, behavioral and mental health conditions in childhood/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



### Why Wraparound?

- Intervening effectively 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



### Why Wraparound?

- Systems are in "silos"
  - Special education, mental health, primary health care, juvenile justice, child welfare each are intended to support youth with special needs
  - However, the systems also have different philosophies, structures, funding streams, eligibility criteria, and mandates
- These systems don't work together well for individual families unless there is a way to bring them together
  - Youth get passed from one system to another as problems get worse
  - Families are forced to relinquish custody to get help
  - Children are placed out of home



# Wraparound/Systems of Care as a Response

In the 1980s...

- Wraparound emerged as a grassroots <u>practice-level</u> response to the shortcomings of existing approaches
  - "doing whatever it takes" to bring children/youth home to live in their own homes and communities
- "Systems of care" emerged as an organizing framework to overcome these and other problems in the <u>service delivery</u> <u>system</u> for youth and families

Wraparound (practice) and Systems of Care (service system) complement each other and share many of the same values.

#### Wraparound is sometimes referred to as the most direct <u>practice-level</u> expression of systems of care

Key resources: History of wraparound <u>www.nwi.pdx.edu/NWI-book/Chapters/VanDenBerg-1.3-(history-ofwraparound).pdf</u> Systems of care: <u>www.systemsofcare.samhsa.gov</u>; <u>www.tapartnership.org</u>



#### The Wraparound Philosophy

- As practice evolved, wraparound came to be defined in terms of a value-driven <u>philosophy</u>
- 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, <u>and</u> community supports to meet unique needs



#### What's Different in Wraparound?

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

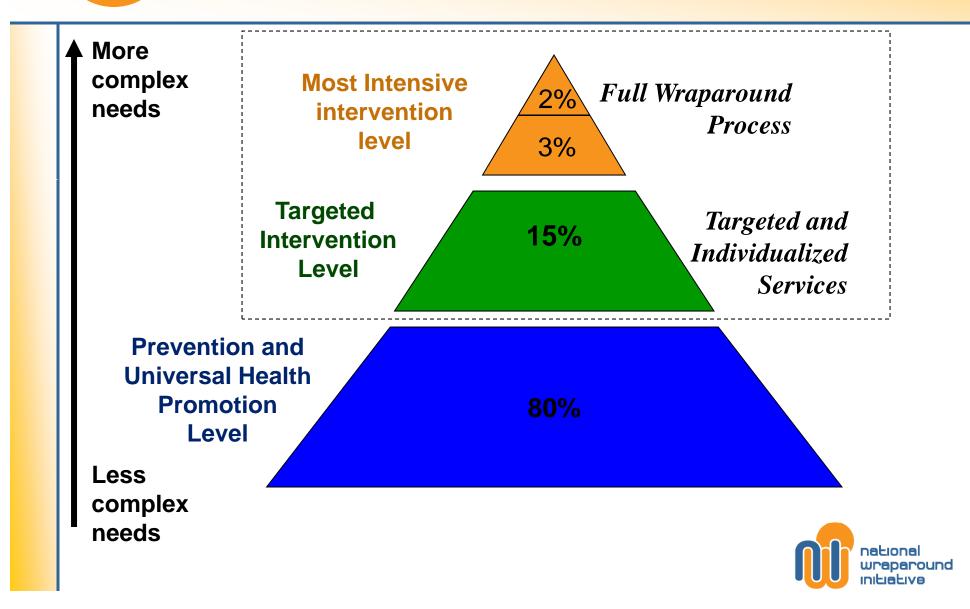


#### For whom is wraparound intended?

- 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 that need to work together well for him or her to succeed



#### For which youth?



#### The What and Why: Summary

- Wraparound developed as an alternative to fragmented systems that don't respond well to the needs of youth with the most complex needs
- It is intended for youth with complex needs and multiple agency involvement
- When implemented properly, the collaborative, team-based process overcomes barriers such as lack of engagement, poor coordination across systems, and inattention to basic needs of family members
- It also helps build success, hope, and social support



Part 2: The How of Wraparound-- Principles

> What is the underlying value base that guides wraparound practice and makes it a unique approach?



## Wraparound Process: 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 <u>www.nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-(10-principles-of-</u> <u>wrap).pdf</u>

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



#### Family Voice and Choice

- Family and youth perspectives are intentionally elicited and prioritized during all phases of the wraparound process.
- Planning is grounded in family members' perspectives, and the team strives to provide options and choices such that the plan reflects family values and preferences.



#### **Team Based**

The wraparound team consists of individuals agreed upon by the family and committed to them through informal, formal, and community support and service relationships.



#### **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.



### **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.



#### **Community Based**

- The wraparound team implements service and support strategies that take place in the most inclusive, most responsive, most accessible, and least restrictive settings possible
- The team and plan safely promote child and family integration into home and community life.

RESOURCES: Chapter on community-driven wraparound: http://www.nwi.pdx.edu/NWI-book/pgChapter2.shtml Chapter on community teams: http://www.rtc.pdx.edu/NWI-book/Chapters/Debicki-5f-%28cmty-teams%29.pdf



### **Culturally Competent**

 The wraparound process demonstrates respect for and builds on the values, preferences, beliefs, culture, and identity of the child/youth and family, and their community.

RESOURCE: Cultural and Linguistic Competence Community of Practice: <u>http://www.tapartnership.org/COP/CLC/default.php</u>



#### Individualized

 To achieve the goals laid out in the wraparound plan, the team develops and implements a customized set of strategies, supports, and services.

RESOURCE: Wraparound tools compendium, including plan templates <u>http://www.nwi.pdx.edu/tools/toolsforwraparound.php</u>



#### **Strengths Based**

 The wraparound process and the wraparound plan identify, build on, and enhance the capabilities, knowledge, skills, and assets of the child and family, their community, and other team members.

RESOURCE: Chapters on strengths based practice: <a href="http://www.nwi.pdx.edu/NWI-book/pgChapter2.shtml">http://www.nwi.pdx.edu/NWI-book/pgChapter2.shtml</a>



#### **Un**conditional

- A wraparound team does not give up on, blame, or reject children, youth, and their families.
- When faced with challenges or setbacks, the team continues working towards meeting the needs of the youth and family and towards achieving the goals in the wraparound plan
  - until the team reaches agreement that a formal wraparound process is no longer necessary.

RESOURCE: Discussion of definition of Unconditional Care: http://www.rtc.pdx.edu/nwi/PDF/UnconditionalPersistence04-28-08.pdf



#### **Outcomes Based**

 The team ties the goals and strategies of the wraparound plan to observable or measurable indicators of success, monitors progress in terms of these indicators, and revises the plan accordingly.

RESOURCES: See tools for setting and measuring progress toward goals at <a href="http://www.nwi.pdx.edu/tools/toolsforwraparound.php">http://www.nwi.pdx.edu/tools/toolsforwraparound.php</a> Articles on accountability: <a href="http://www.rtc.pdx.edu/NWI-book/pgChapter5.shtml">http://www.rtc.pdx.edu/NWI-book/pgChapter5.shtml</a>



#### 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 support
    8%
- Effective team processes were rarely observed

Walker, Koroloff, & Schutte, 2003



Part 3: The How of Wraparound-- Practice

> How are the principles of wraparound translated into the practice of wraparound?



#### **A Practice Model for Wraparound**

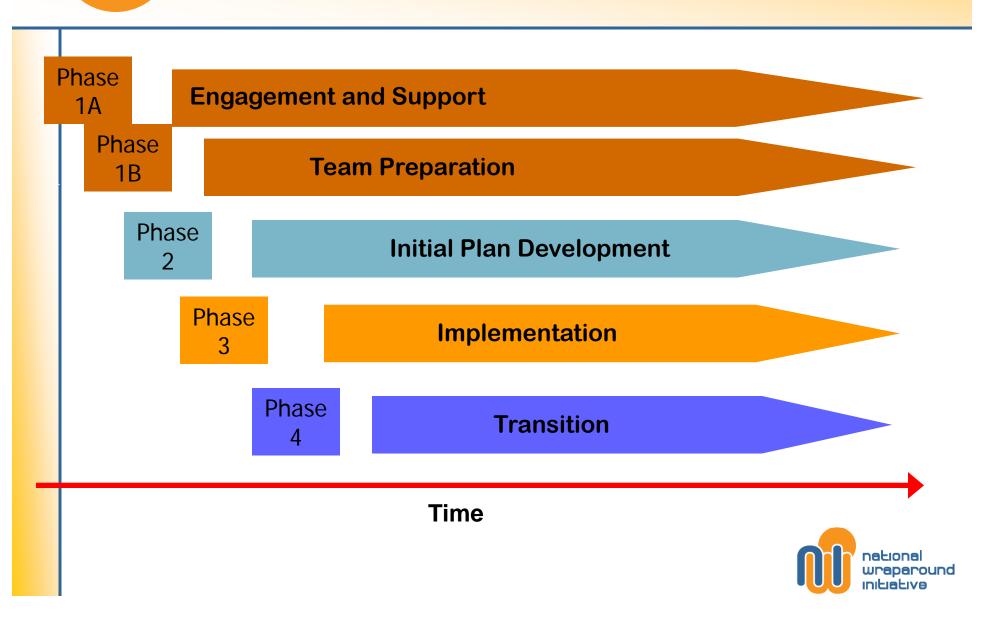
Developed by the National Wraparound Initiative (NWI)

- Initially based on training manuals, articles, and book chapters by national experts
- Reviewed, rated, and edited by experts and family advocates from the NWI
- Intended to better define the activities of a wraparound team and those who serve key roles, to improve understanding and encourage research and quality assurance
- At the same time, intended to be flexible enough for use with different populations and to encourage individualization

Key resource: The Phases and Activities of the Wraparound Process <u>www.nwi.pdx.edu/NWI-book/Chapters/Walker-4a.1-</u> (phases-and-activities).pdf



#### The Four Phases of Wraparound



#### The Activities of Wraparound: Phase 1

#### **Phase One: Engagement and Team Preparation**

- ✓ Meets with family & stakeholders
- ✓ Gathers perspectives on strengths & needs
- ✓ Assess 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



#### 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
- $\checkmark$  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



#### The Activities of Wraparound: Phase 3

# Phase Three: Plan Implementation & Refinement

- ✓ Sponsors & holds regular team meetings
- ✓ Solicits team feedback on accomplishments & documents
- $\checkmark$  Leads team members in assessing the plan
  - For Follow Through
  - For Impact
- $\checkmark$  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



### A few notes about the practice model

- The Phases and Activities are intended to be specific enough to provide guidance and understanding, but also flexible enough to allow for many ways in which a given activity might be accomplished.
- The activities do not have to be carried out in a specific order. Activities and phases do not have to be finished before another can be started.
- The description of the Phases and Activities is not meant to imply that a single person must facilitate all of the activities. Responsibility may be shared among a number of different people.



### What is "high-fidelity" wraparound?

- Simply put, "high-fidelity," "model-adherent," or "fully implemented" wraparound ensures the 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



#### How do you know if you're doing "high fidelity" wraparound

- Fidelity = measuring how "true" practice is to the model
- So, when people say they are doing "high fidelity" wraparound, you may want to ask
  - What is the model? Is it the NWI model or some other? Has the model been developed carefully to reflect *all* of the wraparound principles in a meaningful way?
  - Are they actually *measuring* how well their practice stacks up to the model? You can't say your fidelity is "high" unless you are measuring it with a reliable instrument.



# Assessing practice quality

Measures of the WFAS (<u>www.wrapinfo.org</u>)

#### Wraparound Fidelity Index 4.0 (WFI)

- Assesses implementation of the wraparound process through brief interviews with multiple respondents
  - Caregivers
  - Youths
  - Wraparound Facilitators
  - Team Members
- Used by programs for quality assurance, and for research on wraparound

#### Team Observation Measure (TOM)

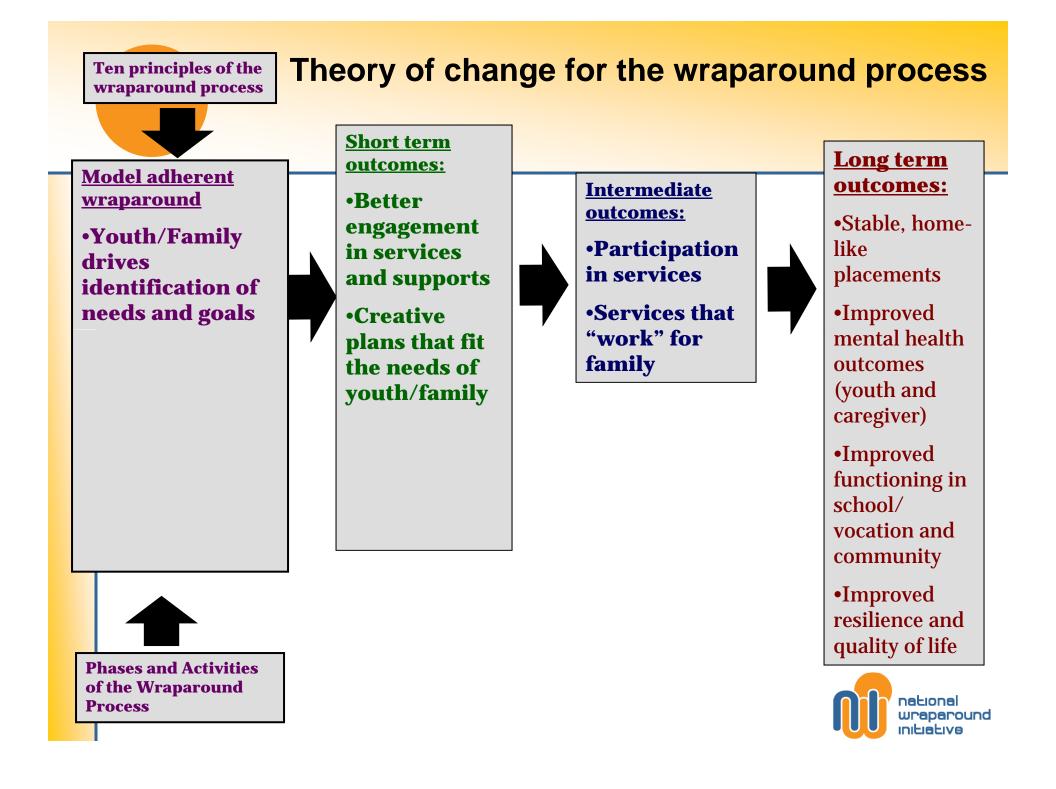
• Checklist filled out by an observer at team meetings

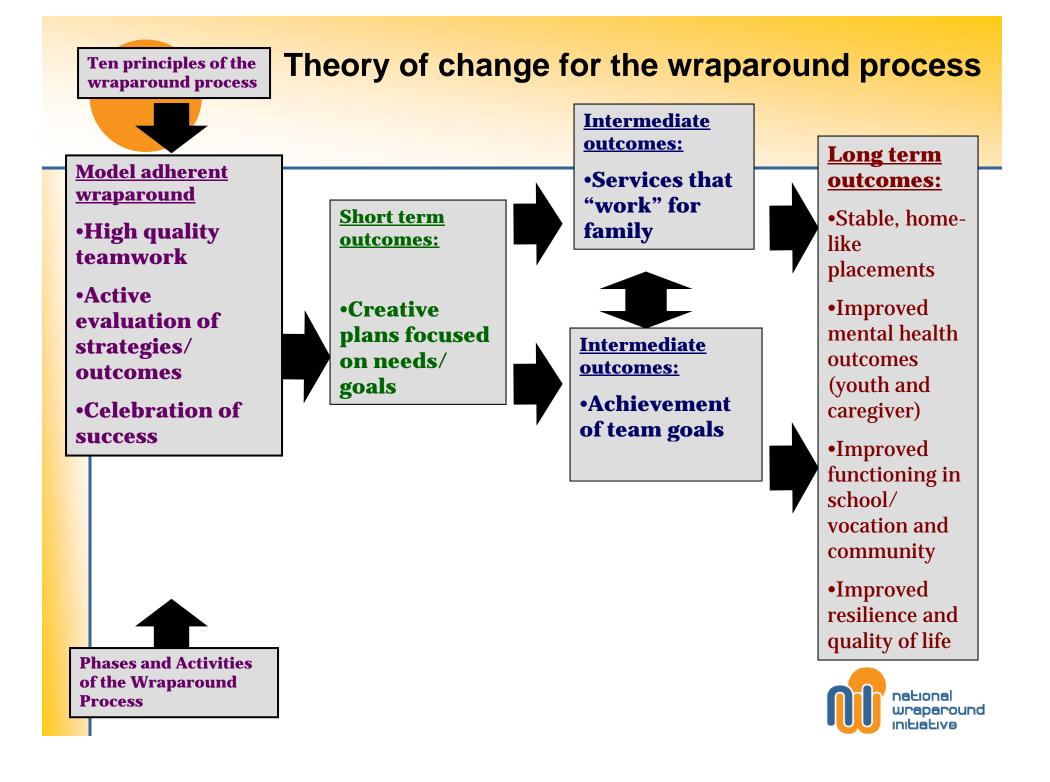
#### Document Review Measure

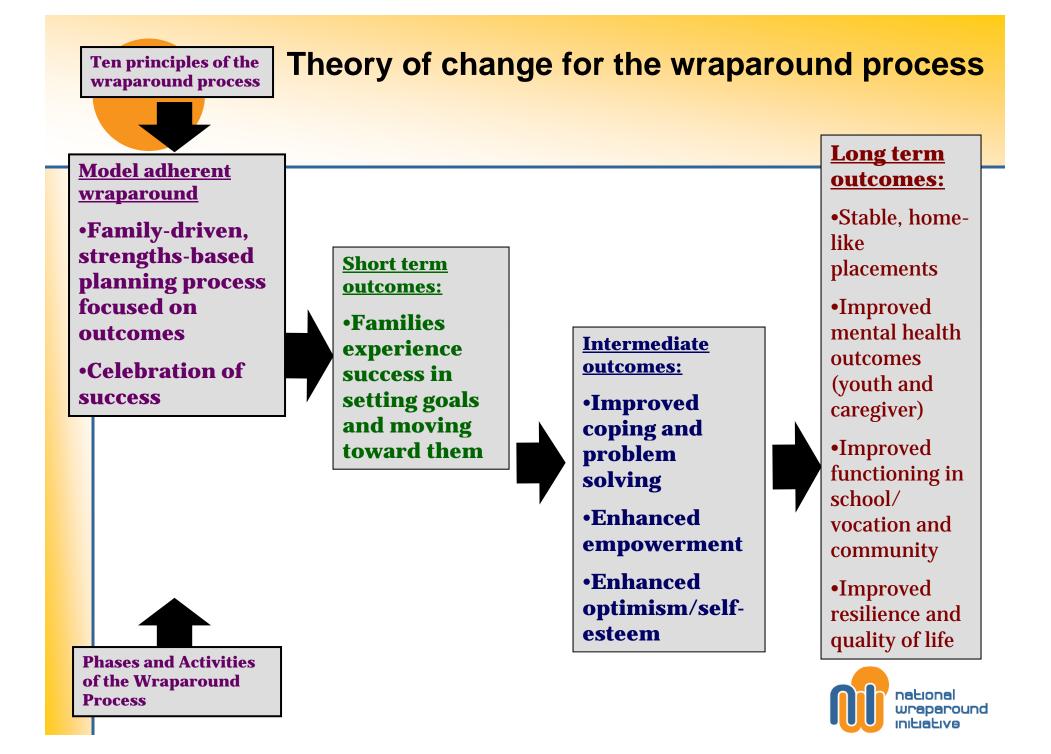
 Reviews documentation, rates quality of plan of care, crisis plan, strengths/needs/culture discovery, etc.

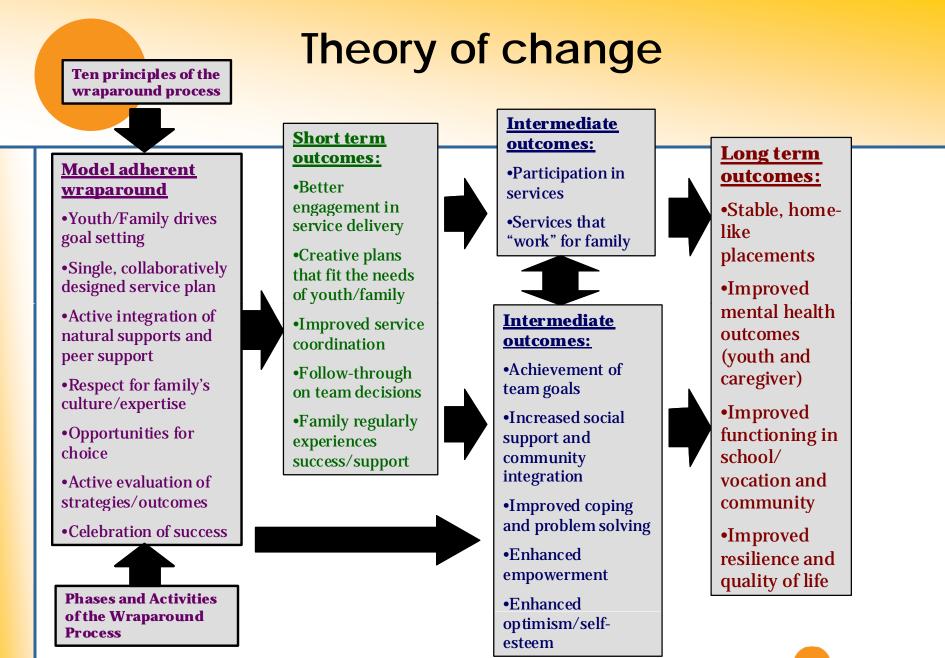
Key resource: Measuring wraparound fidelity <u>www.nwi.pdx.edu/NWI-book/Chapters/Bruns-5e.1-%28measuring-fidelity%29.pdf</u>











Key resource: Theory of change <u>www.nwi.pdx.edu/NWI-book/Chapters/Walker-3.1-(theory-of-change).pdf</u>





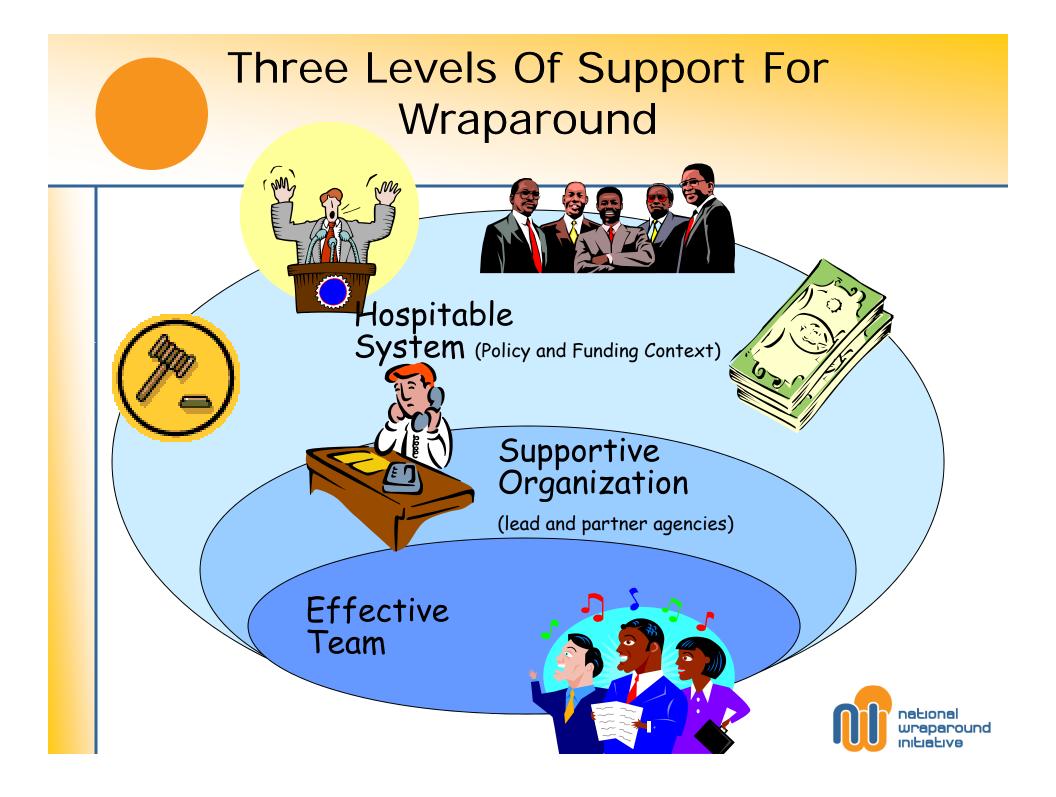
# What do organizations and systems need to do?



# Supporting wraparound practice

- Wraparound practice is not easy! It requires 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 "Necessary Support Conditions"
  - Without this support, even well-meaning facilitators, team members, supervisors, and agencies will likely experience frustration and "burnout"





## 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 resource: Resource Guide section, 20 chapters: <u>www.nwi.pdx.edu/NWI-book/pgChapter5.shtml</u>

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



# Assessing community support

Fourth element of the WFAS

The Community Supports for Wraparound Inventory

- Web-based survey
- Representatives of all stakeholder groups rate implementation in the six areas
- Report on findings sent to the community



## The How of Wraparound: Summary

- Implementing wraparound requires that practitioners and community members understand and embrace its principles
- Full implementation, however, requires that teams undertake some basic activities
- Implementing the phases and activities, and ensuring adherence to the principles, requires support from the host agency and the overall system

# Part 5: Research on Wraparound

# Does wraparound work?

# How do we know?

Key resources: <u>www.nwi.pdx.edu/NWI-book/Chapters/Bruns-</u> <u>3.2-(research-base).pdf</u> <u>www.nwi.pdx.edu/NWI-book/Chapters/Suter-3.3-(review-ofwrap-lit).pdf</u>



# Outcomes from Wraparound Milwaukee

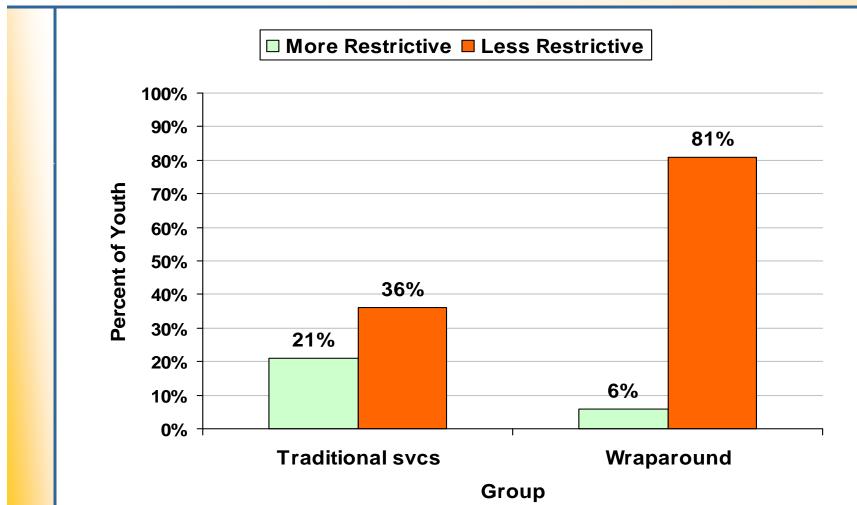
- After Wraparound Milwaukee assumed responsibility for youth at risk of requiring residential level of care...
  - Average daily Residential Treatment population reduced from 375 placements to 70 placements
  - Psychiatric Inpatient Utilization reduced from 5000 days per year to under 200 days (average LOS of 2.1 days)
  - Reduction in Juvenile Correctional Commitments from 325 per year to 150 (over last 3 years)

(Kamradt et al., 2008)



# Results from Nevada (1):

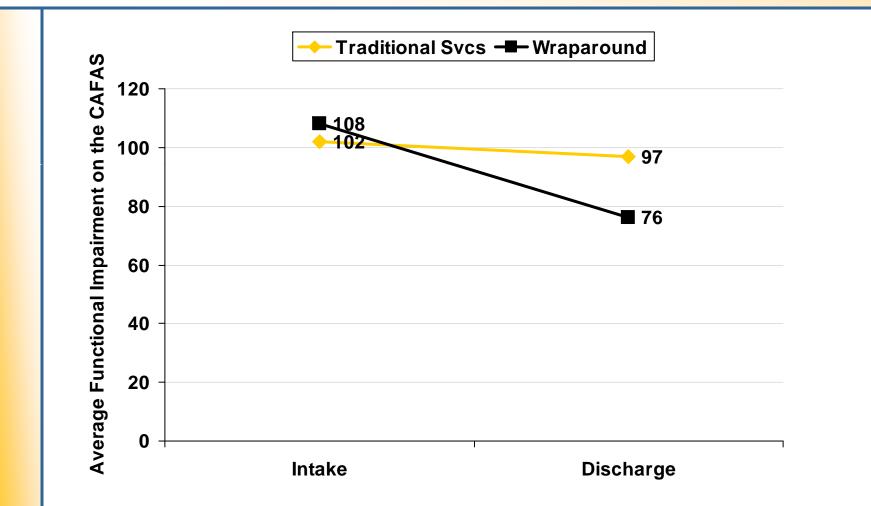
**Impact** on Residential Placement



Bruns, E.J., Rast, J., Walker, J.S., Peterson, C.R., & Bosworth, J. (2006). Spreadsheets, service providers, and the statehouse: Using data and the wraparound process to reform systems for children and families. *American Journal of Community Psychology, 38,* 201-212.



#### Results from Nevada (2): Impact on Child Functioning



Mears, S. L., Yaffe, J., & Harris, N. J. (2009). Evaluation of wraparound services for severely emotionally disturbed youths. *Research on social work practice, 19*, 678-685.



#### Results from Clark County, WA Impact on juvenile justice outcomes

- Connections (wraparound) group (N=110) <u>3 times less likely</u> to commit felony offense than comparison group (N=98)
- Connections group took <u>3 times</u> longer on average to commit first offense after baseline

Pullmann, M. A., Kerbs, J., Koroloff, N., Veach-White, E., Gaylor, R., & Sieler, D. D. (2006). Juvenile offenders with mental health needs: Reducing recidivism using wraparound. *Crime & Delinquency, 52*, 375-397.



#### A Recent Meta-Analysis Reviewed Seven Published Controlled Studies of Wraparound

Study	Population of focus	Control Group Design	Ν
1. Bickman et al. (2003)	Mental health	Non-equivalent comparison	111
2. Carney et al. (2003)	Juvenile justice	Randomized control	141
3. Clark et al. (1998)	Child welfare	Randomized control	132
4. Evans et al. (1998)	Mental health	Randomized control	42
5. Hyde et al. (1996)	Mental health	Non-equivalent comparison	69
6. Pullman et al. (2006)	Juvenile justice	Historical comparison	204
7. Rast et al. (2007)	Child welfare	Matched comparison	67

## "Meta-analysis" showed significantly better outcomes for wraparound

- Overall, a moderate-sized effect in favor of wraparound conditions was found for Living Situation outcomes (placement stability and restrictiveness)
- A small- to moderate-sized effect was found for mental health (behaviors and functioning), school (attendance/GPA), and community (e.g., reoffending) outcomes
- The overall effect size of all outcomes in the 7 studies is around .35 - .40, about the same as for other "evidence-based" treatments

Suter, J.C. & Bruns, E.J. (2009). Effectiveness of the Wraparound Process for Children with Emotional and Behavioral Disorders: A Meta-Analysis. *Clinical Child and Family Psychology Review, 12,* 336-351.



#### Positive Outcomes are Not Guaranteed!

Fidelity studies indicate that Wraparound teams often fail to:

- Incorporate full complement of key individuals on the Wraparound team;
- Engage youth in community activities, things they do well, or activities to help develop appropriate friendships;
- Use family/community strengths to plan and implement services;
- Engage natural supports, such as extended family members and community members;
- Set and track progress toward goals and/or assess outcomes and satisfaction.



# High Quality Wraparound Programs and Teams

- Understand the wraparound model
- Follow the 10 principles of wraparound
- Implement the basic phases and activities of the process
- Receive training and ongoing administrative support for consistent and full implementation of the model
- Use data for continuous quality assurance and for ongoing improvement.



# What is the connection between fidelity and outcomes?

- Provider staff whose families experience better outcomes were found to score higher on fidelity tools
- Wraparound initiatives with positive fidelity assessments demonstrate more positive outcomes
- Communities with better developed supports for wraparound show higher fidelity scores
- Training and coaching found to be associated with gains in fidelity and higher fidelity

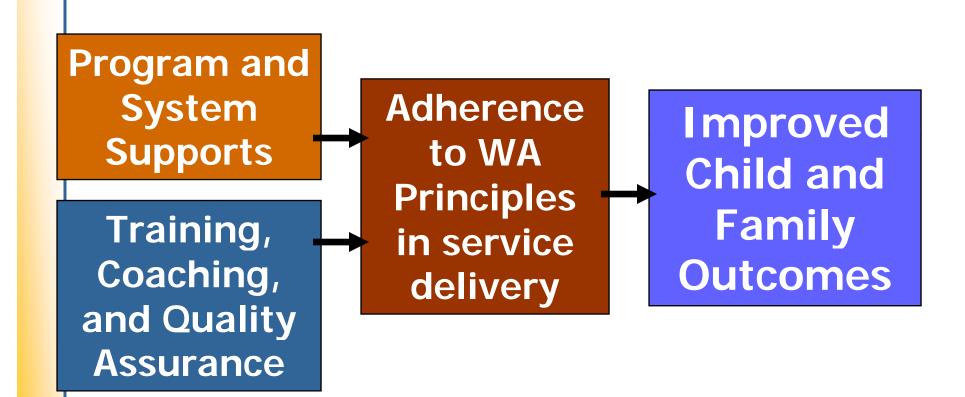


# Summary: Getting To Positive Outcomes

- Work with your host agency and system stakeholders to build a supportive system
- Make sure people in key roles for wraparound are supported through training, coaching, and supervision
- Collect data that helps you know whether wraparound is being implemented fully and tells the story of outcomes for your families



# Summary: What Leads To Outcomes?





# **Further topics: Webinar series**

- Wraparound Practice (4/20): Details on implementing a team-based wraparound model in your community, and options for training, coaching, and supervising core staff
- Supporting Wraparound Implementation (5/18): A review of necessary community and program structures, including fiscal supports, the service array, and data systems.
- Accountability and Quality Assurance in Wraparound (6/15): An introduction to the issues and overview of methods
- Two additional topics, to be selected based on what communities tell us they need
  - Possible topic = Providing parent and youth support?



# Join the NWI

- NWI initially a group of people with high levels of expertise
- Transition to a much broader group for stakeholders with all levels of experience
- Use an "NPR" membership model, to
  - Supporting community-level planning and implementation
  - Promoting professional development of wraparound staff
  - Ensuring accountability and
  - Sustaining a vibrant and interactive national community of practice
- Information coming soon...



## **Resources and Websites**

- www.wrapinfo.org Portal to
  - The Resource Guide to Wraparound
  - Website of the National Wraparound Initiative (NWI)
  - Wraparound Evaluation and Research Team (WERT) wraparound fidelity tools
- Other wraparound resources:
  - www.Paperboat.org
  - <u>http://www.milwaukeecounty.org/WraparoundMilwaukeecounty.org/WraparoundWilwaukeeco</u>
  - www.tapartnership.org
  - www.systemsofcare.samhsa.gov







#### The National Wraparound Initiative is

based in Portland, Oregon. For more information, visit our website:

#### www.nwi.pdx.edu



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