

# **Assessing Support for Wraparound Implementation:**

## **Results of the *Community Supports for Wraparound Inventory* for Rogue Valley Wraparound, Oregon**

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In the fall and winter of 2010-11, Rogue Valley Wraparound used the **Community Supports for Wraparound Inventory** (CSWI) 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 between October 2010 and January 2011.

This report provides background information on the CSWI, findings from Rogue Valley Wraparound, and a comparison of Rogue Valley Wraparound's scores on the CSWI to those of a set of comparison communities from across the nation.

Highlights from the findings include the following:

- The CSWI for Rogue Valley Wraparound had an overall response rate of 57.6%, which is significantly below the average response from other communities using the CSWI. As a result, the findings from the CSWI for Rogue Valley Wraparound should be interpreted with this relatively low response rate in mind.
- Rogue Valley Wraparound scored a total of 75.0 on the CSWI. The mean total score in the comparison communities was 79.4, which is about the same as (not significantly different from) the score for Rogue Valley Wraparound.
- Rogue Valley Wraparound's individual theme means are each about on par with those from the comparison communities, with the exception of the *accountability* theme, where Rogue Valley Wraparound's score is significantly lower and thus represents an area of challenge.
- The specific area of greatest strength for Rogue Valley Wraparound is service/support quality (item 4.7). Rogue Valley Wraparound's other most notable strength is in the extent to which agencies and organizations have come together to share fiscal responsibility for the wraparound population (item 3.3).
- Other areas of relative strength are the extent to which members of the community team are empowered to make decisions (item 1.2), the productive nature of the project's interactions with the state (item 2.8), and the support that the project has been able to garner from high-level leaders in local agencies and organizations (item 2.2).
- Three of the specific areas of top challenge come from theme 6: monitoring wraparound quality (item 6.3, the most pronounced area of

challenge for Rogue Valley Wraparound), monitoring the extent to which wraparound plans are fulfilled (item 6.4), and monitoring satisfaction (item 6.6).

- The three other specific areas of most pronounced challenge each came from different themes: *building cultural and linguistic responsiveness* (item 4.4), *youth voice* (item 1.4), and *sustained funding* (item 3.6).

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## 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.

***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.

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\* 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 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 like 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%.

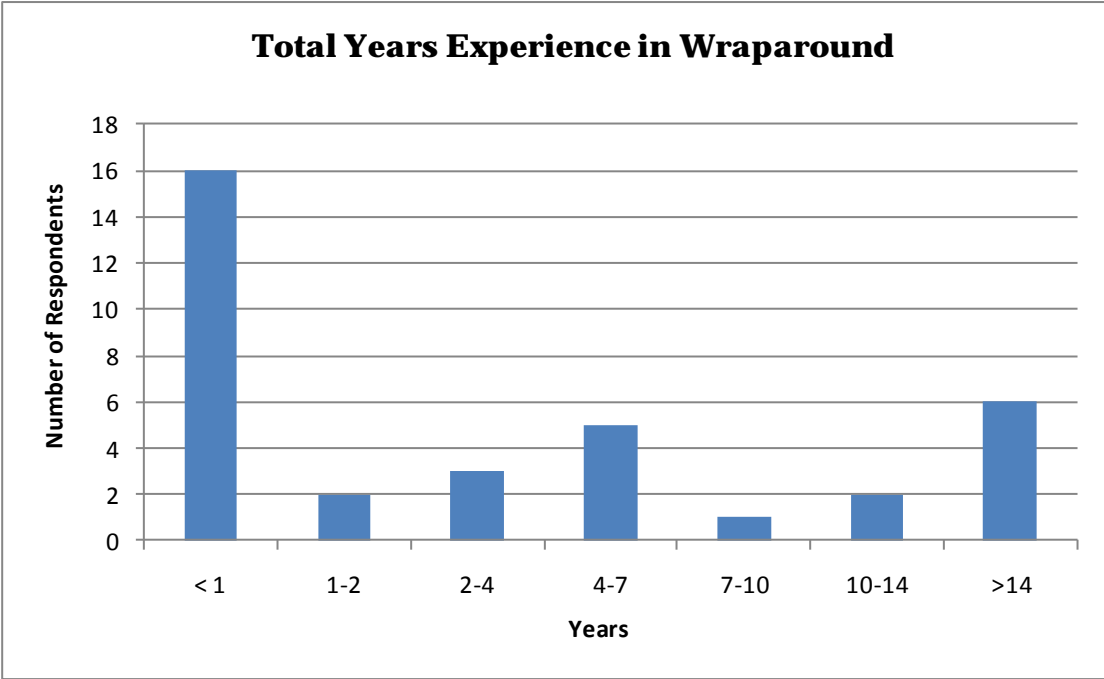
## **Rogue Valley Wraparound Response Rate and Respondent Characteristics**

**Response rate.** The final list of potential respondents from Rogue Valley Wraparound included 59 people. Of those, 34 responded, and 25 either declined or did not respond. This represents an overall response rate of 57.6%, which is significantly below the average response from other communities using the CSWI. As a result, the findings from the CSWI for Rogue Valley Wraparound should be interpreted with this relatively low response rate in mind.

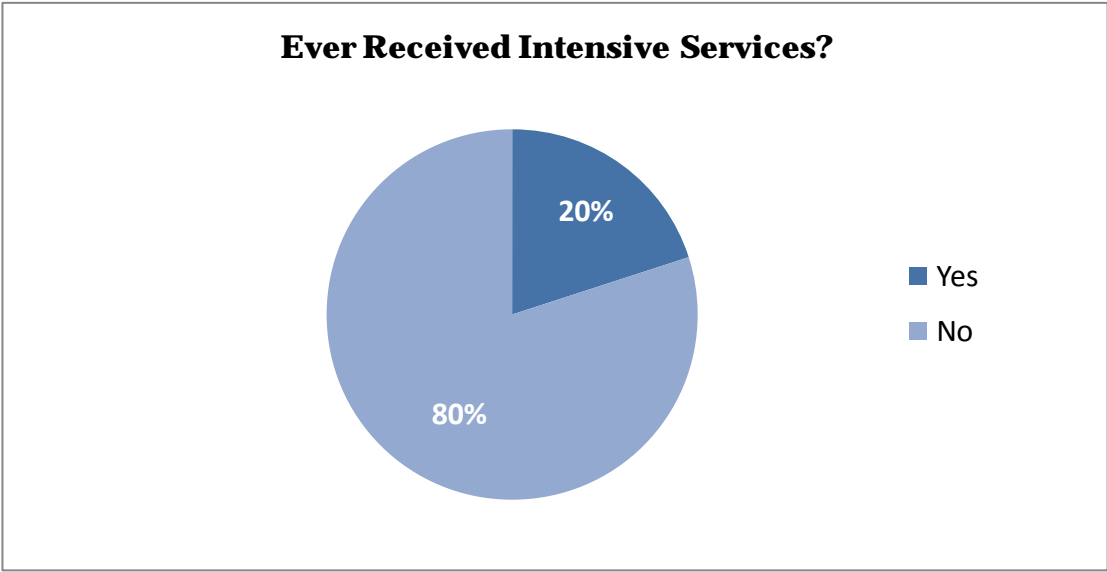
As is normal with the CSWI, Rogue Valley Wraparound's response rate was higher (66.1%) for people considered “key” respondents—those with the most knowledge about implementation support—than for those not considered key respondents (33.9%), and this difference was statistically significant. However, even the 66.1% figure is still lower than the average total response rate for communities using the CSWI.

Response rates by role in the project were also calculated. In most of the role categories, about two thirds of those nominated to take the survey responded. The only exception to this pattern was for the category that included direct service providers who were not part of the wraparound program. Among people in this role category, the response rate was lower, at 31.3%.

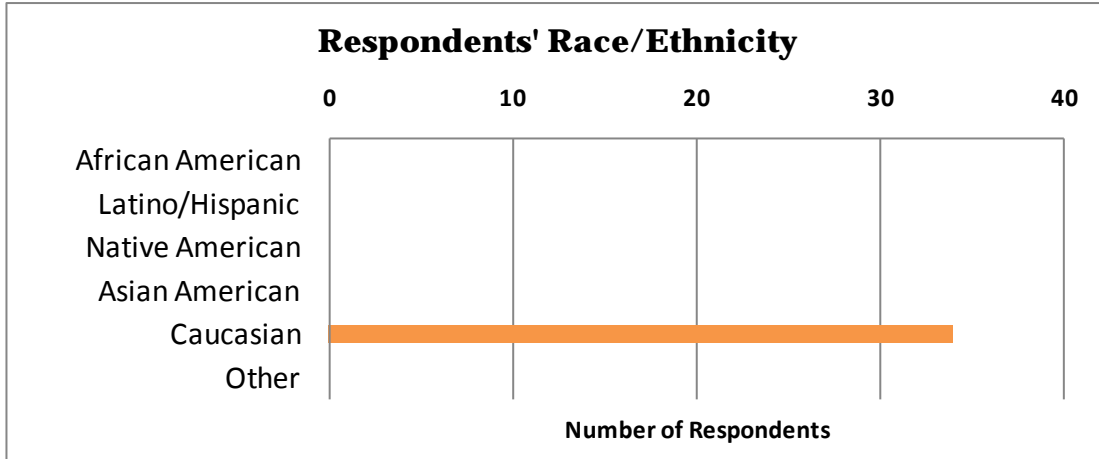
**Respondent characteristics.** Response rates are calculated from information provided by the local coordinator. Further information about the respondents is gathered during the survey. One question, “How long have you been involved in wraparound in any role and any project?” is intended to provide information about the overall level of experience with wraparound that is available to the project. Respondents reported a mean of 5.0 years experience with wraparound. However, the distribution of experience is somewhat unusual in Rogue Valley Wraparound, with both a large number of respondents (16) reporting less than one year of experience, and a sizeable number of respondents (8) reporting experience of more than ten years. (See graph on next page.)



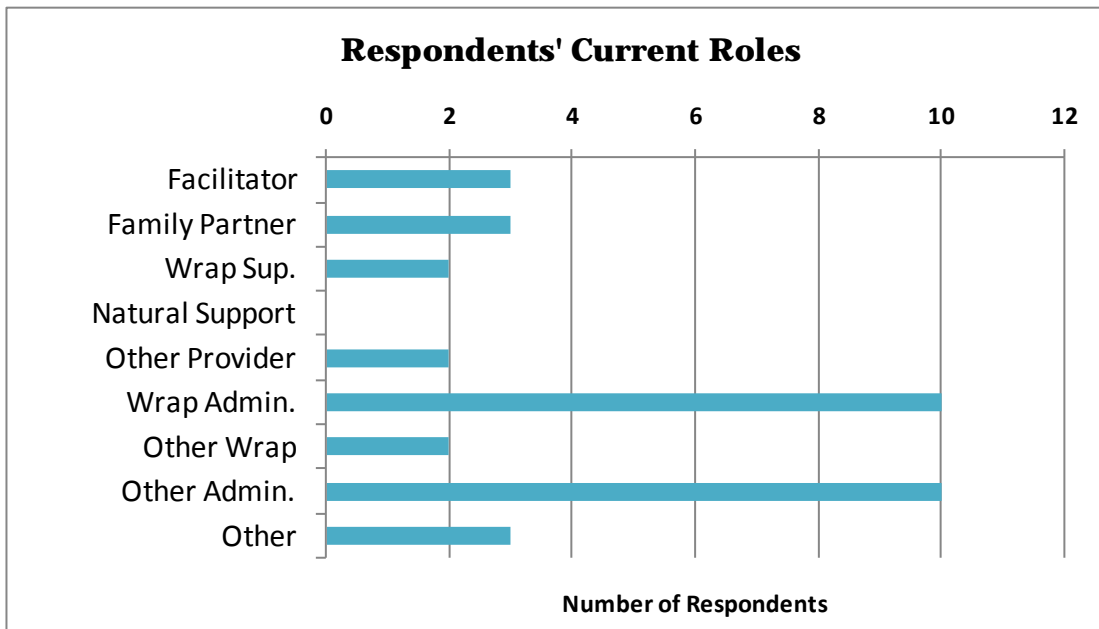
In response to the question “Have you or your child ever received intensive services from child- and family-serving agencies? (This is not limited to wraparound, and includes agencies such as mental health, child welfare, special education, juvenile justice, etc.),” 20% indicated that they had.



When asked about their racial or ethnic background, all of the respondents identified themselves as Caucasian.



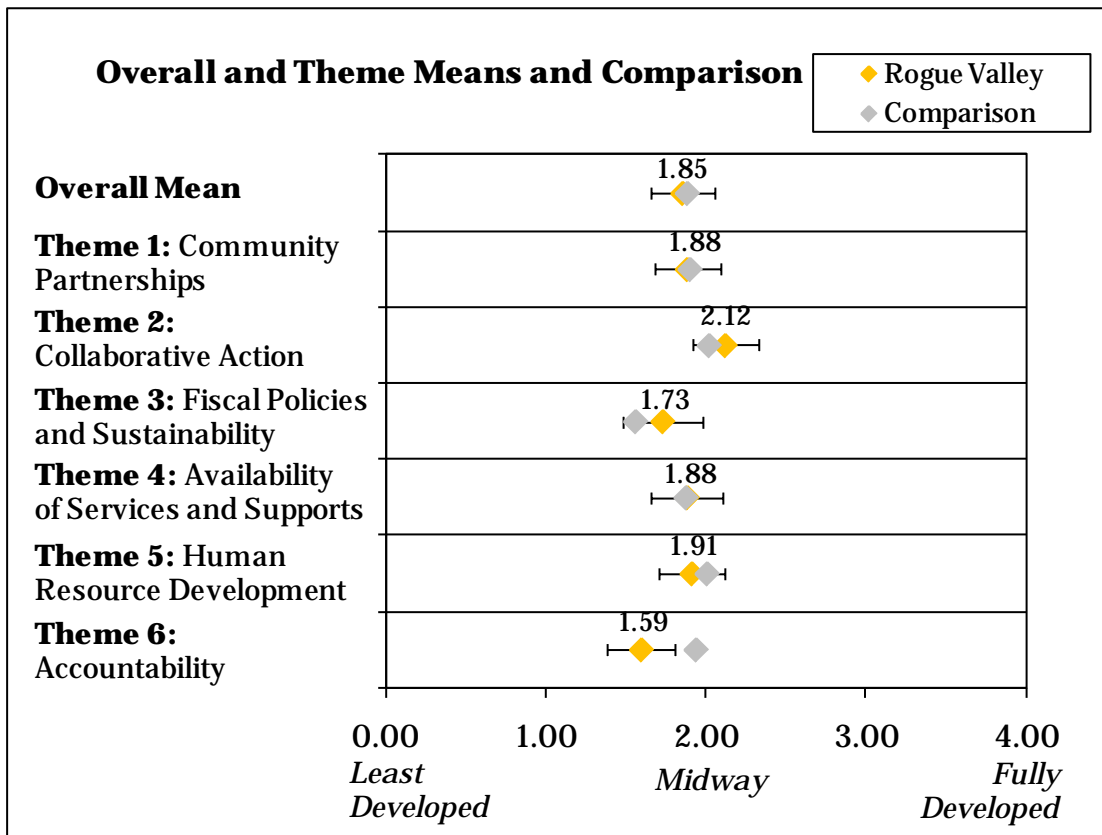
Respondents were also asked to describe their primary role in Rogue Valley Wraparound. The distribution of responses to this question for Rogue Valley Wraparound was fairly typical of responses for other communities using the CSWI. The largest numbers of respondents identified themselves as being either “wraparound administrators” or “other administrators” (i.e., administrators for programs other than the wraparound program).



### Overall Score and Theme Scores

Rogue Valley Wraparound scored a total of 75.0 on the CSWI. 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 total score in the comparison communities was 79.4, which is about the same as (not significantly different from) the score for Rogue Valley Wraparound.

It is easier to interpret CSWI scores when thought of as mean scores on items or groups of items. The 75.0 score translates as a grand item mean of 1.85, which lies fairly close to “midway” on the developmental scale. Thus, Rogue Valley Wraparound can be described as having made substantial overall progress in implementing wraparound, achieving a level of development on par with the average of communities that have used the CSWI. (In the graph below, the bars to the left and right of the points indicating Rogue Valley Wraparound’s scores represent a statistical confidence interval for the score.)



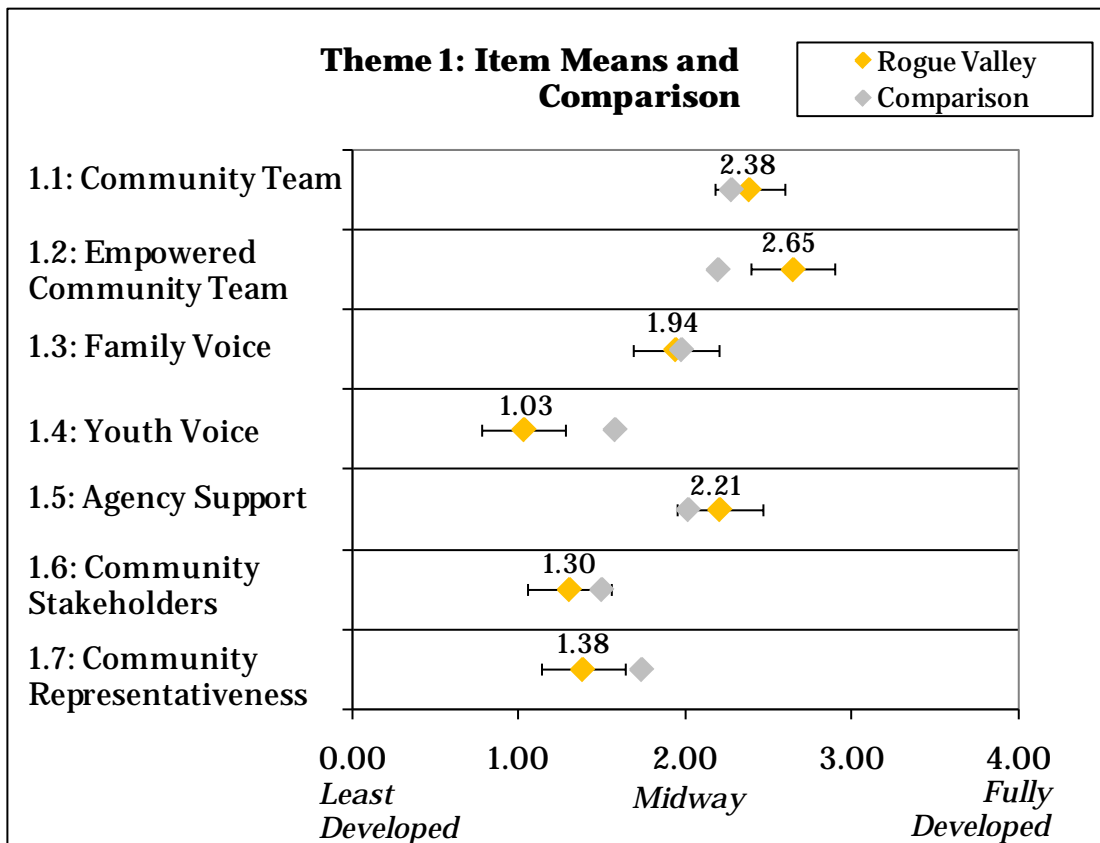
The means from the comparison sites show that development in some areas is apparently more difficult than in other areas. For example, communities tend to score lower on *fiscal policies and sustainability* than on the other themes. Rogue Valley Wraparound's individual theme means are each about on par with those from the comparison communities, with the exception of the *accountability* theme, where Rogue Valley Wraparound's score is significantly lower and thus represents an area of challenge.

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

**Theme 1: Community Partnership**

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

Although, for the theme as a whole, Rogue Valley Wraparound’s score was almost exactly the same as that for the comparison communities, closer inspection of the individual items reveals some relative strengths and challenges. Rogue Valley Wraparound has a community team (i.e., the collaborative body that oversees the wraparound project) whose members are empowered to make meaningful decisions (item 1.2), and this is a strength. In contrast, Rogue Valley Wraparound appears to experience challenge—as indicated by scores significantly below the comparison scores—in ensuring that the community team includes the perspectives of young people (item 1.4) and people who are representative of the population served by the project (item 1.7).



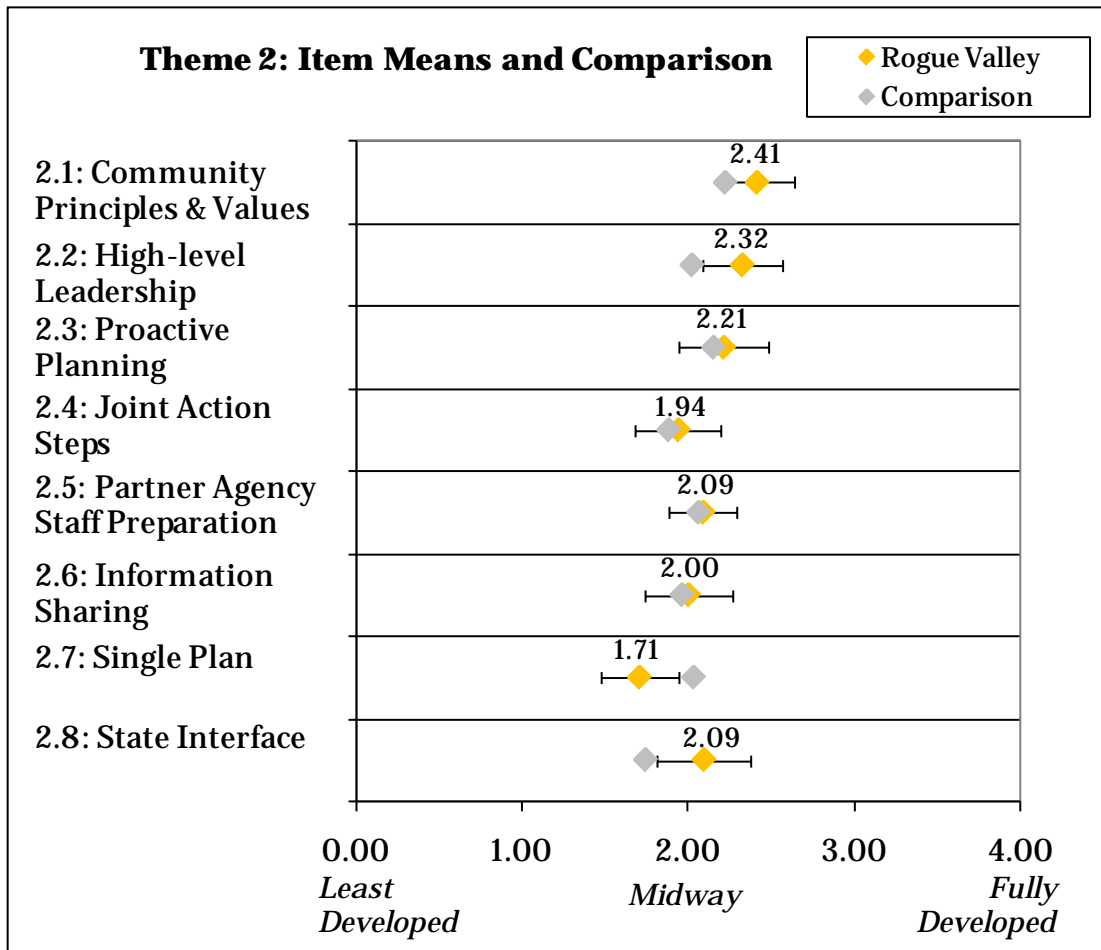
## Theme 1 Item Means Detail

Item	Rogue Valley Wraparound	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>	2.38	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>	2.65	2.20
<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>	1.94	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>	1.03	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>	2.21	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>	1.30	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>	1.38	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, Rogue Valley Wraparound’s mean score was once again almost the same as the overall theme mean for the comparison communities. For five of the eight individual items within the theme, Rogue Valley Wraparound’s item scores are also quite similar to the comparison means. The exceptions to this pattern are *single plan*, an area in which Rogue Valley Wraparound’s score is significantly lower than the comparison—thus representing an area of challenge; and *high-level leadership* and *state interface*, where the scores are significantly higher—thus representing areas of strength.



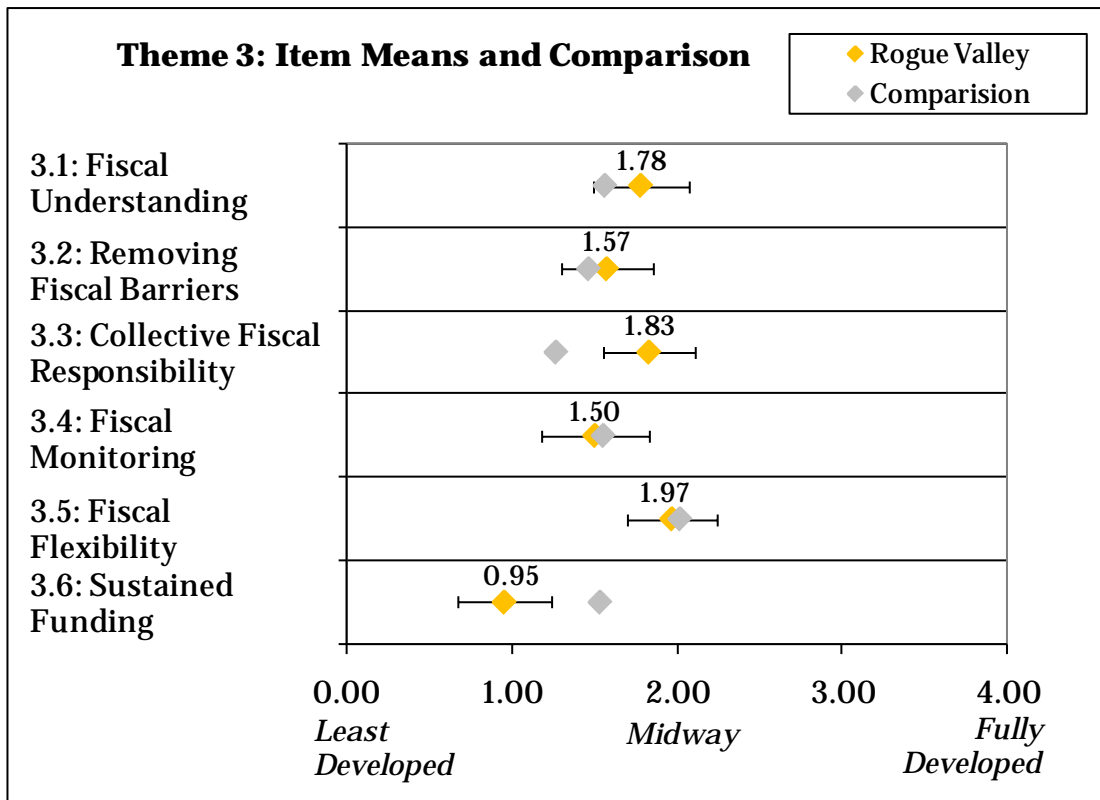
## Theme 2 Item Means Detail

Item	Rogue Valley Wraparound	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>	2.41	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>	2.32	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>	2.21	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>	1.94	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>	2.09	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>	2.00	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>	1.71	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>	2.09	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.*

*Fiscal policies and sustainability is an area of challenge for virtually all wraparound projects. Rogue Valley Wraparound’s overall score for this theme is once again about on par with the comparison mean for this theme. Additionally, four of the six individual item means are also about the same as the comparison scores. An exception to this, however, is the progress that Rogue Valley Wraparound has made in bringing relevant agencies together to assume collective fiscal responsibility for the children and families in wraparound, and to avoid shifting costs to one another. In this area, Rogue Valley Wraparound has developed to a level that exceeds that in the comparison communities. Conversely, Rogue Valley Wraparound has made less progress than is average in the comparison communities in the area of *sustained funding*. The mean for this item indicates an area of pronounced challenge.*



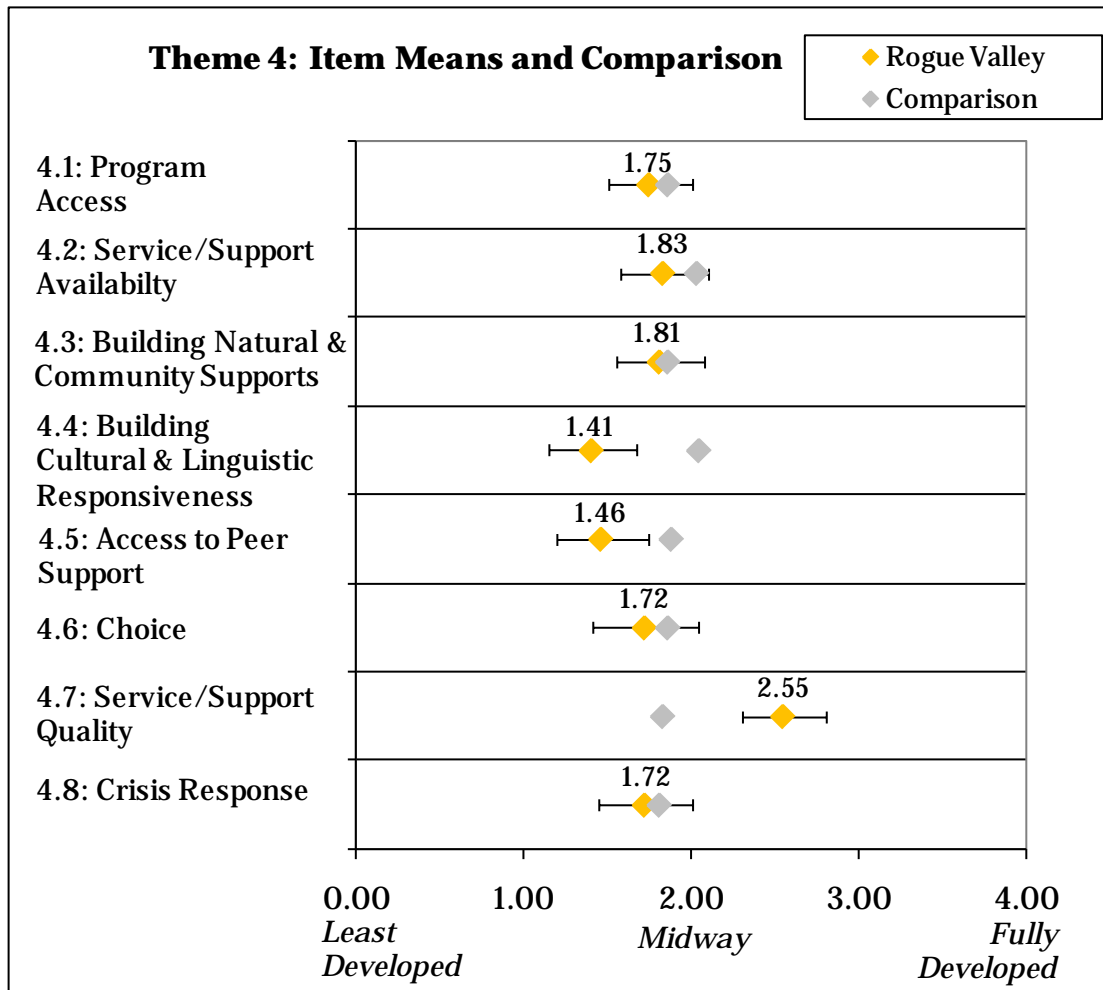
## Theme 3 Item Means Detail

Item	Rogue Valley Wraparound	Comparison Sites
<p><b>3.1 Fiscal understanding</b></p> <p>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>	1.78	1.56
<p><b>3.2 Removing fiscal barriers</b></p> <p>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>	1.57	1.46
<p><b>3.3 Collective fiscal responsibility</b></p> <p>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>	1.83	1.26
<p><b>3.4 Fiscal monitoring</b></p> <p>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>	1.50	1.55
<p><b>3.5 Fiscal flexibility</b></p> <p>Funds are available to pay for services and supports, and to fully implement strategies included in individual wraparound plans and safety/crisis plans.</p>	1.97	2.02
<p><b>3.6 Sustained funding</b></p> <p>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>	.95	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.*

Once again for this theme, Rogue Valley Wraparound’s overall mean score is almost the same as the mean for the comparison communities; however, several of the individual item means are significantly different from the comparison means. For example, the quality of the services and supports that are provided appears to be quite good. On the other hand, Rogue Valley Wraparound has not apparently developed the capacity to consistently provide access to culturally and linguistically responsive services and supports, or access to peer support.



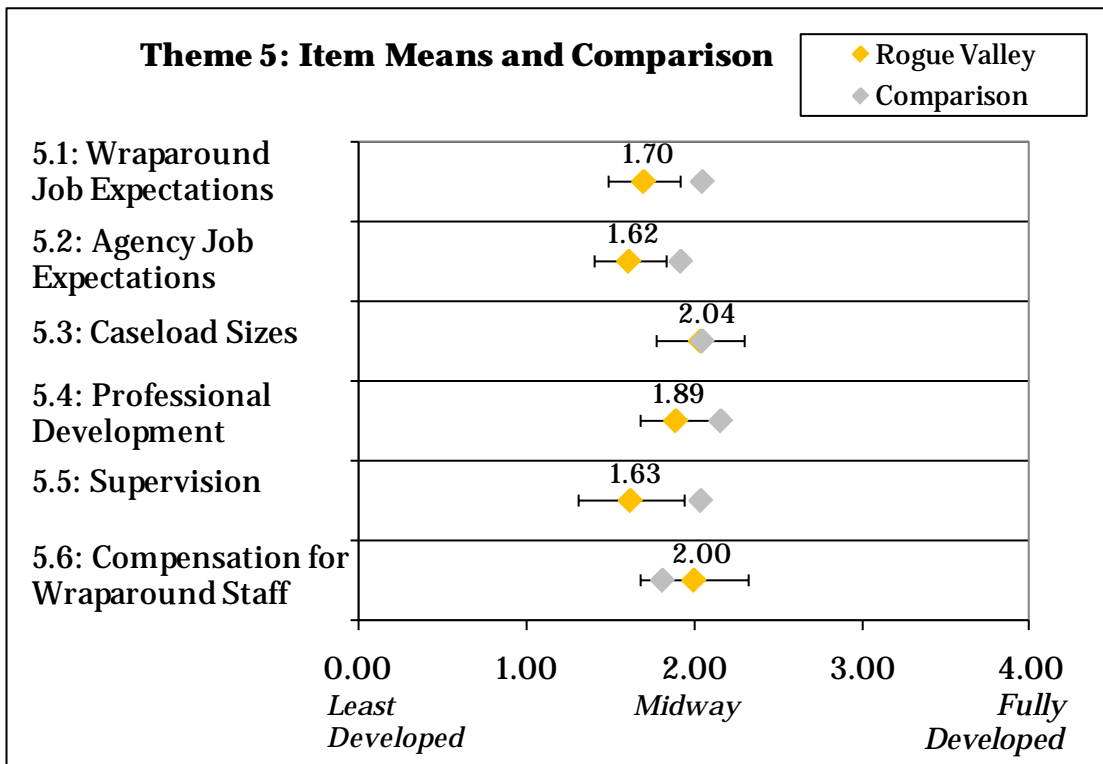
## Theme 4 Item Means Detail

Item	Rogue Valley Wraparound	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>	1.75	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>	1.81	1.86
<p><b>4.4 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>	1.41	2.04
<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>	1.46	1.88
<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>	1.72	1.86
<p><b>4.7 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>	2.55	1.83
<p><b>4.8 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>	1.72	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 mean score for this theme indicates that *human resource development and support* is an area in which Rogue Valley Wraparound has an overall level of development that is about the same as the average in the comparison communities. However, for four of the six individual items, Rogue Valley Wraparound’s scores are lower than the item means in the comparison communities.\* Specifically, Rogue Valley Wraparound’s scores are lower than the national comparison, with *supervision, agency job expectations, wraparound job expectations* and, to a somewhat lesser extent, *professional development* being areas of particular challenge.



\* This apparent discrepancy between the overall mean and the item means (i.e., where the overall mean is about the same as the comparison while most of the individual item means are lower) is a result of missing data—more people answered “don’t know” to individual items where others provided lower scores.

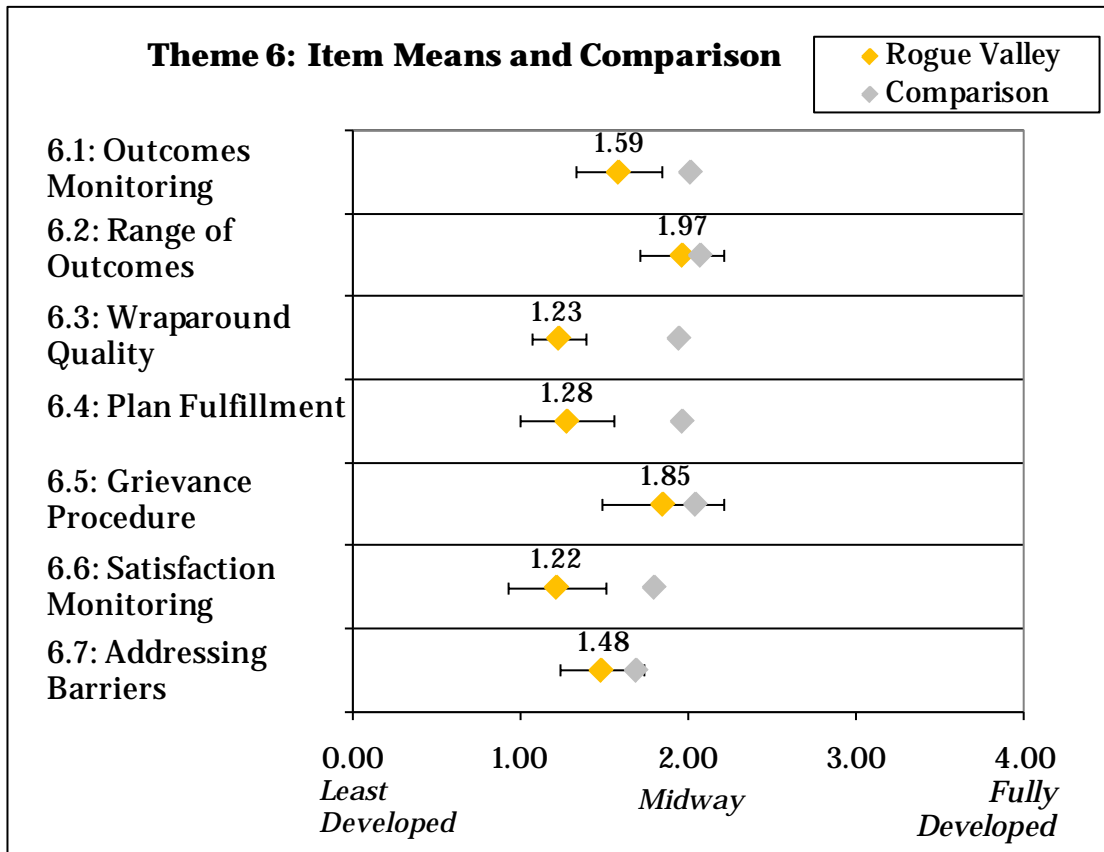
Theme 5 Item Means Detail

Item	Rogue Valley Wraparound	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>	1.70	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>	1.62	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>	2.04	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>	1.89	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>	1.63	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>	2.00	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 the theme that represents the greatest area of challenge for Rogue Valley Wraparound, with a theme score significantly lower than the national comparison. Relative to its own overall level of development and to national means, the community has far less progress in monitoring outcomes, assessing wraparound quality, assessing the extent to which the goals on families’ wraparound plans are being achieved, and monitoring satisfaction. In contrast, the community has made relatively greater progress in creating a grievance procedure that works for families and monitoring a range of outcomes that include those that tend to be important to families.



Theme 6 Item Means Detail

Item	Rogue Valley Wraparound	Comparison Sites
<p><b>6.1 Outcomes monitoring</b></p> <p>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>	1.59	2.02
<p><b>6.2 Range of outcomes</b></p> <p>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>	1.97	2.08
<p><b>6.3 Wraparound quality</b></p> <p>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>	1.23	1.95
<p><b>6.4 Plan fulfillment</b></p> <p>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>	1.28	1.97
<p><b>6.5 Grievance procedure</b></p> <p>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>	1.85	2.05
<p><b>6.6 Satisfaction monitoring</b></p> <p>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>	1.22	1.8
<p><b>6.7 Addressing barriers</b></p> <p>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>	1.48	1.69

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

Comparing Rogue Valley Wraparound's 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 Rogue Valley Wraparound is service/support quality (item 4.7). Rogue Valley Wraparound's other most notable strength is in the extent to which agencies and organizations have come together to share fiscal responsibility for the wraparound population (item 3.3). Other areas of relative strength are the extent to which members of the community team are empowered to make decisions (item 1.2), the productive nature of the project's interactions with the state (item 2.8), and the support that the project has been able to garner from high-level leaders in local agencies and organizations (item 2.2).

Not surprisingly, given the theme score for *accountability*, three of the specific areas of top challenge come from theme 6: monitoring wraparound quality (item 6.3, the most pronounced area of challenge for Rogue Valley Wraparound), monitoring the extent to which wraparound plans are fulfilled (item 6.4), and monitoring satisfaction (item 6.6). The other specific areas of challenge each came from different themes: *building cultural and linguistic responsiveness* (item 4.4), *youth voice* (item 1.4), and *sustained funding* (item 3.6). The community should thus consider these areas as priorities for future work.

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

### **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

### **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 Leadership**

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

**Item 3.1 - Fiscal Understanding**

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

**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

**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**

The job expectations of people who participate on wraparound teams (e.g., providers and agency staff who are NOT primarily working for Wraparound Oregon) 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

**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

## **Appendix B: Responses from the Open-Ended Questions**

### **Things that are going best:**

- Agencies are having to work together and look at what the family needs instead of what the professionals want.
- involvement of families, ENCC at the mental health
- Enhanced communication between partners. Less duplication of service.
- Commitment from a cross-section of providers;
- Those who are behind this project are REALLY enthusiastic, genuine desire to do well, learn and see this succeed in our community,
- Collaborative services available for our children and families.
- The main providers believe in the program
- Increased sense of hope for families
- It's important for the community, organizations, schools to work together in order to make a difference in a child's life who is struggling to become a positive member of society.
- That it addresses and seeks solutions for the most volatile population of children.
- Collaboration where before there was very little/
- it is using past relationships to build on success for the future.
- Removing the long standing silo's around different agencies working with youth and families
- Better outcomes for families
- More community involvement will make a difference for everyone. All systems communicating together to address issues.
- Jackson County has created a position for the tracking and reporting of data. This is work I have been doing and I feel as though it is extremely helpful to have one person fully occupied with the administration (rosters, reports, and quality control of paperwork) so that the manager in charge of the program can concentrate on development and training/supervision in addition to therapeutic review.
- The primary community resources are partnering with children and families to develop strength based individually tailored support to folks. We are joining to support families rather than shunting them from one provider/system to the next. We own our role as partners systemically with families and children in a whole new manner.
- Building natural community support for family based on their needs
- Strong interest and commitment from leadership
- accessing more respite services

- The commitment from community partners and their involvement in the process. This is something the families have been looking for.
- housing wrap facilitators at Child Welfare part of each day; eagerness and commitment of the facilitators
- The Rogue Valley community is working collaboratively at many levels. There is a high level of commitment to implementing Wraparound. Great supervisory and service team investment.
- initial enthusiasm of local community partners and support of wraparound concept by state agencies

**Biggest challenges:**

- Agencies aren't knowledgeable or even sometimes aware of what wraparound is. The unwillingness of other agencies to be open-minded about what wrap could do to help them. We don't have any family or child peer involvement in our community.
- Not recognizing the part that medical health plans have in this process.
- Client access to services difficult at times due to physical distance from those services.
- Limited staff capacity in existing stakeholder organizations; limited involvement with education
- Lack of understanding/buy in from DHS, lack of strong leadership and direction from HMO,
- We have work to do to make our systems work in a cohesive and comprehensive way in support of families plans for their children. Also the way the agencies are funded creates a barrier as to how we can use funding to help these families. Medicaid for funding of MH and billing to codes and then the CW is designated to a great degree for certain types of expenditures.
- Getting the knowledge across the board to community members
- Money and the inflexibility of some providers
- Integrating resources in different funding streams particularly education and juvenile corrections,
- Parents of children that need wrap around are often not willing to attend trainings and support groups. They are often not educated enough or have drug abuse problems that influence how they raise their child. The parents are the most important part in the process because after the wrap around is done the child still remains in the same environment.
- Not sure, too soon to tell.
- The differences in rules and roles among the agencies involved
- Past relationships have not always been positive and so there has been time spent on developing trust.
- getting older staff buy in to a new process- building relationships between agencies
- politics
- Getting all the community partners at the table and having them come to consensus.

- The most problematic thing so far is making sure the appropriate people have the appropriate information to insure that all requirements are met and people are able to access all resources to do their jobs. There is a vast amount of instructions that must be disseminated among agencies and levels within agencies, but the partners have done wonderful work at getting the information down to the appropriate levels fairly quickly.
- Creating barriers to access to Wrap such as one partner demanding extensive referral processes and forms or setting arbitrary timelines for inclusion. It is an attitude as much as anything, rather than problem solving, untimely services are delivered and families and youth pay the price by being excluded once again from the support and care they need and deserve.
- Communication and line staff barriers with other agencies
- Mid level managers need more skills in identifying problems and proposing solutions rather than waiting for problems to surface
- adequate training for caregivers in dealing with high needs youth
- Certain agency follow through. Limit of the amount of children that can receive Wraparound.
- not scheduling regular team meetings; not knowing who is on the teams
- Infrastructure is still being developed to help implement.
- uncertainty of long term commitment by state, regional and county entities and uncertainty of continued funding many providers need to be involved like in the case where a child is moved among counties.

**Additional feedback:**

- Wrap around ... saved [our child]. We could not have done it alone in preparing her for a successful life. She is still a work in progress, but at least now after 4 years she has a chance. Without wrap around my husband and I would not have had enough training and skills to keep her in our home. She also has had terrific support working with professionals.
- This is a great project aimed at partnership which is forcing all players to communicate and work through issues in a professional and organized fashion.
- Although Josephine and Jackson County are close in proximity they operate differently and there is a large degree of difference in how this grant is going between the two counties.
- sometimes there's a disconnect between ideals and realities when it comes to wraparound
- We need a better way to support children who enter the system with extreme needs/crisis, or those already being served who have a crisis. Currently they must be seen at our hospital which has no specialized services or care for children or youth experiencing mental health crisis. The gatekeeper to crisis respite often appears to be required to base decisions to deny children access are based upon funding rather than child need. it would be ideal if we could develop a better system to access the resources we do have available now, while at the same time developing more appropriate resources, less restrictive resources such as family respite caregivers with experience w MH crisis to support and care for these children when they can not remain safely in their homes.
- We need changes in mid level county level management personnel
- Would like to see more emphasis on the families and youth importance. Since this is new it seems to be the least worry.

- Great work at all levels!