



Advancing Systems ◦ Enhancing the Workforce ◦ Improving Outcomes

National  
Wraparound  
Implementation  
Center



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# Assessing state-level progress and completeness of Wraparound implementation using a standardized measure

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# Implementation is influenced by numerous factors

## Consolidated Framework for Implementation Research



- Intervention characteristics
  - Quality, adaptability, complexity, etc.
- Outer setting
  - External policies, client needs, etc.
- Inner setting
  - Culture, climate, readiness, etc.
- Individual characteristics
  - Knowledge and beliefs, stage of change, self-efficacy, etc.
- Process
  - Planning, executing, evaluating, etc.

# Inner and outer settings impact Wraparound implementation

- Inner settings:

- Organizational policies and procedures
- Organizational culture and climate
- Staff competence and skills
- Leadership styles



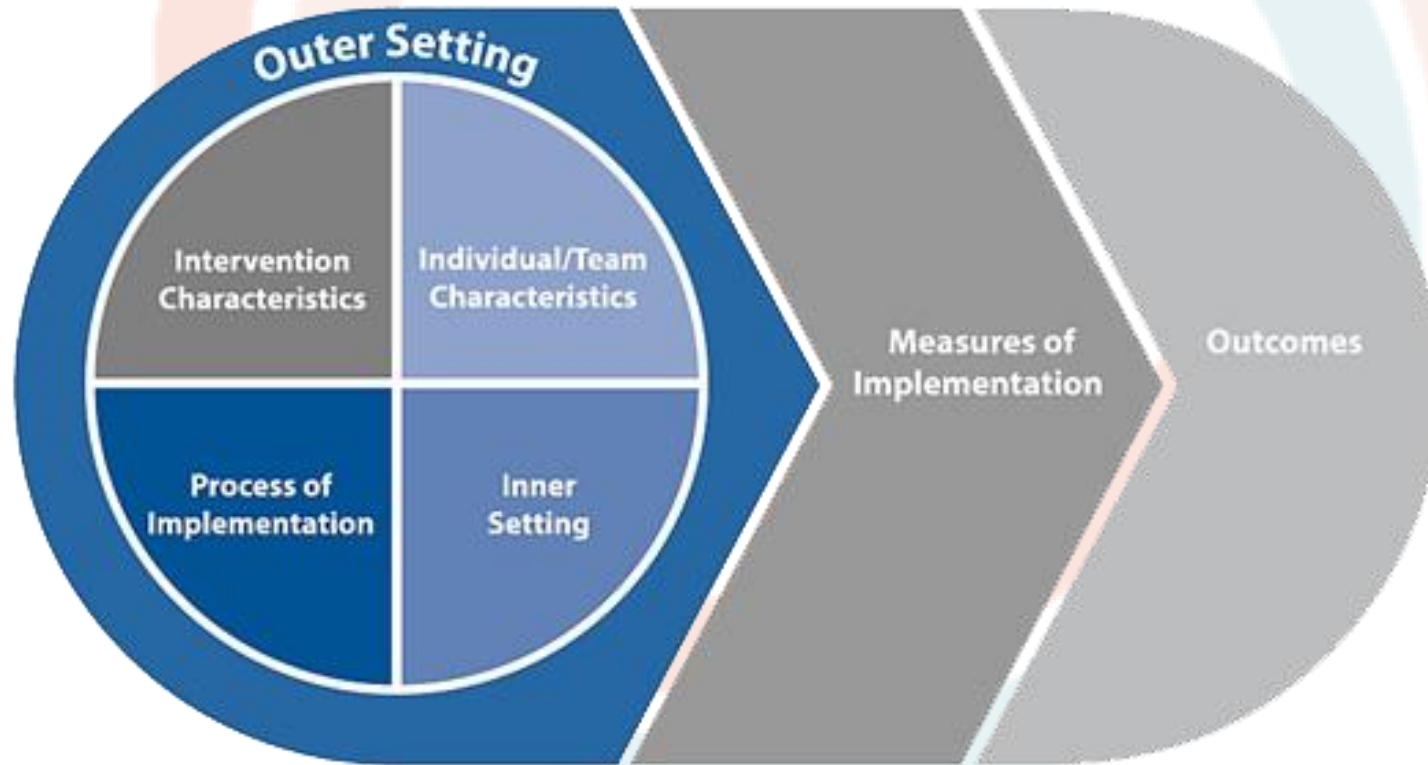
- Outer setting:

- Coordination of multiple systems
- Fiscal policies
- Political environment



# We spend a lot of time tracking implementation fidelity, but...

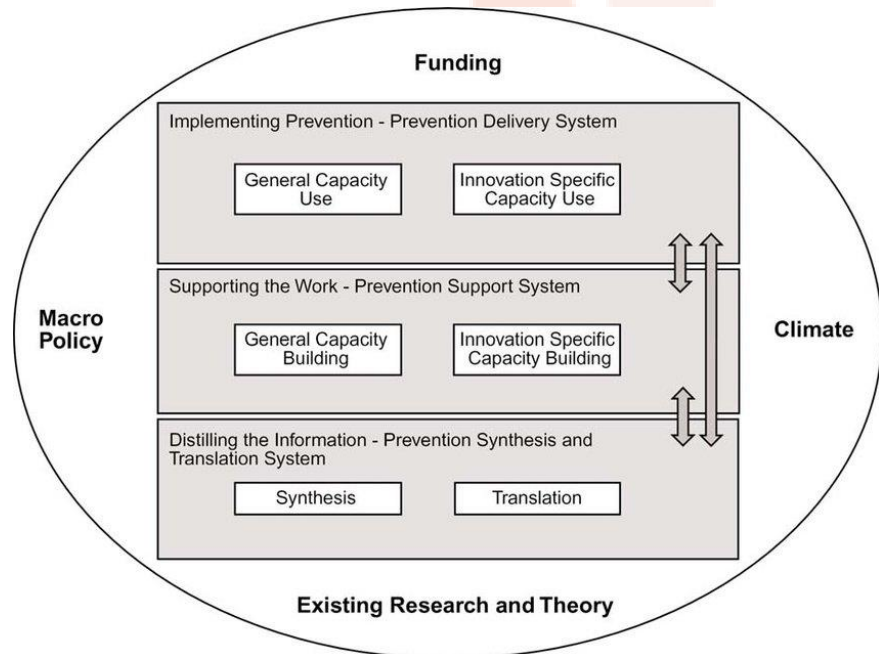
- Could addressing drivers within inner and outer settings be equally important?
- Could inner and outer settings be even more important?



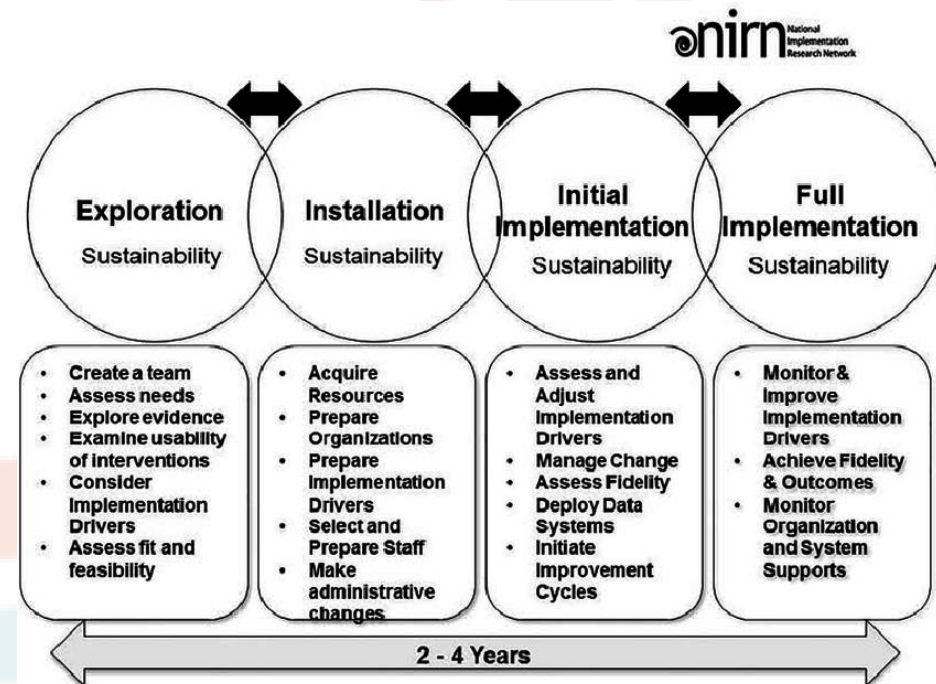
# If inner and outer settings are so important, how can we learn about progress within each setting?

- The Stages of Implementation Completion (SIC) measure draws from multiple popular implementation frameworks

Interactive System Framework (Wandersman et al.):



NIRN stages of implementation (Fixsen et al.):





# Development of the SIC



- Originally created for a head-to-head trial of two different implementation strategies when implementing the same EBP
- Iterative process based on observation of implementation activities/strategies
- 8 Stages from Engagement through Competency
- Date Driven
- Spans 3 Phases: Pre-Implementation, Implementation, Sustainment
- Allows for assessment of non-linear progression

# Stages of Implementation Completion (SIC)

8 Stages:

Involvement:

Pre-implementation

1. Engagement
2. Consideration of Feasibility
3. Readiness Planning

System Leader  
System Leader, Agency  
System Leader, Agency

Implementation

4. Staff Hired and Trained
5. Fidelity Monitoring Established
6. Services and Consultation
7. Ongoing Services,  
Consultation, Fidelity, Feedback

Agency, Practitioner  
Practitioner, Client  
Practitioner, Client  
Practitioner, Client

Sustainment

8. Competency (certification)

System Leader, Agency,  
Practitioner, Client

# Three scores derived from the SIC

## 1. Duration

- Time spend in each stage

## 2. Proportion:

- Proportion of activities completed within each stage

## 3. Stage Score:

- Number of stages completed

The screenshot shows the SIC interface with a header bar containing the SIC logo, user name 'jonathan', and links for 'Resources' and 'Contact Support'. Below the header are buttons for '+ Add Team', 'View Practice', and 'Reports'. The main content area is titled 'demo1 Teams' and includes a 'Show:' filter with options 'All', 'Pre Competent', 'Competent', 'Not Discontinued', and 'Discontinued', along with search and reset buttons. The table below lists five teams (1111-1115) with columns for 'Name' and 'Activities'. Each activity is represented by a progress bar with 8 stages. A legend at the bottom explains the color coding for activity status: Completed Activity (dark grey), Marked Not Completed (orange), Completed, Data Unavailable (blue), Expansion/Existing Team (green), Not Applicable (purple), Purveyor Driven (light blue), and Competency Activity (light green). Navigation buttons 'Previous' and 'Next' are at the bottom.

Name	Activities
1111	1 [Progress Bar] 2 [Progress Bar] 3 [Progress Bar] 4 [Progress Bar] 5 [Progress Bar] 6 [Progress Bar] 7 [Progress Bar] 8 [Progress Bar] Post [Progress Bar]
1112	1 [Progress Bar] 2 [Progress Bar] 3 [Progress Bar] 4 [Progress Bar] 5 [Progress Bar] 6 [Progress Bar] 7 [Progress Bar] 8 [Progress Bar] Post [Progress Bar]
1113	1 [Progress Bar] 2 [Progress Bar] 3 [Progress Bar] 4 [Progress Bar] 5 [Progress Bar] 6 [Progress Bar] 7 [Progress Bar] 8 [Progress Bar] Post [Progress Bar]
1114	1 [Progress Bar] 2 [Progress Bar] 3 [Progress Bar] 4 [Progress Bar] 5 [Progress Bar] 6 [Progress Bar] 7 [Progress Bar] 8 [Progress Bar] Post [Progress Bar]
1115	1 [Progress Bar] 2 [Progress Bar] 3 [Progress Bar] 4 [Progress Bar] 5 [Progress Bar] 6 [Progress Bar] 7 [Progress Bar] 8 [Progress Bar] Post [Progress Bar]



# SIC Summary of Outcomes

- Reliably distinguish among different levels of implementation success
- Pre-implementation SIC behavior predicts successful program start-up
  - Completing stages completely and quickly predicts implementation success
- Pre-implementation SIC behavior predicts discontinuing program
- Pre-implementation and implementation behavior combined predict development of Competency (Stage 8)



# Adapting the SIC for use with Wraparound

- Adapted SIC items drawn from:
  - SIC Universal
  - Wraparound Implementation Standards – State (WISS)
  - Wraparound Implementation Standards – Program (WISP)
- Consultations with NWIC partners to tailor items to Wraparound
  - Iterative process
  - Input gathered from national coaches, NWIC administrators, and evaluation team members

# Adapted SIC



Stage	Variable	# items original SIC	# items "Wrap-SIC"	Sample item:
1	Engagement	4	5	Date agreed to consider implementation
2	Feasibility Assessment	4	3	Date first stakeholder meeting
3	Readiness Planning	10	11	Date of referral criteria review
4	Hiring and Training	5	8	Date supervisor trained
5	Fidelity Monitoring Established/Set-Up	4	5	Date state established a CQI plan
6	Program Start-Up	4	6	Date of first family served
7	Ongoing Service Delivery, Quality Assurance	11	9	Date first coaching session
8	Demonstration of Competency	4	5	Date first local coach certified
Totals:		46	52	



# Pilot test of WrapSIC

# The two pilot states represent different approaches to implementing Wraparound care coordination and building supportive systems:

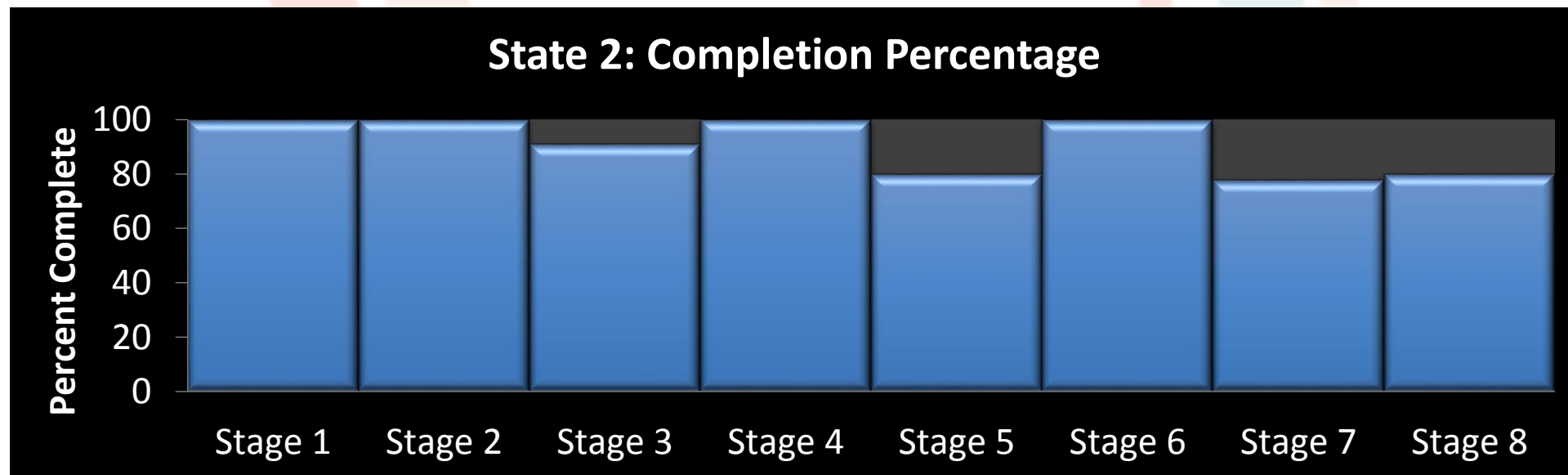
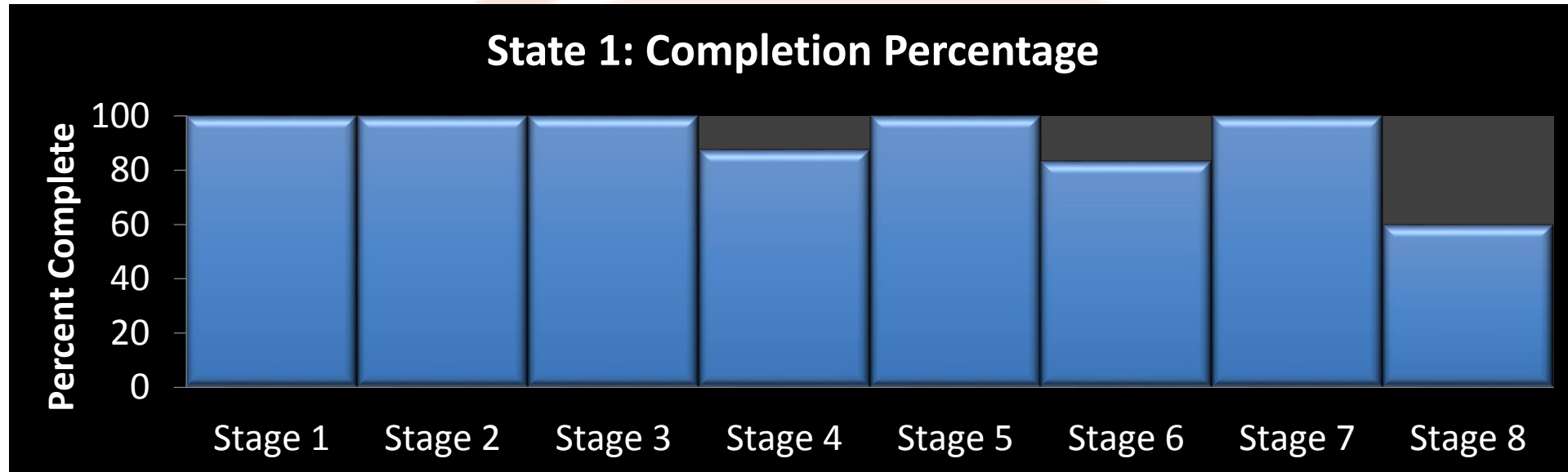
- State 1

- Midwest
- CMHC structure
- CANS at intake
- Received intensive coaching and training from NWIC
- First connected with NWIC in 2011

- State 2

- Southeast
- CME structure
- CAFAS/CALOCUS at intake
- Received intensive coaching and training from NWIC
- First connected with NWIC in 2011

There are small differences in completion rates across the states





## State 1 spent considerably more months within each stage

Stage	Variable	Months in each stage	
		State 1	State 2
1	Engagement	<1	<1
2	Feasibility Assessment	1	<1
3	Readiness Planning	27	6
4	Hiring and Training	48	5
5	Fidelity Monitoring Established	17	3
6	Program Start-Up	9	5
7	Ongoing Service Delivery	79	3
8	Demonstration of Competency	29	6

# States vary in levels of completeness at item level

State 1:



State 2:



Grey	Completed Activity
Yellow	Marked Not Complete
Blue	Completed, Data Unavailable
Pink	Unknown

# Number of months from first working with NWIC to task completion for Stage 3:

Variable #	Description	Months to completion	
		State 1	State 2
3_01	Date state leadership identified potential financing streams to support workforce development, needed system supports such as IT, and installation of Wraparound.	31	5
3_02	Date of initial review between state and NWIC staff regarding staff role expectations (staffing, qualifications, roles and responsibilities, timelines, resources, etc.)	5	1
3_03	Date state leadership established a communications plan to engage stakeholders.	??	1
3_04	Date all partners agreed on population of focus, referral plan and flow.	32	5
3_05	Date feedback loops established with local implementation teams around progress of Wraparound installation system level change needs.	11	5
3_06	Date state leadership team first brought state child serving agencies, families and youth together to collaboratively plan or govern SOC implementation (full governance group).	11	4
3_07	Date documentation developed representing elements of an implementation plan.	11	7
3_09	Date state - NWIC contract finalized	11	2
3_10	Date introductory project materials were provided to the site	11	1
3_11	Date NWIC coach assigned to state	5	1
3_12	Date Fiscal structures identified	11	XX

?? = unknown date  
XX = not complete

# Number of months from first working with NWIC to task completion for Stage 4:

Variable #	Description	Months to completion	
		State 1	State 2
4_01	Date first wraparound facilitators hired or re-assigned	5	4
4_02	Date first wraparound supervisor trained on their role	21	5
4_03	Date first Intro to Wraparound training held	6	4
4_04	Date of first orientation to wraparound for community team members and system partners (e.g., case workers, P.O.s, education)	5	3
4_06	Date state established role expectations for WPOs regarding care coordinators and supervisors and provided guidance to WPOs on role expectations and hiring protocols.	29	1
4_07	Local Wraparound Organization expectations defined: Date state leadership provided direction to or procured expert implementation support for local organizations on specific steps to translate the Wraparound philosophy into policies, practice elements, and achievements	53	1
4_08	Care Coordinator onboarding process established: Date <u>state provided guidance</u> or expectations on development of a Care Coordinator onboarding plan that includes an initial apprenticeship (typically first 30-days prior to solely partnering with families), timeline for training completion, and expectations for performance	XX	6
4_09	Staff skill-building expectations defined regarding coaching and demonstrating competency: State provides expectations on staff training, coaching, competencies, and measurement-based skill attainment and certification	29	6

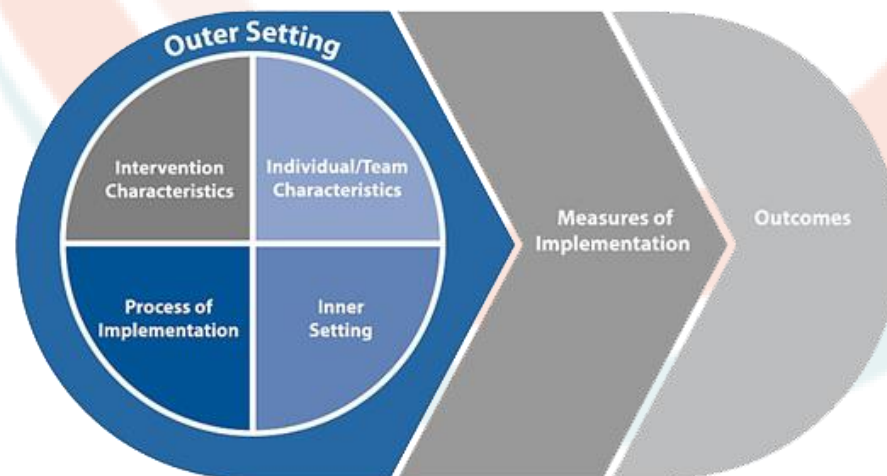
XX = not complete

# Conclusions related to adapting and using the SIC

- Wraparound-specific implementation activities map well onto the SIC stages
- Those who work closely with Wraparound states can retrospectively gather SIC data with reasonable accuracy (to the month level)
- Prospective data collection will allow for more precise estimates

# Conclusions related to Wraparound implementation

- Outer context matters:
  - The CME state had systems in place to facilitate Wraparound implementation
- The CMHC state (State 1) dealt with more state bureaucracy than the CME state (State 2)
  - The SIC has captured this in longer times to completion in State 1
- Both states have successfully implemented systems of care, although there are differences in financing strategies and practice outcomes





# Future directions and next steps include examining the predictive value of the SIC:



- What is the ideal rate of completion?
  - Is there a proper balance between too slow and too fast?
- Which data points are most influential?
  - Is stage duration or completion most important, or are both equally important?
  - Are there particular activities that are more important than others?
- How does the outer context impact implementation outcomes?
  - Are certain activities particularly influenced by the outer setting?
  - How do these activities impact implementation and ultimately behavioral outcomes?
- How can we prospectively gather data with new implementation efforts?

# Contact Information

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