



# The Art of Wraparound in the Child Welfare Environment



Presented by

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- Develop an understanding of the cultures that affect wraparound in the child welfare system.
- Review key factors/strategies for communicating and collaborating with stakeholders.
- Review ways to develop clear roles, definitions and expectations for wraparound team members and community partners.



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# Learning Objectives



- To develop strategies to create an inclusive family centered, youth driven culture in a mandated service environment.





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## Wrap In Child Welfare



How do you achieve high fidelity wraparound in a mandated service environment?

- Create the right ***culture***
- Ensure ***consistency*** across the system
- ***Collaboration*** with system partners
- Constant ***communication*** with key stakeholders



- Family
- Professional
- System
- Corporate
- Community





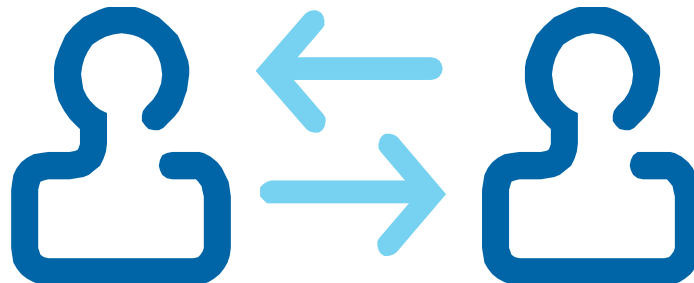
- Family- Traditions, norms and values
- Professional- Model, approach, orientation
- System- Mandates, timelines, infrastructure and leadership
- Community- Culture, Public Officials, degree of ownership and support, availability of resources.
- Corporate- Confidentiality, HIPPA, thresholds of authority, leadership, etc.



- Create a safe environment for feedback



- Explore ways to share data





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# Wraparound Principles



- Family Centered
- Strength Based
- Needs Driven
- Highly Individualized
- Community Oriented
- Team Driven
- Culturally Competent
- Unconditional
- Outcome Driven
- Inclusive of Natural Supports & Resources







- Attaining the desired system culture is highly dependent upon how well supported wraparound is from the top down and bottom up.
  - Does the leadership at the top support the **principles** and values of wraparound?
  - Do **policies** that flow down reflect the principles and values of the system of care?
  - To what degree do the principles of practice translate into policies that drive case **practice**.



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# System Framework



Philosophy

- Philosophy &
- Principles that support

Policies

- Policies that translate into

Practice

- Practice
- Partnerships



## Wraparound Requires a Change in Child Welfare Case Practice



- A change in:
  - The values and principles that guide our practices.
  - Our assumptions and biases about those we serve.
  - The way systems are designed and collaborate in the interest of children, youth and families.
  - A change in our approach and case practice model.
  - A change in the way we deliver services.

*Wraparound has a history of positive change*



- Community driven: community priorities
- Aggressive front-end prevention & diversion
- Family and youth as partners
- Consumer involvement and voice at all levels
- “Got Love?” anti-stigma campaign
- Centralized intake
- 24/7 mobile response
- Family-centered practice
- Wraparound & FTC
- Continuum of care from entry to exit
- Flex funds to address basic needs
- Flexible supports-unbundled de-categorized services





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## System Change Requires Consistency and Cohesion



- System wide understanding of the model and values;
- Use of semantics and reframing practices that support a strength based verses deficit based approach;
- Being unified as to which family inclusion model the system espouses to;
  - **Family Based Care**- Families are invited guests at prescheduled or standing meetings.
  - **Family Centered Care**- Families are partners in the process and most, if not all, planning involves the family.
  - **Family Driven Care**- “Nothing about us without us.”



- Learning to function as a team verses unilaterally, especially in crisis;
- Using the wraparound process to reinforce its effectiveness in supervision, team meetings, staffings, and to address conflict;



## Critical Factors

*"If you really want to make enemies,  
change something"*

*Woodrow Wilson*

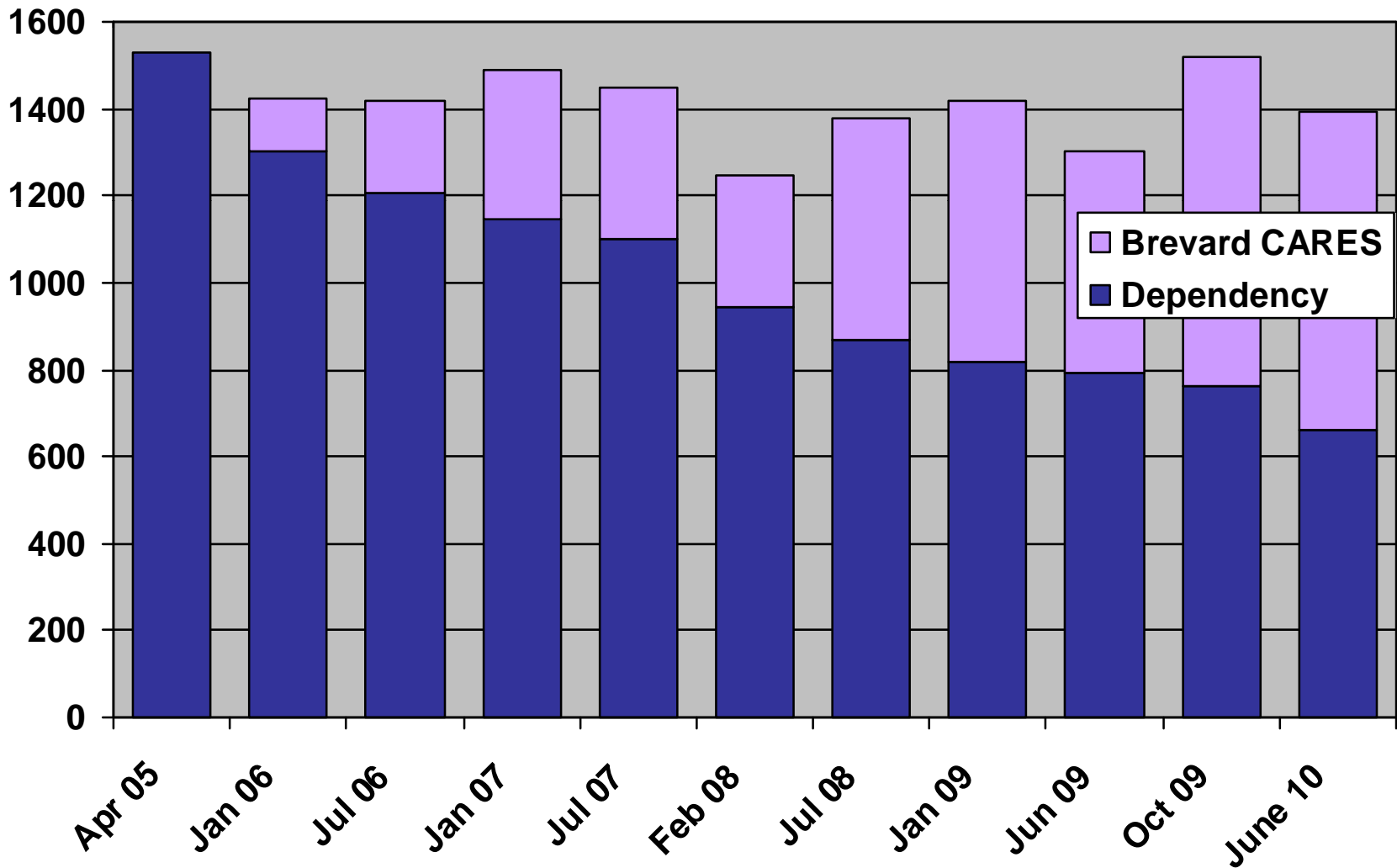


- Cross systems staff need to understand and appreciate each other's system mandates and priorities; and work together to achieve common goals.
- Roles and responsibilities need to be clearly defined.
- Public Officials want to know the system is efficient and cost effective. Keep this on the forefront in your communication with them.
- Use a cost benefit approach as well as child and family outcomes approach.



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# Reduction of Children in Care Since Implementation of Wrap Through Brevard C.A.R.E.S.

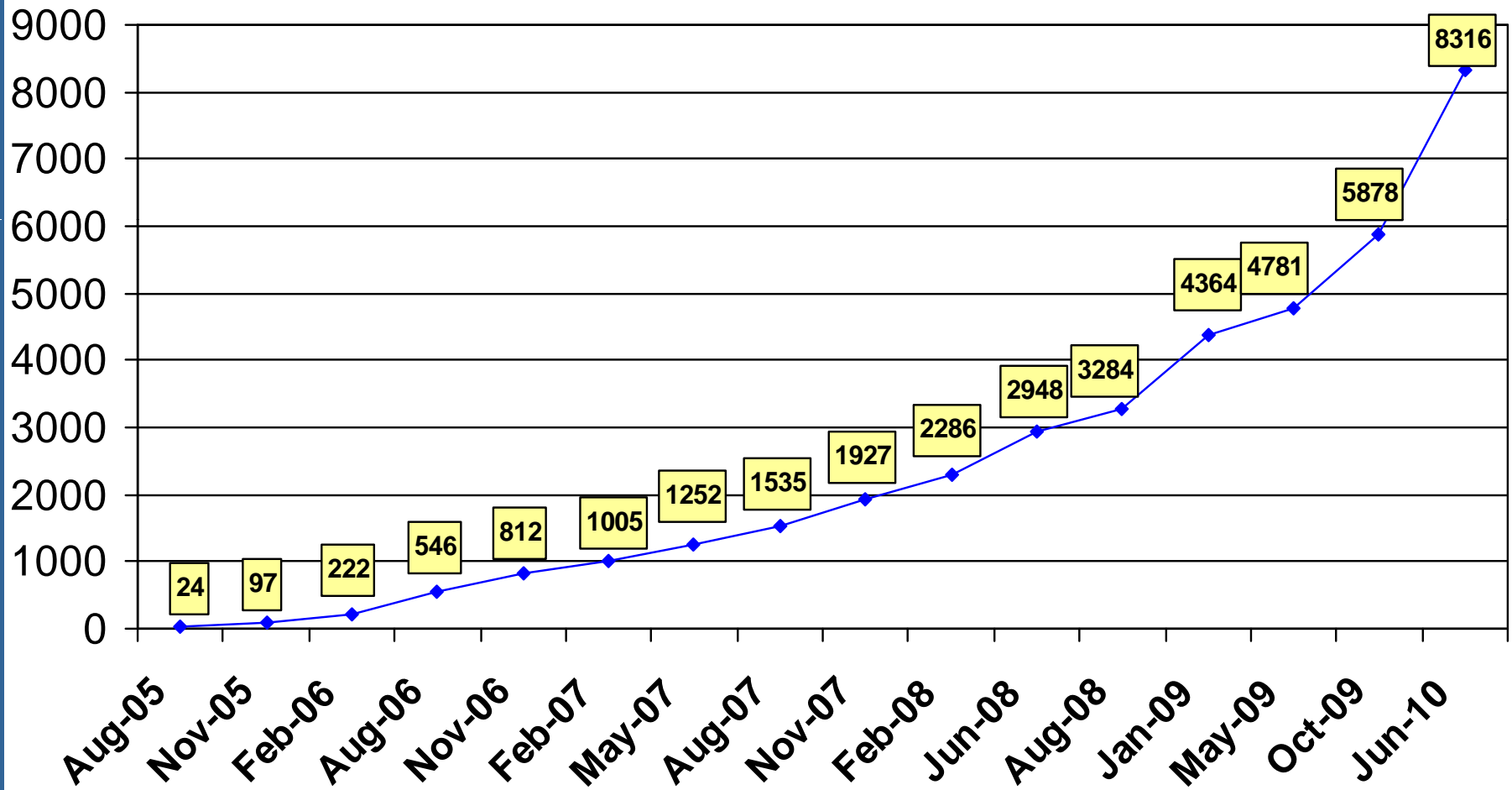


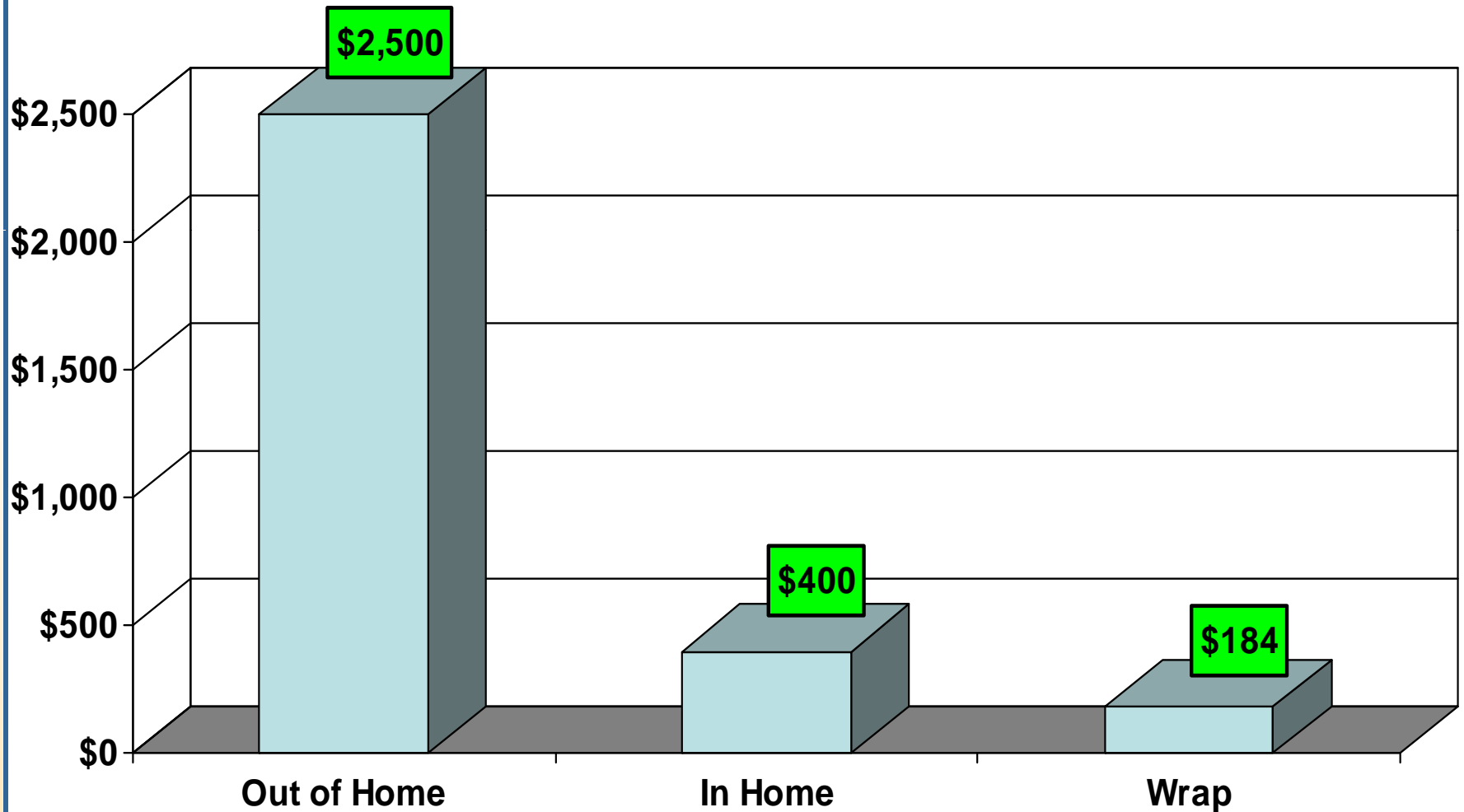




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# Number of Children Diverted as a result of C.A.R.E.S Aug 05- June 2010







# Reduction of Costs & Safer Children



Fiscal Year	Number of Children Served in Brevard C.A.R.E.S	Days of Service	Cost of Foster Care & CPA Per Day	Pre-transition costs
Aug 05-06	521	167	\$40	3.48 million
Aug 06-07	920	167	\$40	6.1 million
Aug 07-08	1,530	167	\$40	10.2 million
Aug 08-May 09	1,810	167	\$40	12. million
<b>Total</b>	<b>4,781</b>	<b>167 days</b>	<b>\$40</b>	<b>31.9 million</b>



## Prevention & Diversion

- 100 children  
\$184 per month= \$220,800
- 500 children  
\$184 per month= \$1.1 m
- 1000 children  
\$184 per month= \$2.2 m

## Judicial Protective Services

- 100 children  
\$400 per month= \$480,000
- 500 children  
\$400 per month= \$2.4 m
- 1000 children  
\$400 per month= \$4.8 m

n= cost x 12 months



# HF Wraparound Vs. OOHC Costs



## Prevention & Diversion

- 100 children  
\$184 per month= \$220,800
- 500 children  
\$184 per month= \$1.1 million
- 1000 children  
\$184 per month= \$2.2 million

## Out of Home Care

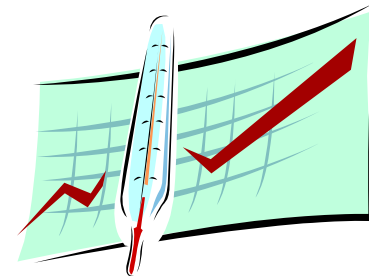
- 100 children  
\$2,500 per month= \$3 million
- 500 children  
\$2,500 per month= \$15 million
- 1000 children  
\$2,500 per month= \$30 million



- % of children in Wraparound services remain in a home at the time of closure
- Increase in school attendance
- Decrease in police contacts with the family
- Decrease in days spent in custody, protective custody and hospitalization



- Develop a variety of strategies for communication with your executives and BOS
- Gather and utilize data supporting economic efficiency, increased child safety and communicate collaboration





## Communication with Fiscal stakeholders



- Attend briefing and hearings to provide data and support to your executive team
- Be aware of budget limitations and political hot topics





## Year 2000

- 800 Dependents
- 220 Wards

## Year 2010

- 93 Dependents
- 67 Wards

88% reduction of Dependents  
70% reduction of Wards



- Anticipate that leadership changes will occur.
  - Proactively plan to orient and engage new leadership; share data, outcomes, and real life stories.
  - Create an orientation program for all newcomers to the system of care.
  - Meet frequently to establish a trusting relationship.
  - Find win/win strategies to foster partnerships.



## Government stakeholders



- Collaborate with other counties and your state Child Welfare Services
- Develop a system for sharing support, data, training resources, collaborating on practice and addressing systemic challenges
- Incorporate wraparound in your strategic plan to meet state and federal accountability measures



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## Creating the Culture



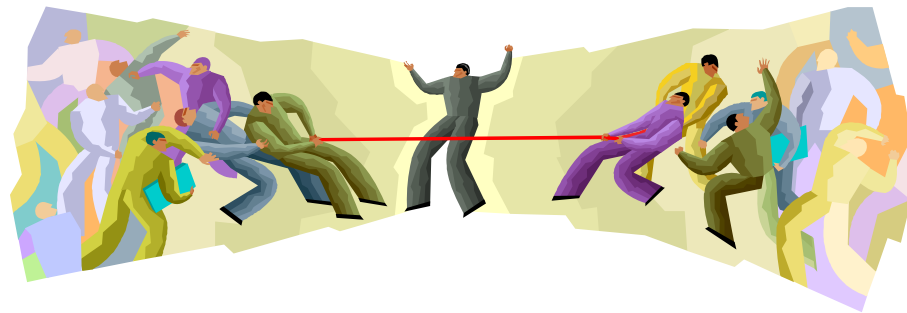
- To establish a family centered culture, clearly articulate the expectations of case practice and clarify roles between the CC and CM.
  - ***Wraparound facilitation*** focuses upon accessing community resources as well as system resources.
  - ***The Care Coordinator*** serves as a guide who oversees the team process and takes the lead on cross system collaboration, pooled resources, collective mandates, family voice and choice, and consensus building.



- The distinction between ***a wrap facilitator and case manager*** is: the facilitator works with, and guides the **team** process and tasks while building collaboration with all parties at the table.
- The case manager works with, follows, and guides the service needs of the identified **client**.



- Incorporate wraparound activities in the court report prepared by the social worker
- Distinguish the social worker's case management role from the wraparound team's supportive role
- Emphasis that wraparound is voluntary





- De-stigmatize the system.
- Share success stories often.
- Establish consumer advisory councils and train council members to present to legislators and officials.
- Foster strong partnerships between case managers, care coordinators and stakeholder community.
- Disseminate research, articles and material on wraparound often.
- Conduct analysis of needed capacity and capacity building plans.



- Develop a provider network credentialing and management system.
- Reframe traditional child welfare terminology into strength based family centered language. This is key to successfully shift the culture.
- Use data to set goals and establish targets for improvement.
- Communicate successes and outcomes across the community.





- Review a wraparound principle at every staff and system related meeting venue.
- Devise a system transformation committee to engage partners in CQI.
- Make concerted efforts to minimize the mandates of the culture when interacting with families. Promote voice and choice and a willingness to do whatever it takes.



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## Common Mistakes



- Using wraparound as a last resort rather than engaging the family upon entry into the system. If this occurs and is beyond your control, track the outcomes separately from families in high fidelity wrap. The poor outcomes of these families can inadvertently be used to justify wrap doesn't work.
- Stating services before identifying needs.
- Family team members working in isolation and making unilateral decisions.



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## Common Mistakes



- Using traditional staffings and MDT's in place of or as wraparound family team meetings.
- Minimizing the degree of effort required on the front end of wraparound that positively impacts the outcomes on the back end.
- Failure to educate and engage the systems and community leaders that impact the ability to successfully implement wraparound-the court, GAL, attorneys, etc.



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## Traditional Child Welfare vs. Family Centered Practice



- Child centered verses family centered
- Deficit based verses strength based
- Punitive and compliance driven
- Focuses on identified client rather than family network
- Short term solutions verses long term sustainability
- Mandated services verses identified needs
- All or nothing goals vs. incremental goals



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## Strategies for Success in Mandated Environments



- Create a blame free environment. Plans fail not people. An average of 78-85% of children in Child Welfare have the goal of reunification. Wraparound is best suited for families with the goal of reunification and not with egregious cases of abuse.
- Create a culture of inclusion and partnership between foster parents and bio parents.
- Set attainable and incremental goals
  - Celebrate success, this imparts hope
  - Convene FTM's based on the acuity of need



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# Plans Fail Not People





- If for example someone has an addiction, devise a plan to help them remain drug free for 1 week. If the plan was successful, celebrate, impart hope, and meet again in 2 weeks.
- If they relapsed in the 1<sup>st</sup> week, the plan failed- identify the barriers, devise a new plan and reconvene the team in a week.
- The case plan goal will state in all or nothing terms “the client is to remain drug free and be randomly screened”. This is the long term goal. The care planning team needs to set incremental goals to assist the client to achieve the long term goal. This process also builds trust so the client will disclose vulnerabilities and not fear retribution.



## Strategies for Success in Mandated Environments



- Convene FTM's when the family is doing well and not only when there is a crisis.
- Identify barriers and challenges to the plan as part of the care planning process.
- Ensure the plan is real time and there are no unilateral decision makers apart from the court.
- Set measurable goals for the system. For example 51% informal supports at the family team table.





- Propagate the benefits of wrap:
  - Better outcomes for children and families
  - Less trauma to children when not removed from home and community
  - Better recidivism rates and safer children upon reunification as families are less isolated and learn how to navigate system and are more likely to seek help if they were successfully engaged and developed a trusting relationship with their team.



- Know you audience
- Use common language
- Anticipate questions
- Monitor progress and outcomes





- Family satisfaction surveys
- Online Survey Monkey
- Wraparound Fidelity Index (WFI)
- Roles and expectations self-check
- Monthly Outcome & Progress indicators





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## Collaborating with court



- Develop a system for communication which includes opportunities for education and feedback
- Detail the benefits and outcomes for families, attorneys and the court
- Remember the court's focus is the law, rights of individuals and child safety



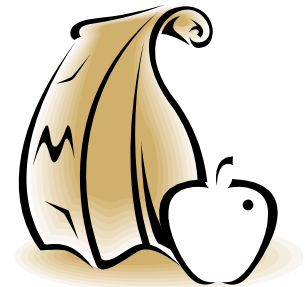


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## Collaborating with court

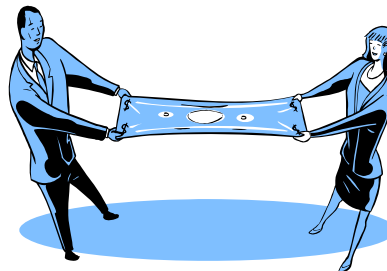


- Be considerate of time court constraints
- Coordinate a brown bag lunch presentation at court for the Bench and attorneys
- Arrange a wraparound site tour
- Develop a newsletter, pamphlets and report summaries
- Be inclusive in training opportunities, celebrating successes and planning for change



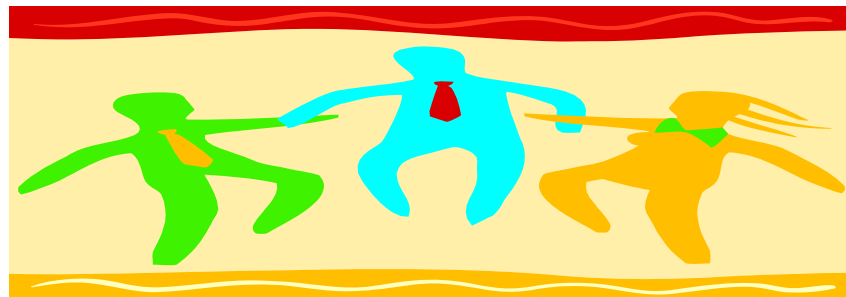


- Track and monitor the needs of your population
- Develop a network of tools and resources to support the needs and goals of your families
- Use pooled wraparound dollars to enhance prevention efforts for at risk youth





- Success builds hope and empowerment
- Partnership and inclusion cultivates trust and a willingness for families to participate
- Better and more efficient use of community resources





- Families learn how to navigate complex systems.
- Purchased services are a short term solution and can create an unnatural dependency while natural supports are available long term.
- Identifying strengths and supports can sustain a family beyond discharge.





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## Long Term Benefits



- Reduction in length of OOHC
- Reduced OOHC placements
- Reduction in spending with better outcomes
- Services that are tailored to meet the unique needs of youth and families
- Reduced recidivism





- Reduction in delinquency and crime
- Improved family functioning
- Improved academic performance
- Family remains in tact
- Children have support upon transitioning to adulthood
- Minimize unnecessary placement moves and trauma associated



Questions



“Be the change you want to see  
in the world.”

Mahatma Gandhi



The **National Wraparound Initiative** is based in Portland, Oregon. For more information, visit our website:

[www.nwi.pdx.edu](http://www.nwi.pdx.edu)



The National Wraparound Initiative is funded by the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, United States Department of Health and Human Services.