

## **Tasks for the Local Coordinator for the *Community Supports for Wraparound Index***

Thank you for offering to serve as the local coordinator for your community's participation in data gathering using the *Community Supports for Wraparound Index* (CSWI). We appreciate your commitment to this effort.

There are several responsibilities that you will need to carry out in this role. Each of these is described in some detail below. If you have any questions, please do not hesitate to contact April Sather at the Wraparound Evaluation and Research Team (WERT): [wrapeval@u.washington.edu](mailto:wrapeval@u.washington.edu).

### **1. Introduce the CSWI to the community and stress the value of participation**

In order to ensure a good response rate to the CSWI, you will need to prepare people in your community and encourage them to respond to the CSWI. *Response rates to the CSWI have varied dramatically from community to community, ranging from over 95% to under 30%. If a response rate is below 75% or so, it becomes difficult to know if the results of the CSWI are accurate, so it is important for you to help achieve an adequate response rate in your community.*

One way to increase the response rate is by motivating people to complete the CSWI. Some strategies for doing this are

- making a presentation to your community team or other groups involved in wraparound implementation, oversight, and evaluation *and*
- circulating information to stakeholders via email, *and*
- being sure people understand that they will need about 45 minutes to complete the CSWI, (Giving them accurate information will help them set aside a realistic amount of time for completing the survey.) *and*
- encouraging people repeatedly to complete their online surveys.

People will be more likely to respond when they have a clear idea of how the information will be useful within the local community and beyond.

In **Appendix A** of this document, you will find the text of an e-mail that you can adapt for use in building interest in and support for the CSWI in your community. The same information can be used as talking points to present the CSWI in person. Feel free to edit the email text in ways that you think will make it more effective in your community.

## **2. Gather contact information for potential participants in your community.**

You will need to draw up a list of names, emails, phone numbers, and roles (relationship to the wraparound project) of potential participants who are knowledgeable about program policies, practices, structures, governance, finance, and/or procedures. You will need to enter this information into the EXCEL spreadsheet provided to you and forward the information to **April Sather** at WERT.

Local communities often have questions about whom to include in their list of potential participants for the CSWI. ***It is important to think about this carefully, since it will impact the usefulness of the findings AND the response rate your community achieves on the CSWI.*** For example, if you create a list that includes the names of lots of people who don't know much about the implementation, you may get a lower response rate because these people may not feel comfortable completing the CSWI. But if you create a list that leaves out important stakeholder groups, you will not get an accurate picture of how your wraparound implementation is going.

**In creating your list of potential participants, here are some things to consider:**

- In larger systems of care (i.e., those with 100 or so families participating), communities that are successful with the CSWI have typically nominated between 35 and 75 people to participate. One community nominated 167 participants and—for that community—it seemed too large. That community got a very low response. This does not mean that you *must* nominate between 35 and 75 participants. (You could have more or less.) This range is just offered as information for you to consider. Exactly how many people you nominate will depend on how your program is structured and the nature of your community's communication about implementation.
- Look at the sample items from the CSWI (Appendix B of this document) and consider carefully who would be able to respond to half or more of these sample items. For each item, people will be asked to consider the “fully developed” and “least developed” descriptions of system support and rate where your community falls between these two extremes. Include on your list people who have the knowledge needed to respond to at least some items like these and leave other people off the list.
- Think about different stakeholder groups who typically have knowledge about implementation. These typically include

- ❑ members of your project’s community team (or whatever you call the group that oversees and guides the collaboration),
- ❑ people directly employed by the project (e.g., facilitators of wraparound teams or care coordinators, supervisors, family partners, etc.),
- ❑ current or former recipients of services,
- ❑ staff and administrators from public and private agencies (e.g., child welfare, school systems, mental health provider agencies), as well as local faith organizations, community organizations, family advocacy groups, philanthropic organizations, universities, and other community stakeholder groups.

Specifically, the information you will need to include in the EXCEL spreadsheet (attached with this document) about each potential participant is:

- name,
- email address,
- phone number,
- employed by wraparound project: Code as 0= not employed by project, 1= employed part time, 2= employed full time. NOTE: “employed by project” is not necessarily limited to people paid by the project, but means people who regularly devote FTE (.15 or greater FTE is a good rule of thumb but use your judgment) to serving the children/families receiving wraparound and to people who support them. Usually this includes the team facilitators/care coordinators and their supervisors, as well as any family partners or advocates who regularly work with the wraparound teams, and the project manager(s) or administrator (s). This may also include the program evaluator if this person is knowledgeable.
- role in the local wraparound implementation. Use these categories to code the person’s current role (use only one category per person):
  - ❑ 1= family member or youth who is or has been a consumer of wraparound or other human services
  - ❑ 2= family advocate /family partner (or other similar, formal family support role performed by a person with experience as a client of wraparound and/or child-serving systems)
  - ❑ 3= wraparound facilitator or care coordinator, or supervisors of wraparound staff
  - ❑ 4= service provider or supervisor for service providers who are not wraparound staff
  - ❑ 5= manager or administrator in a human service or related agency or organization
  - ❑ 7= trainer, consultant, or evaluator of wraparound
  - ❑ 8= higher-level (e.g., county or state) administrator or policy
  - ❑ 9= community partner, philanthropy, etc.
  - ❑ 10= other role
- key respondent: Code 1 (for “yes”) for anyone whom you think has a high level of knowledge about your local implementation, and 0 (for “no”) for

others. Often these will include people employed by the project as well as people who are active members of the governance structure (also known as the community collaborative, community team, etc.)

When we receive this information from you, we will begin inviting participants from your community to take the survey.

### **3. Work with WERT staff to customize to the materials for your survey.**

In order to make the CSWI survey and related materials (such as the invitation emails) as easy as possible for your participants to understand, project staff will work with you make customizations. Information you provide about your program and, particularly, the names you use to refer to key program elements, will be used to edit the materials.

### **4. Work with WERT staff to remind and encourage participants to complete the CSWI.**

When your survey is ready, WERT staff will begin sending invitations to your community participants. The email invitations will provide a link to your community's customized survey, and each survey participant will receive a personalized ID number. Each participant will enter his or her own ID number when requested at the beginning of the CSWI online survey. The ID numbers help us with response rate tracking.

At intervals after your community's survey is opened online, project staff will send you information about your community's response rate, and will work with you on strategies to help remind and encourage people to either participate or decline. Project staff will send reminder emails, but achieving a good response rate may also necessitate your working in the community and talking individually with people to encourage a response.

Eventually, you and projects staff will decide that data collection is complete. Project staff will complete a report that gives information about your community's responses and compares your data to national data.

## **Appendix A:** Sample Text for an E-mail to Stakeholders In Communities Using the CSWI

*Hello everyone,*

*In a few weeks, we will be participating with the Wraparound Evaluation and Research Team (WERT) to use the Community Supports for Wraparound Index survey (CSWI) to evaluate how far we have come in providing system/community support to [name of wraparound project]. I would like to tell you a little bit about the CSWI so that we can get a good response rate from [name of wraparound project]. Having a good response rate will help [name of wraparound project] get accurate information about the success we have had in developing a system that will support wraparound. It will also give us accurate information about areas of system support that we still need to develop. Here are some reasons why participation in the CSWI has value for our community.*

### **Research Says System Support is Crucial**

*It is becoming increasingly clear that wraparound programs require extensive system support if they are to be successful and sustainable. The organizations and agencies that collaborate to provide wraparound need to be able to collaborate and share resources in new ways. These include changes in policies, funding arrangements, governance structures, accountability mechanisms, and more.*

*The CSWI is a web-based survey that asks people in a community about the progress that their wraparound project has made in terms of making the necessary changes. The CSWI is based on research that examined the necessary agency and system support for wraparound. You can read more about this research, and about the categories of necessary support, in this document: <http://www.rtc.pdx.edu/PDF/fpF0303.pdf>*

*Additionally, there is new research that shows that communities that have a greater number of supports in place tend to have higher quality wraparound practice and better fidelity. <http://ps.psychiatryonline.org/cgi/content/abstract/57/11/1586>*

### **System Change is Complex**

*It's easy to get overwhelmed or lost when thinking about all the different things that need to get done in building a system that is supportive for wraparound. Having the key people in your community who are involved in system change respond to the survey helps everyone begin to understand the various aspects of system change in a similar way, and gives them a common vocabulary to talk about it.*

***Data from the Survey will be Helpful to us***

*The researchers will provide us with aggregated data from [name of wraparound project]. This will help our community see what progress has already been made, and what work remains to be done, to build a system that supports wraparound. With that information in hand, we can celebrate our success so far, and base decisions about what to do next on objective data. Additionally, if we choose to do so, we can track our progress over time by using the CSWI again in a year or 18 months. Finally, we will also be able to compare where we are to other lesser- and more fully-developed system contexts for wraparound.*

***A High Rate of Participation is Essential***

*Not that many people have knowledge about implementation, so it is essential to get responses to the CSWI from everyone who has knowledge. We do not expect that everyone who takes the survey will know about every area of implementation. People are encouraged to answer only about what they are familiar with, even if this is only part of the survey. Everyone's response is important.*

*Participation in the survey will likely take 45 minutes to an hour. This is not trivial, but it is not that much time considering how valuable the results can be for us. When the email invitation comes from the National Wraparound Initiative, please be prepared to spend the time that it takes to respond to the survey. I have previewed the survey and I can tell you that filling it out is interesting and educational. [Add other personal endorsement or testimonial]*

*Our participation in the CSWI survey contributes to research that will be used to better understand what makes wraparound successful. This information will be helpful to communities around the nation.*

*Thank you for your time and interest. Please feel free to contact me with any questions you might have.*

*[closing and your name]*

**Appendix B: Sample Items from the  
Community Supports for Wraparound Inventory**

Item	Fully developed system support	Least developed system support
<b><i>Theme 1: Community Partnership.</i></b> Collective community ownership of and responsibility for wraparound is built through collaborations among key stakeholder groups. (7 items)		
Item 1.3 Influential Family Voice	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.	Family members are not actively involved in decision-making, or are uninfluential or "token" components of the community team, boards, and other collaborative bodies that plan programs and guide implementation and evaluation.
<b><i>Theme 2: Collaborative Action.</i></b> Stakeholders involved in the wraparound effort take concrete steps to translate the wraparound philosophy into concrete policies, practices and achievements. (8 items)		
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.	There is no plan for joint action that describes goals of the wraparound effort, strategies for achieving the goals, or roles of specific stakeholders.
<b><i>Theme 3: Fiscal Policies and Sustainability.</i></b> 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. (6 items)		
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.	Each agency has its own cost controls and agencies do not collaborate to reduce cost shifting, either to each other or to entities outside of the wraparound effort.
<b><i>Access to Needed Supports &amp; Services.</i></b> 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. (6 items)		
Item 4.6 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.	Support for managing crises is insufficient, inconsistently available, or uncoordinated with wraparound teams' crisis and safety plans.
<b><i>Theme 5: Human Resource Development &amp; Support.</i></b> The community supports wraparound and partner agency staff to work in a manner that allows full implementation of the wraparound model. (6 items)		
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 "in-vivo" (observation) supervision from supervisors who are knowledgeable about wraparound and proficient in the skills needed to carry out the wraparound process..	People with primary roles for carrying out wraparound receive little or no regular individual, group, or observational supervision AND/OR supervisors are inexperienced with wraparound or unable to effectively teach needed skills.

**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.*

Item 6.1 Outcomes Monitoring	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	There is no tracking of relevant outcomes for children and youth in wraparound, or different agencies and systems involved maintain separate tracking systems.
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