

Assessing Support for Wraparound Implementation:

Results of the *Community Supports for Wraparound Inventory* for Washington County

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Janet Walker, PhD
Nicole Aue, BA
April Sather, MPH
Eric Bruns, PhD

Staff of the
National Wraparound Initiative and the
Wraparound Evaluation and Research Team (WERT)
Portland State University and
University of Washington

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In the winter of 2011, Washington County 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 during January 2011.

This report provides background information on the CSWI, findings from Washington County, and a comparison of Washington County'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 final list of potential respondents from Washington County included 34 people. Of those, 24 responded, and 10 either declined or did not respond. This represents an overall response rate of 71%. The overall response rate is slightly below the average response from other communities using the CSWI.
- It is important to note that the perspectives of certain stakeholders—community partners—are not well represented in the findings from the CSWI. The response rate for community stakeholders was 17%, significantly lower than that for other groups.
- Washington County scored a total of 101.7 on the CSWI. The mean total score in the comparison communities was 79.4, which is significantly lower than the score for Washington County.
- The 101.7 score translates as a grand item mean of 2.30, which lies between “midway” and “almost there” on the developmental scale (with 4 representing “fully developed.”)
- Relative to the comparison communities, and to its own overall level of development, Washington County has relative strengths in the general areas (themes) of *human resource development*, *accountability* and *collaborative action*. *Fiscal policies and sustainability* and *community partnership* are areas that remain particularly challenging.
- The specific area of greatest strength for Washington County is *grievance procedure* (item 6.5). Washington County's other most notable strength is the compensation provided to wraparound staff (item 5.6). Just behind these were two items from theme 4, *access to needed supports and services: crisis response* (item 4.8) and *service/support quality* (item 4.7).

- Two of the areas of top challenge come from theme 1, *community partnership*. Both of these—*community stakeholders* (item 1.6) and *community representativeness* (item 1.7)—have to do with a lack of representation of stakeholders from the wider community on the team that oversees wraparound implementation. The other two top areas of specific challenge were *program access* (item 4.1) and *sustained funding* (item 3.6). The community should thus consider these areas as priorities for future work.

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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.*

* 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%.

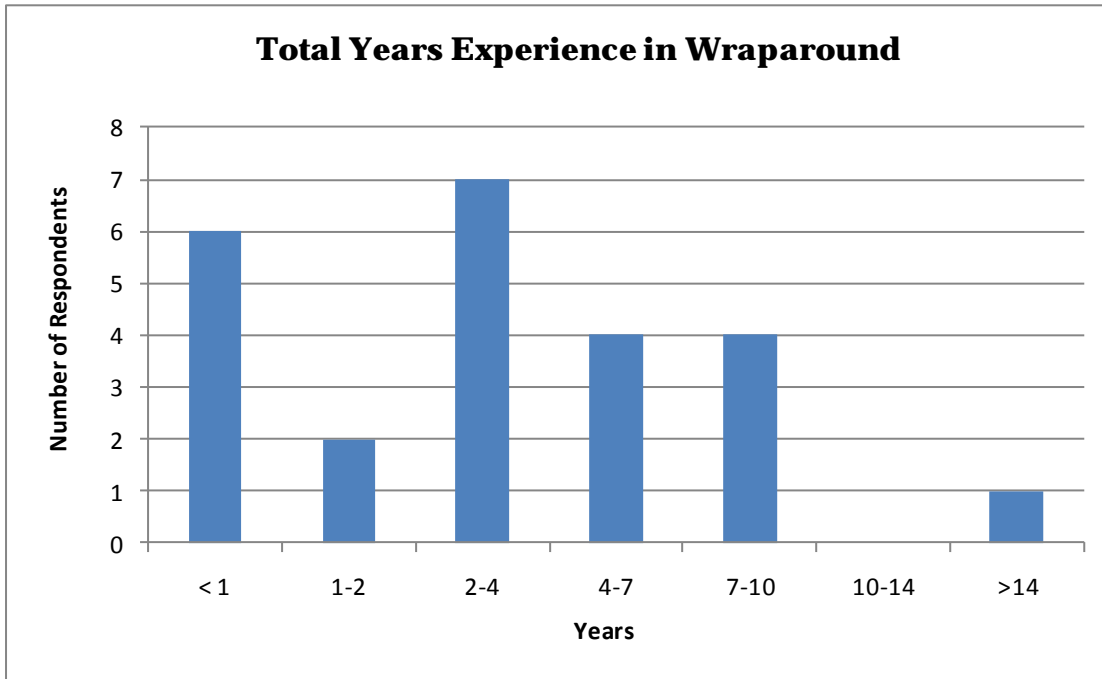
Washington County Response Rate and Respondent Characteristics

Response rate. The final list of potential respondents from Washington County included 34 people. Of those, 24 responded, and 10 either declined or did not respond. This represents an overall response rate of 71%. The overall response rate is slightly below the average response from other communities using the CSWI.

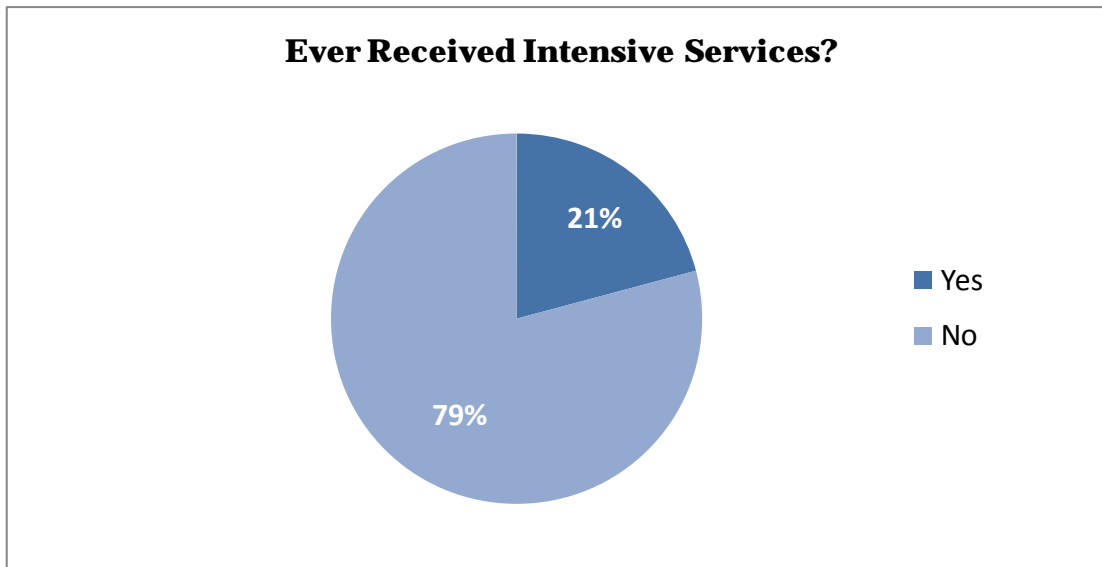
As is normal with the CSWI, Washington County's response rate was higher (85%) for people considered “key” respondents—those with the most knowledge about implementation support—than for those not considered key respondents (62%); however this difference was not statistically significant. This response rate is calculated to ensure that the views of those with the most knowledge about implementation are appropriately represented in the findings, and the rate achieved confirmed that this was indeed the case.

It is important to note, however, that the perspectives of certain key stakeholders—community partners—are not well represented in the findings from the CSWI. The response rate for community stakeholders was 17%, significantly lower than that for other groups.

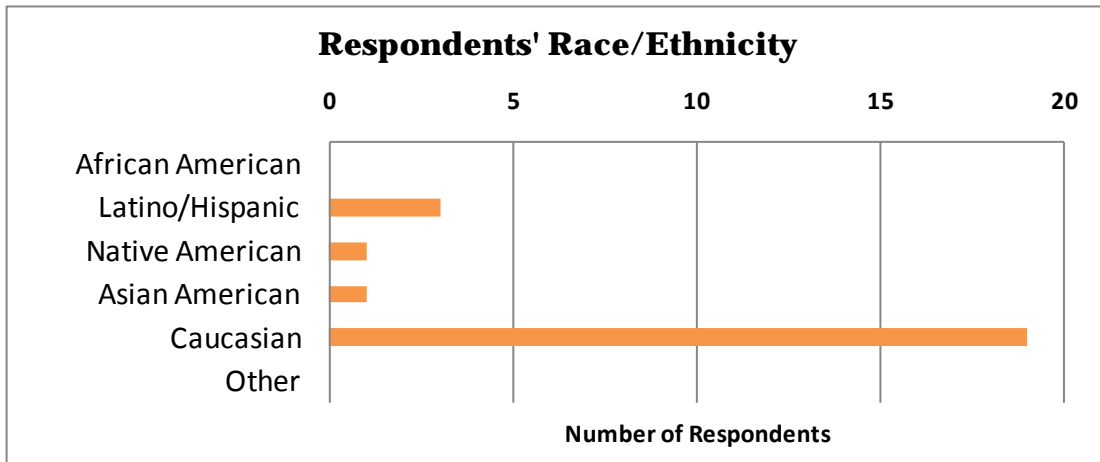
Respondent characteristics. Response rates are calculated from information provided by the local coordinator. Further information about the respondents is gathered during the survey. One question, “How long have you been involved in wraparound in any role and any project?” is intended to provide information about the overall level of experience with wraparound that is available to the project. Respondents reported a mean of 4.1 years experience with wraparound, which is about on par for the mean experience reported overall by the comparison communities that have previously used the CSWI. However, a relatively large number of respondents (6, or 25%) reported less than one year of experience with wraparound. (See graph on next page.)



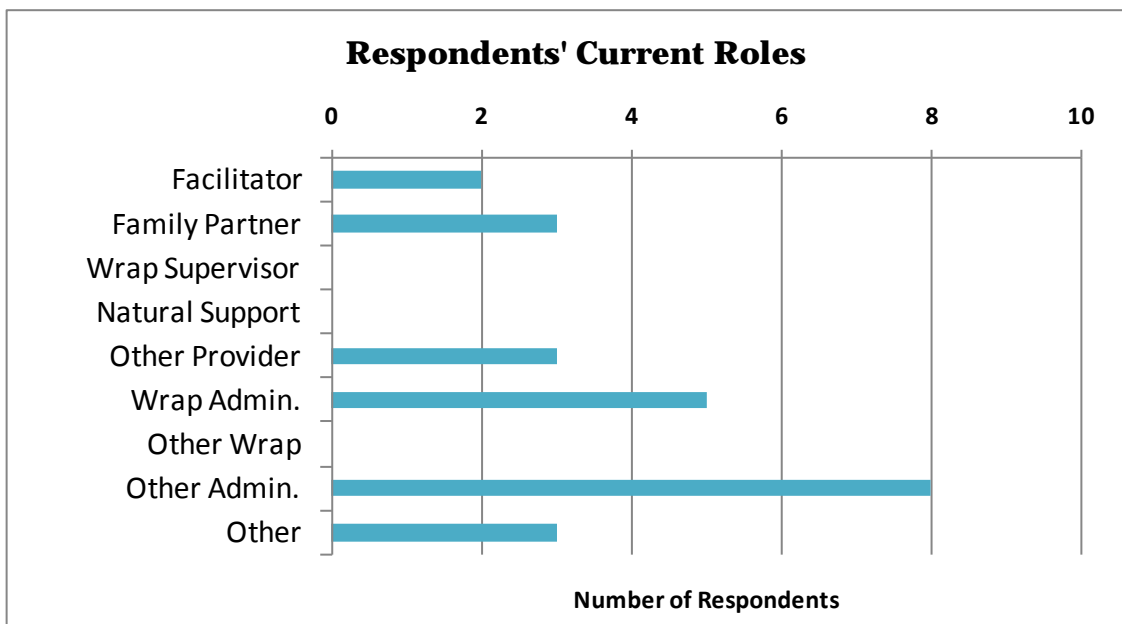
In response to the question “Have you or your child ever received intensive services from child- and family-serving agencies? (This is not limited to wraparound, and includes agencies such as mental health, child welfare, special education, juvenile justice, etc.),” 21% indicated that they had.



When asked about their racial or ethnic background, the large majority (79%) of respondents identified themselves as Caucasian.



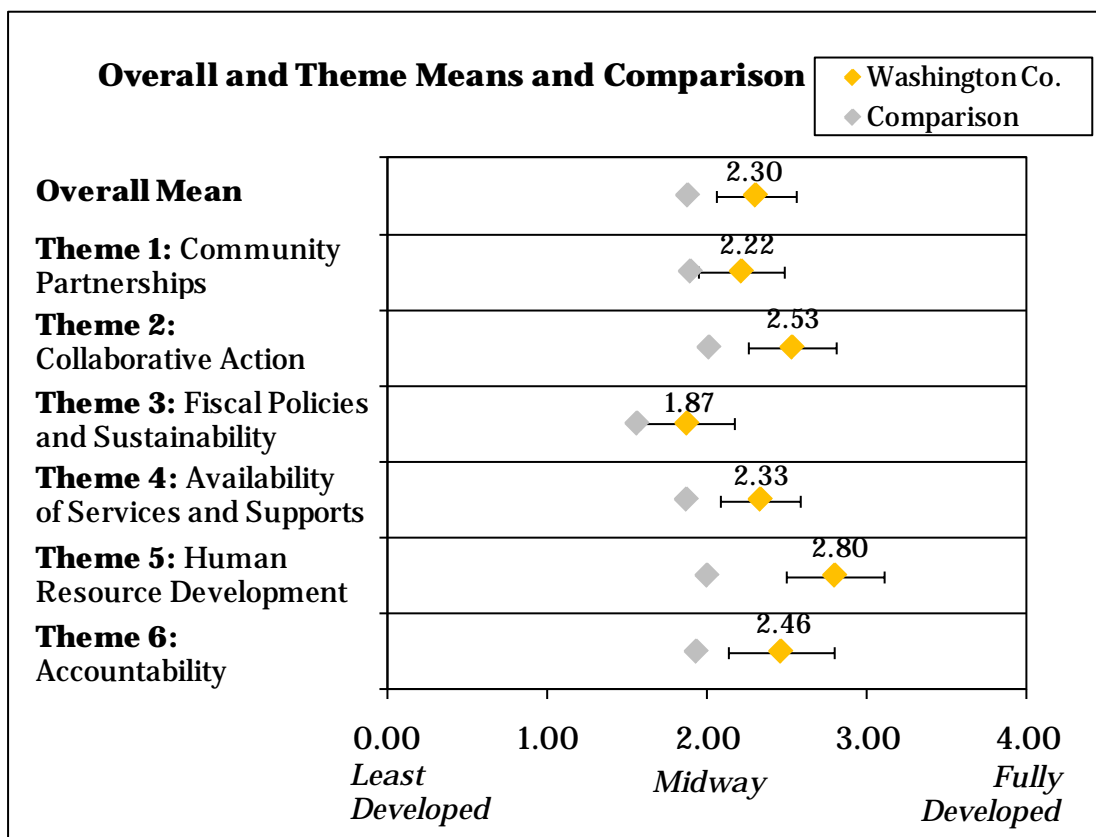
Respondents were also asked to describe their primary role in Washington County’s wraparound project. The largest number of respondents identified themselves as either being “other administrators” (i.e., administrators for programs other than the wraparound program). The second largest number of respondents identified themselves as administrators connected to the wraparound program.



Overall Score and Theme Scores

Washington County scored a total of 101.7 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 significantly lower than the score for Washington County.

It is easier to interpret CSWI scores when thought of as mean scores on items or groups of items. The 101.7 score translates as a grand item mean of 2.30, which lies about between “midway” and “almost there” on the developmental scale (with 4 representing “fully developed.”) Thus, Washington County can be described as having made significant progress in implementing wraparound. (In the graph below, the bars to the left and right of the points indicating Washington County’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. Relative to the comparison communities, and to its own overall level of development, Washington County has relative strengths in *human resource development, accountability and collaborative action*. *Fiscal policies and sustainability* and *community partnership* are areas that remain particularly challenging.

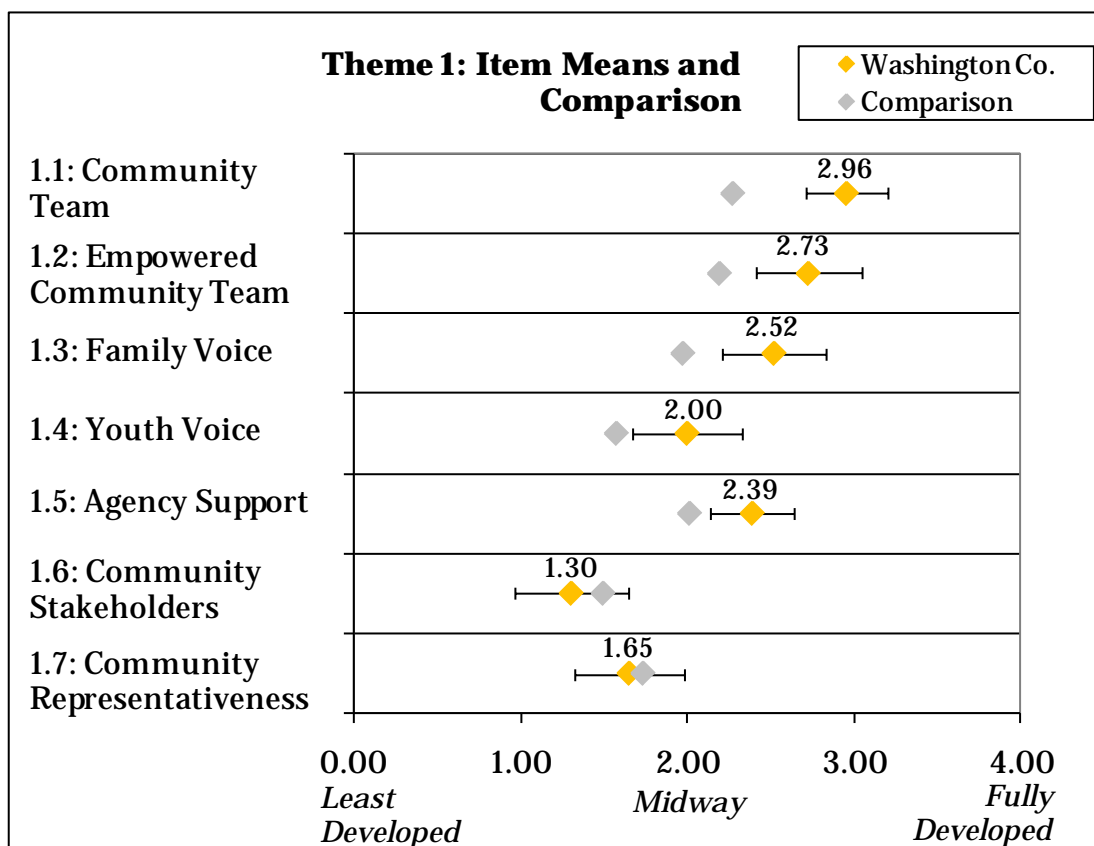
The next sections of this report discuss the themes one by one. This discussion provides more detail on exactly where Washington County's strengths and challenges lie. Even within themes where Washington County has a relative strength, there may be items that point to specific challenges, and the opposite 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.

The graph below shows that, as was true for the overall mean and theme means, some particular aspects of system development tend to lag behind others across all communities. In this theme, communities as a whole tend to score lower on youth voice, community stakeholders, and community representativeness than on the other items.

Although, for the theme as a whole, Washington County's score was significantly above that for the comparison communities, this score was not as much higher than the comparison than most other theme scores. Closer inspection of the individual items reveals some relative strengths and challenges. Washington County has a relatively strong and active community team (i.e., the collaborative body that oversees the wraparound project) that includes meaningful participation by families and youth. Furthermore, Washington County apparently has relatively good support from community agencies. Least progress has been made in bringing community stakeholders on to the community team and ensuring representation of stakeholders whose backgrounds are similar to those of the families that Washington County serves.



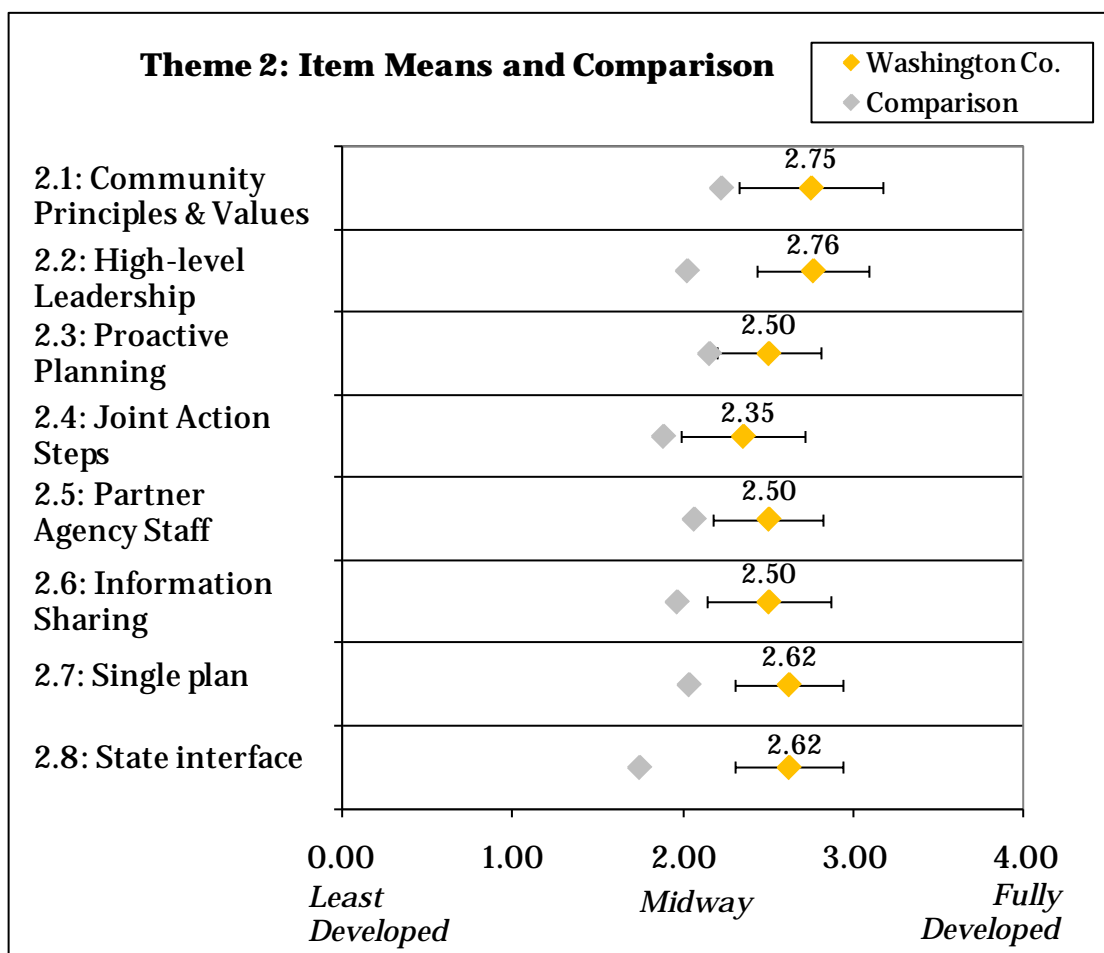
Theme 1 Item Means Detail

Item	Washington County	Comparison Sites
<p>1.1 Community team</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>	2.96	2.28
<p>1.2 Empowered community team</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>	2.73	2.2
<p>1.3 Family voice</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>	2.52	1.98
<p>1.4 Youth voice</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>	2.00	1.58
<p>1.5 Agency support</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>	2.39	2.02
<p>1.6 Community stakeholders</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>1.7 Community representativeness</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>	1.65	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, Washington County's mean score was higher than the overall theme mean for the comparison communities by a significant margin. The individual item scores show that, relative to the scores of the comparison communities, Washington County has a notable strength in its partnership with the state, as well as strength in the participation of high-level leaders. The relatively lower score for *proactive planning* indicates that stakeholders have made relatively less progress in creating a detailed strategic plan to guide their collaborative work.



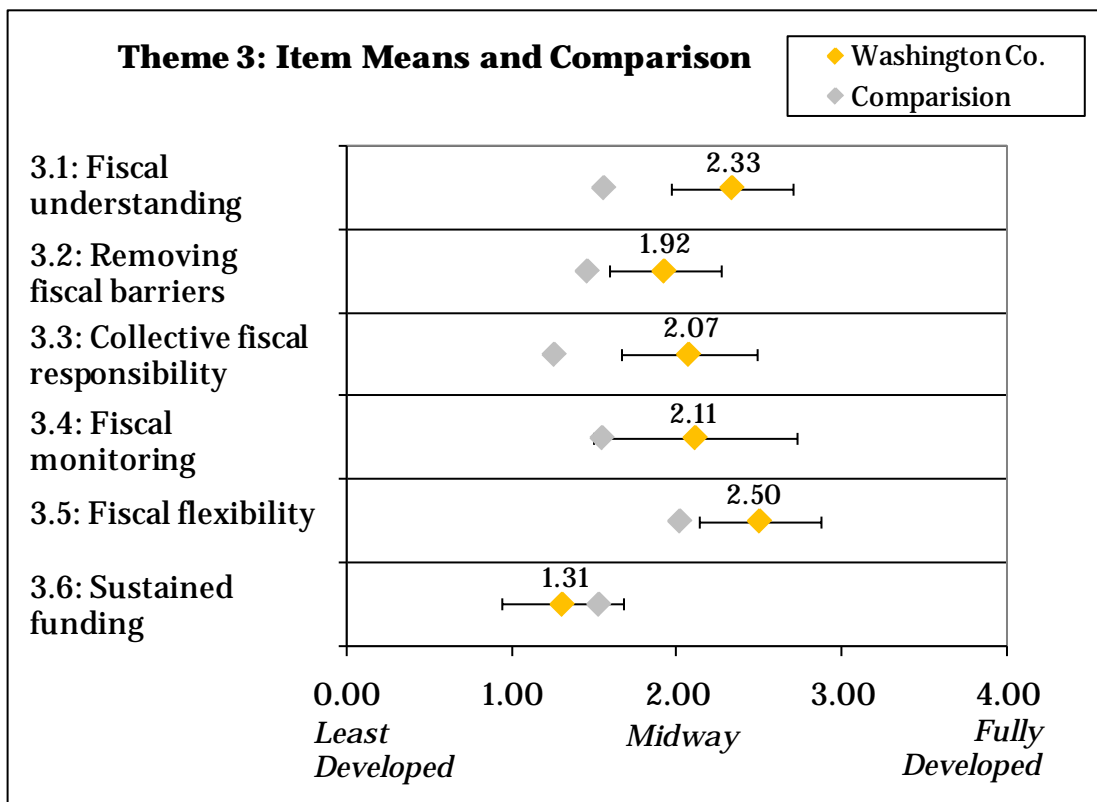
Theme 2 Item Means Detail

Item	Washington County	Comparison Sites
<p>2.1 Community principles and values</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>	2.75	2.23
<p>2.2 High-level leadership</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>	2.76	2.03
<p>2.3 Proactive Planning</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>	2.50	2.16
<p>2.4 Joint action steps</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>	2.35	1.89
<p>2.5 Partner agency staff preparation</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>	2.50	2.07
<p>2.6 Information sharing</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>	2.50	1.97
<p>2.7 Single plan</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>	2.62	2.04
<p>2.8 State interface</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>	2.62	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. The theme mean for Washington County was the lowest among its theme scores, showing this to be the general area of greatest challenge. Within the theme, the project has made most progress in developing an understanding of expenditures from all sources used for the population of children with the highest needs. Least progress has been made in securing stable funding to support wraparound in the future. The relatively large confidence interval around fiscal monitoring means that a larger number of stakeholders answered “don’t know” to the item on *fiscal monitoring*.



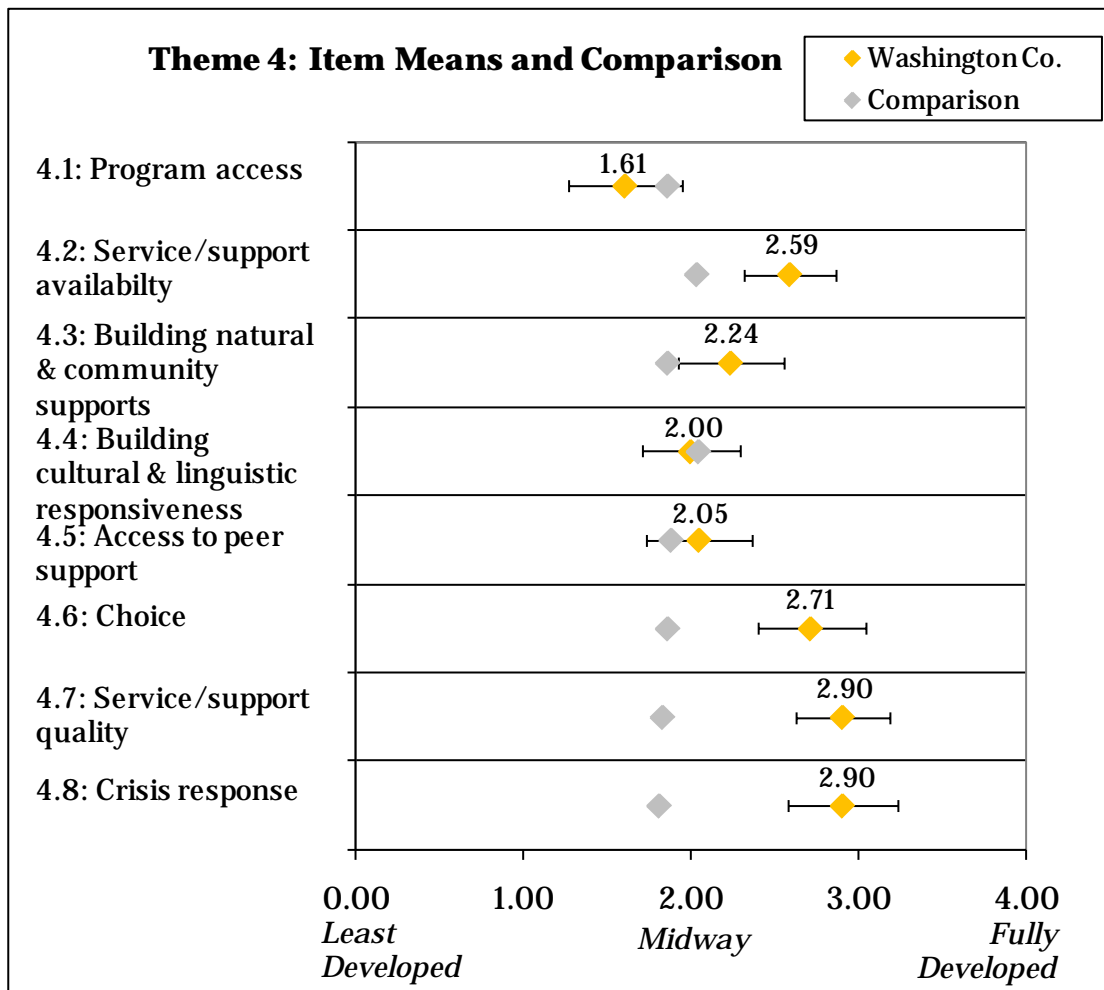
Theme 3 Item Means Detail

Item	Washington County	Comparison Sites
<p>3.1 Fiscal understanding</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>	2.33	1.56
<p>3.2 Removing fiscal barriers</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>	1.92	1.46
<p>3.3 Collective fiscal responsibility</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>	2.07	1.26
<p>3.4 Fiscal monitoring</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>	2.11	1.55
<p>3.5 Fiscal flexibility</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>	2.50	2.02
<p>3.6 Sustained funding</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>	1.31	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.

For this theme overall, Washington County's mean once again exceeds the mean in the comparison communities. However, within this theme, Washington County has some specific areas in which its development is far more pronounced than others. The project has progressed particularly well in the areas of *crisis response*, *service/support quality*, and *choice*. The project has developed relatively less capacity in providing access to peer support and culturally and linguistically appropriate services and supports. In these areas, as well as in program access, Washington County's item means are on par with those of the national comparison.



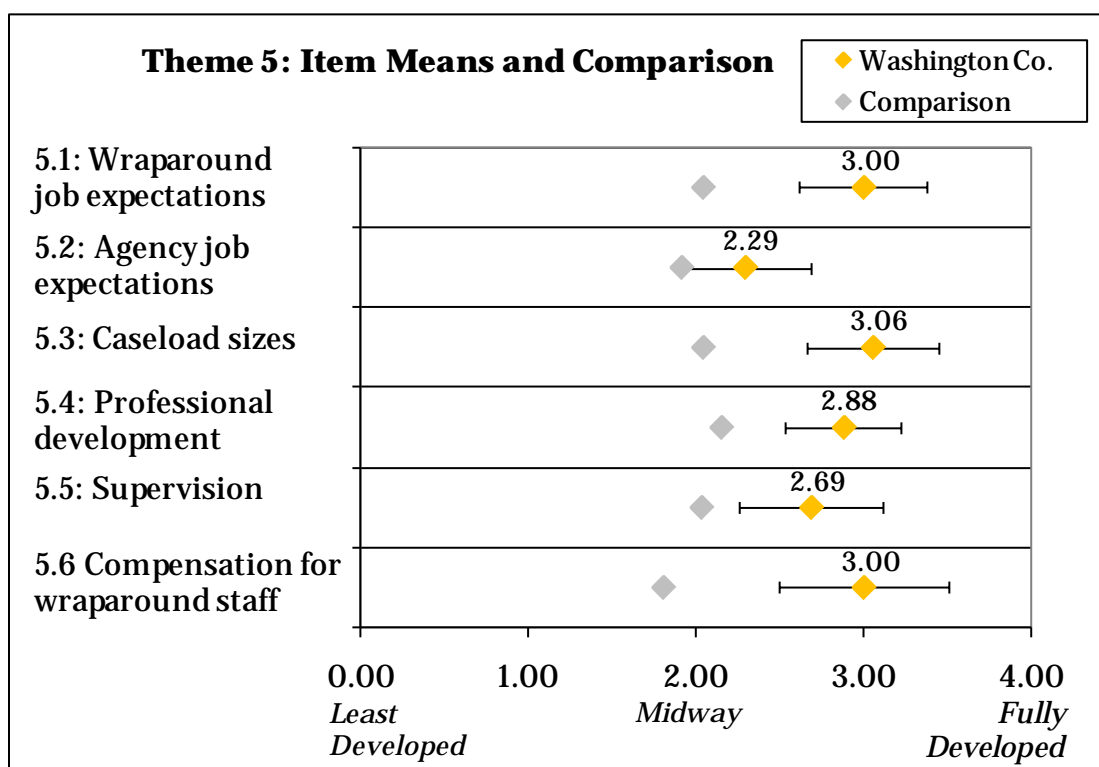
Theme 4 Item Means Detail

Item	Washington County	Comparison Sites
<p>4.1 Program access</p> <p>Wraparound is adequately available and accessible so that families who can benefit from it are able to participate if they wish.</p>	1.61	1.86
<p>4.2 Service/support availability</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>	2.59	2.03
<p>4.3 Building natural and community supports</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>	2.24	1.86
<p>4.4 Building cultural and linguistic responsiveness</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>	2.00	2.04
<p>4.5 Access to peer support</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>	2.05	1.88
<p>4.6 Choice</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>	2.71	1.86
<p>4.7 Service/support quality</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>	2.90	1.83
<p>4.8 Crisis response</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>	2.90	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 of particular strength for Washington County, both relative to its own scores and relative to the national comparison scores. Within this theme, the areas of *wraparound job expectations*, *caseload sizes* and *compensation for wraparound staff* are particularly well developed in Washington County. Washington County's score is relatively lower, however, in the area of *agency job expectations*, where its score is close to the mean of the scores in the comparison communities.



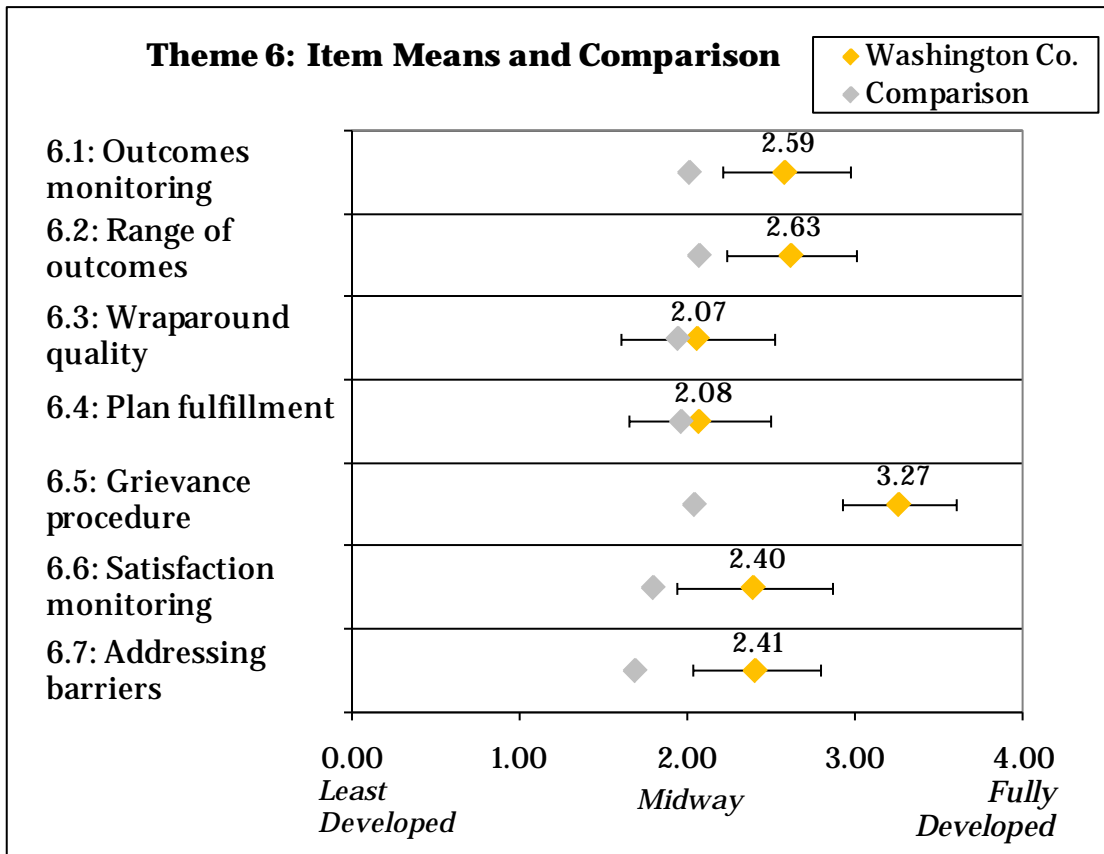
Theme 5 Item Means Detail

Item	Washington County	Comparison Sites
<p>5.1 Wraparound job expectations</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>	3.00	2.05
<p>5.2 Agency job expectations</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>	2.29	1.92
<p>5.3 Caseload sizes</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>	3.06	2.05
<p>5.4 Professional development</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>	2.88	2.16
<p>5.5 Supervision</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>	2.69	2.04
<p>5.6 Compensation for wraparound staff</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>	3.00	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.

While Washington County's theme mean in the area of *accountability* is substantially above the national comparison, inspection of the means for the individual items shows quite a bit of variability. The mean for *grievance procedure* exceeds the national comparison mean by the widest margin, while assessment of *wraparound quality* and *plan fulfillment* are much less well developed, with item means on par with the averages in the comparison communities.



Theme 6 Item Means Detail

Item	Washington County	Comparison Sites
<p>6.1 Outcomes monitoring</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>	2.59	2.02
<p>6.2 Range of outcomes</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>	2.63	2.08
<p>6.3 Wraparound quality</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>	2.07	1.95
<p>6.4 Plan fulfillment</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>	2.08	1.97
<p>6.5 Grievance procedure</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>	3.27	2.05
<p>6.6 Satisfaction monitoring</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>	2.40	1.8
<p>6.7 Addressing barriers</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>	2.41	1.69

Specific Areas of Strength and Challenge

Comparing Washington County's mean item scores to those of the comparison communities provides an indication of the project's greatest relative strengths and challenges.

The specific area of greatest strength for Washington County is *grievance procedure* (item 6.5). Washington County's other most notable strength is the compensation provided to wraparound staff (item 5.6). Just behind these were two items from theme 4, *access to needed supports and services: crisis response* (item 4.8) and *service/support quality* (item 4.7).

Two of the areas of top challenge come from theme 1, *community partnership*. Both of these—*community stakeholders* (item 1.6) and *community representativeness* (item 1.7)—have to do with a lack of representation of stakeholders from the wider community on the collaborative team. The other two top areas of specific challenge were *program access* (item 4.1) 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:

- -financial assistance -wrap around providers who care about the families. -reducing barriers.
- Washington county mental health has hired some incredibly talented Facilitators and seems to have values which will make Wrap successful for families and youth
- There has been a statewide effort to shift thinking about and approaching work with children and families.
- Wraparound should be available to all children and families. The Wraparound demonstration is a step towards that direction.
- Supporting, empowering and educating the families. Also, training the Community using a WrapAround system that works for everyone.
- user engagement and support by lead agencies
- Solid working relationship between mental health and child welfare agencies. Support from provider agencies to provide appropriate services and supports.
- Great community partnerships
Community partners share a vision and commitment
- collaborative coordination of services and inclusion of relatives, family friends and in a plan to place and keep youth in the community with a family member rather than residential treatment.

Biggest challenges:

- Not having enough time and case loads being large so that everything does not get accomplished.
- Budgetary overall for the state. Looking at child welfare case loads up to 350 per manager - DD @ 300 per CM etc. This is going to slow down progress. Its going to be even more important to invest in Peer delivered services than ever before.
- Limited resources accross various systems, and how this impacts the ability to drive services based on need rather than fiscal matters. Differences in philosophies accross systems
- Lack of Funding
- We are so early that we have yet to know what our greatest issues are. I see a need to continue to put efforts into bringing family and youth voice into the wraparound specific advisory roles.
- Finacial support for families. The need for more bilingual and multi-culture experience Family Partner and Care Coordinators.
- sustainability of community involvement

- Resources. Time constraints on child welfare workers secondary to hiring freeze at state level. Adequate understanding by ALL system partners as to the value of Wraparound for their clientele.
- Declining public resources
- continued siloed funding
- continued funding!!!

Additional feedback:

- Yes, our community members need more training in understanding "diversity and multi-culture families".
- This project has the opportunity to make the most dramatic impact on our ability to return children to families. Without the encouragement, support, and organization of wraparound coordinators, many families who could and would have a child remain in home, decline. In our county, we are very optimistic about this project and pleased with the engagement and support that our families have received.