

# The Organizational and System Context for Wraparound



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# Part 1:

**Defining the issue,  
Identifying the challenges**



# Why we think wraparound is important

- Like systems of care, wraparound was a response to poorly coordinated, overly professionalized and restrictive services
- Systems of care values demand that individualized care management be provided to families with children who need intensive service and supports
- Wraparound actualizes systems of care values for individual children and families
- *President's New Freedom Initiative* demands care that is individualized to

# More reasons we think wraparound is important

- Research has found poor outcomes for treatments (including “evidence-based practices”) delivered in “real world” settings
- Why?
  - Families don't think treatments they get are relevant
  - Lack of “fit” between family needs and actual services/supports received
  - Lack of full engagement of families
  - Programs and systems are not engineered to support flexible, individualized care



# More more reasons we think wraparound is important

- Research is showing that the fidelity of the wraparound process correlates to outcomes



# Wraparound Process

*Principles described for family/team level*

 **F**Family voice

 **T**Team-based

 **C**Collaborative and integrative

 **C**Community-Based

 **C**Culturally Competent

 **I**Individualized

 **S**Strengths based

 **N**Natural Supports

 **P**Persistent

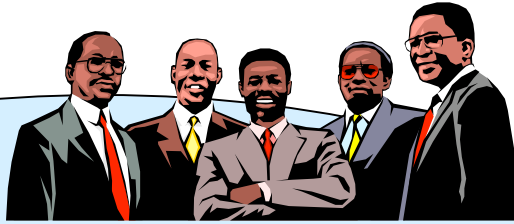
 **D**... team based

# The *Fidelity Problem* in wraparound

- “Values speak” substitutes for concrete practice steps
- Many things are referred to as Wraparound
- Lacking consistent standards, description of provider practices, and accompanying measures
- Results in
  - Confusion for families, staff, communities
  - Many programs achieving poor outcomes
  - A poorly developed research base overall
- *(Topic of the “Practice Level” Institute that*

# Wraparound: Problem No.2

- *Even with a good understanding of wraparound fidelity... It is much easier to embrace the Wraparound values or philosophy than to actually implement the model*
  - Providers, families and wraparound teams need significant support
- *What kinds of supports?...*



Hospitable System (Policy and Funding Context)



Supportive Organizations

(lead and partner agencies)

Effective Team



# Goals for the session

- Identify major challenges to high-quality wraparound
- Describe a framework for considering the necessary supports for wraparound
- Introduce and try out program and system assessments for wraparound
- Identify and brainstorm solutions to common program and system challenges

# Agenda for the session

- **Part 1: Define the issue and identify the challenges**

- Local and national examples of challenges for programs, teams, and families

- **Part 2: How do we describe necessary supports for wraparound?**

- A framework for considering necessary system/program supports for wraparound
- Introduction to program and system assessment tools

- **Part 3: Solutions**

- Review and brainstorm possible solutions to

# Selected challenges

Organizational and system level challenges 

- Challenges from the perspective of one program within a system of care
  - Management perspective
  - Family/ family partner perspective

**Handouts: CCS Guiding Principles**

# Selected Challenges (continued)

Common challenges across communities...

Trouble we have seen:

- Not using the right paradigm
- Expectations of facilitators
- Wraparound as a program
- Limited collaborative support
- Lack of flexible resources
- Problems recruiting natural supports
- Limited or misdirected supervision



# Not Using the Right Paradigm

## The Problem

- What is being called wraparound does not meet the criteria for fidelity and thus important parts of the process are not implemented well.

## The Effects

- Lower fidelity results in reduced outcomes which results in frustration with the program



# Expectations of Facilitators

## The Problem

- Expectations of Facilitators that do not allow fidelity wraparound. Caseloads or specific job assignments

## The Effects

- Lower fidelity results in reduced engagement and poorer outcomes



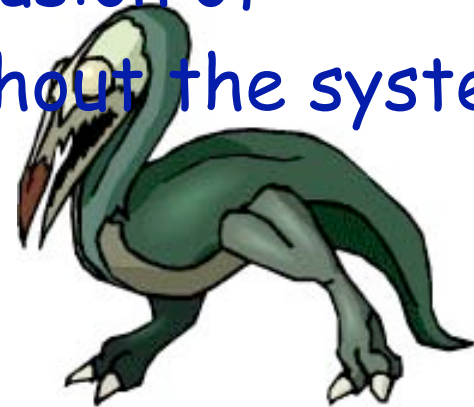
# Wraparound as a Program

## The Problem

- Wraparound is seen as a special program run by an agency or group

## The Effects

- Lack of community buy-in, problems with collaboration, reduced infusion of wraparound values throughout the system



# Limited Collaborative Support

## The Problem

- Staff from other agencies or programs do not participate in the wraparound process

## The Effects

- It is hard to implement the team process, there are often duplicative if not conflicting plans, people who need/want wrap do not get referred



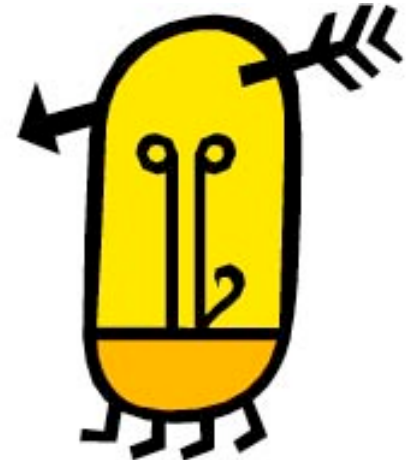
# Lack of Flexible Resources

## The Problem

- The only resources available come from a standard and often limited menu that is related to eligibility

## The Effects

- Plans are not individualized, services are not crafted, facilitators spend too much time chasing resources, poor outcomes for children and families



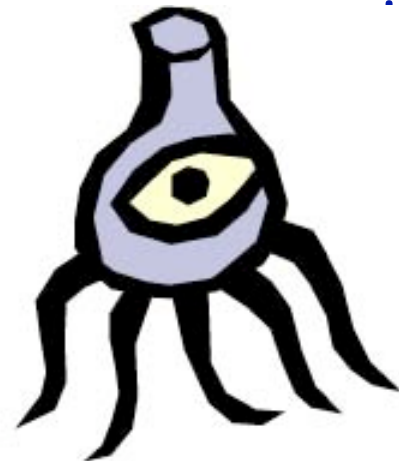
# Problems Recruiting Natural Supports

## The Problem

- Families do not have natural supports who they are willing to identify or the supports are willing to participate

## The Effects

- Increased dependency on paid supports, more professionally driven planning term outcomes



# Limited or Misdirected Supervision

## The Problem

- Facilitators do not receive the amount or type of supervision that is needed to support longevity and fidelity wraparound

## The Effects

- High turnover of facilitators, lower fidelity wraparound, more crisis situations, less system level support



# Small Group: Introductions

- Small group activity to determine challenges central to participants' work

Introductions: 10 minutes (1-2 minutes each!)

- Describe your community
- How is wraparound implemented? What is the focus? How long has it been underway?
- What is your role? For how long?

# Small Group: Task

Brainstorm:

- What are the major organizational and system challenges to wraparound in your community?

Group "output":

- What two to three challenges would you like to problem solve during this session?

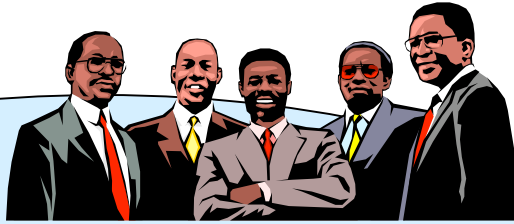




## Part 2:

# Describing and Prioritizing Strengths and Challenges





Hospitable System (Policy and Funding Context)



Supportive Organization

(lead and partner agencies)

Effective Team



# Developing the conceptual framework: *Overview*

1. What are the characteristics of effective ISP teams?
2. *Backward mapping*: What supports do teams need from organizations? What supports do organizations need from systems?

# The Matrix: A conceptual framework

Five categories of necessary conditions:

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# Across the levels....

**1. Practice model-** *Do we work in ways that support the wraparound principles? For example:*

- **Team:** members know how to do the steps and activities of wraparound so that the process is effective and consistent with the principles
- **Organization:** Provides supervision and training, "gets" the values
- **System:** Leaders make decisions on policy and funding that don't undercut the ability of teams and programs to operate in a manner consistent with the principles

# Across the levels....

- 1. Collaboration/Partnerships-** *Can we work together flexibly and cooperatively?*

**Handouts: Organizational Assessment,  
System Assessment (excerpts)**

# Activity #2

Self-administer sections of the organizational and systems assessments:

-Is this applicable in your community?

-What are possible benefits and challenges?

-What are highest strengths and needs in this area?



# Assessment Feedback

High "in place"

**Strengths** (in place,  
low priority for future  
work)

**Ongoing Needs** (in  
place, still a priority)

Low priority

High priority

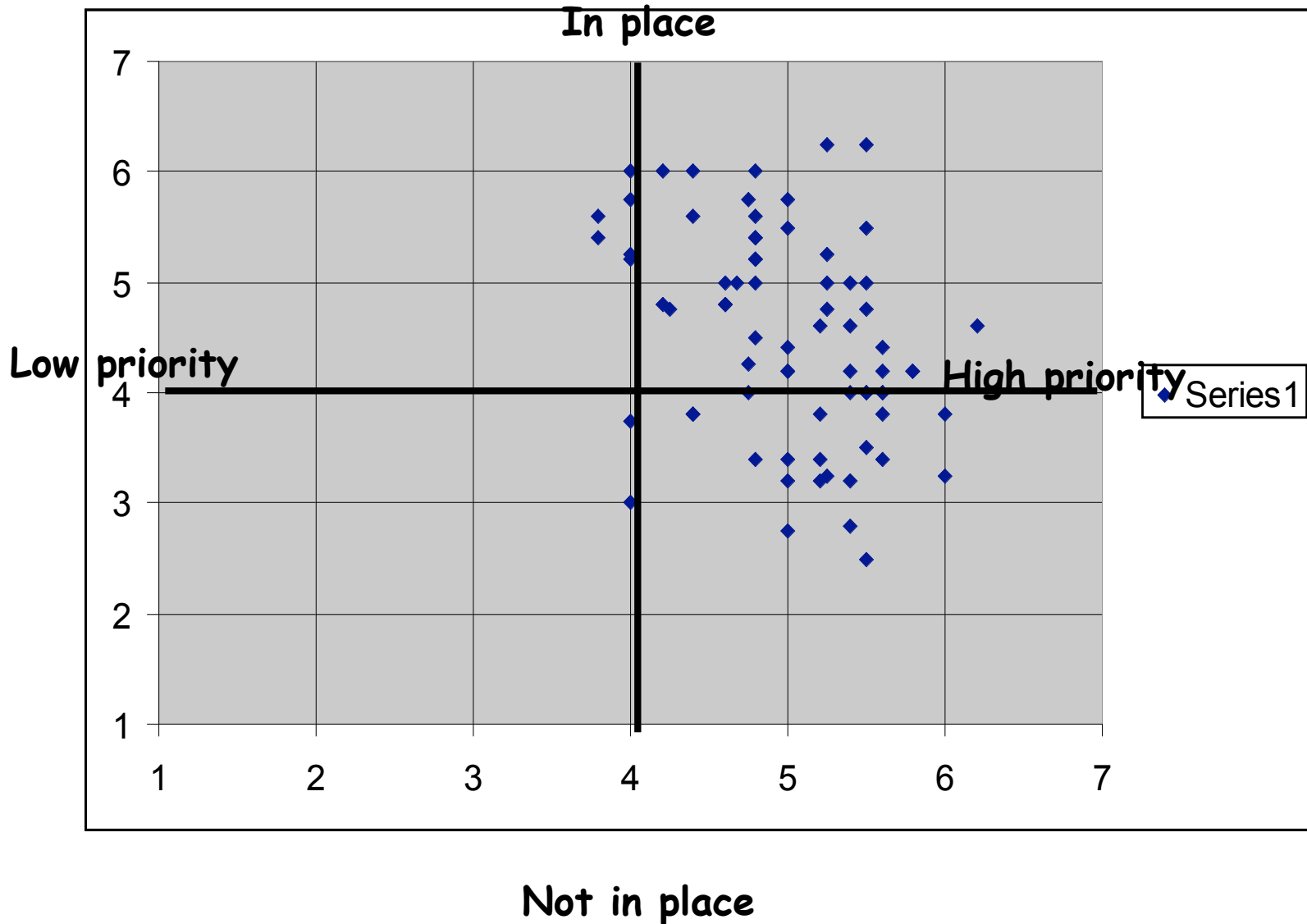
**Theoretical  
Needs** (not in place,  
not a high priority for  
respondents)

**Needs** (not in place,  
high priority)

**Handouts: "Site X"**

Low "in place"

# Assessment Feedback



**Strengths**

**Ongoing Needs**

66

1f

54

44, 63

1d

1g

21

22

64

24, 60

25

65

58

23

8

**Low priority**

**High priority**

61

1a

13\*, 30\*

12\*, 29\*

28\*

31\*

35

62

4

42

53

41

39

34

6

14\*

38\*

36, 37\*\*

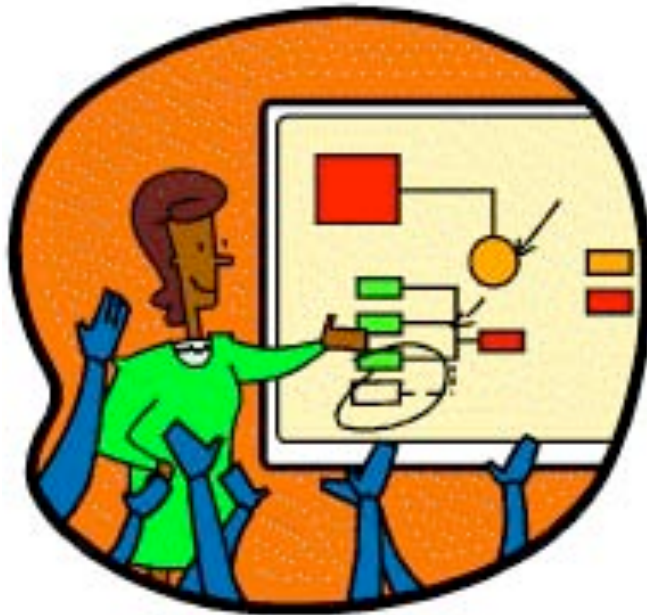
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**Theoretical Needs**

**Needs**

# Using the feedback

- One community's process



Part 3:



**Solutions**

# Sharing solutions for...

- Local program challenges
- Participant-generated challenges
- Cross-site challenges

**Handouts: Newsletter  
(excerpts), Best practice  
standards**

# Not Using the Right Paradigm

## Some Solutions

- Sharing fidelity research with decision makers and supervisors
- Developing manuals that clearly define fidelity wraparound
- Providing training and coaching in fidelity wraparound
- Evaluating and using the evaluation information to assess fidelity



# Expectations of Facilitators

## Some Solutions

- Ensuring that caseloads fit requirements of wraparound
- Avoiding concurrent job responsibilities that conflict with wraparound values
- Evaluating and using the evaluation information to assess fidelity



# Wraparound as a Program

## Some Solutions

- Build an integrated vision and plan for wraparound across agencies
- Consider multiple eligibility categories and providers



# Limited Collaborative Support


## Some Solutions

- Ask the potential partners what could be in it for them
- Determine the barriers or challenges to their participation and address
- Provide information on research and outcomes
- Seek out champions within their system
- Build a vision at the larger community level



# Lack of Flexible Resources

## Some Solutions

- Build on the whole community collaboration different agencies have different resources
- Providing information to funders on the impact and cost benefit of a broader array of services
- Have the community team create a pool of flexible resources 

# Problems Recruiting Natural Supports

## Some Solutions

- Focus on the strengths, needs and culture discovery
- Use wraparound as a therapeutic process
- Develop a pool of "natural supports"



# Limited or Misdirected Supervision

## Some Solutions

- Provide training and coaching for supervisors
- Develop supervisor job descriptions with expectation of 1.5 hours of supervision per facilitator per week
- Hire supervisors with experience and training in reflective supervision
- Develop quality management for supervisors

# Resources from the RTC in Portland, Oregon



- [www.rtc.pdx.edu](http://www.rtc.pdx.edu)
  - Bibliographies, journal articles, "Necessary conditions" report, other resources. Search publications using "wraparound" (also look for "ISP") in the title field.
  - *Focal Point* issue on wraparound  
[www.rtc.pdx.edu/pgFPF03TOC.php](http://www.rtc.pdx.edu/pgFPF03TOC.php)
  - Link to National Wraparound Initiative website

