



2019

Organizational-Level Strategies for Implementing Wraparound

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Welcome

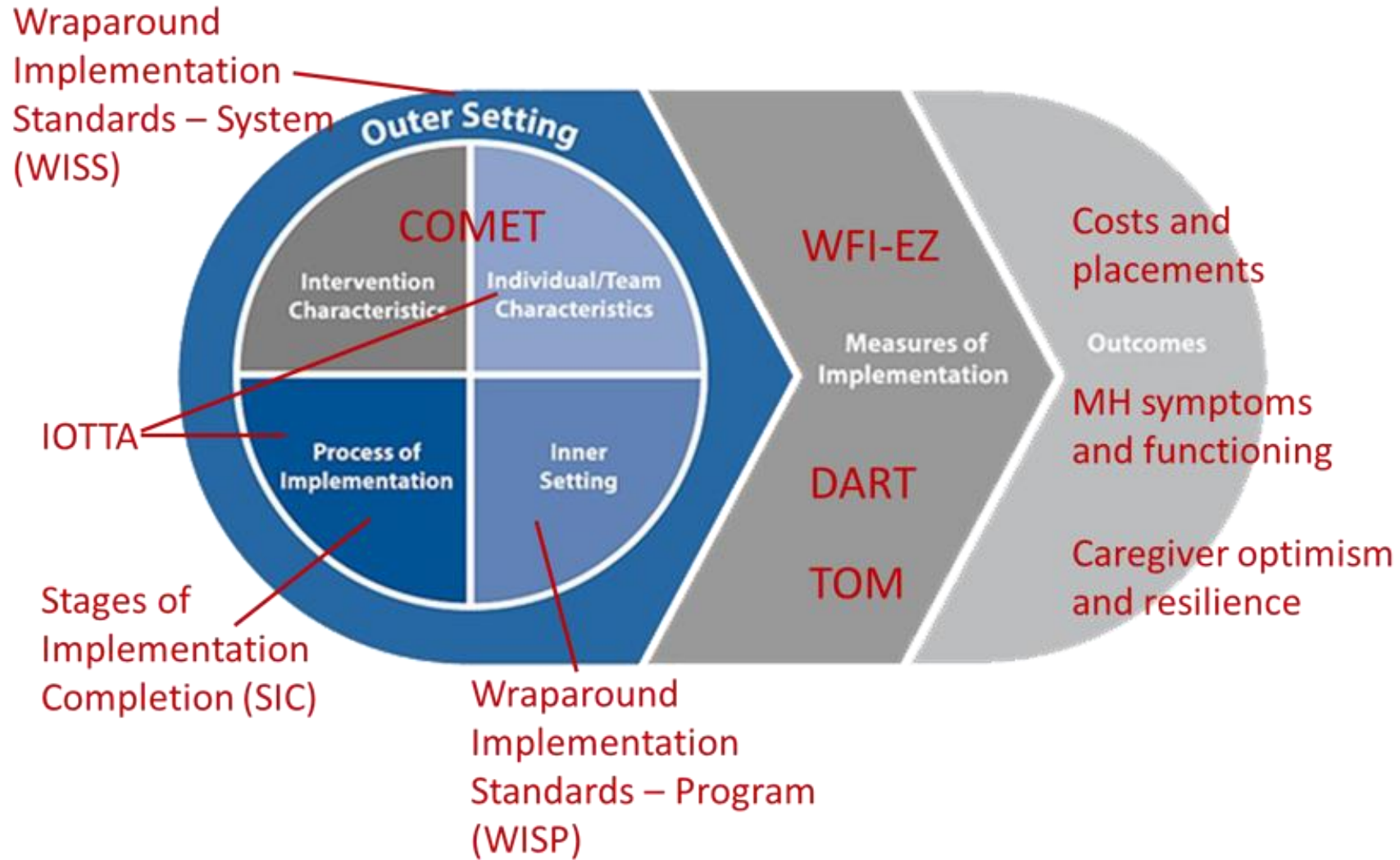
Introductions

**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.

Wraparound Through an Implementation Science Lens



Inner and outer settings impact Wraparound implementation

Outer setting:

- Coordination of multiple systems
- Fiscal policies
- Political environment
- Workforce development support

Inner settings:

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



Wraparound Implementation and Practice Quality Standards created to support analysis of crucial factors associated with success

Outcomes are highly dependent on program and system factors

- Eligibility (do we have the right population?)
- Funding (do we have the right rate?)
- Staffing ratios (1:10)
- Workforce development (hiring, training and skill development)
- System policies that create climates and cultures that support practice implementation efforts and providers

National Standards

<http://www.nwi.pdx.edu/pdf/Wraparound-implementation-and-practice-quality-standards.pdf>

National Standards (cont.)

Standards are grounded in a strong foundation of implementation science research and based on research evidence.

Across seven implementation related areas there are 43 indicators with definitions that can be used as a self assessment as well as monitoring of quality indicators throughout the implementation process.

National Standards (cont.)

Seven clear areas that need to be attended to while developing and implementing Wraparound.

- These include five implementation-related areas:
 - Four at the Wraparound provider-level:
 1. Competent Staff
 2. Effective Leadership
 3. Facilitative Organizational Support
 4. Utility-focused Accountability Mechanisms
 - One at the wider-community-level:
 1. Hospitable System Conditions
 - And two output-related areas:
 1. Fidelity: High-Quality Wraparound Practice
 2. Outcomes: Improved Youth and Family Functioning

Wraparound Implementation Standards – System (WISS) Scoring Manual



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Wraparound Implementation Standards - Program (WISP) Scoring Manual

2019



Across Implementation Stages

- Are we set up for success (Pre-implementation Stage)?
- Are we addressing barriers, establishing clear expectations, and providing support (Implementation Stage)?
- Are we ensuring all the good work maintains? Do we have continuous quality improvement measures solidly in place (Sustainability Phase)?

WSP_Spreadsheet - Saved to OneDrive

Developer Page Layout Formulas Data Review View Help ACROBAT

Font Alignment Number

General

Condition Formatting

IS PAGE	Pre-Implementation Stage mm/dd/yyyy	Implementation Stage mm/dd/yyyy	Sustainability Stage mm/dd/yyyy
Overall	0%	0%	0%
Operational	0%	0%	0%
Supervision	0%	0%	0%
Coordination	0%	0%	0%
...	-	0%	0%
...	-	0%	0%
...	0%	0%	0%
...	-	0%	0%
...	-	0%	0%
...	0%	0%	0%
...	-	0%	0%
...	0%	0%	0%

Sustainability Stage_Worksheet Sustainability Stage_Report Cumulative Report

SITE

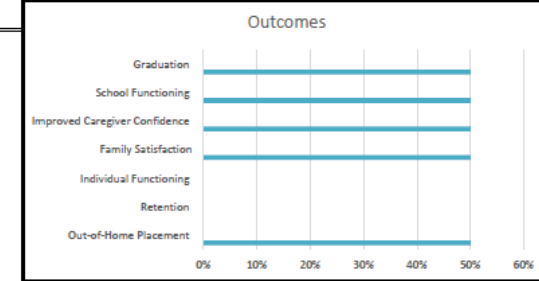
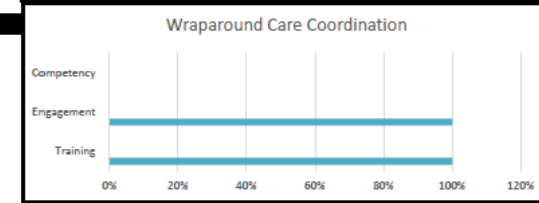
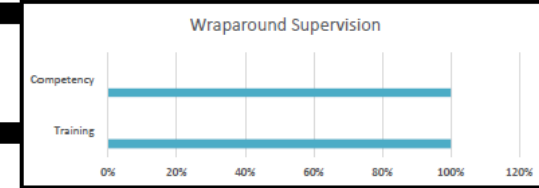
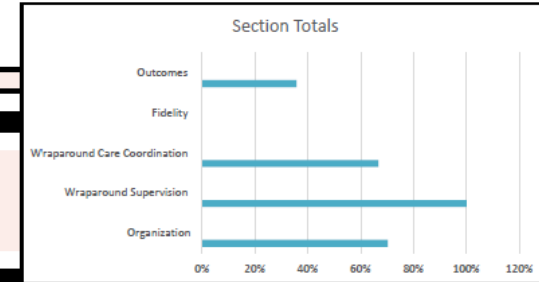
Pre- Implementation

Spring 2019

ORGANIZATION		Averaged Scores Across Sites	Percentage of Sites that Scored a:			MODES	
			ZERO	ONE	TWO		
Leadership							
Q1	Organization has identified an implementation team that includes executive leadership, mid management, supervisors and Care Coordinators (2B & 3E)	48%	40%	25%	35%	<p>0% 20% 40% 60% 80% 100%</p>	
Q2	Leadership brings community child serving agencies together in the beginning and at least twice a year to break down barriers to access services and foster on-going community development. (5B)	63%	25%	25%	50%		
Q3	Leadership proactively works to resolve problems that may arise as Wraparound implementation begins (2A)	60%	30%	20%	50%		
Q4	Feedback loops are established around system level change needs (3E)	60%	25%	30%	45%		
Total for Sub-Section		58%					
Enrollment & Engagement:							
Q5	Procedures and policies are in place to manage referrals after initial eligibility (5G)	75%	10%	30%	60%		
Q6	Demonstration of a process to support Medicaid application for eligible referrals (5F)	76%	11%	26%	63%		
Total for Sub-Section		76%					
Services & Supports:							
Q7	Firewalls are established between any internal organizational service provision and care coordination effort (5G)	73%	15%	25%	60%		
Total for Sub-Section		73%					
Staffing:							
Q8	At least one Wraparound supervisor has been identified (3A)	95%	0%	10%	90%		
Q9	An adequate number of Care Coordinators have been identified (3A)	65%	20%	30%	50%		
Total for Sub-Section		80%					
Onboarding							
						Q7	

Bi-weekly contact with expert content coach (1F, 4B)	2	100%	Cummins receives process based feedback via TOBI on all of their CMHW youth from their local coach
Total for Sub-Section		100%	
Total for Section		100%	
WRAPAROUND CARE COORDINATION			
Training			
Coaching includes formal assessment of practice at least once per quarter (1F)	2	100%	Cummins participates in on site local coaching on a monthly basis.
Bi-weekly contact with expert content coach (1F, 4B)	2	100%	Cummins receives process based feedback via TOBI on all of their CMHW youth from their local coach
Total for Sub- Section		100%	
Engagement:			
Child and family team meetings held regularly (at least every 30 to 45 days) to review and modify the plan of care (F1)	2	100%	At the beginning of the month, Lakisha talks with all of her WFs to put on a spreadsheet when the CFTM is scheduled for and where the CFTM is being held. She then goes back at the end of the month to make sure the CFTM happened and if it didn't, she discusses the barriers with the staff. Each WF has a whiteboard in their office as well that they write down the date, time, and location of their CFTMs for people to visually see when they are being held.
Total for Sub- Section		100%	
Competency:			
100% of CC with 6-8 months of wraparound experience demonstrate 50% skill attainment as measured by the COMET (F2 - F8)	0	0%	WF's with 6+ experience are not at a 50% on COMETS as of yet. 1 WF has scored a 45%.
Total for Sub- Section		0%	
Total for Section		67%	
FIDELITY			
FIDELITY			
WFI-EZ items A1 - A4 = 100% &	0	0%	DMHA holds a contract with WERT for the WFI-EZ. Data should be available in July of 2019
WFI-EZ meets or exceeds 70% (4C, F2 - F8; O1 & O6)	0	0%	
Total for Sub- Section		0%	
Total for Section		0%	
OUTCOMES			
Out-of-Home Placement			
Fewer than 40% out-of-home placements per year (O6)	1	50%	EMR does track the out of home placements, Lakisha does not track this on her own.
Total for Sub-Section		50%	

Totals	55%
Section Totals	
Organization	70%
Wraparound Supervision	100%
Wraparound Care Coordination	67%
Fidelity	0%
Outcomes	36%
Organizational	
Leadership	63%
Appropriate Populations	50%
Accountability Mechanisms	79%
Access	50%
Services and Supports	100%
Staffing	100%
Onboarding	50%
Wraparound Supervision	
Training	100%
Competency	100%
Wraparound Care Coordination	
Training	100%
Engagement	100%
Competency	0%
Fidelity	
Fidelity	0%
Outcomes	
Out-of-Home Placement	50%
Retention	0%
Individual Functioning	0%
Family Satisfaction	50%
Improved Caregiver Confidence	50%
School Functioning	50%
Graduation	50%



Wraparound Implementation Standards – Program (WISP)ⁱ
 Developmental Timeline by Implementation Standard Element

Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
Organization	<p>Leadership: Organization has identified an implementation team that includes executive leadership, mid management, supervisors and care coordinators (2B & 3E)</p> <p>Leadership brings community child serving agencies together in the beginning and at least twice a year to break down barriers to access services and foster on-going community development. (5B)</p> <p>Leadership proactively works to resolve problems that may arise as Wraparound implementation begins (2A)</p> <p>Feedback loops are established around system level change needs (3E)</p> <p>Enrollment & Engagement: Procedures and policies are in place to manage referrals after initial eligibility (5G)</p> <p>Demonstration of a process to support Medicaid application for eligible referrals (5F)</p>	<p>Leadership: Executive leadership, supervisors and care coordinators are routinely engaged in discussion around implementation (2B & 3E)</p> <p>The organization has taken specific steps to translate the Wraparound philosophy into policies, practice elements and achievements and agency staff are informed of Wraparound practice expectations (5E)</p> <p>Leadership recognizes a Wraparound plan of care (POC) structures and coordinates the work of all services and providers on behalf of a youth and family and has made steps to ensure the Wraparound POC serves as the primary plan of care (5D)</p> <p>Leadership takes an active role in planning for quality installation of Wraparound by effectively addressing barriers as they come up during Wraparound implementation (2C)</p> <p>Appropriate Population Youth & families enrolled meet all criteria of medical necessity and complex behavioral needs for Wraparound (5A)</p> <p>Accountability Mechanisms: Processes in place to track child-level outcomes for all youth in Wraparound (4A & 4D)</p> <p>Processes in place to share data elements and progress toward successful implementation (4A, 4B, and 4D)</p>	<p>Leadership: Clear and transparent procedures for decision making exist across the organization and leadership routinely involve supervisors and care coordinators in building consensus in decision making (2B & 3E)</p> <p>Supervisors and the wider organizational leadership provide well-defined performance goals, while ensuring staff have the tools and flexible policies to meet these expectations (2A)</p> <p>Accountability Mechanisms: An accountable Continuous Quality Improvement (CQI) infrastructure exists between implementation team, quality assurance, and executive Leadership (e.g. mechanisms to monitor fidelity, service quality & outcomes and to assess the quality and development of Wraparound) is established (3E, 4A & 5I)</p>

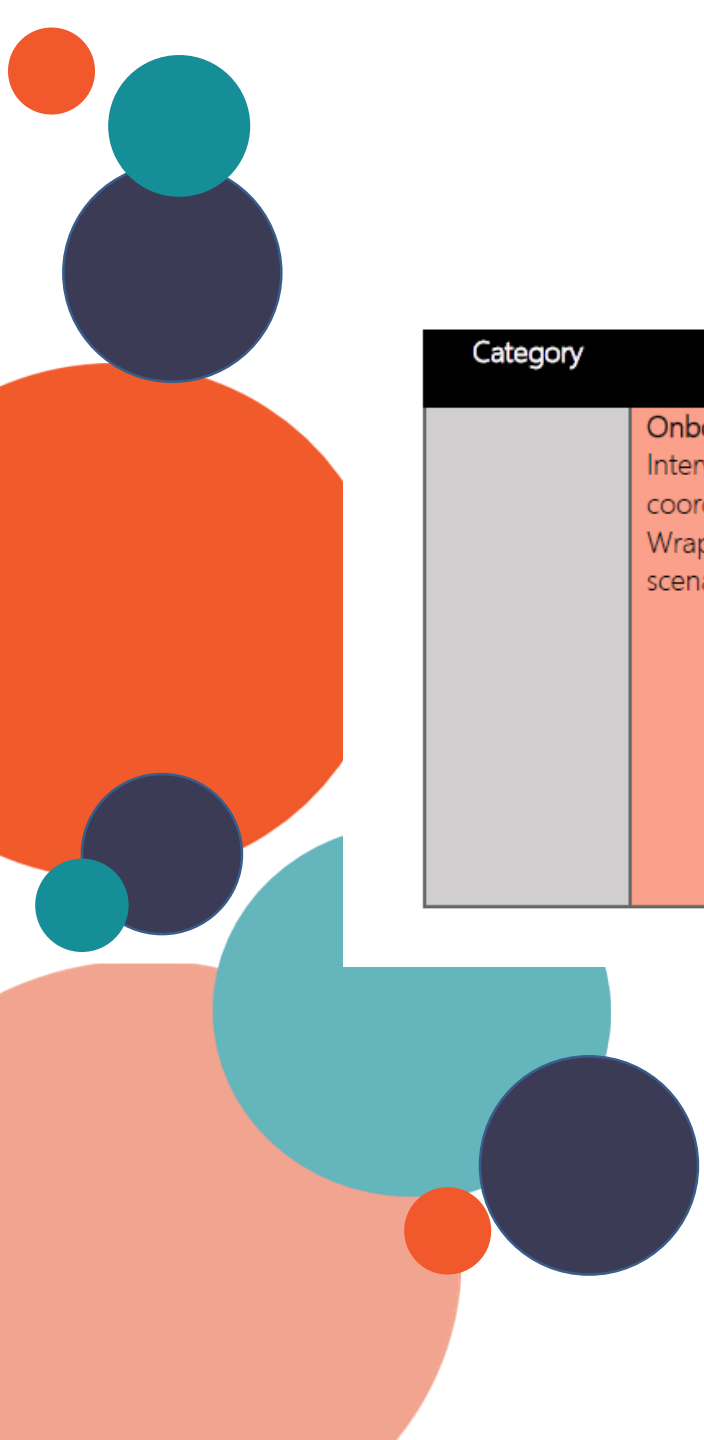




Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
		<p>Electronic Health Record built or modified to support quality implementation of Wraparound (4A)</p> <p>Size of the child and family team is tracked and includes more than the care coordinator and family (service providers on POC and at least one informal support should be present) (F3)</p> <p>Critical incident reports are tracked and reviewed (5H)</p> <p>Disenrollment and re-enrollment is tracked and reviewed. (F8)</p> <p>Child serving agency involvement (JJ and CW) are reported (5I)</p> <p>Access: Wraparound is publicized within the catchment area of the organization and organization plans to develop on-going marketing (5G)</p> <p>Families have reliable access to information about the organization and what it provides (e.g. organization marketing plan) (5G)</p> <p>Youth and families are engaged in Wraparound within 10 days of referral (F1)</p> <p>Initial Wraparound plan of care (POC) developed within 30 days of being referred (F1)</p>	<p>Outcomes, competency and fidelity data is routinely analyzed and shared with key agency and external stakeholders and used for Continuous Quality Improvement. Preferably, data is collected by an objective external party (4B - 4D)</p> <p>Size of the child and family team is tracked and includes more than the care coordinator and family (service providers on POC and at least one informal support should be present) (F3)</p> <p>Critical incident reports are reviewed and tracked (5H)</p> <p>Disenrollment and re-enrollment is tracked and reviewed (F8)</p> <p>Child serving agency involvement (JJ and CW) are reported (5I)</p> <p>Access: Families are seamlessly being enrolled and a comprehensive provider network has been created that includes formal and informal options (5G, 5H)</p>




Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
	<p>Services & Supports: Firewalls are established between any internal organizational service provision and care coordination effort (5G)</p> <p>Staffing: At least one Wraparound supervisor has been identified (3A)</p> <p>An adequate number of care coordinators have been identified (3A)</p> <p>Recruitment: The agency recruits, or has recruitment practices, for supervisors who have an understanding of Wraparound and experience working with youth with complex mental health needs (1B)</p> <p>The agency has recruitment practices for care coordinators who are creative, flexible and have experience working with youth with complex behavioral health needs (1B & 1C)</p>	<p>Services & Supports: Youth and families have access to a full array of services and supports with most services and supports provided external to the organization regardless of system involvement. (5G, 5H)</p> <p>Firewalls between care coordination and service provision are maintained and ensure family choice (5G, 5H)</p> <p>Staffing: Hiring, interviewing protocols, and job descriptions for care coordinators are created that are specific to the care coordinators job (1C)</p> <p>Job descriptions for Wraparound supervisors have been developed that include activities specific to that role and clear performance expectations have been established (1C)</p> <p>Personnel are overseeing hiring and onboarding practices (3E)</p> <p>Workforce development plan includes staffing projections and plans to support long-term organizational needs for supporting the number of families referred (3A)</p> <p>Staff Satisfaction: Care coordinators and supervisors are generally satisfied, there is a clear sense of mission and alignment with Wraparound (3C) and feel they have adequate resources (3B).</p>	<p>Staffing: Wraparound supervisor to care coordinator ratio does not exceed 1:6 (3A)</p> <p>Care coordinator (CC) to family ratio does not exceed 1:12 (3A)</p> <p>For organizations with 6 care coordinators or more, Wraparound supervisors exclusively support Wraparound (3A)</p> <p>Performance Assessment: Care coordinators' performance is assessed at least every six months using objective-measures (e.g. observations) that are tied to their job descriptions and quality indicators (1G)</p>




Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
	<p>Onboarding: Interview and selection protocols for care coordinators and supervisors include Wraparound specific behavior-based scenarios and criteria (1C)</p>	<p>Onboarding: Care coordinator onboarding plan in place that includes an initial apprenticeship (typically first 30-days prior to solely partnering with families), timeline for training completion, and expectations for performance (1D, 1E, & 1G)</p> <p>Fiscal Stability: The Wraparound provider is planning for sustainability by assessing cost of implementation efforts ensuring both indirect and direct expenditures are supported by adequate funding streams.</p>	<p>Fiscal Sustainability: The organization has a sustainable funding plan for the next 3 – 5 years (e.g. data on costs and cost-effectiveness are available and shared) (3D, 5F)</p>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
Wraparound Supervision	<p>Onboarding: Identified Wraparound supervisor(s) are oriented to the expectations of their jobs, including required participation in coaching support, training and daily supervision duties and responsibilities. (1D)</p> <p>Supervisors demonstrate strong conflict resolution and leadership skills (1B)</p>	<p>Training: 100% of supervisors have completed Introduction within 3 months of starting that position (1D)</p> <p>100% of supervisors have completed Engagement within 2 months of completing Intro (1D)</p> <p>Wraparound supervisors have developed and delivered local booster trainings based on data trends they have identified within the organization (4B)</p> <p>Competency: Supervision and expert coaching include formal assessment of practice at least once per quarter (1F)</p> <p>Monthly contact with expert content coach (1F, 4B)</p>	<p>Training: 100% have participated in Intermediate practice one year from completion of Intro (1D)</p> <p>100% have participated in Supervisors and/or Advanced Supervisors training annually (1D)</p> <p>Stable Workforce: Average tenure of Wraparound supervisor(s) is 2 or more years (1A)</p> <p>Competency: 100% providing individual skill-based supervision at least 2 times a month and at least 1 group supervision per month utilizing the Wraparound Practice Improvement Tools (1F & 4B)</p> <p>100% of supervisors score an average of 9 on the supervisory Assessment System (SAS) (1B, 1D, 1F, & 4B)</p> <p>At least one supervisor is making positive progress toward competency/supervisor certification (1G)</p> <p>At least one supervisor has achieved supervisor certification (1B – G, 4B)</p>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
Wraparound Care Coordination	<p>Onboarding: Identified care coordinators are oriented to the expectations of their jobs by a) participating in coaching support and b) participated in training prior to partnering with families (1D)</p> <p>Care coordinators have experience and attributes that align with successful support of youth with complex behavioral needs and their families (1B)</p>	<p>Training: 100% of care coordinators have completed Introduction within 3 months of starting that position (1D)</p> <p>100% of care coordinators have completed Engagement within 2 months of completing Intro (1D)</p> <p>Engagement: Child and family team meetings held regularly (at least every 30 to 45 days) to review and modify the plan of care (F1)</p> <p>Competency: 100% of care coordinators with 6-8 months of Wraparound experience demonstrate 50% skill attainment as measured by the COMET (F2 -F8)</p>	<p>Training: 100% have participated in Intermediate one year from completion of Intro (1D)</p> <p>Competency: 100% with two (2) or more years of Wraparound experience demonstrate 80% skill attainment as measured by the COMET (F2 – F8; 1F & 1G)</p> <p>Stable Workforce: Care coordinator turnover is reasonably low (e.g. less than 25% per year) (1A)</p>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
Fidelity		<p>Total score as assessed by a validated fidelity assessment tool indicates minimum standards of fidelity.</p> <p>If the WFI-EZ is used, items A1 – A4 = 98 - 100% and the total score meets or exceeds 70% (4C, F2– F8; O1 & O6)</p> <p>If the DART is used the scores meets or exceeds 60% on</p> <ol style="list-style-type: none"> 1. Timely engagement 2. Meeting attendance 3. Key elements <ol style="list-style-type: none"> a. Driven by strengths and families b. Natural and community supports c. Needs based d. Outcomes based 	<p>Total score as assessed by a fidelity assessment tool indicated minimum standards of fidelity.</p> <p>If the WFI-EZ is used items A1 – A4 = 100% and the total score meets or exceeds 85% (4C, F2 – F8; O1 & O6)</p> <p>If the DART is used, scores meet or exceed 75% on</p> <ol style="list-style-type: none"> 1. Timely engagement 2. Meeting attendance 3. Key elements <ol style="list-style-type: none"> a. Driven by strengths and families b. Natural and community supports c. Needs based d. Outcomes based



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
Outcomes		<p>Out-of-Home Placement: Fewer than 40% out-of-home placements per year (O6)</p> <p>Retention: Less than 25% discharged unsuccessful before 3 months of enrollment (F1), and less than 30% discharge successfully before 6 months of enrollment (5A)</p> <p>Individual Functioning: 50% of youth enrolled experience improved functioning in behavioral and emotional functioning (O3 & O4)</p> <p>Family Satisfaction: 75% of youth and families are satisfied with their Wraparound experience and their progress while in the program (O1)</p> <p>Improved Caregiver Confidence: 50% of caregivers indicate improved confidence in their ability to manage problems and effectively address crises (O5)</p> <p>School Functioning: 30% or less of youth enrolled experience negative school interactions (e.g. suspensions; O2)</p> <p>Graduation: On average, at least 50% of families enrolled graduate successfully (O7)</p>	<p>Out-of-Home Placement: Fewer than 20% out-of-home placements per year (O6)</p> <p>Retention: Less than 15% discharge unsuccessful before 3 months of enrollment (F1), and less than 20% discharge successfully before 6 months of enrollment (5A)</p> <p>Individual Functioning: At least 70% youth enrolled experience improved functioning in behavioral and emotional functioning (O3 & O4)</p> <p>Family Satisfaction: 95% of youth and families are satisfied with their Wraparound experience and their progress while in the program (O1)</p> <p>Improved Caregiver Confidence: More than 70% of caregivers indicate improved confidence in their ability to manage problems and effectively address crises (O5)</p> <p>School Functioning: Less than 20% of youth enrolled experience negative school interactions (O2)</p> <p>Graduation: On average, at least 70% of families enrolled graduate successfully (O7)</p> <p>Recidivism: Fewer than 20% return one year after graduation (O3)</p>

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