



Research-Based Innovations in Wraparound: Resource Sheet 4

Accountability is a core component of Wraparound at all levels: practice, program, and system. Wraparound initiatives must measure family and youth satisfaction with the help they receive; ensure services and supports are of high quality; and collect and use outcomes data to inform both program and family-level decisions. As described in the [Implementation Guide to Wraparound](#), “when a Wraparound initiative is fully supported in the area of accountability, the community has implemented mechanisms to monitor Wraparound fidelity, service quality, and outcomes, and to assess the quality and development of the overall wraparound effort” (Miles, Brown, & The National Wraparound Initiative Implementation Work Group, 2011, p. 61).

True accountability in Wraparound requires asking what the goals of the project are and how it will be known those goals have been achieved, and then creating measurement strategies and choosing instruments and information technology systems accordingly. To achieve this kind of accountability, it is important to start early in the implementation process, with Wraparound stakeholders working together to establish indicators of success and failure. Areas to consider in building accountability include:

» **Establishing clear outcomes.** Stakeholders in the Wraparound initiative should have an

opportunity to collectively establish what outcomes are most important to them. If you don’t know the desired result then you run the risk of practicing for the sake of process rather than practicing with a purpose to get a desired outcome.

» **Defining process elements.** Is your Wraparound initiative following a defined practice model? Similar to establishing outcomes, a challenge for any project is identifying what key process elements must be reliably practiced by frontline staff. This means that your Wraparound project has to first decide what practices staff and managers should implement reliably and then monitor to make sure those practices are followed. Some sites will use research tools such as the [Wraparound Fidelity Assessment System \(WFAS\)](#) to get information about whether the activities and principles of Wraparound are being operationalized. Sites may also use supervisory and program checklists that assess how Wraparound is being implemented by the frontline staff.

» **Gathering satisfaction and other data directly from young people and families.** Simply following the process or steps of Wraparound implementation does not guarantee that youth and families will be satisfied with the process or that they are

getting their needs met. Getting feedback from youth and families who are most affected by the project is imperative. Such information may focus on their satisfaction with the Wraparound process, satisfaction with services that are being received, and perceptions of whether needs are being met, whether progress is being made, and what barriers are getting in the way. Such information can be gathered through written surveys or direct interviews and should occur regularly from the onset of the project. Some sites will contract with family organizations or train family members to gather this information.

» **Monitoring costs.** Is your investment of time, money, personnel, space and other resources well spent? There is no national standard for pricing Wraparound; wide regional variances exist throughout the country. Costs related to Wraparound include care coordination costs associated with the necessary services, supports and strategies that are outlined in a Wraparound plan of care. Having this information is critical to making decisions as well as informing stakeholders and funders.

Resources Related to Quality Improvement and Accountability

The [National Wraparound Initiative \(NWI\)](#) and its partners in the Technical Assistance Network have produced a number of resources that provide information about how to

assess quality and infuse accountability into Wraparound care management to improve outcomes for children and youth with complex behavioral health and other needs.

Core Resources

(To locate NWI webinar recordings and other resources, access the [archive](#) and scroll down to find the webinar by date – more recent webinars will appear at the top of the list):

- » Accountability and Quality Assurance in Wraparound [NWI Webinar, June 2010] ([Slides](#))
- » New Directions in Wraparound Accountability and CQI [NWI Webinar, November 2014] ([Slides](#))
- » [Wraparound is Worth Doing Well: An Evidence-Based Statement](#) [NWI, 2015]

- » [Assessment and Fidelity, summary of the Wraparound Fidelity Assessment System](#) [NWI, 2014]
- » Consultation & Training related to Wraparound Implementation, [National Wraparound Implementation Center](#) (NWIC)
- » [Accountability Across Systems](#), in the [Wraparound Implementation Guide](#) [NWI, 2011]
- » Measuring Wraparound Fidelity in Systems of Care [NWIC, April 2018] ([Slides](#))

Other Webinars

- » How to Interpret WFI EZ Results and Put Them to Use. [NWI, June 2017] ([Slides](#))
- » An Overview of TMS-WrapLogic Behavioral Health Record [NWI, June 2015] ([Slides](#))
- » Operational Components of Intensive Care Coordination Using Wraparound for Youth with Complex Needs: State and Local Examples [NWI, September 2014] ([Slides](#))
- » Costs and Cost-Effectiveness in Wraparound Programs [NWI, April 2014] ([Slides](#))
- » Guidelines for Training, Coaching, and Supervision of Wraparound Facilitators [NWI, February 2014] ([Slides](#))
- » Necessary Conditions: Assessing Community Support for Wraparound [NWI, December 2013] ([Slides](#))
- » Strengthening Practice Through Directive Supervision [NWI, April 2011] ([Slides](#))

Technical Assistance Tools

- » [Complete Wraparound Implementation Guide, A Handbook for Administrators and Managers](#) [NWI, 2011]

Peer Reviewed Articles

- » Bruns, E.J., Pullman, M.D., Sather, A., Brinson, R.D., & Ramey, M. (2014). [Effectiveness of Wraparound versus case management for children and adolescents: Results of a randomized study.](#) *Administration and Policy in Mental Health and Mental Health Services Research*, 42(3), 309-322.
- » Bertram, R.M., Schaeffer, P., Charmin, L. (2014). [Changing Organization Culture: Data-driven Participatory Evaluation and Revision of Wraparound Implementation.](#) *Journal of Evidence-Based Social Work*, 11(1-2), 18-29.
- » Bruns, E.J., Walker, J.S. (2011). [Research on the Wraparound Process: Intervention Components and Implementation Supports.](#) *Journal of Child and Family Studies*, 20(6), 709-712.
- » Bruns, E.J., Suter, J.C., & Leverentz-Brady, K.M. (2008). [Is it wraparound yet? Setting fidelity standards for the wraparound process.](#) *Journal of Behavioral Health Services and Research*, 35(3), 240-252.
- » Bruns, E.J., Suter, J.S., Force, M.D., & Burchard, J.D. (2005). [Adherence to wraparound principles and association with outcomes.](#) *Journal of Child and Family Studies*, 14(4), 521-534.

- » Bruns, E.J., Burchard, J.D., Suter, J.C., Leverentz-Brady, K. & Force, M. (2004). [Assessing fidelity to a community-based treatment for youth: the Wraparound Fidelity Index.](#) *Journal of Emotional and Behavioral Disorders*, 12(2), 79-89.
- » 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(4), 336-351.
- » Pullmann, M. D., Bruns, E. J., & Sather, A. K. (2013). [Evaluating fidelity to the wraparound service model for youth: Application of item response theory to the Wraparound Fidelity Index.](#) *Psychological Assessment*, 25(2), 583-598.
- » Bruns, E.J., Hyde, K.L., Sather, A., Hook, A., Hensley, S., & Lyon, A.R. (2015). [Applying user input to the design and testing of an electronic behavioral health information system for wraparound care coordination.](#) *Administration and Policy in Mental Health and Mental Health Services Research*. Online first: doi: 10.1007/s10488-015-0658-5.
- » Bruns, E. J., Weathers, E. S., Suter, J. C., Hensley, S., Pullmann, M. D., & Sather, A. (2014). [Psychometrics, reliability, and validity of a wraparound team observation measure.](#) *Journal of Child and Family Studies*, 24, 979-991. doi:10.1007/s10826-014-9908-5.

Reference

- » Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011). [The Wraparound Implementation Guide: A Handbook for Administrators and Managers.](#) Portland, OR: National Wraparound Initiative.