The Organizational and System Context for Wraparound

Don Koenig
Laurie Mix
Janet Walker
Jim Rast
Eric Bruns

2004 Training Institutes
San Francisco, California
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 meet the family’s needs.
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

1. Family voice
2. Team-based
3. Collaborative and integrative
4. Community-Based
5. Culturally Competent
6. Individualized
7. Strengths based
8. Natural Supports
9. Persistent
10. 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
• (Topic of the “Practice Level” Institute that constitutes the other session in our “wraparound track”...)
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?...
Team
Organizations (lead and partner agencies)
System (Policy and Funding Context)
Effective Supportive Hospitable 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 common program and system level challenges
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 plans, poorer long 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 wraparounds.

The Effects
- High turnover of facilitators, lower fidelity wraparounds, 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
Team Organization (lead and partner agencies)
System (Policy and Funding Context)

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:

1. Practice model – Do we work in ways that support the wraparound principles?
2. Collaboration/Partnerships – Can we work together flexibly and cooperatively?
3. Capacity building/Staffing – Do we have the right jobs and working conditions?
4. Acquiring services and supports – Can we provide services and supports teams want?
5. Accountability – Can we be sure we’re doing a good job?

Handouts: Focal Point article
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

Handouts: “Site X”

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

Needs (not in place, high priority)

Low “in place”
Assessment Feedback

In place

Low priority

High priority

Not in place

Series 1
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**
  - 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