

**Assessing Support for Wraparound  
Implementation:  
Results of the *Community Supports for  
Wraparound Inventory***

---

**December 2008**

## **Assessing Support for Wraparound Implementation: Results of the *Community Supports for Wraparound Inventory***

In the Fall of 2008, the **Community Supports for Wraparound Inventory** (CSWI) was elected to assess the extent to which the local service system had developed the capacity to support wraparound implementation. Community stakeholders responded to the CSWI assessment during October and November 2008.

This report provides background information on the CSWI, findings from a research project, and a comparison scores on the CSWI to those of a set of comparison communities from across the nation.

Highlights from the findings include the following:

- The total score on the CSWI was slightly above, but not significantly different from, the average of a set of national comparison communities.
- The grand mean score indicates an overall level of development just about “midway” between “least developed” and “fully developed.”
- Relative strengths are in human resource development, accountability and collaborative action. Fiscal policies and sustainability are areas of particular challenge.
- There were no significant differences between the two projects on total CSWI score, grand mean CSWI score, or means on any of the six themes. A few significant differences emerged on individual item scores, however.

## Table of Contents

<b>Background on the CSWI .....</b>	<b>4</b>
<b>Response Rate and Respondent Characteristics .....</b>	<b>8</b>
<b>Overall Score and Theme Scores .....</b>	<b>11</b>
<b>Theme 1: Community Partnership.....</b>	<b>13</b>
<b>Theme 2: Collaborative Action .....</b>	<b>15</b>
<b>Theme 3: Fiscal Policies and Sustainability .....</b>	<b>17</b>
<b>Theme 4. Access to Needed Supports &amp; Services .....</b>	<b>19</b>
<b>Theme 5: Human Resource Development &amp; Support.....</b>	<b>21</b>
<b>Theme 6: Accountability .....</b>	<b>23</b>
<b>Specific Areas of Strength and Challenge .....</b>	<b>25</b>
<b>Appendix A: Text of CSWI Items .....</b>	<b>26</b>

## **Background on the CSWI**

***What is wraparound and why is it important to measure its implementation context?*** The *Community Supports for Wraparound Inventory* (CSWI) is a survey tool that assesses the level of development of a particular community's system-level support for wraparound. Wraparound is a team-based planning process intended to provide individualized, coordinated, family-driven care to meet the complex needs of children with severe emotional and behavioral difficulties. The wraparound team typically includes the child (if he or she is old enough) and family members, people who provide services and supports for the family, and people from the family's social support network. Team members work together to create, implement, and monitor an individualized plan to meet child and family needs.

The children, youth and families who receive wraparound are typically involved with two or more child- and family-serving systems, such as mental health, special education, developmental disabilities, child welfare, and juvenile justice. Other organizations and agencies—including provider agencies and community organizations—may also be involved. Both research and experience has shown that successfully implementing the wraparound process at the team level requires extensive support from and collaboration among these various agencies and organizations. For example, the agencies and organizations need to collaborate to provide access to the services and supports that are included in wraparound plans, to ensure that personnel are trained for their roles on teams, to allow staff the time and flexibility that is required to carry out team-assigned tasks, and to monitor the quality of wraparound provided and the outcomes for children and families. Typically, fulfilling these and other necessary functions requires that collaborating agencies and organizations make many changes that involve the reallocation of resources and the creation of new policies. Further, because wraparound is a collaborative effort that is not “owned” by a single agency, communities usually find it necessary to create some kind of collaborative-level body or governance structure through which stakeholders act collectively to carry out key operations, such as strategic planning, risk management, and oversight.

Building this system-level capacity can be a difficult and confusing process, and the CSWI was designed to help communities. In essence, the CSWI is designed to serve as a kind of map or guide for the process. The CSWI helps communities understand the destination (fully developed system support for wraparound) and provides data that tells communities how far they are along the path to that destination. Communities can then use this information as an input for strategic planning for sustainable wraparound

implementation. Repeated use of the CSWI—at intervals of 18 months or so—allows communities to objectively assess what they have accomplished, and what yet needs to be done. Data from the CSWI also allows communities to see how their system-level support for wraparound compares to that of other communities around the nation.

***How was the CSWI developed?*** The CSWI is based on the “Necessary Conditions” for wraparound that emerged from research by Walker & Koroloff.\* The CSWI was further refined through feedback collected from the advisors of the National Wraparound Initiative.†

Research using the CSWI has provided evidence of the measure’s reliability and validity. Within communities, there is typically a fairly high level of agreement about where greatest progress has been made, and where most work remains to be done. Different communities show variation both in the overall level of implementation support (recognized by item means that are high relative to averages in other communities) and in areas of strength and challenge. Moreover, previous studies of system and organizational support for wraparound implementation have shown that greater levels of such supports are associated with higher wraparound fidelity scores.‡

***What is the format for the CSWI?*** The CSWI survey instrument includes 42 items grouped into six themes:

***Theme 1: Community Partnership.*** *Collective community ownership of and responsibility for wraparound is built through collaborations among key stakeholder groups.*

***Theme 2: Collaborative Action.*** *Stakeholders involved in the wraparound effort take concrete steps to translate the wraparound philosophy into concrete policies, practices and achievements.*

***Theme 3: Fiscal Policies and Sustainability.*** *The community has developed fiscal strategies to meet the needs of children participating in wraparound and methods to collect & use data on expenditures for wraparound-eligible children.*

---

\* Walker & Koroloff (2007). Grounded theory and backward mapping: Exploring the implementation context for wraparound. *Journal of Behavioral Health Services and Research*.

† Walker, J. S., Bruns, E. J., & Penn, M. (2008). Individualized services in systems of care: The wraparound process. In B. A. Stroul & G. M. Blau (Eds.), *The system of care handbook: Transforming mental health services for children, youth, and families*. Baltimore, MD: Brookes Publishing

‡ Bruns, E. J., Suter, J. C., & Leverentz-Brady, K. L. (2006). Relations between program and system variables and fidelity to the wraparound process for children and families. *Psychiatric Services, 57*, 1586-1593.

**Theme 4: Access to Needed Supports & Services.** *The community has developed mechanisms for ensuring access to the wraparound process and the services and supports that teams need to fully implement their plans.*

**Theme 5: Human Resource Development & Support.** *The community supports wraparound and partner agency staff to work in a manner that allows full implementation of the wraparound model.*

**Theme 6: 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.*

The CSWI provides an overall score—for all themes combined—as well as a score for each theme and each item. Scores are computed by averaging respondents' ratings for the appropriate item(s) on the CSWI. Respondents are asked to provide ratings for each item on the assessment; however, if they do not have information to rate a particular item, they are encouraged to provide a “don't know” response. For each item, respondents are provided with two “anchor” descriptions. One anchor represents the “least developed” system support, and describes what a system looks when there is no collaborative system support for wraparound. The other anchor represents “fully developed” system support.

**How is data for the CSWI gathered?** In the first step for the CSWI, a community selects a local coordinator to work with staff from the Wraparound Research and Evaluation Team (WERT). The local coordinator has two main responsibilities for the CSWI. First, he or she works with WERT staff to compile a list of potential respondents for the CSWI. Second, the local coordinator is responsible for working within the community to ensure that respondents do indeed complete the CSWI. The goal is to ensure a good response rate, so that the community can have confidence that the findings from the CSWI are indeed an accurate representation of community perceptions. Communities responding to the CSWI have compiled lists of anywhere between about 25 and 130 respondents. Exactly how many respondents are nominated depends on the size of the community and, to some extent on how much system-level development has already taken place. Often, as the wraparound effort matures within a community, the number of people engaged increases initially, and then levels off.

The local coordinator provides the list of potential respondents to WERT staff. WERT staff then create an online version of the CSWI for the community and send an email invitation to each potential respondent on the

list. Potential respondents are given about three weeks to complete the CSWI, and they are sent weekly email reminders. People can take the survey, or they can choose to “decline” the survey. People who decline the survey and people who complete the survey do not receive further reminders. Other people from the list are considered “nonresponders” and receive emails and, perhaps, followup calls asking them to respond or decline.

After three weeks, WERT staff and the local coordinator check the response rate. If the response rate is not high enough—75% is considered the minimum acceptable rate—WERT staff and the local coordinator work together to encourage further responses. Usually, this involves making reminder phone calls to nonresponders. Communities are usually able to get response rates near 80%.

## **Response Rate and Respondent Characteristics**

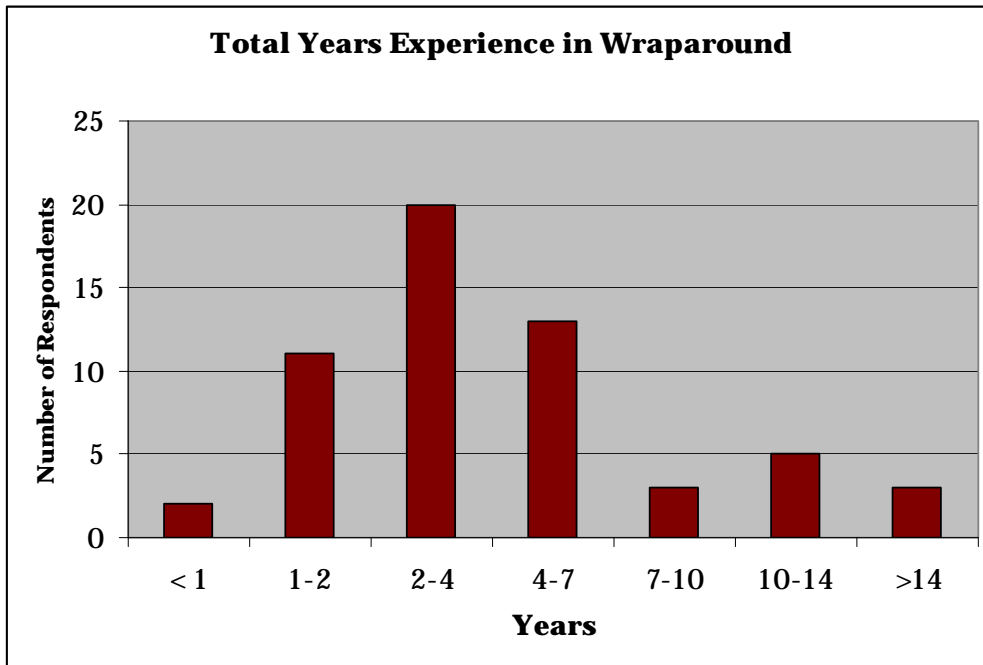
**Response rate.** The final list of potential respondents included 73 people. Of those, 58 responded, and 15 either declined or did not respond. This represents an overall response rate of 79.5%. The overall response rate compares favorably with other communities using the CSWI.

As is normal with the CSWI, the response rate was somewhat higher for those employed by the project (either part time or full time) than those not employed by the project, but the difference was not statistically significant. As is also normal for the CSWI, the response rate was higher for people considered “key” respondents—those with the most knowledge about implementation support. The response rate for key respondents was 86.5%, while the response rate for other respondents was 61.9%. (This difference was statistically significant.) These various response rates are calculated to ensure that the views of employees and key respondents are adequately represented in the findings, and the rates achieved confirmed that this was indeed the case.

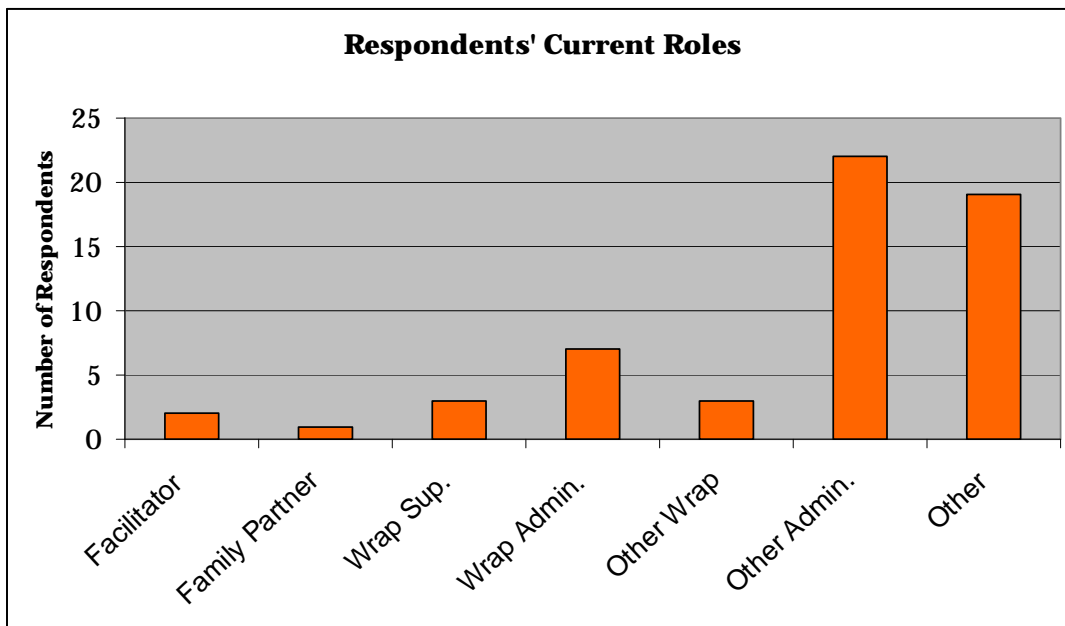
Importantly, each of the key stakeholder groups identified by the local coordinator also had an adequate response rate. Wraparound projects are often particularly concerned that families are adequately represented among the respondents. The local coordinator identified 19 potential respondents as family members (including parent partners employed by the project), and among those, 15 completed the CSWI, yielding a response rate of 78.9%.

**Respondent characteristics.** Response rates are calculated from information provided by the local coordinator. Further information about the respondents is gathered during the survey. One question, “How long have you been involved in wraparound in any role and any project?” is intended to provide information about the overall level of experience with wraparound that is available to the project. Respondents reported a mean of 4.5 years experience with wraparound, higher than the mean experience reported overall by the comparison communities that have previously used the CSWI. Only two respondents reported less than one year of experience with wraparound, while eight reported wraparound experience of more than ten years. (See graph on next page.)

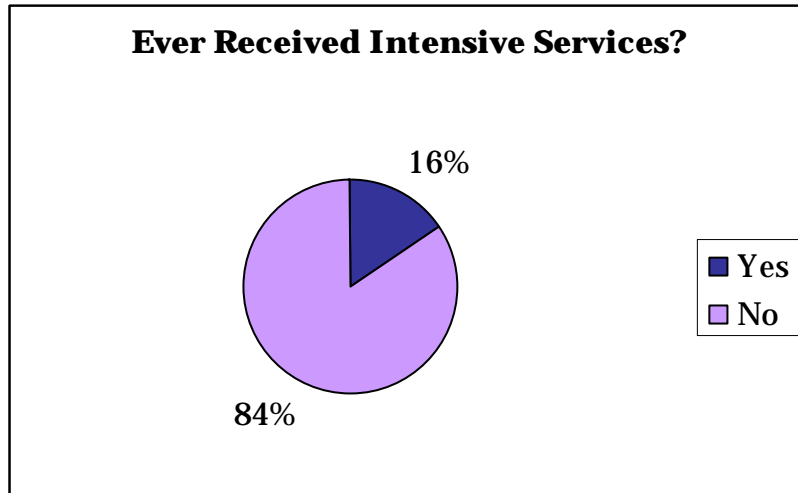




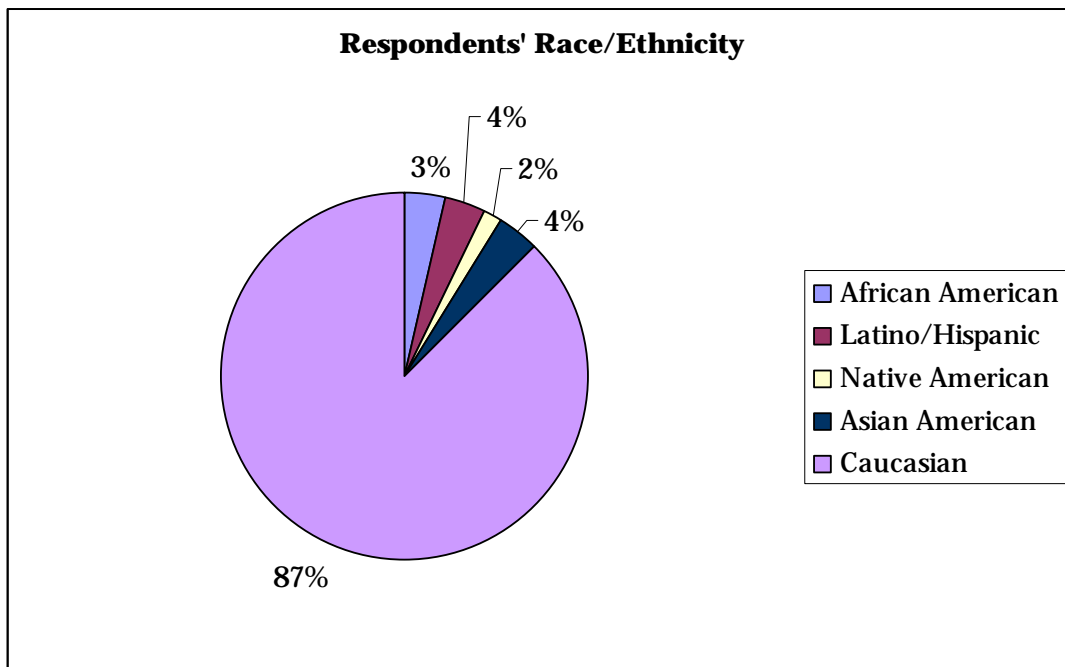
Respondents were also asked to describe their primary role. The largest number of respondents identified themselves as “other administrators,” (i.e., administrators of programs other than the wraparound program). The second largest number of respondents identified themselves as having “other” roles, including lawyers, CASAs, evaluators and “advocates.” The graph below provides more details on respondents’ roles.



In response to the question “Have you or your child ever received intensive services from child- and family-serving agencies? (This is not limited to wraparound, and includes agencies such as mental health, child welfare, special education, juvenile justice, etc.),” 15.5% indicated that they had.



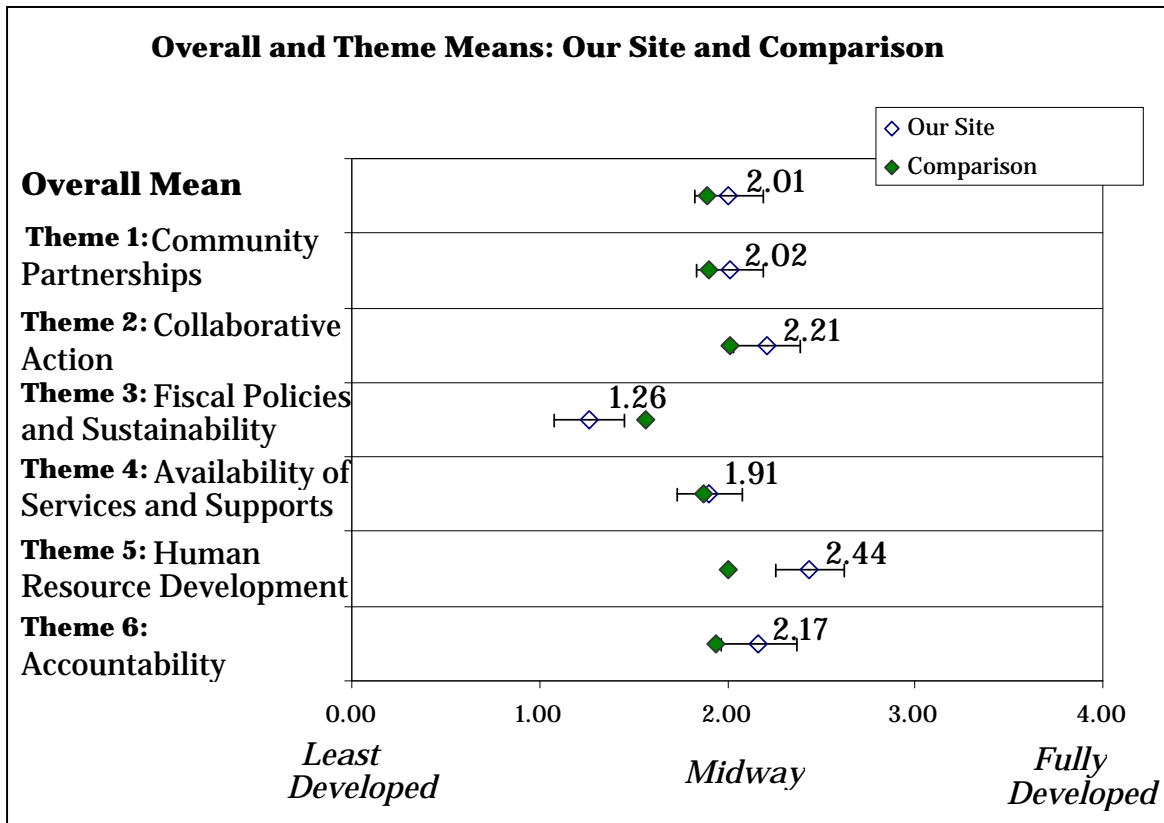
When asked about their racial or ethnic background, the large majority (87%) of respondents identified themselves as Caucasian.



### Overall Score and Theme Scores

The overall total score on the CSWI was 84.4. The maximum total score on the CSWI is 168; however, no community has ever achieved anything near this perfect score. This score on the CSWI can be compared to scores of communities that used the CSWI during the development of the assessment. In some of these communities, wraparound development had just gotten underway, while other communities were well established. One community was among the most well-regarded wraparound projects in the nation. Scores in these comparison communities ranged from a low of 43.8 to a high of 112.5. The mean score in the comparison communities was 79.4, slightly lower than, but not statistically different from, our score.

It is easier to interpret CSWI scores when thought of as mean scores on items or groups of items. The 84.4 score translates as a grand item mean of 2.01. Thus, we can be thought of as having an overall level of development just about “midway.” (In the graph below, the bars to the left and right of the points indicating our scores represent a statistical confidence interval for the score.)



The means from the comparison sites show that development in some areas is apparently more difficult than in other areas. For example, communities tend to score lower on *fiscal policies and sustainability* than on the other themes. Relative to the comparison communities, and to its own overall level of development, we have relative strengths in human resource development, accountability and collaborative action.\* Fiscal policies and sustainability are areas of particular challenge. In other areas, though there is still work to be done, our scores are similar to an “average” level of development and about midway along the spectrum defined by the CSWI.

The next sections of this report discuss the themes one by one. This discussion provides more detail on exactly where our strengths and challenges lie. Even within themes where we have a relative strength, there may be items that point to specific challenges, and the opposite is true where a theme score represents an area of challenge.

---

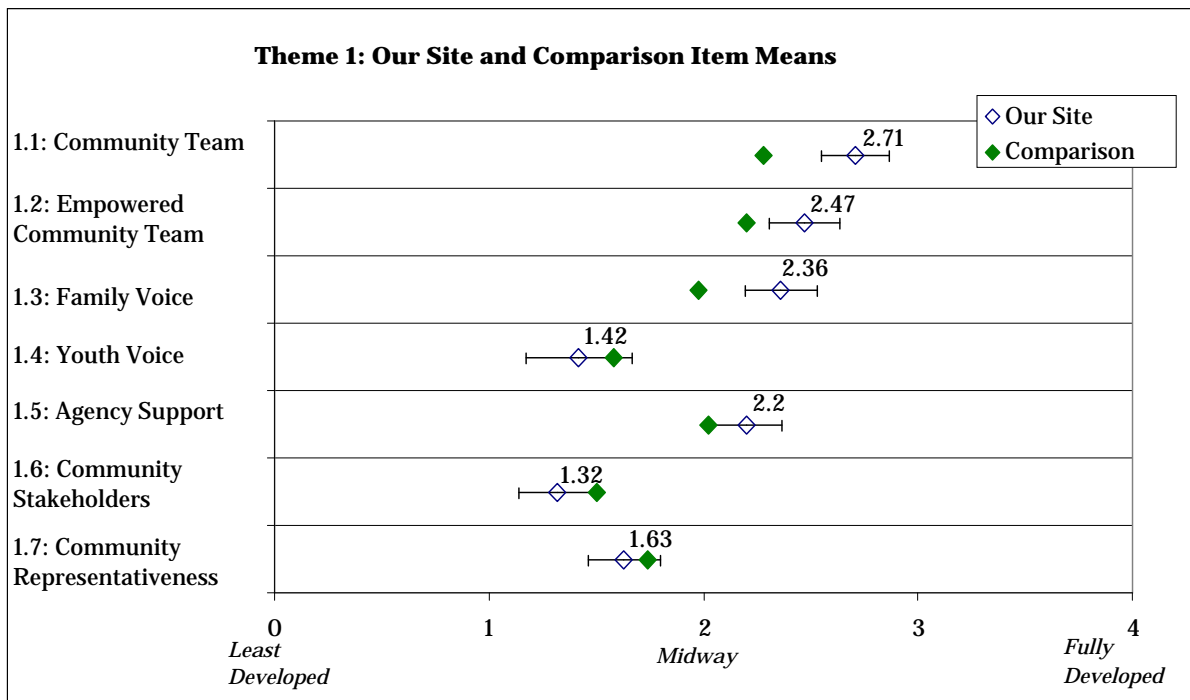
\* Due to the sampling method for the CSWI, the confidence interval is calculated very conservatively. Thus, when a difference between the comparison communities and our site is toward the limit of the confidence interval, it is likely significant.

### Theme 1: Community Partnership

*Collective community ownership of and responsibility for wraparound is built through collaborations among key stakeholder groups.*

The graph below shows that, as was true for the overall mean and theme means, some particular aspects of system development tend to lag behind others across all communities. In this theme, communities as a whole tend to score lower on youth voice, community stakeholders, and community representativeness than on the other items.

Although, on average, we scored about the same as the comparison communities on this theme, closer inspection of the individual items reveals some relative strengths and challenges. It appears that we have a relatively strong and active community team (i.e., the collaborative body that oversees the wraparound project). However, aside from family voice—which is strong within the community team—this collaborative body appears underdeveloped in terms of the representation of youth, stakeholders from the broader community (e.g., community organizations, faith organizations, philanthropy, business) and stakeholders whose backgrounds are similar to those of the families that we serve.



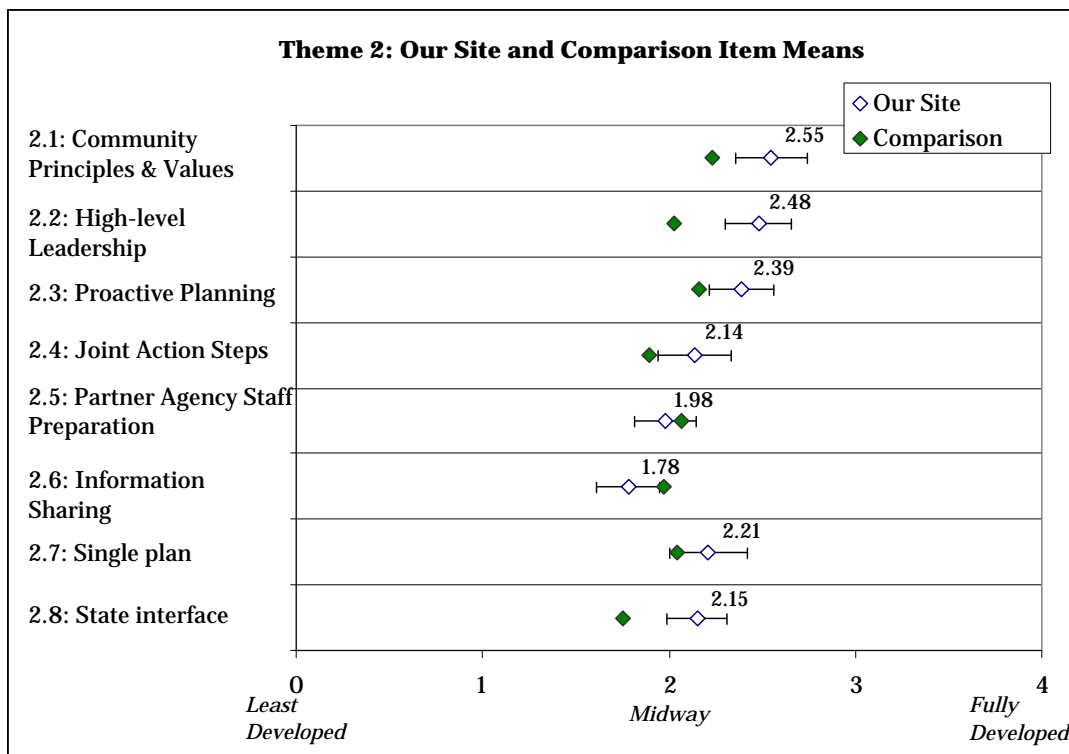
Theme 1 Item Means Detail

Item	Our Site	Comparison Sites
<p><b>1.1 Community team</b></p> <p>There is a formal collaborative structure (e.g., a “community team”) for joint planning and decision-making through which community partners take collective responsibility for development and implementation of wraparound.</p>	2.71	2.28
<p><b>1.2 Empowered community team</b></p> <p>The community team includes leaders who are empowered to make decisions and commit resources on behalf of their organization to support the development and implementation of wraparound.</p>	2.47	2.2
<p><b>1.3 Family voice</b></p> <p>Families are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Families are provided with support and training so that they can participate fully and comfortably in these roles.</p>	2.36	1.98
<p><b>1.4 Youth voice</b></p> <p>Youth and young adults are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles.</p>	1.42	1.58
<p><b>1.5 Agency support</b></p> <p>The community team benefits from active collaboration across child-serving agencies. Relevant public agencies (e.g., mental health, child welfare, schools, and courts) and major private provider organizations all participate actively and “buy in” to the wraparound effort.</p>	2.2	2.02
<p><b>1.6 Community stakeholders</b></p> <p>The community team includes leaders from the business, service, faith and other sectors, who partner in system design, implementation oversight, and evaluation and provide tangible resources (including human resources such as volunteers).</p>	1.32	1.5
<p><b>1.7 Community representativeness</b></p> <p>The membership of the community team reflects the social, cultural, and economic diversity of the community and the families served by wraparound.</p>	1.63	1.74

### Theme 2: Collaborative Action

*Stakeholders involved in the wraparound effort take concrete steps to translate the wraparound philosophy into concrete policies, practices and achievements.*

For this theme as a whole, the mean theme score for us appears to exceed the overall theme mean for the comparison communities. As with the first theme, however, inspection of the individual items that comprise theme 2 show areas of relative strengths and challenge. We have comparative strengths in the basics of strategic planning (*community principles and values, proactive planning, and joint action steps*), as well as in engaging high-level leadership and interfacing with the state. *Information sharing* remains a challenge.



## Theme 2 Item Means Detail

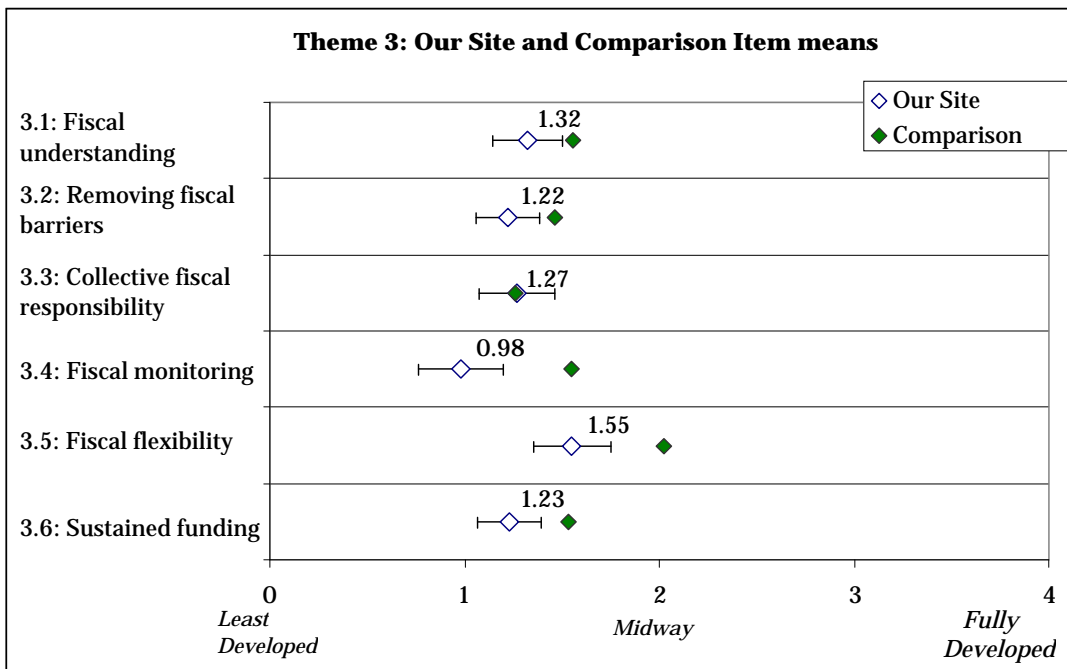
Item	Our Site	Comparison Sites
<p><b>2.1 Community principles and values</b></p> <p>Key stakeholders in the wraparound effort have collectively developed and formally ratified statements of mission, principles, and desired outcomes that provide a clear direction for planning, implementation, and joint action.</p>	2.55	2.23
<p><b>2.2 High-level leadership</b></p> <p>The system has multiple high level leaders (e.g., senior agency administrators, elected officials, and other influential stakeholders) who understand wraparound and who actively support wraparound development by forging partnerships among agencies and organizations, changing policies, inspiring individual stakeholders, and creating effective fiscal strategies.</p>	2.48	2.03
<p><b>2.3 Proactive Planning</b></p> <p>The wraparound effort is guided by a plan for joint action that describes the goals of the wraparound effort, the strategies that will be used to achieve the goals, and the roles of specific stakeholders in carrying out the strategies.</p>	2.39	2.16
<p><b>2.4 Joint action steps</b></p> <p>Collaborative and individual agency plans demonstrate specific and tangible collaborative steps (e.g., developing MOUs, contributing resources, revising agency regulations, participating in planning activities) toward achieving joint goals that are central to the wraparound effort.</p>	2.14	1.89
<p><b>2.5 Partner agency staff preparation</b></p> <p>The collaborating agencies take concrete steps to ensure that their staff members are informed about wraparound values and practice. All staff who participate directly in the wraparound effort do so in a manner that is in keeping with wraparound principles, such as collaborative, strengths-based, and respectful of families and youth.</p>	1.98	2.07
<p><b>2.6 Information sharing</b></p> <p>Information is shared efficiently across systems (or is maintained centrally for the wraparound program) so as to provide the data needed to monitor wraparound quality, plan implementation, costs, and outcomes.</p>	1.78	1.97
<p><b>2.7 Single plan</b></p> <p>The wraparound plan is <i>the</i> plan of care that structures and coordinates all partner agencies' work with a given child and family. The format and structure for documenting the plan reinforces relevant wraparound principles such as strengths-based, family-driven, and individualized.</p>	2.21	2.04
<p><b>2.8 State interface</b></p> <p>The wraparound effort has an active and productive partnership with state agencies. This partnership has been successful in motivating policy and funding changes that support wraparound programs and practice.</p>	2.15	1.75



**Theme 3: Fiscal Policies and Sustainability**

*The community has developed fiscal strategies to meet the needs of children participating in wraparound and methods to collect & use data on expenditures for wraparound-eligible children.*

Though most communities lag in the development of fiscal policies and sustainability, our site lags even further, relative both to its own overall level of development and to the mean level of development of the comparison communities. This lag is particularly pronounced in the areas of fiscal monitoring and flexibility, but still apparent in the areas of *sustained funding, removing fiscal barriers, and fiscal understanding*. An area of relative strength, however, is in *collective fiscal responsibility*, where our scores at the mean for the comparison communities.



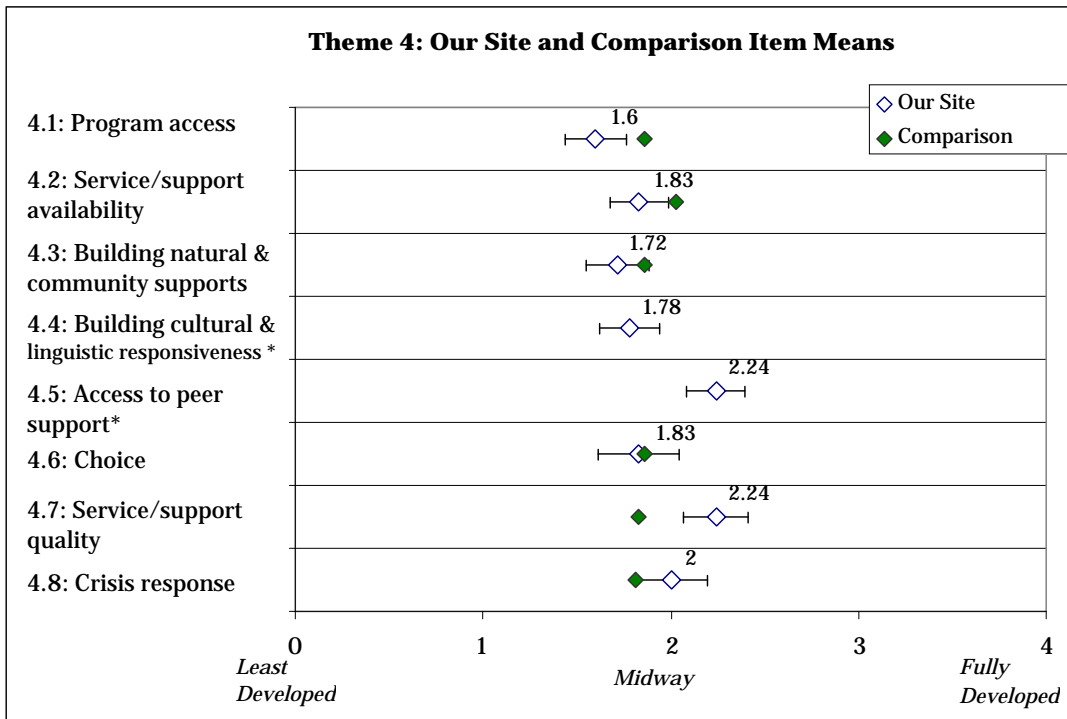
## Theme 3 Item Means Detail

Item	Our Site	Comparison Sites
<p><b>3.1 Fiscal understanding</b> Agencies and decision makers have access to accurate information about the types and magnitudes of expenditures from all funding streams (e.g., mental health, special education, juvenile justice, developmental disabilities) for services and supports for <i>all</i> children with serious and complex needs (regardless of whether or not they are actually enrolled in wraparound)</p>	1.32	1.56
<p><b>3.2 Removing fiscal barriers</b> The community collaborative has a formalized process for identifying and acting to remedy fiscal policies that impede the implementation of the wraparound program or the fulfillment of wraparound plans. Important changes to fiscal policies have been made</p>	1.22	1.46
<p><b>3.3 Collective fiscal responsibility</b> Key decision-makers and relevant agencies assume collective fiscal responsibility for children and families participating in wraparound and do not attempt to shift costs to each other or to entities outside of the wraparound effort.</p>	1.27	1.26
<p><b>3.4 Fiscal monitoring</b> There is a formalized mechanism for reviewing the costs of implementing the wraparound program and wraparound plans. This information is used to clarify/streamline spending policies and to seek ways to become more efficient at providing high-quality wraparound.</p>	0.98	1.55
<p><b>3.5 Fiscal flexibility</b> Funds are available to pay for services and supports, and to fully implement strategies included in individual wraparound plans and safety/crisis plans.</p>	1.55	2.02
<p><b>3.6 Sustained funding</b> There is a clear and feasible plan for sustaining fiscal support for the wraparound effort over the long term, and this plan is being fully implemented.</p>	1.23	1.53

### Theme 4. Access to Needed Supports & Services

*The community has developed mechanisms for ensuring access to the wraparound process and the services and supports that teams need to fully implement their plans.*

The overall mean score on this theme was near the mean for the comparison communities. Once again, however, inspection of the item means indicates that we have areas of relative strengths and challenges. Strengths include Crisis response and the quality of services and supports. Areas of challenge include access to the program as well as to needed services and supports. Our site also appears to lag in its efforts to build system capacity to provide natural and community supports for teams. Two items on this theme are new, and therefore no comparison data is available. In absolute terms however, we appear to have made significant progress (i.e., better than “midway”) in ensuring access to peer support. The community appears less successful in building cultural and linguistic responsiveness.



\*Items newly added to the CSWI—no comparison data is available

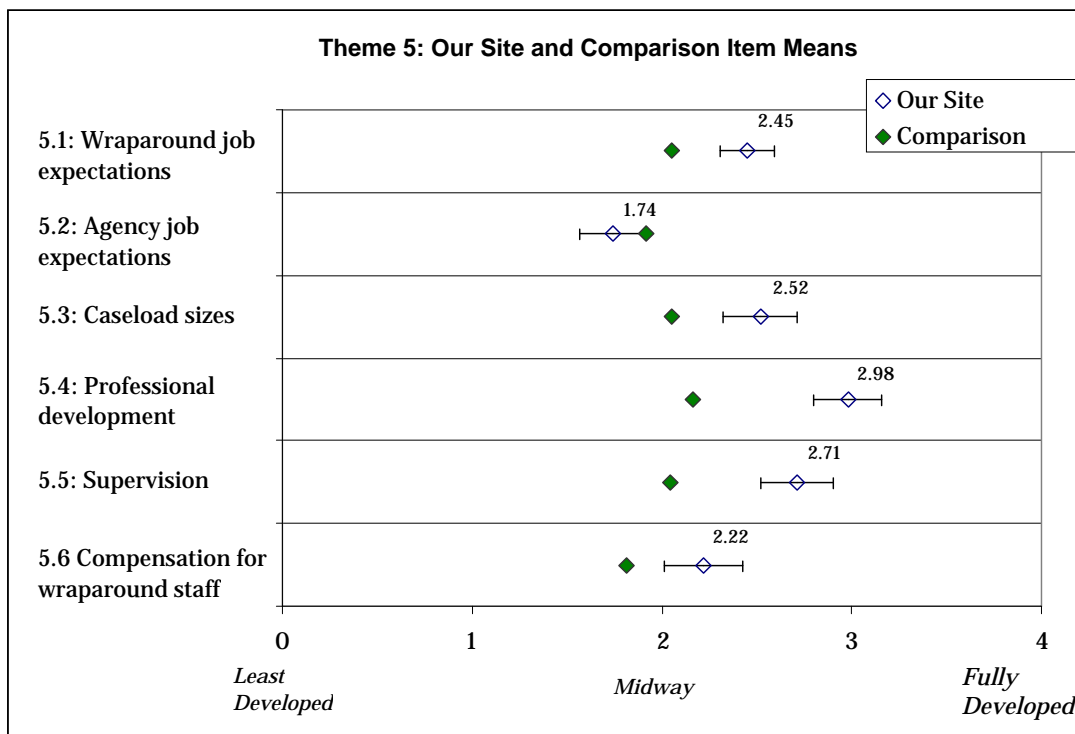
## Theme 4 Item Means Detail

Item	Our Site	Comparison Sites
<p><b>4.1 Program access</b></p> <p>Wraparound is adequately available and accessible so that families who can benefit from it are able to participate if they wish.</p>	1.6	1.86
<p><b>4.2 Service/support availability</b></p> <p>Wraparound teams can readily access (or receive necessary support to create) the services and supports required to fully implement their plans (including services such as respite, in-home services, family support, mentoring, etc., that are commonly requested by wraparound teams).</p>	1.83	2.03
<p><b>4.3 Building natural and community supports</b></p> <p>The wraparound effort devotes resources to and is able to develop connections with organizations in the community and individuals in families' social support networks. Teams, family members, and youths regularly and effectively access these resources to implement individualized strategies contained in wraparound plans.</p>	1.72	1.86
<p><b>1.4 Building cultural and linguistic responsiveness</b></p> <p>Youth and young adults are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles.</p>	1.78	
<p><b>4.5 Access to peer support</b></p> <p>The community team benefits from active collaboration across child-serving agencies. Relevant public agencies (e.g., mental health, child welfare, schools, and courts) and major private provider organizations all participate actively and "buy in" to the wraparound effort.</p>	2.24	
<p><b>4.6 Choice</b></p> <p>Children and families have the opportunity to select among service and support options when developing strategies for their wraparound plans (including options that rely on natural or informal supports rather than formal supports). They are able to choose different providers or strategies if they become dissatisfied.</p>	1.83	1.86
<p><b>4.5 Service/support quality</b></p> <p>Providers offer high-quality services and supports (e.g., therapies, treatments, in-home services, mentoring) that are "research based" in that they conform to current information about best practices and/or have research or evaluation data demonstrating their effectiveness.</p>	2.24	1.83
<p><b>4.6 Crisis response</b></p> <p>Necessary support for managing crises and fully implementing teams' safety/crisis plans is available around the clock. The community's crisis response is integrated with and supportive of wraparound crisis and safety plans.</p>	2	1.81

### Theme 5: Human Resource Development & Support

*The community supports wraparound and partner agency staff to work in a manner that allows full implementation of the wraparound model.*

The overall theme mean indicated that human resource development and support was a strength for us, and the individual item means bear this out. Our site far exceeds the comparison communities' mean in every item, with only one exception. In an absolute sense, the scores on this theme are also promising, particularly in the area of professional development, where our score indicates a perception that the community is “nearly there.” The lower score on *agency job expectations* suggests that attention should be paid to training efforts aimed broadly at providers and agency personnel in the community.



Theme 5 Item Means Detail

Item	Our Site	Comparison Sites
<p><b>5.1 Wraparound job expectations</b></p> <p>The job expectations (duties and requirements from supervisors) of people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) affords them adequate time, flexibility, and resources and encourages them to implement high-fidelity wraparound.</p>	2.45	2.05
<p><b>5.2 Agency job expectations</b></p> <p>The job expectations of people who participate on wraparound teams (e.g., providers and partner agency staff) affords them adequate time, flexibility, and resources to participate fully in team meetings and to carry out their assigned tasks for implementing wraparound plans.</p>	1.74	1.92
<p><b>5.3 Caseload sizes</b></p> <p>Caseload sizes for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) allow them to consistently and thoroughly complete the activities of the wraparound process.</p>	2.52	2.05
<p><b>5.4 Professional development</b></p> <p>People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive comprehensive training, shadow experienced workers prior to working independently, and receive ongoing coaching that focuses on systematically developing needed skills.</p>	2.98	2.16
<p><b>5.5 Supervision</b></p> <p>People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive regular individual and group supervision, and periodic "in-vivo" (observation) supervision from supervisors who are knowledgeable about wraparound and proficient in the skills needed to carry out the wraparound process.</p>	2.71	2.04
<p><b>5.6 Compensation for wraparound staff</b></p> <p>Compensation for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) reflects their value and encourages staff retention and commitment. These people have opportunities for career advancement based on the skills they acquire with wraparound.</p>	2.22	1.81

### Theme 6: 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.*

Accountability is another area in which our site possesses strength. The community monitors a range of outcomes, including, importantly, wraparound quality and satisfaction. The community also has a process for identifying and addressing barriers to plan fulfillment. We have developed to a level similar to that of the comparison communities in monitoring plan fulfillment and having a grievance procedure, though it should be noted that almost half of the respondents answered “don’t know” to the *grievance procedure* item (by far the largest number of such responses to any item on the CSWI). This indicates a need to create greater community awareness about the grievance procedure.



Theme 6 Item Means Detail

Item	Our Site	Comparison Sites
<p><b>6.1 Outcomes monitoring</b>                      There is centralized monitoring of relevant outcomes for children, youth, and families in wraparound. This information is used as the basis for funding, policy discussions and strategic planning.</p>	2.3	2.02
<p><b>6.2 Range of outcomes</b>                      The outcomes that are measured include outcomes that are typically important to families and that reflect the values of wraparound (e.g. child and family assets and strengths, caregiver well-being, family/youth empowerment).</p>	2.59	2.08
<p><b>6.3 Wraparound quality</b>                      There is ongoing collection and review of data on the quality of wraparound provided, including live observation, plan review, and feedback from children and families. The methods used to assess quality are grounded in the principles of wraparound. Data is used as the basis for ongoing quality assurance/improvement.</p>	2.4	1.95
<p><b>6.4 Plan fulfillment</b>                      There is centralized monitoring and analysis of the types of services and supports included in wraparound plans, whether or not planned services and supports are provided, and whether or not the goals and needs that appear on wraparound plans are met.</p>	1.92	1.97
<p><b>6.5 Grievance procedure</b>                      There is a grievance procedure that is easily accessible to families when they believe that they are not receiving appropriate supports and services or are not being treated in a manner consistent with the wraparound philosophy. Grievances are resolved in a timely manner, and families are in no way penalized for accessing the procedure.</p>	1.93	2.05
<p><b>6.6 Satisfaction monitoring</b>                      There is an ongoing process to track satisfaction and buy-in among stakeholder groups, including youth and families and representatives of partner agencies and organizations.</p>	2.18	1.8
<p><b>6.7 Addressing barriers</b>                      There is an ongoing, systematic process for identifying and addressing barriers that prevent wraparound teams from doing their work and/or fully implementing their plans. Central barriers have been successfully addressed through this process.</p>	1.85	1.69



### **Specific Areas of Strength and Challenge**

Comparing the mean item scores to those of the comparison communities provides an indication of the project's greatest relative strengths and challenges.

The area of greatest strength for our site is the quality of the professional development opportunities that are offered (item 5.4). Two other items from the human resources theme (theme 5) also were areas of strength: *supervision* (item 5.5) and *caseload sizes* (item 5.3). Two clear strengths also emerged from the accountability theme (theme 6), showing that the project is doing a good job in measuring a) wraparound quality (item 6.3) and b) a range of outcomes that reflect stakeholders' different perspectives (item 6.2).

Almost all of the specific areas of challenge came from the area of financing and sustainability (theme 3). These included (starting with the area of greatest challenge) fiscal monitoring (item 3.4), fiscal flexibility (item 3.5), sustained funding (item 3.6), removing fiscal barriers (item 3.1) and fiscal understanding (item 3.1). The only "top" challenge that came from a different theme was program access (item 4.1).

## **Appendix A: Text of CSWI Items**

### **Theme 1**

---

#### **Item 1.1 Community Team**

There is a formal collaborative structure (e.g., a “community team” or other body) for joint planning and decision making through which community partners take collective responsibility for development and implementation of wraparound

#### **Item 1.2 Empowered Community Team**

The community team includes leaders who are empowered to make decisions and commit resources on behalf of their organizations to support the development and implementation of wraparound

#### **Item 1.3 Influential Family Voice**

Families are influential members of the community team and other community level decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Families are provided with support and training so that they can participate fully and comfortably in these roles

#### **Item 1.4 Influential Youth Voice**

Youth and young adults are influential members of the community team and other community level decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles

#### **Item 1.5 Full Agency Support**

Relevant public agencies (e.g., mental health, child welfare, schools, courts) and major provider organizations all collaborate with and participate actively and productively on the community team. These agencies and organizations fully “buy in” to the wraparound effort.

#### **Item 1.6 Community Stakeholders**

The community team includes leaders from the business, service, faith and other sectors, who partner in system design, implementation oversight, and evaluation, and provide tangible resources (including human resources such as volunteers

#### **Item 1.7 Community Representativeness**

The membership of the community team reflects the social, cultural, and economic diversity of the community and the families served by wraparound

### **Theme 2**

---

#### **Item 2.1 Community Principles & Values**

Key stakeholders in the wraparound effort have collectively developed and formally ratified statements of mission, principles, and desired outcomes that provide a clear direction for planning, implementation, and joint action

#### **Item 2.2 High-Level**

The system has multiple high level leaders (e.g., senior agency administrators, elected officials, and other influential stakeholders) who understand wraparound and who actively support wraparound development by forging partnerships among agencies and organizations, changing policies, inspiring individual stakeholders, and creating effective fiscal strategies

#### **Item 2.3 Proactive Planning**

The wraparound effort is guided by a plan for joint action that describes the goals of the wraparound effort, the strategies that will be used to achieve the goals, and the roles of specific stakeholders in carrying out the strategies

#### **Item 2.4 Joint Action Steps**

Collaborative and individual agency plans demonstrate specific and tangible collaborative steps (e.g., developing MOUs, contributing resources, revising agency regulations, participating in planning activities) toward achieving joint goals that are central to the wraparound effort

#### Item 2.5 Partner Agency Staff Preparation

The collaborating agencies take concrete steps to ensure that their staff members are informed about wraparound values and practice. All staff who participate directly in the wraparound effort do so in a manner that is in keeping with wraparound principles, such as collaborative, strengths-based, and respectful of families and youth

#### Item 2.6 Information Sharing

Information is shared efficiently across systems (or is maintained centrally for the wraparound program) so as to provide the data needed to monitor wraparound quality, plan implementation, costs, and outcomes

#### Item 2.7 Single Plan

The wraparound plan is the plan of care that structures and coordinates all partner agencies' work with a given child and family. The format and structure for documenting the plan reinforces relevant wraparound principles such as strengths-based, family-driven, and individualized

#### Item 2.8 State Interface

The wraparound effort has an active and productive partnership with state agencies. This partnership has been successful in motivating policy and funding changes that support wraparound programs and practice

### **Theme 3**

---

#### Item 3.1 Fiscal

Agencies and decision makers have access to accurate information about the types and magnitudes of expenditures from all funding streams (e.g., mental health, special education, juvenile justice, developmental disabilities) for services and supports for all children with serious and complex needs (regardless of whether or not they are actually enrolled in wraparound)

#### Item 3.2 Removing Fiscal Barriers

The community collaborative has a formalized process for identifying and acting to remedy fiscal policies that impede the implementation of the wraparound program or the fulfillment of wraparound plans. Important changes to fiscal policies have been made

#### Item 3.3 Collective Fiscal Responsibility

Key decision-makers and relevant agencies assume collective fiscal responsibility for children and families participating in wraparound and do not attempt to shift costs to each other or to entities outside of the wraparound effort

#### Item 3.4 Fiscal Monitoring

There is a formalized mechanism for reviewing the costs of implementing the wraparound program and wraparound plans. This information is used to clarify/streamline spending policies and to seek ways to become more efficient at providing high-quality wraparound

#### Item 3.5 Fiscal Flexibility

Funds are available to pay for services and supports, and funds are flexible, so that teams can fully implement the strategies included in individual wraparound plans and safety/crisis plans

#### Item 3.6 Sustained Funding

There is a clear and feasible plan for sustaining fiscal support for the wraparound effort over the long term, and this plan is being fully implemented

### **Theme 4**

---

#### Item 4.1 Program Access

Wraparound is adequately available and accessible so that all families who can benefit from it are able to participate if they wish

#### Item 4.2 Service/ Support Availability

Wraparound teams can readily access (or receive necessary support to create) the services and supports required to fully implement their plans (including services such as respite, in-home services, family support, mentoring, individualized behavior support, etc., that are commonly requested by wraparound teams

#### Item 4.3 Building Natural & Community Supports

The wraparound effort devotes resources to developing--and is able to develop-- connections with organizations in the community and individuals in families' social support networks. Teams, family members, and youths regularly and effectively access these resources to implement individualized strategies contained in wraparound plans

#### Item 4.4 Building Cultural and Linguistic Responsiveness

The wraparound effort devotes resources to developing -- and is able to develop -- services and supports that are culturally and linguistically responsive to the needs and preferences of the families and youth who participate in wraparound

#### Item 4.5 Access to Peer Support

All caregivers who participate in wraparound have access to support offered by peers whose children have had significant involvement with child- and family-serving systems. Peer supporters have clearly defined roles, and the activities of peer supporters are coordinated by and fully integrated within the wraparound process

#### Item 4.6 Choice

Children and families have the opportunity to select among service and support options when developing strategies for their wraparound plans (including options that rely on natural or informal supports rather than formal supports). They are able to choose different providers or strategies if they become dissatisfied

#### Item 4.7 Service/Support Quality

Providers offer high-quality services and supports (e.g., therapies, treatments, in-home services, mentoring) that are "research based" in that they conform to current information about best practices and/or have research or evaluation data demonstrating their effectiveness

#### Item 4.8 Crisis Response

Necessary support for managing crises and fully implementing teams' safety/crisis plans is available around the clock. The community's crisis response is integrated with and supportive of wraparound crisis and safety plans

### **Theme 5**

---

#### Item 5.1 Wraparound Job Expectations

The job expectations (duties and requirements from supervisors) of people with primary roles for carrying out wraparound (e.g., wraparound facilitators, family partners) allow them adequate time, flexibility, and resources to implement high-quality wraparound

#### Item 5.2 Partner Agency Job Expectations

The job expectations of people who participate on wraparound teams (e.g., providers and agency staff who are NOT primarily working for us) allow them adequate time, flexibility, and resources to participate fully in team meetings and to carry out their assigned tasks for implementing wraparound plans

#### Item 5.3 Caseload Sizes

Caseload sizes for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, family partners) allow them to consistently and thoroughly complete the activities of the wraparound process

**Item 5.4 Professional Development**

People with primary roles for carrying out wraparound (e.g., wraparound facilitators, family partners) receive comprehensive training, shadow experienced workers prior to working independently, and receive ongoing coaching that focuses on systematically developing needed skills

**Item 5.5 Supervision**

People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive regular individual and group supervision, and periodic live observation from supervisors who are knowledgeable about wraparound and proficient in the skills needed to carry out the wraparound process. The supervision process regularly and systematically incorporates objective data about a supervisee's performance (e.g. data gathered from a review of the supervisee's plans, satisfaction or fidelity data gathered from families and youth, etc

**Item 5.6 Compensation for Wraparound Staff**

Compensation for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) reflects their value and encourages staff retention and commitment. These people have opportunities for career advancement based on the skills they acquire with wraparound

**Theme 6**

---

**Item 6.1 Outcomes**

There is centralized monitoring of relevant outcomes for children, youth, and families in wraparound. This information is regularly reported to all stakeholders in the wraparound effort, and is used as the basis for funding, policy discussions and strategic planning

**Item 6.2 Full Range of Outcomes**

The outcomes that are measured include outcomes that are typically important to families and that reflect the values of wraparound (e.g. child and family assets and strengths, caregiver well-being, family/youth empowerment

**Item 6.3 Wraparound Quality**

There is ongoing collection and review of data on the quality of wraparound provided, including live observation, plan review, and feedback from children and families. The methods used to assess quality are grounded in the principles of wraparound. Data is used as the basis for ongoing quality assurance/improvement

**Item 6.4 Plan Fulfillment**

There is centralized monitoring and analysis of the types of services and supports included in wraparound plans, whether or not planned services and supports are provided, and whether or not the goals and needs that appear on wraparound plans are met

**Item 6.5 Grievance Procedure**

There is a grievance procedure that is easily accessible to families when they believe that they are not receiving appropriate supports and services or are not being treated in a manner consistent with the wraparound philosophy. Grievances are resolved in a timely manner, and families are in no way penalized for accessing the procedure

**Item 6.6 Satisfaction Monitoring**

There is an ongoing process to track satisfaction and buy-in among stakeholder groups, including youth and families and representatives of partner agencies and organizations

**Item 6.7 Addressing Barriers**

There is an ongoing, systematic process for identifying and addressing barriers that prevent wraparound teams from doing their work and/or fully implementing their plans. Central barriers have been successfully addressed through this process