

About This Guide

This manual is organized into six units which correspond to the six necessary conditions for wraparound implementation as defined by the NWI through a consensus process. These areas of necessary community support include *community partnership; collaborative action; fiscal policies and sustainability; access to needed supports and services; human resource development and support; and accountability.*

The **Community Partnership** unit focuses on key features for establishing collective ownership of and responsibility for operation of the wraparound effort. Options for developing effective structures and processes that facilitate such partnership and oversight will be covered.

The **Collaborative Action** unit discusses ways to maintain joint ownership of the wraparound effort. This will include activities that cut across systems while also addressing vertical ownership from administrative levels to supervisory levels.

The **Fiscal Policies and Sustainability** unit is focused on aligning resources and creating policies and procedures that support wraparound implementation. This unit will not discuss in detail the range of funding streams that can be aligned to support wraparound (you can look to the NWI website for many such examples: www.nwi.pdx.edu); instead, it will review process steps to make sure that enough resources are available to support quality implementation. Key challenges and

suggestions for ensuring an integration of fiscal and program concerns will be addressed.

Access to Needed Supports and Services is a unit that crosses over to practice areas as well as policy and management areas. Effective administrators and managers must focus on structural and resource issues (such as the nature of the local service array) to make sure families served through the wraparound process have “just-in-time” access to needed supports and services or the initiative runs the risk of only planning, without following through. If a range of service and support responses is not available, chances are great that the local project will fail to realize hoped-for outcomes.

The **Human Resource Development and Support** unit is focused on the “people issues” associated with Wraparound implementation. While there are key capacities any wraparound project should have, the range of staffing options varies widely from site to site. What is *always* true is that wraparound staff need support and direction. The project should also seek to ensure that partner agency personnel are aligned with the goals and activities of the wraparound project.

The **Accountability** unit is designed to provide an overview of how a wraparound project is monitored and evaluated. Experience has taught us that newly implemented wraparound projects should construct a clear set of expectations regarding accountability and find ways to use data to improve the project. Accountability creates an opportunity for wraparound managers and stakeholders to make adjustments to ensure effective implementation.

Before You Get Started: Resources for Right Now

State Level

Most of the 50 states have legislation and/or administrative regulations that reference wraparound. This formal reference can range from regulations that describe the wraparound process (California) to training efforts (Arkansas) to funding initiatives (Oregon) to an organized statewide network of local initiatives that implement wraparound (Massachusetts). Even if you are not directly involved in state-supported wraparound efforts it is often useful to make contact with the state representatives who are involved with wraparound. This will allow you to identify resources, rules or regulations that you can use to support your implementation.

County Level

You are likely to find wraparound or wraparound-like activities housed within certain county organizations. Some will involve local child welfare or mental health authorities while others will be found through local schools or juvenile court sponsored activities. Making contact with your local resources is likely to create an opportunity for shared understanding, as well as the possibility of sharing resources – once you have completed this *Implementation Guide*.

Private Providers

A number of private providers have worked diligently to integrate the wraparound philosophy in all of the work they do. If you are aware of who is practicing in your community, it would be wise to determine whether they are using the wraparound process, and in which settings. Some mental health outpatient providers have developed an array of wraparound responses for a wide range of populations from children/youth to older adults. Building a network of wraparound friends will allow you to share not only resources but a range of lessons learned about wraparound practice and management. Take the time to learn lessons from other providers as you reflect on your own participation.

Community and Family Organizations

Community organizations, especially family organizations, may also serve as a good opportunity to gather information. Family organizations have long been advocates of quality implementation of wraparound on a national, state and local scene. Check out your state or local Federation of Families website to see if they have feedback and information about other resources that could be accessed as you get started with this *Guide*.

A Note About Definitions

One word of caution is around the use of the term “wraparound.” Wraparound is used in a variety of ways. Some states may have regulations that refer to wraparound *services*. This term usually represents a set of flexible, community-based and often billable services that are used to support people in their homes and communities. A second use of the term is wraparound *philosophy* or *approach*, which generally means that some type of human service is intended to follow the Ten Principles as articulated by the National Wraparound Initiative (see www.nwi.pdx.edu/pdf/

TenPrincWAProcess.pdf), and/or other values. Pertinent to this use of the term, it is possible to follow many of the same principles in other service sectors (clinical, educational, justice, health, etc.) and still not implement the full wraparound process. The wraparound process is the model that is most directly discussed in



the materials of the National Wraparound Initiative, and refers to a family-determined, individualized, team-based care planning and coordination process that resembles the description provided by the NWI.

The existence of multiple and overlapping definitions of wraparound can be frustrating and confusing to leadership. But it is also reflective of the dynamic, grassroots, and adaptive nature of the wraparound concept. Understanding and being able to describe these different reflections of wraparound can serve to deepen your understanding of what the process should look like as you strive for quality implementation.

Deciding Where to Start in the Implementation Manual

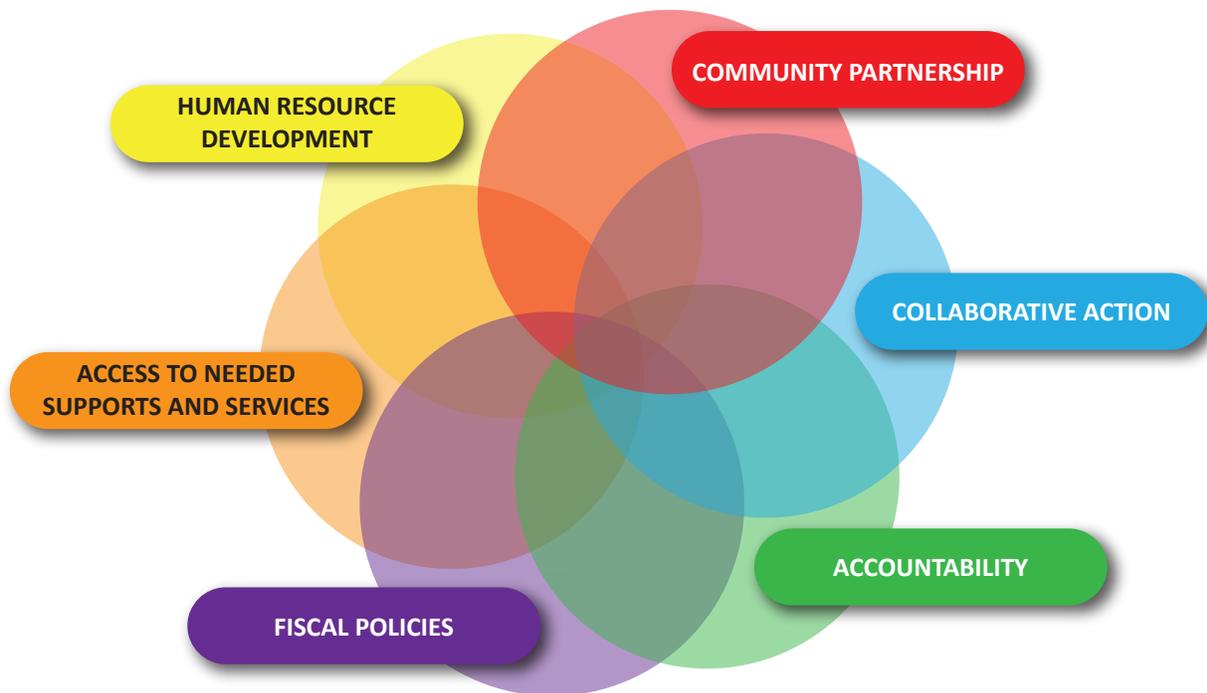
This section is designed to provide a basic overview of wraparound implementation, and to introduce you to the types of information and resources that are offered in the “Implementation Support” section of the NWI website (see www.nwi.pdx.edu/overall.shtml).

1. What are the main things to plan for in wraparound implementation?

Every community implements wraparound differently, based on its own unique local conditions. However, each community also needs to accomplish a set of core implementation tasks in various areas, such as setting goals, funding the wrap-around effort, hiring and training staff, tracking outcomes, and so on. There are no rules about where a community or initiative must start in terms of building wrap-around infrastructure; however, research and experience tells us that it is critically

important that these supports get put in place.

This *Implementation Guide* is structured around six implementation areas or “themes” that have been identified in research using the *Community Supports for Wraparound Inventory* (CSWI). All communities or wraparound initiatives implementing a full wraparound process must attend to these six themes. The six themes are: *community partnership*; *collaborative action*; *fiscal policies and sustainability*; *access to needed supports and services*; *human resource development and support*; and *accountability*. Within each theme, there is a series of “necessary conditions” that communities typically need to have in place in order to support high quality wraparound.



The sections of this *Implementation Guide* each relate to one of the six themes. In each section, there is a set of frequently asked questions that provide a kind of overview of important areas of work, key considerations, and pitfalls to avoid. Additionally, each section includes references to resources that provide a deeper level of detail on key topics within the theme. An online version of this *Guide*, found at www.nwi.pdx.edu/implementation.shtml, provides active links to these online resources. In general, the NWI’s *Resource Guide to Wraparound*, found at www.nwi.pdx.edu/NWI-book/index.shtml, provides a host of more detailed examples of high quality implementation.

2. Where do we begin?

Developing community capacity to implement and support wraparound is a developmental process, and work is typically ongoing in each of the six areas. Still, every community needs to get started somewhere. A good first step is to review what sort of groundwork your community or system has laid for wraparound thus far, and to identify areas of greatest strength or capacity as well as the areas of greatest need. You can use the *Community Groundwork for Wraparound Implementation* self-assessment in Appendix A as a tool to help you review your community's strengths and needs.

Consider the results of your self-assessment. You may choose to start by working on areas of strength because that may give you the most significant gain right away, or you may choose to start by focusing on the area of greatest challenge so that your wraparound efforts can have a firm foundation across implementation areas.

There is no right order or single right way to address these themes, but some themes are more interrelated than others. For example, while *community partnership* and *collaborative action* are interrelated, they also represent some unique attributes and activities. The *community partnership* theme speaks to formal arrangements and relationships between community stakeholders while *collaborative action* references actions that grow out of the partnership. Community partnership is often necessary for creating the range of imaginative and family-centered responses that is identified in the *access to needed services and supports* theme. It could also be argued that a community or project won't have a wide range of responses available unless partners take collaborative action to develop coherent financing schemes as articulated in the *fiscal policies and sustainability* theme. Finally, all of the themes are not likely to make much difference unless a well-supported workforce is dedicated to the implementation of wraparound in your community.

The point is that, while the themes are significantly intertwined, each community has to choose to start somewhere. After thinking about your community's strengths and needs for improvement, choose a theme and go to the appropriate section of this resource. This represents a starting place rather than an ending. Wraparound is often referred to an aspirational model; you are not likely to reach perfection in any of the themes outlined in this *Guide*. Progress, however, can be made and is required to ensure effective quality of implementation of wraparound practice for each family you support.

3. What if we need more help?

Many times, wraparound projects turn to consultants, trainers and technical assistance providers to provide the level of customized and intensive assistance that goes far deeper than even a comprehensive set of static implementation resources. Yet, it is sometimes difficult to locate a consultant that matches a particular project's needs. The NWI maintains a listing of consultants that is intended to serve as a resource to projects as they explore options for consultation. This information has been submitted by the consultants themselves, and includes both NWI advisors and other people not affiliated with the NWI. Consultants appear in no particular order. We strongly encourage you to read the *Resource Guide* article on “Choosing a Consultant to Support Your Wraparound Project” (Chapter 5a.3) before purchasing consultation, training, or technical assistance services.

The NWI may also be able to help a local or state initiative directly. One way in which we can do this is to support the accountability function of wraparound implementation. At a community or system level, the NWI has developed the *Community Supports for Wraparound Inventory*—which provides information on the level of development in the six themes of wraparound support—and a procedure for supporting web-based data collection from local stakeholders. At a practice level, the Wraparound Evaluation and Research Team at the University of Washington disseminates several implementation fidelity measures. (You can go to depts.washington.edu/wrapeval to learn more.) Finally, the NWI has partnered even more actively with a number of local and state wraparound projects. For some examples, go to our page on the NWI across the USA. We look forward to collaborating with you!

A Quick List of Wraparound Terms for Managers

Wraparound process: An intensive, team-based, individualized care planning and management process that follows a series of steps and considers a set of unique inputs to help children and their families realize a life that reflects their hopes and dreams.

Wraparound principles: A set of 10 statements that defines the wraparound philosophy and guides the activities of the wraparound process.

Wraparound approach: Informed by the wraparound principles. When the principles of wraparound are purposefully applied to services or supports that are



different from the full wraparound care coordination process (e.g., child welfare case work, day treatment, case management) we often refer to these services as adopting a wraparound *approach*.

Flexible services: A term that is often used to describe flexibly funded or delivered in-home activities. Any number of community-based services can be included in this definition, ranging from in-home workers, respite care, transportation, mentoring or other creative community-based approaches.

Community team: A group of stakeholders from across interest groups who provide leadership, strategic planning, support, sanction, and accountability to your wraparound

process. Members of the community team typically include representatives of child-serving systems, provider organizations, family advocacy organizations, community and business groups, and representatives of the children and families served by the system or wraparound initiative.

Wraparound teams: Also known as child and family teams, these are groups of people – chosen with the family and connected to them through natural, community, and formal support relationships – who develop and implement the family’s plan, address unmet needs, and work toward a collective team mission that reflects the family’s vision.

Flexible funds: Dollars that are available to individual child and family teams that can be used to provide flexible, creative or unique services, supports or strategies.

Wraparound staff positions: The range of staff assigned to implement the wraparound process on the child and family level. Wraparound staffing can range from one position such as a facilitator or care coordinator who is responsible for putting the process together for each family to a group of multiple staff persons that might include family support partners, youth partners and/or behavioral specialists.

Wraparound staffing varies from site to site but all sites must have the capacity to

have someone take on the primary role for putting the process together.

Facilitator: A person who is trained to coordinate the wraparound process for an individual family. This person may also be called care coordinator, navigator, wrap-around specialist, resource facilitator or some other term. The person in the facilitator role may change over time, depending on what the family thinks is working best. For example, a parent, caregiver, or other team member may take over facilitating team meetings after a period of time.

Wraparound fidelity: How fully the wraparound process (whether it is for a family, in an organization, or in a whole system) adheres to the 10 principles and basic activities of the wraparound process. Can be measured using fidelity tools such as the *Wraparound Fidelity Index* or *Team Observation Measure*. Wraparound fidelity should not be considered synonymous with wraparound quality; a wraparound team or initiative that scores high on getting the basic wraparound “steps” done may still need improvements in the quality of its work.

Community supports/necessary conditions: Conditions at the system or organizational level that need to be in place to ensure that the wraparound process for individual families is likely to be well-implemented and succeed in achieving positive outcomes. Community supports fall into six themes: *community partnership*; *collaborative action*; *fiscal policies and sustainability*; *access to needed supports and services*; *human resource development and support*; and *accountability*.