High Fidelity Wraparound

Definition of Wraparound:
As of now, most providers would be willing to agree that wraparound is a strength based philosophy that emphasizes individualized care, family participation, and community based services. But in reality there are two distinct definitions of wraparound. One defines wraparound as services that meet individual needs within a system of care, along with interagency collaboration, case management/ care coordination, and flexible funding and services. This defines wraparound as a specific intervention. The second definition explains wraparound as a philosophy of care that includes (1) a definable planning process involving the child and family that results in (2) a unique set of community services and natural supports individualized for that child and family to achieve a positive set of outcomes. One definition is about the actual practice of surrounding a child and family with services and the other reflects a philosophical approach grounded in values and principles.

Definition of High Fidelity Wraparound:
High Fidelity Wraparound, designed by Vroon VanDenBerg LLC., continues to emphasize the process as the driving force behind the work. It includes an understanding of the skill sets, adherence to the principles, detailed phases and activities that must be completed, a theory of change to guide the work and understand why we are utilizing HFW and ongoing training, coaching and certification to ensure that the fidelity of the process can be measured and evaluated. It is accepted as an evidence based practice in most states and continues to gain momentum towards federal acceptance as an EBP.

History of Wraparound:
The history of wraparound goes back to 1969 when the U.S Joint Commission did an analysis regarding the care of children with mental health needs that found these children were either “receiving services that were too restrictive or were not receiving service at all (Ferguson, 2007). Wraparound began in Canada when John Brown started group homes that emphasized individualized and unconditional care. Karl Dennis, then of Kaleidoscope in Chicago, added these philosophies for supportive services for families in an urban setting in the late 70’s. Due to law suits regarding care for children in the early 80’s, client involvement in their own intervention strategies began to be implemented first in North Carolina and then spread throughout the country. The U.S congress in 1984 responded to these law suits and provided funding to the National institute of Mental Health (NIMH) to establish the Children’s and Adolescent Service System program (CASSP). CASSP was designed to help states in meeting the needs of children with emotional, mental and behavior disabilities through the development of multi-level systems. It established eligibility criteria for children to be served by the programs, as well as criteria for states to be eligible for funding. CASSP funded two research centers (1) at the University of South Florida at Tampa and (2) at Portland State University in Oregon (Ferguson 2007).

During this same time Karl Dennis was sought out for his innovativeness with Kaleidoscope by the Alaska Youth initiative (AYI), that was brought about by the Systems of Care movement, due to the high numbers of Alaskan youth being sent to out of state facilities. Wraparound became known as a philosophy and was used “to describe the efforts in Alaska at two levels: (1) the systems level, where wraparound was conceived of as a process to assist agencies in
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The AYI took from Kaleidoscope values such as unconditional care and individualization and “added the concepts and ideas of child and family teams, linking formal services with informal community services, tailoring categorical services to meet individualized needs, and the sharing of flexible funds across agencies (Ferguson 2007).” Other states began to develop wraparound services including Vermont, Washington and Idaho. The National Wraparound Initiative was developed in the mid 1990’s and that committee agreed upon the ten guiding principles and how to define them. Later, phases and activities were also added to the NWI process. By 1998 a total of “47 of the 55 U.S States and territories had developed a form of wraparound within their region (Burns et al 2000).

Dr. John VanDenBerg worked with Karl Dennis as the Service Coordinator for the Alaskan Youth Initiative and developed, alongside his partner Dr. Jim Raast, a way to go through the wraparound process in a way that demonstrated specific skills for each phase and activity. This has assisted High Fidelity Wraparound to be embraced as an evidence based practice in most states and is working to be accepted on the federal level currently.

Wraparound is a process that must continuously evolve to better serve youth and families and Vroon VanDenBerg is on the cutting edge of continuously building upon what has been learned and how to implement new information so that we can strive to have the best outcomes for the families we serve. For anyone who is implementing wraparound it is imperative that we stay flexible and curious about how we can continue to evolve with this process.

Ten Principles:

1. Family Voice and Choice: Family and youth/child perspectives are intentionally elicited and prioritized during all phases of the wraparound process. Planning is grounded in family members’ perspectives and the team strives to provide options and choices such that the plan reflects family values and preferences. This comes with accountability and responsibility.

2. Team-Based: The wraparound team consists of individuals agreed upon by the family, or through mandates, who are committed to them through informal, formal and community support and service relationships.

3. Natural Supports and Universal services: The team actively seeks out and encourages the full participation of team members drawn from family members’ networks of interpersonal and community relationships. The wraparound plan reflects activities and interventions that draw on sources of natural support

   Natural Supports are those extended family, friends, co-workers, neighbors and co-members of faith-based or other organizations who provide reciprocal support.

   Universal services are the activities and resources within a community that anyone can participate in at minimal or no cost.

4. Collaborative and Integrated: Team members work cooperatively and share responsibility for developing, implementing, monitoring and evaluating a single wraparound plan. The plan reflects a blending of team members’ perspectives, mandates and resources. The plan guides and coordinates each team members’ work towards meeting the team’s goals.
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5. **Community Based:** The wraparound team implements service and support strategies that take place in the most inclusive, most responsive, most accessible and least restrictive settings possible and that safely promote child and family integration into home and community life.

6. **Culturally Competent:** The wraparound process demonstrates respect for and builds upon the values, preferences, beliefs, culture and identity of the child/youth and family and their community.

7. **Individualized:** To achieve goals laid out in the wraparound plan, the team develops and implements a customized set of strategies, supports and services unique to their needs.

8. **Strengths-Based:** The wraparound process and the wraparound plan identify, build upon and enhance the capabilities, knowledge, skills and assets of the child and family, their community and other team members.

9. **Unconditional Care:** Despite challenges, the team persists in working toward the goals included in the wraparound plan until the team reaches agreement that a formal wraparound process is no longer required.

10. **Outcome-Based and Cost-Responsible:** The team ties the goals and strategies of the wraparound plan to observable or measurable indicators of success, monitors progress in terms of these indicators, and revises the plan accordingly.

**Four Phases of Wraparound:**

**Phase One: Engagement and Team preparation.** During this phase, the groundwork for trust and shared vision among the family and wraparound team members is established, so the people are prepared to come to meetings and collaborate. This phase, particularly through the initial conversations about strengths, needs, culture, and vision, sets the tone for teamwork and team interactions that are consistent with the wraparound principles. The activities of this phase should be completed relatively quickly, so that the team can begin meeting and establish ownership of the process as quickly as possible.

**Phase Two: Initial Plan Development.** During this phase, team trust and mutual respect are built while creating an initial plan of care using a high quality planning process that reflects the wraparound principles. In particular, youth and family should feel, during this phase, that they are heard, that the needs chosen are ones they want to work on, and that the options chosen have a reasonable chance of helping them meet these needs. This phase should be completed during one or two meetings that take place within the first 30 days; a rapid time frame intended to promote team cohesion and shared responsibility toward achieving the team’s mission or overarching goal.

**Phase three: Implementation.** During this phase, the initial wraparound plan is implemented, progress and successes are continually reviewed, and changes are made to the plan and then implemented, all while maintaining or building team cohesiveness and mutual respect. The activities of this phase are repeated until the team’s mission is achieved and formal wraparound is no longer needed.
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**Phase four: Transition.** During this phase, plans are made for a purposeful transition out of formal wraparound to a mix of formal and natural supports in the community (and, if appropriate, to services and supports in the adult system). The focus on transition is continual during the wraparound process, and the preparation for transition is apparent even during the initial engagement activities.

**The Theory of Change:** The proposed theory of change for wraparound builds on evolving needs theory, bandura’s (1977) theory of self-efficacy, Bronfenbrenner’s (1979) theory of human ecology, and system of care (Stroul & Friedman 1986) integration of plans, services and supports for the family. Simply put the Theory of change is:

*Meeting the self defined needs of youth and families, enhancing their confidence and skills to get their own needs met, and strengthening their natural support network while integrating effort by the people helping them, will result in improved engagement, self efficacy, social support, integration of effort and sustainability of positive outcomes.*

**Four Components of the Theory of Change:**

1. Youth and Family Prioritized Needs
2. Self-efficacy (The skills and confidence to meet one’s own needs)
3. Natural Support Systems
4. Integration of Efforts (an integrated system of care)

**Roles within High Fidelity Wraparound:**

**Facilitator:** A Wraparound Facilitator is the person in partnership with the Peer to peer Support Specialist who ensures that the principles and steps of the process are delivered with the highest possible fidelity to national best practices. The Wraparound Facilitator is not just a neutral coordinator of services but someone who brings added value to the process. The Wraparound Facilitator helps the family to develop a positive view of the future through doing a strengths, needs and culture discovery. The Wraparound Facilitator supports the family to learn and use the skills to identify and prioritize their own needs, develop their own plans, access their own resources, and to advocate for their own family. The Wraparound Facilitator works with the family to build and strengthen their natural support network. The Wraparound Facilitator does whatever it takes to engage all team members in the process to develop an integrated plan. The Wraparound Facilitator develops a partnership relationship with the family that helps them to address and work through challenges to make change in their lives. This may include understanding developmental readiness and using teachable moments and motivational interviewing to surface issues that are important to helping the family reach their long-range vision.

**Peer to Peer Support Specialist:** This is a person who has been a caregiver to someone with complex behavioral health and other needs. This is a service designed to provide intensive levels of direct support for families. These positions are called advocates, family support specialists, family support providers, family aides, family Support Partners, among many other
terms. These positions are a distinctly different job than the Wraparound Facilitator, but they work closely together to support positive outcomes for the family. Often, but not always, the Peer to Peer Support Specialist is a graduate of wraparound and should always be a family member of a person with complex emotional or medical needs. Peer to Peer Supports add value to wraparound for several reasons. First, as someone who has experienced similar challenges, they can often engage families at levels people without this experience cannot. Second, they can provide direct support to meet the goals of the theory of change. The function of the Peer to Peer Support can be loosely placed into three categories. The first is to partner with the Wraparound Facilitator to do wraparound with the family. Second, the Peer to Peer may provide direct support for some families. The third function is to connect families with other families with similar challenges and other community resources.

Coaching and Supervision: To support High Fidelity Wraparound, there are two unique but overlapping roles that are essential. These roles are coaching and performance-based supervision. These roles may be performed by one or more people. Coaching is really about hands on teaching. It often starts with showing someone the process done well (shadowing), then doing it with them and finally providing ongoing consultation. The skill sets are what you do. Coaching teaches you the craft knowledge of doing it well. Coaching is the process of teaching someone to do wraparound by showing them the process, consulting with them on how to use the process, and helping them discover the craft knowledge to do it well. Supervision is the process of ensuring agency mandates are met, defining the role and duties of each staff person, monitoring their job performance, reviewing case specific implementation individually and in groups, and coordinating wraparound across agencies at the systems level.