The National Wraparound Initiative

Jane Adams, Eric Bruns, Trina Osher, Janet Walker, Jim Rast, Nancy Koroloff, Pat Miles, John VanDenBerg, and the National Wraparound Initiative advisory group

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Why we think wraparound is important

- Wraparound was a response to overly professionalized and restrictive services
- Systems of care values demand that care management be provided to families with children who need intensive service and supports
- President's New Freedom Initiative demand care that is individualized to meet the family's needs

Why we (still) 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

Prevalence of "Wraparound"

- Estimated 200,000 youth engaged in services delivered via Wraparound approach (Faw, 1999)

- Recent survey found 42 of 46 State Mental Health liaisons report Wraparound approach being used in their state (Burchard, 2002)

- Majority of CMHS-funded Systems of Care sites report utilizing Wraparound process

Wraparound Process
Principles

- Family-driven
- Team-based
- Collaborative
- Community-Based
- Culturally Competent
- Individualized
- Strengths based
- Natural Supports
- Unconditional
- Outcome 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

Existing Theory

- Wraparound is "consistent with" social-ecological (Bronfenbrenner) and systems (Munger) theories

- Also consistent with theories of family-centered (Allen and Petr) and strengths-based approaches

However, to date…..

- Connections between these theories and wraparound outcomes have not been explored in detail

- Little work focused on integrating available research into the theory

Additional Challenges

- Principles not "fixed" or mandatory

- Expected outcomes not specified

- Theory development
  is post-hoc

Practice -> Process -> Outcome

Practice — What individual team members DO

Process — How the team functions

Outcome — What happens as a result

Value based practice:

Techniques, procedures, and structures promote values

Plan: **We** know …
- What we are trying to accomplish
- How we are going to do that
- Whether our strategy is working, and if not…

Cohesiveness = **We**
- **We** have shared goals that we *can* accomplish
- **We** respect each other
- **We** collaborate

Outcomes

A patchwork of relevant evidence

- Some evidence within children's mental health (family voice, collaboration)
- Some evidence from closely allied human service contexts (family, youth voice, natural supports)
- Some (stronger) evidence from

  farther afield

  (team, collaboration)

More than the sum of its parts?

- Expresses a philosophical commitment, but does nevertheless need a "technology" for realizing the philosophy in practice

Theory development within the NWI

- **Build consensus for…**
  - A set of principles for wraparound practice at the team level
  - A set of supporting policies and practices that are necessary at the agency/organization and system levels if teams are to practice in this manner
- **Describe a theory of change that reflects this consensus as well a available evidence.**
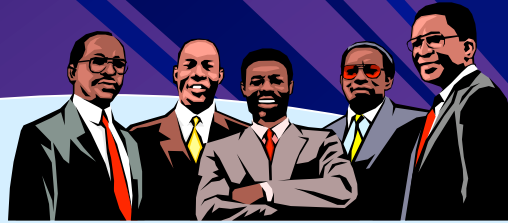
Hospitable
System (Policy and Funding Context)

Supportive
Organizations

(lead and partner agencies)

Effective
Team

CHALLENGE

- Bringing better understanding and some consensus about a widespread practice for which multiple innovations have been created but not compiled into a fully described model…

"National Wraparound Initiative"

- **Goals**
  - To provide the field with a better understanding about what high quality wraparound is
  - To provide the field with a better understanding of what is required to do high-quality wraparound
  - To allow for better evaluation of wraparound's impact
    - E.g., determine indicators of high-quality wraparound implementation

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■ Goals

– To allow for replication of wraparound process models that are found to have positive impact

– To bring providers, trainers, researchers, parents/ advocates together into a learning and sharing community

"National Wraparound Initiative"

- Supported by:
  - Maryland Dept of Juvenile Services
  - Maryland Mental Hygiene Administration
  - US DHHS Center for Medical and Medicaid Services
  - Technical Assistance Partnership, American Institutes for Research

"National Wraparound Initiative"

- **Proposed outputs**
  - Agreed upon definitions and terminologies for the wraparound process
  - Agreed upon description of the wraparound principles, specified for a team and family
  - Theory of change for wraparound, based on theory and research (from many disciplines)
  - Clear description of the phases and activities in a wraparound process

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- **Proposed outputs**
  - Examples of *tools* that a provider might use to accomplish wraparound activities
    - E.g., procedures, exercises, forms
  - Types of *skills* needed by wraparound facilitators to conduct the work
  - Required *supports for teams and providers* (System and Organizational Standards)
    - With *Strategies* for how to get these supports in place

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- Outputs, continued
  - Training and quality assurance procedures tied to phases, activities, and standards
  - Fidelity and implementation measures tied to phases, activities, and standards

Initiative Methods

- Philosophic principles of wraparound process
- Manuals, training materials, and literature on wraparound
- Framework of necessary conditions
- Small coordinating group that does initial work
 - Initial definitions, lit reviews, compile practices, etc.

Initiative Methods

- **Active engagement with innovators and trainers nationally**
  - Nominate specific tools, procedures, and practices
  - Contribute specific frameworks and approaches to ensuring high-quality wraparound
- **National Advisory group: 60 members**
  - Set priorities for needed products
  - Nominate innovative practices
  - Participate in consensus-building
  - Review process, products, and outputs
- **Web-enabled Delphi process**

National Initiative participants

National Advisory Group

National Innovators and Trainers

Core Coordinating Group
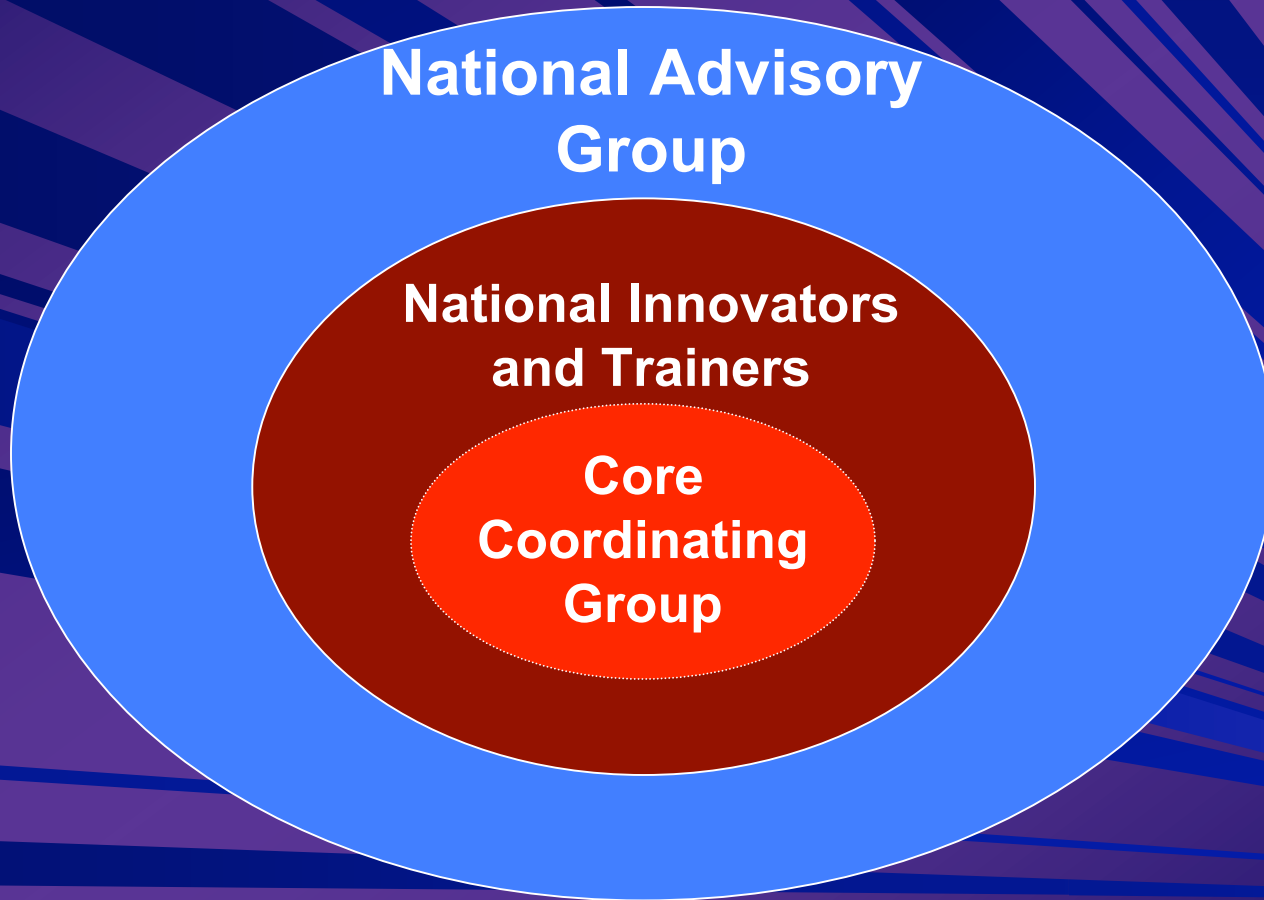
Examples of initial products

- Revised set of wraparound principles (handout)
- Phases and activities of wraparound
- Skill sets for wraparound facilitators

Phases of wraparound

- Engagement and team preparation
- Initial plan development
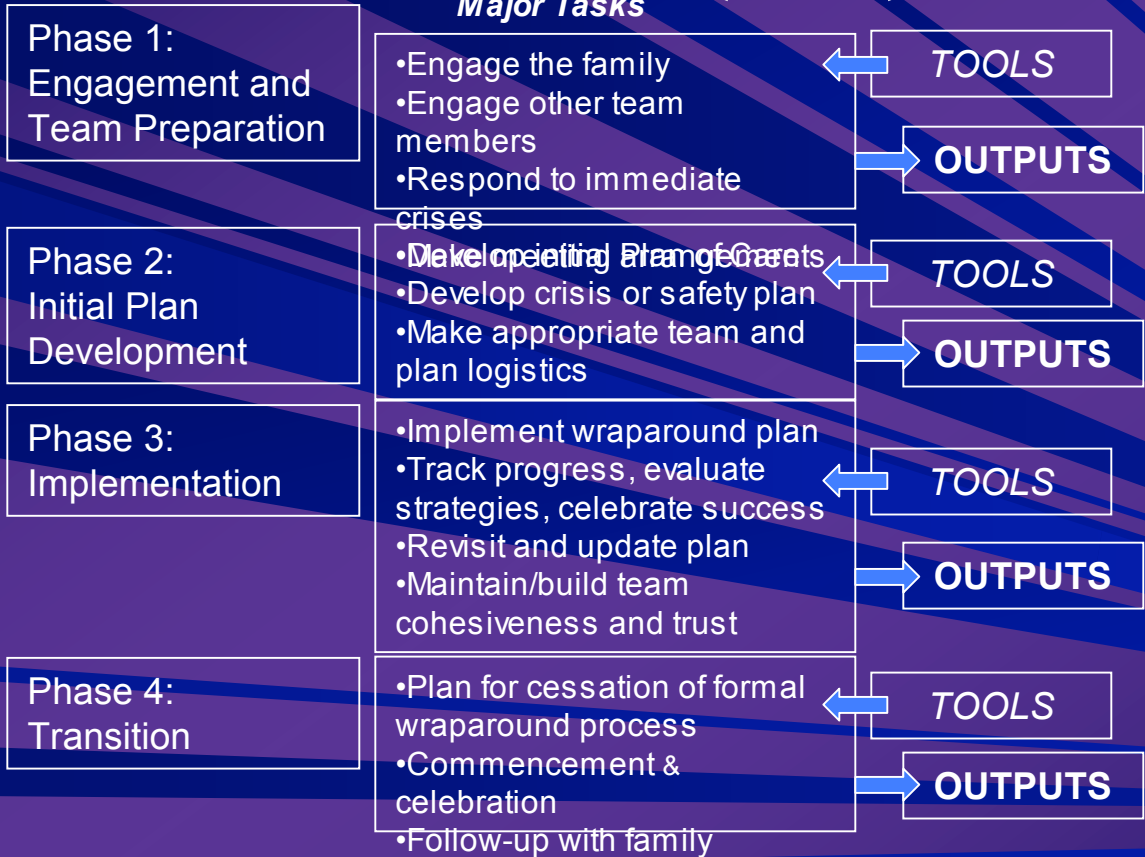- Implementation
- Transition

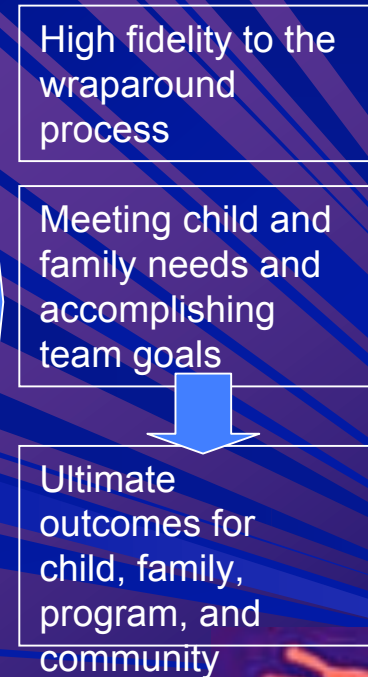# Wraparound phases and activities

Phases of the Wraparound Process

Major Tasks

Teams have **support** from program and system

Providers and team members have necessary **skills**

Intended Results and Indicators of Success

Phase 1: Engagement and Team Preparation	•Engage the family •Engage other team members •Respond to immediate crises	TOOLS OUTPUTS
Phase 2: Initial Plan Development	•Develop initial Plan of Care •Develop crisis or safety plan •Make appropriate team and plan logistics	TOOLS OUTPUTS
Phase 3: Implementation	•Implement wraparound plan •Track progress, evaluate strategies, celebrate success •Revisit and update plan •Maintain/build team cohesiveness and trust	TOOLS OUTPUTS
Phase 4: Transition	•Plan for cessation of formal wraparound process •Commencement & celebration •Follow-up with family	TOOLS OUTPUTS

High fidelity to the wraparound process

Meeting child and family needs and accomplishing team goals

Ultimate outcomes for child, family, program, and community

Skill sets for wraparound facilitators

- Ability to clearly describe the wraparound process and its potential benefits for participants
- Understanding of evidence based practices for children with mental health needs and their families
- Organizing details
- Eliciting individual perspectives
- Blending/ Integrating multiple perspectives

Skill sets for wraparound facilitators

- Counteracting power imbalances
- Effective team functioning
- Crafting an individualized, strengths-based, community-based plan
- Interacting with others in a strengths-based way
- Ability to interact with the wider community and system context in a way that promotes team goals

Website

Website for the NWI planned soon at: www.rtc.pdx.edu. Planned to include:

- Resources on the research base for and the practice of wraparound
- Information about the NWI
- Password-protected access to the current tasks of the NWI

More information

- **Co-coordinators**
  - Eric Bruns – ebruns@psych.umaryland.edu, 410-328-0731
  - Janet Walker – janetw@pdx.edu, 503-725-8236