Learning Objectives

In this session, participants will learn

- Information related to recruitment, staff selection, workforce development, and retention of a wraparound workforce
- Latest innovations in training coaching and supervision of wraparound facilitators and parent peer support partners
- Techniques to enhance local strategies related to recruitment, staff selection, workforce development, and retention of a wraparound workforce

A Very Brief History...

During the 70s and 80s, wraparound emerged from efforts to do whatever it takes to keep children successfully in the community

- Provide comprehensive community supports rather than institutionalization
- Help family and child get their unique needs met
- In 1998, concerns that “wraparound” was not well specified led to original statement of 10 principles/value base
- List of principles, no information about how to turn that into practice
- 2003 expert stakeholders convene—define principles and practice model
- This group becomes the National Wraparound Initiative

Focus on Knowledge: How Does Wraparound Work?

Wraparound Principles:

- Family voice and choice
- Team-based
- Culturally competent
- Natural supports
- Collaboration
- Community-based
- Individualized
- Strengths based
- Persistence
- Outcome-based

Positive Outcomes!

Then a miracle occurs...

The Implementation Gap

- There are not clear pathways to implementation
- What is adopted often is not used with fidelity and good effect
- What is implemented disappears over time and with staff turnover

Blase, 2008

The Implementation Gap

Effective Intervention ≠ Ineffective or insufficient implementation = Inconsistent; Not Sustainable; Poor Outcomes

Bertram, Blase, & Fissel, 2012
Implementation Drivers

Child and Family Benefits

Recruiting for Wraparound

What are the values and skills of great Care Coordinators and Family Partners?

Looking for Values
Care Coordinators and Family Partners

Skills of a Quality Care Coordinators

- Empathic
- Ability to maintain a strengths orientation
- Ability to read the social cues of others
- Ability to communicate in a respectful manner
- Ability to adapt based on new information
- Ability to collaborate and work with others
- Able to manage conflict as well as various personalities and agendas effectively
- Is well organized and can multitask successfully
- Comfortable not having all of the answers
- Blend or integrate multiple perspectives
- Able to track and monitor successes

(adapted from Henkin & Dee, 1995 & Meyers, 2008)
Skills of a Quality Resume

Family Partners

- Ability to:
  - Use structured self-disclosure to support another parent
  - Support parents and the Wraparound process
  - Build partnerships with professionals
  - Introduce concept of tomorrow by building hope
  - Recognize and build on strengths
  - Provide non-adversarial advocacy
  - Practice and teach self-care
  - Maintain a stance of acceptance
  - Build connections and provide linkages
  - Preserve a respectful and non-judgmental attitude

Staff Selection—Pre-interview

Care Coordinators:

- Starts with the position posting
- Where you advertise
- Job description
- Reviewing Resumes
- Know what to look for
- Work with people, system experience, creativity and/or excitement in a cover letter, goals/objectives, living abroad or experience with diverse cultures, organizational skills, writing abilities, sometimes the unusual on a resume

Sample Job Posting

Care Coordinator

I believe all families have strengths and deserve access to high quality services and supports. I am empathetic, creative, resourceful, flexible and committed to doing what it takes to support children with behavioral challenges and their families. If you read this and thinking “That’s Me!” then this wraparound facilitator position may be the perfect job for you. Apply your understanding of children’s behavioral health and your cultural sensitivity to work collaboratively with families, their supports, other professionals, and community partners to develop individualized, family determined, strength-based plans of care. Please click here for the full job description.

Sample Job Posting Family Partner

I am the parent of a child with emotional or behavioral challenges and have learned to navigate the system with my own child. I am able to use my own lived experience to support another parent and provide hope and guidance to other families through similar challenging circumstances. I stand committed to ensuring that other parents have a voice in their child’s care and are active participants in the healing process. Having experienced the stigma and isolation that raising a child with mental health challenges brings, I am able to connect other parents to resources and supports that build on their strengths and interest. This job is a full time position with benefits.

Interviewing Techniques

How do you assess for the specific values and skills of quality Wraparound practitioners during the interview process?

My interview goal is to reveal my core strengths and motivations. I ask questions to better understand how the position can support me and vice versa. I would like to ensure that I am not merely a task-oriented employee, but rather a collaborative partner in creating a successful and fulfilling work environment.
**Interviewing Techniques**

- Assessing the values and skills of applicants:
  - Use behavioral examples and situations
  - Keep the interview action-oriented and practice focused.
  - Organize group interviews with multiple applicants
  - Involve real families and young people in the interview process.
  - Incorporate fellow Care Coordinators & Family Partners.

**Staff Selection—The Interview**

Examples of Interviewing Techniques:

- Mock CFTM with instructions (group interview)
- Writing sample (based on this example take 5 minutes and write a progress note)
- Role Plays
- Mini-training or presentation
- Waiting room observation
- Meet with other care coordinators and family partners (an honest “day in the life”)
- Interview with a parent or youth

**Who Do you Hire?**

- For care coordinators, you can teach the wraparound process, you may not be able to teach values and perspectives
- For family partners, remember you are looking for lived experience - You can teach the wraparound process, you may not be able to teach values and perspectives

**Workforce Development**

How do you build upon these values and skills to develop a high quality and fidelity Wraparound practitioner?
Workforce Development is a Core Component in Implementation

Workforce development in a High-Quality Wraparound Practice Model should build practitioners:

- **Knowledge** of the history, theory, philosophy, and rationale for Wraparound as a practice model
- **Understanding** of the components of wraparound and demonstration of the practice elements
- **Behavior rehearsal** to practice the skills and receive feedback on the practice

(Blase et al., 1994; Joyce & Showers, 2002; Maier, Peterson, Gaul, & Del, 2000)
(Howard, Navaory, Biele, Friedman, & Wallace, 2005).

Developing the Model for Training and Coaching

- Training, combined with coaching, create conditions in which quality implementation happens. They are important components to achieve positive outcomes (Joyce & Showers, 2002).
- Operationalizing the Values—Focus on Skill Development in the Model
- Translating values to actions/skills

The NWI and the Workgroups

- The National Wraparound Initiative
  - NWI founded 2003
  - Bring experts together to build formal consensus around key aspects of wraparound
  - Disseminate useful information to the field
- Workgroups
  - Focus developing consensus on specific topics

The Process

**Goals:**

- Demand from the field to "protect" practice
- Set expectations that are feasible and consistent with high quality practice

**Draft created:**

Survey on existing expectations: "non-negotiables"  
Work group edits

**Final version:**

Several rounds of feedback from NWI core group and membership  
Published June 2013

![Diagram of the Process](image-url)
Knowledge, Skill and Ability Development Process

- Identifying skills and competencies to transfer in the training and coaching process
- Orientation & New Knowledge
- Enhancing skills, knowledge and abilities
- Understanding the capacity of practitioners
- Repetitively & Routinely Use

Components of Effective Training

- Telling
- Showing
- Practicing
- Feedback

Components of Effective Coaching

- Accessible
- Individualized
- Based on Practice Model
- Reflective
- Supportive
- Flexible

Overall Training Approach (continued)

- Training adheres to wraparound principles
- Maintain respectful "wraparound stance" toward families and children/youth,
- Training is strengths based, individualized, data informed
- Trainers/coaches collaborate with trainees
- Training plan and progress are clearly documented
  - Which elements of training has trainee received
  - What is the quality of practice

Orientation: Before Working with Families

- Exposure to key topics
  - Overview: history, model definition, expected outcomes, theory of change
  - Introduction to skills/competencies
  - Intensive review and practice of activities (tell, show, practice)

Apprenticeship

- Trainee is paired with an experienced coach
  - Expert peer or outside expert with training/certification in coaching
  - Transition observer -> observee
  - Reliable feedback, structured process for feedback
- Apprenticeship ends when
  - at least three observations complete
  - benchmark scores are met
  - knowledge test passed
Ongoing Coaching and Supervision
- Periodic observation and document review
- Opportunity to collaborate with other expert peers is helpful

Workforce Development Building Staff Competency
When Developing a Training Model – Ask...
- Do you have a vision and can you plan for it?
- Who is your audience? Care Coordinators, Family Partners, Administrators?
- Will you provide Certification?
- Do you have clear expectations and objectives?
- Can you develop a training model based on a theory base and logic model?
- How will you provide linkages to the training model e.g., coaching/evaluation/fidelity?

The National Wraparound Implementation Center
- Partnership between PSU, UW and UMD
- The National Wraparound Implementation Center (NWIC) supports states, communities, and organizations to implement Wraparound effectively.
- NWIC uses innovative approaches grounded in implementation science and incorporating cutting-edge strategies to support Wraparound implementation.
- NWIC provides support that is intensive yet affordable. The work is focused on building sustainable local capacity to provide high-quality, high-fidelity Wraparound, thereby increasing positive outcomes for children, youth and their families.

National Wraparound Implementation Center
Aligns with NWI Training Guidelines
Focus on three main areas of support:
- Systems Level Support
- Workforce Development
- Evaluation and Quality Assurance

Implementing High Fidelity AND High Quality Wraparound Practice with Children, Youth and Their Families.

Systems Level Support
- System structures (governance, management, quality assurance, and practice level, including care management, health home)
- Sustainable financing of high quality, high fidelity Wraparound, including the use of Medicaid and other federal financing mechanisms;
- Developing centers of excellence for ongoing implementation, quality assurance, policy, financing, and evaluation support;
- Building, enhancing, and/or implementing workforce development initiatives outside of the Wraparound practice model, including shifting providers from residential services to quality home- and community-based services; and,
- Implementation of Wraparound in the context of other systems of care efforts, including developing and implementing other evidence-based and promising practices.

Workforce Development
- Core Trainings
- Coaching
- Train the Trainer Certification
- Practice Improvement Tools
- Virtual Coaching Platform
- Virtual Wraparound Coaching Collaborative
Evaluation and QA
- Effectiveness and Quality of Training and Coaching
- Impact of Training and Coaching on Staff Skills
- Evaluation of wraparound adherence and community/state support using tools of the Wraparound Fidelity Assessment System Level of Community, Organization, State, and System Support
- Outcomes for Youth and Families
- The External Review of Implementation, Fidelity, and Capacity (WrapSTAR), an external review of a state or site’s wraparound implementation. Through WrapSTAR, the NWIC accountability team will collect data on (1) practice-level fidelity and quality; (2) program-level supports; and (3) system level supports.
- TMS WrapLogic Electronic Behavioral Health Record specific to care management using wraparound

RETENTION
What it would take for you to stay in your job even if you won a million dollars and no longer needed to work?

Organizational Culture
What impacts staff retention?
- Organizational values align with practice.
- Staff have the necessary tools, training and support to do their jobs.
- Staff are encouraged to contribute their ideas.
- Staff are recognized and rewarded for their contributions.
- Staff have a passion for the vision/mission of the organization and feel like they play a role in achieving it.

Organizational Culture
Questions to Assess Organizational Culture?
1. What are 5 words you would use to describe your organization?
2. When visitors come to your offices, what do they notice at first sight?
3. What values are reflected in your organization’s vision and mission statements?
4. What kinds of behaviors get rewarded in your organization?
5. What does the leadership in your organization pay the most attention to?

Organizational Culture
How do we go about building organizational cultures reflective of Wraparound?
- Embed the Principles, Values and Access, Voice and Ownership into all levels of the organization
- Orientation & Job Descriptions, Training, Paperwork, Policies & Procedures, Staff Meetings, Social Media, Internal Communication, Evaluations, Outings & Retreats
Effective Organizational Supervisory Structures

<table>
<thead>
<tr>
<th>Care Coordination Agency</th>
<th>Family Support Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Director</td>
<td>Agency or Program Director</td>
</tr>
<tr>
<td>Clinical Director</td>
<td>Finance/HR Manager</td>
</tr>
<tr>
<td>Finance/Business Manager</td>
<td>IT (contracted or internal)</td>
</tr>
<tr>
<td>Community Resource Specialist/Provider Network</td>
<td>Supervisor staffing should include 5-7 Parent Partners who each work with 8-10 families</td>
</tr>
<tr>
<td>Supervisor staffing should include 5-7 care coordinators who each work with 8-10 families</td>
<td></td>
</tr>
<tr>
<td>Regular weekly meetings that follow a structured process</td>
<td></td>
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<tr>
<td>Regular access to supervisors</td>
<td></td>
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</tbody>
</table>

Climate, Culture and Values

- **Improve the climate and culture**
  - Support, support, support
  - Connectedness and Collaboration
  - Valuing staff
  - Fun & Celebrations
  - Being part of decision-making around agency policies
  - Implement staff suggestions
  - Fostering positivity, encouragement, openness, honesty, trust and flexibility

- **Maintain a Values Orientation**
  - What are your organizational deal breakers—No-tolerance policy
  - Family driven, culturally and linguistically competent, community-based

Good Supervisors Create Environments Where Staff Know

- Know what is expected of them
- Have supplies and equipment to do their job effectively
- Receive recognition each week for work well done
- Have a supervisor who cares and pays attention
- Receives encouragement to contribute and advance
- Can identify a person at work who is a support
- Feel the mission of the organization makes them feel like their jobs are important and they are making a difference
- See others around them as committed and doing a good job
- Feel they are learning new things and getting better
- Have the opportunity to do their job well.

Resources and Websites

- The National Wraparound Implementation Center [www.nwirp.org](http://www.nwirp.org)
- The National Wraparound Initiative [www.nw1.pdx.edu](http://www.nw1.pdx.edu)
- The Institute for Innovation and Implementation [www.theinstitute.umaryland.edu](http://www.theinstitute.umaryland.edu)
- [www.wrapinfo.org – Portal to](http://www.wrapinfo.org)
  - The Resource Guide to Wraparound
  - Website of the National Wraparound Initiative (NWI)
  - Wraparound Evaluation and Research Team (WERT) – wraparound fidelity tools
- Other wraparound resources:
  - [www.Paperboat.org](http://www.Paperboat.org)
  - [http://www.milwaukeecounty.org/WraparoundMilwaukee7851.htm](http://www.milwaukeecounty.org/WraparoundMilwaukee7851.htm)
  - [www.systemsofcare.samhsa.gov](http://www.systemsofcare.samhsa.gov)