Utilizing the Oregon CANS in the Wraparound Planning Process

1 Introduction

This guide provides information and tools to help utilize the Child and Adolescent Needs and Strengths (CANS) within the phases of the Wraparound planning process[1]. Each community may need to tailor the process based on their agency's particular design and structure. The CANS is not intended to overshadow Wraparound principles and phases. It is simply a tool to help guide information gathering, discussions, and decisions for the Wraparound team and provide a common language easily understood by youth, families, and cross-system team members during the planning process. Utilization of the CANS tool is one way to put the Family-Driven, Youth-Guided, Team-Based, Strengths-Based, Individualized, and Outcomes-Based principles into practice.

Throughout this document we discuss the roles and responsibilities of the Wraparound Care Coordinator, Wraparound Family Partner, and Wraparound Youth Partner. Also referenced is the Wraparound team, which may have previously been identified as the Child and Family Team, or CFT.

The CANS tool uses a 0-3 rating system to assist teams in the identification of needs and strengths. Strengths identified using the CANS provide information for the team to consider when developing, monitoring, and updating the Wraparound Plan of Care. Additionally, it helps identify risk factors to be considered when creating The Wraparound Crisis and Safety Plan.

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[1] As the State of Oregon begins using the CANS across the state, Systems of Care Institute will align all tools, forms, and recommendations accordingly.

SIX KEY COMPONENTS OF THE CANS (Praed Foundation, 2016)

1. Items are included because they are relevant for planning and decision making.
2. Item ratings link to action levels. Different action levels exist for needs and strengths.
3. Focus is on the youth's needs, not interventions or services that could mask a need.
4. Consider culture and development before establishing action levels. Cultural sensitivity involves considering whether cultural factors are influencing the expression of needs and strengths. Ratings should be completed considering the youth's developmental and/or chronological age depending on the item.
5. It's about the "what", not the "why". Don't explain away needs with what you think might be an underlying cause.
6. Exposure to Potentially Traumatic/Adverse Childhood Experiences Domain should be rated relative to the youth's lifetime experience. The other CANS items are rated with a 30-day window in mind, and this time frame can be overridden based on action levels.

EXPLANATION OF CANS RATINGS (Praed Foundation, 2016)

NEEDS

Rating	Level of Need	Appropriate Action
0	No evidence of need	No action needed
1	Significant history or possible problem that is not interfering with functioning	Watchful waiting/prevention/additional assessment
2	Problem interferes with functioning	Action/Intervention required
3	Problem is dangerous or disabling	Immediate action/Intensive action required

STRENGTHS

Rating	Level of Strength	Appropriate Action
0	Powerful/Centerpiece strength	Central to planning
1	Useful strength	Opportunity to further develop for use in planning
2	Identified strength	Determine appropriateness for further development. Requires intensive strength building.
3	No evidence of strength	Significant efforts are needed to identify potential strengths on which to build.

2 Talking with the Youth, Family, and Team about the CANS

It is essential that each Wraparound team member is oriented to the CANS and understands how it will be used in each phase of the Wraparound planning process. Throughout the Wraparound phases, the Wraparound Care Coordinator, Wraparound Family Partner, and Wraparound Youth Partner may need to circle back to explain and support the youth, family, and Wraparound team to better understand how the CANS is used in Wraparound.

Youth and Family CANS Orientation

Orientation of the CANS to the youth and family happens during **Phase One** of the Wraparound planning process - during or shortly after the first engagement meeting with the Care Coordinator, Family Partner, and Youth Partner. Areas to consider for orientation include: what is the CANS, appropriate actions based on ratings (see tables on page 2), how the CANS is completed, and its purpose as a communication and decision support tool. It is recommended that the youth and family are offered a copy of the CANS manual and tool that will be used, the Praed Foundation website address (praedfoundation.org), and any other supporting written information they wish to have. Some youth and families may not want any of the above. Respecting that decision is a great way of practicing the *Family-Driven, Youth-Guided* Wraparound Principle. Below are some example scripts of how to introduce the CANS to youth and families:

- "The Child and Adolescent Needs and Strengths tool (CANS) was developed to support folks partnering with youth and families in making decisions about quality care, planning, supports, and services. It is widely used by projects like Wraparound and by mental health, child welfare, and juvenile justice programs. It is helpful because it provides a common language and understanding about the strengths and needs items and how to use them in planning. This is an example of how to put the *Team-Based* the Wraparound Principle to practice."

- "Here is a copy of the CANS Manual we will be using and some other written materials I can leave with you if you like. We will review the CANS ratings together and after we agree on how each item was rated, we can plan together how to share results with the team at the first meeting. This is one example of practicing the *Family-Driven and Youth-Guided* Wraparound Principle."

- "It can be overwhelming to see so many questions asking such personal information. Many of the things we talk about as we get to know each other will answer items of the CANS. The CANS is meant to be simply a place to organize your strengths and areas of need so we can be sure to prioritize what you want to work on. This is an example of putting the

Individualized Wraparound Principle to practice. Instead of your team relying on their own experiences or opinions alone, the CANS provides additional information to help us with our decision making throughout the Wraparound planning process."

- "Many times, people use different words to talk about the same thing. The CANS gives team members a common language allowing us to better communicate with each other and summarize how you are doing in specific areas. Having a common understanding and language for all team members is one way to put the *Team-Based* Wraparound Principle to practice."

- "The CANS shows us how your strengths and needs change and improve over time. We will be able to see when our plan is successfully meeting your family's needs and if we need to adjust the strategies if they are not working. This is one way to put the *Outcome-Based* Wraparound Principle to practice."

Team Members CANS Orientation

Team members, especially system partners and providers, should be introduced to the CANS during **Phase One** of the Wraparound planning process by the Care Coordinator, Family Partner, and Youth Partner, as a part of the initial in-person or telephone engagement meeting(s). In these engagement meetings, team members are oriented to the Wraparound planning process, the CANS, and their roles. Areas to consider for orientation on the CANS include background information, how it is completed, and its purpose as a communication and decision support tool. It is recommended that team members are given the Praed Foundation website address (praedfoundation.org) to link them to information about the CANS tool should they have further questions.

Some team members may have experience with the CANS already and understand it. Others may have historical information only about how the CANS is used in Oregon and may need to know more how it is used specifically in the Wraparound planning process. In addition to the example scripts listed in the Youth and Family CANS Orientation section above, here are some ideas about how to prepare any team member who is a system partner or a provider:

- "The CANS is a comprehensive tool which includes items related to functioning, risk factors, emotional, and behavioral needs. It has a strengths-based focus with the goal of meeting youth and family's needs using their identified strengths. This is one example of putting the *Strengths-Based* Wraparound Principle to practice."

- "The CANS tool is integrative and supports professionals in compiling information into one place. Information provided by team members is

utilized when rating the CANS and this allows a lot of information to be considered and shared between team members. This is a way to put the *Collaboration* Wraparound Principle to practice." (See Phase 1 Step 2 on page 6.)

- "The CANS tool provides information to help guide the Wraparound team in making decisions about what to focus on, where to start, and how to prioritize needs. Each time the CANS ratings are revisited while a youth and family are in Wraparound, the changes in ratings can be used to measure progress toward completing outcomes and meeting the prioritized needs. This helps the team track progress over time and is an example of putting the *Outcome-Based* Wraparound Principle to practice."

- "The CANS tool keeps the conversation transparent by being direct and clear. It has simple ratings so that all people in the family's life can review and use the measure as a way to communicate about how the process is working. This is one way of practicing the *Family-Driven and Youth-Guided* Wraparound Principle."

3 Integrating CANS into the Wraparound Phases

Wraparound Phase One: Engagement and Team Preparation

● **Step 1:** During the initial meeting with the family, the Wraparound Care Coordinator, Wraparound Family Partner, and Wraparound Youth Partner orient the youth and family to the CANS using the suggested information and supporting documents within the CANS Toolkit.

● **Step 2:** The Care Coordinator, Family Partner, and Youth Partner discuss who will meet with other identified team members. During these initial team member engagement meetings, individuals identified by the youth and family are oriented to the Wraparound planning process, the CANS tool, and how the CANS ratings will be utilized in the planning process. The Care Coordinator, Family Partner, and Youth Partner will gather information from each team member about youth's and family's strengths and needs.

● **Step 3:** Using the information from the initial conversations with youth, family, identified team members, and any available documentation, the Care Coordinator prepares the **Wraparound Strengths and Needs Summary**. This document summarizes key information about strengths, needs, culture, and vision for both individual family members, and the family as a whole. The Care Coordinator then uses the **Wraparound Strengths and Needs Summary** to inform their rating choices as they complete the CANS.

● **Step 4:** With support from the Family Partner and Youth Partner, the Care Coordinator shares the **Wraparound Strengths and Needs Summary** and the CANS ratings with the youth and family. It is important to get youth and family feedback, which is a great example of putting the *Family-Driven, Youth- Guided* Wraparound Principle to practice. It also ensures that information was not missed or misunderstood, and that none of the ratings or information written about them in the summary is surprising to the youth or family.

● **Step 5:** If new information is provided while discussing the CANS results, ratings may be adjusted based on this new information. It is important changes are only made based on new information, not simply a disagreement about the actual item rating. Only a certified CANS rater can rate or change a CANS rating. Anyone is capable of becoming a certified CANS rater, including youth and families. However, in the Wraparound planning process the Care Coordinator is responsible for rating and adjusting the ratings of CANS items.

● **Step 6:** The Care Coordinator, Youth Partner, and Family Partner discuss the agenda of the first Wraparound team meeting with the youth and family. The youth and family, along with the Care Coordinator, Family Partner, and Youth Partner, develop a plan to share CANS items with the rest of the team at the first Wraparound Team meeting. Information that is sensitive or difficult for the youth and family to discuss should be given special consideration. The youth and family get to decide which item results they want shared and how they want to share them. Actionable items, which are strength items rated 0 or 1, and needs items rated 2 or 3, should be shared, but in a way that is agreed on by the youth and family.

Wraparound Phase Two: Plan Development

During the second phase of the Wraparound planning process, the Wraparound Team uses the shared CANS ratings to inform the **Wraparound Plan of Care** and **Wraparound Crisis & Safety Plan**. This process is guided by the preferences identified by the youth and family on how to share CANS results with the team.

• **Step 1:** Using the agenda that was created together with the youth and family, CANS results are shared with all team members during the Wraparound team meeting. The Wraparound team then uses CANS ratings to brainstorm strategies that meet the identified youth and family needs by building on the youth and family strengths.

• **Step 2:** Integrate the CANS results into documentation on the **Wraparound Plan of Care** and **Wraparound Crisis & Safety Plan**, focusing on meeting needs by building on identified strengths.

Wraparound Phase Three: Plan Implementation

During the third phase of the Wraparound planning process, the team begins initiating strategies and specific action steps from the co-authored team plan. During this phase, the team meets at least every 30 days to discuss progress and assess if the strategies and action steps are meeting the prioritized needs. Tracking changes in CANS ratings and outcomes is one way of putting the *Outcomes-Based* Wraparound Principle to practice.

• **Step 1:** The Care Coordinator will revisit CANS ratings for changes to individual items at least every 90 days.

• **Step 2:** Changes in CANS items ratings need to be tracked over time. Each Wraparound site should have a process in place for tracking CANS data. If the Care Coordinator is unsure how to document CANS results, they are encouraged to check with their site supervisor.

• **Step 3:** The Care Coordinator will share changes in the CANS ratings with the team. It is important to document reasons why the youth and family chose not to prioritize specific items as necessary.

• **Step 4:** The Wraparound team uses CANS results to celebrate successes, update Wraparound Plan of Care and Wraparound Crisis and Safety Plan as needed, and change strategies.

Wraparound Phase Four: Transition

During the last phase of the Wraparound process, the youth and family prepare for transitioning from the formal Wraparound process with the support of the team. Improved CANS ratings help inform the plan for a strengths-based transition. For example, when actionable items (needs items rated a 2 or 3) shift to non-actionable items (needs items rated 0 or 1), it informs the team that their outcomes have been achieved.

• **Step 1:** The Care Coordinator utilizes improved CANS ratings to facilitate a discussion with the Wraparound team, youth, and family. These changes should be used to create a transition plan.

• **Step 2:** The Care Coordinator will document final CANS ratings as part of the formal transition process using their Wraparound site's process for tracking CANS data. If the Care Coordinator is unsure how to document CANS results, they are encouraged to check with their site supervisor.

4 Tools: Team Meeting Facilitation

The following four documents provide information about utilizing the actionable CANS items in the Wraparound planning process:

1. Organizing Needs for the Wraparound Planning Process (pg. 10)
2. Descriptions of Wraparound Facilitation Components (pg. 11-13)
3. Comparing Facilitation Components of The Initial and Follow-up Wraparound Meetings (pg. 14-17)
4. Tips for Facilitating the Wraparound Team Meeting (pg. 18-24)

Organizing Needs for the Wraparound Planning Process

In order to prepare for the first Wraparound Team meeting, the Wraparound Care Coordinator, Wraparound Family Partner, and Wraparound Youth Partner should discuss the strengths and needs gathered throughout all initial meetings and begin to organize the needs for the planning process. It is recommended that Family Partners and Youth Partners also become certified CANS raters so all members have the same depth of understanding of those particular strengths and needs.

Background Needs: Background Needs are needs considered static or unchangeable. On the CANS, these are rated with a 2 or 3. While they are not the focus of the interventions, they may guide what interventions are implemented and how they are implemented (Button & Fernando, 2017).

> *Example: There may be intellectual, developmental, medical, and physical areas of functioning that will likely not change during the course of interventions. However, they are important to identify and consider when making decisions about supports and services, as they may shift the way that interventions are provided.*

Targeted Needs: Targeted Needs are identified needs that are the intended target, priority, and the focus of interventions. On the CANS, these items are rated with a 2 or 3. Targeted Needs can also be clusters or groups of items that are thought to have the same root cause.

> *Example: Anxiety and adjustment to trauma may be considered clusters of Targeted Needs that could be considered to have the same root cause of sexual abuse.*

Anticipated Outcomes: Anticipated Outcomes are needs that are expected to change as a result of addressing the Targeted Need. (Button & Fernando, 2017).

> *Example: It is likely that school attendance will improve (Anticipated Outcome) if anxiety is addressed (Targeted Need).*

Prioritized Needs: Prioritized Needs are the 3-5 needs that will be planned for on the Wraparound Plan of Care. Prioritization is done in the following order: legal mandates, family voice and choice, then CANS items. Re-prioritization should be discussed any time the youth or family request, and/or CANS rating change.

> *Example: **Background Need**= Sexual Abuse, **Targeted Needs**= Anxiety & Adjustment to Trauma, **Anticipated Outcomes**= School Attendance & Social Functioning*

Descriptions of Wraparound Facilitation Components

(Walker, Bruns, and The National Wraparound Initiative Advisory Group, 2008)

	Facilitation Component	Generated By	Description
1	Introductions and Review Agenda	Team	Creative ways to get to know each other, based on composition of the team, and review facilitation components.
2	Ground Rules	Team	A list of things the team agrees will help them be productive and respectful.
3	Family Vision	Family	What does "better" look like for the family? Family created and should extend beyond the formal Wraparound process.
4	Team Mission	Team	What does the team hope to accomplish during the formal Wraparound process? ALL team members-especially, youth, family, Youth Partners and Family Partners- create this.
5	Strengths	Team & CANS	A list of *Strengths* compiled from engagement meetings with the youth and family, and other team members. Additional strengths, across all 12 Wraparound life domains, of the family and team members added during 1st Wraparound Meeting.
	Useful Strengths (Functional)	Team & CANS	Strengths that should be used in planning. On the CANS, these are rated with a 0 or 1 (Button & Fernando, 2017).
	Strengths to Build (Descriptive & Contextual)	Team & CANS	Strengths that could be the focus of interventions or strategies to build into useful strengths. On the CANS, these are rated with a 2 or 3 (Button & Fernando, 2017).

	Facilitation Component	Generated By	Description
6	**Needs**	Team & CANS	A *Needs* list compiled from engagement meetings with the youth and family, other team members, and needs from the CANS (a rating of 2 or 3). Additional needs of the youth and family may be added during first Wraparound Meeting.
	Background Needs	Team & CANS	Background Needs are considered static or unchangeable, rated with a 2 or 3 on CANS. While they are not the focus of the interventions, they may guide what interventions are implemented and how (Button & Fernando, 2017).
	Targeted Needs	Team & CANS	Targeted Needs are priority and the focus of the interventions, rated with a 2 or 3 on CANS. Targeted Needs may also be clusters or groups of items that are thought to have the same root cause.
	Anticipated Outcomes	Team & CANS	Anticipated Outcomes are needs expected to change as a result of addressing the Targeted Need (Button & Fernando, 2017).
7	**Prioritized Needs**	Team	3-5 needs to be included in the Wraparound Plan of Care. Prioritization is done in the following order: legal mandates, family voice and choice, then CANS items. Re-prioritization should be discussed any time the youth or family request, and/or the CANS ratings change.
	Needs Statements	Team	Statements that describe the individualized needs of the youth and/or family members.

	Facilitation Component	Generated By	Description
8	**Outcomes**	Team	Outcome statements provide measurable indicators of progress for each prioritized need (SMART-Specific, Measurable, Achievable, Realistic, Time Limited). Outcome statements define what the end result looks like when the need is met during the formal Wraparound planning process.
9	**Brainstorm Strategies**	Team	The team generates a list of strategies to meet each prioritized need/outcome statement. The list should reflect youth and family culture and include natural, informal, and formal supports.
	Select Strategies	Team	Strategies may include interventions, services, Evidence Based Practices, and/or formal, informal, and natural supports that the youth, family, and team select to meet the prioritized needs and achieve the desired outcomes.
10	**Action Steps**	Team	Specific list of action steps assigned to team member(s) in order to support the strategy/intervention and achieve the desired outcome.
11	**Summarize and Agree on Plan**	Team	Review what was discussed, agreed upon, and created to ensure understanding and seek consensus.
12	**Schedule Next Team Meeting**	Team	The next meeting is scheduled with all team members present. Next meeting can also be scheduled at the beginning of the meeting, if necessary.

Comparing Facilitation Components of The Initial and Follow-up Wraparound Meetings
(Walker, Bruns, and The National Wraparound Initiative Advisory Group, 2008)

	Facilitation Component	Initial Meeting	Follow-up Meetings
1	**Introductions and Review Agenda**	Facilitate introductions and review the 12 facilitation components on the agenda.	Same
2	**Ground Rules**	Facilitate a conversation to develop a list of Ground Rules that will help the team be productive as a group.	✓ Refer to Wraparound Plan of Care (WPOC) ✓ Ask the team if any changes/additions are needed.
3	**Family Vision**	Ask the family to share their Family Vision, or share the vision however was discussed during your engagement visits.	✓ Refer to WPOC ✓ Ask the family if any changes/additions are needed.
4	**Team Mission**	Facilitate a discussion to form the Team Mission statement.	✓ Refer to WPOC ✓ Ask the team if any changes/additions are needed.
5	**Strengths**	Share the Strengths list compiled from engagement meetings with the youth, family, and other team members.	
	Useful Strengths (Functional)	Make sure **useful strengths** (CANS rating of 0 or 1) and **strengths to build** (CANS rating of 2 or 3) are separated in some way on the list.	✓ Refer to WPOC ✓ Ask the team for any additional strengths they have identified since the last meeting. ✓ Remind the team additional strengths can be added at any time during the planning process.
	Strengths to Build (Descriptive & Contextual)	Ask all team members to add any additional strengths of the family and team members that can be used to meet prioritized needs.	

Facilitation Component	Initial Meeting	Follow-up Meetings
6 **Needs** *Background Needs* *Targeted Needs* *Anticipated Outcomes*	Share the Needs list compiled from engagement meetings with the youth, family, and other team members. Decide either prior to the meeting, or with the team, which needs are Background Needs, Targeted Needs, and Anticipated Outcomes. Make sure the needs are identified and separated accordingly on the list.	✓ Refer to WPOC ✓ Ask the youth or family if they have any new needs they want to discuss with the team ✓ Ask the team if there are additional needs that have been identified since the last team meeting. ✓ When appropriate, update status of prioritized needs on WPOC (met, dropped, or reprioritized).
7 **Prioritized Needs** *Needs Statements*	Facilitate discussion to prioritize the needs that will be the focus of the Wraparound Plan of Care. Needs should be prioritized in the following order: legal mandates, family voice and choice, then CANS identified targeted needs.	✓ Refer to WPOC ✓ When appropriate, update status of met, dropped or re- prioritized needs on WPOC. ✓ Review needs list if: 1) The youth or family has identified a new need. 2) A prioritized need has been met, or dropped, and the team is adding a new one. 3) There are new actionable items after the CANS was revisited.

	Facilitation Component	Initial Meeting	Follow-up Meetings
8	**Outcomes**	Develop SMART Outcome Statements for each Prioritized Needs Statement (SMART: Specific, Measurable, Achievable, Realistic, and Time Limited). Remember, there can be multiple Outcome Statements for any given need.	Develop SMART Outcome Statements for any newly Prioritized Needs.
9	**Brainstorm Strategies**	Facilitate a process for the team to brainstorm and select strategies that: ✓ Reflect the youth and family culture. ✓ Utilize useful strengths that will support Prioritized Need and Outcome Statement. ✓ Build strengths that could support Targeted Needs in the future. ✓ Include natural and informal supports, interventions, and services that will help achieve each Prioritized Need and Outcome Statement.	✓ Refer to WPOC ✓ Ask team members to share successes with assigned strategies and/or interventions since last team meeting. ✓ When appropriate, update status of action steps on WPOC to active or completed. ✓ Brainstorm and select strategies, interventions, and services and supports for any newly Prioritized Needs. ✓ Facilitate a conversation to revisit any strengths selected to build. ✓ Celebrate successes!

	Facilitation Component	Initial Meeting	Follow-up Meetings
10	**Action Steps**	Assign action steps based on team members' skills, resources, and strengths. Discuss and document when the action steps will be completed.	Same.
11	**Summarize and Agree on Plan**	Summarize all the elements of the plan and ask for any changes or additions. Check for consensus that every team member agrees on the WPOC.	Same.
12	**Schedule Next Team Meeting**	Schedule the next team meeting.	Same.

Tips for Facilitating the Wraparound Team Meeting

Facilitation Component	Initial Meeting
1 **Introductions and Review Agenda**	✓ Be attentive to who sits where. Wraparound Care Coordinators, Family Partners, and Youth Partners should have a discussion with the youth and family before the team meeting about what to expect at the meeting, who will be attending, and what might be addressed in the agenda. ✓ Asking the youth and family to introduce themselves first is one way of putting the *Family-Driven, Youth-Guided* Wraparound principle to practice. Consider having other team members state their role (formal supports), or how they know the family (informal/natural supports). ✓ Provide a copy of the Wraparound Team Meeting Agenda with the facilitation components listed to support team members learning and following the planning process. ✓ Remember to refer team members to where on the agenda their concerns will be addressed if it is not the right time in the meeting.

Facilitation Component	Initial Meeting
2 **Ground Rules**	✓ Remember, Ground Rules/Team Agreements are meant to create group cohesion so the planning process is Team-Based and Collaborative. For each suggestion, ask the team how the rule or agreement connects back to one of the 10 Wraparound Principles. ✓ "Ground Rules" is not a common term and may need to be explained. Some teams use the term "Team Agreements" or "Group Agreements" in place of Ground Rules as it sounds more collaborative and strengths-based. ✓ Remember there is no "right way" to create Ground Rules. If there is one team member who speaks more than others, or several team members who are quieter, using Nominal Group Technique (refer back to the Foundation Training PPT) is one way of ensuring everyone's voice is heard at the table. ✓ Ground rules are more helpful when worded as what the group wants to see, versus "don'ts" or "no."

Facilitation Component	Initial Meeting
3 **Family Vision**	✓ Remember to create a plan with the youth and family about how they want their Family Vision statement to be shared in the meeting. Have a back-up plan in case they change their mind at the meeting. ✓ The Family Vision is always written in the youth's and family's own language. ✓ Facilitate the conversation if team members need clarification on anything in the Family Vision and be prepared to remind them the family vision is only changed by the family. ✓ The Family Vision statement is on the Wraparound Plan of Care and reviewed by the team regularly to ensure the process is supporting moving the family closer to their vision.
4 **Team Mission**	✓ Remember, the youth, family, Youth Partner, and Family Partner are all team members. Be prepared to explain to team members how the Team Mission Statement and Family Vision are different. ✓ Consider recording major themes and edit the final statement at a later time. ✓ The Team Mission statement is on the Wraparound Plan of Care and used as one way of measuring progress through the planning process *(putting the Outcome-Based principle into practice).* ✓ Written to be achievable within the formal Wraparound process (~12-14 mos.).

Facilitation Component	Initial Meeting
5 **Strengths** *Useful Strengths (Functional)* *Strengths to Build (Descriptive & Contextual)*	✓ Before the first Wraparound team meeting, Care Coordinators are encouraged to sort the list of strengths that were identified during engagement visits with the youth, family, and team members into Useful Strengths and Strengths to build. Remember, identified strengths are collected across all 12 Wraparound Life Domains for both youth and family. ✓ Finish the strengths list, including any identified strengths across all 12 Wraparound Life Domains, before moving on; use your agenda to direct folks to where their concern will be addressed in the process if it is not related to strengths. ✓ Identifying team member strengths supports assigning Action Steps later in the process. Name the individual connected to each Strength and list them together rather than grouping by individual.
6 **Needs** *Background Needs* *Targeted Needs* *Anticipated Outcomes*	✓ Before the first Wraparound team meeting, Care Coordinators are encouraged to sort the list of needs that were identified during engagement visits with the youth, family, and team members into Background Needs, Anticipated Outcomes, and Targeted Needs. Remember, identified needs are collected across all 12 Wraparound Life Domains for both youth and family. ✓ Remind team members to use Strengths-Based and Person-Centered language; be prepared to role model Strengths-Based language and refer to the Wraparound Principles and Ground Rules/Team Agreements if needed to encourage team members to put that principle into practice.

	Facilitation Component	Initial Meeting
7	**Prioritized Needs** *Needs Statements*	✓ Remember your decision tree for prioritizing needs: Legal mandates, family voice and choice, then actionable CANS items. ✓ Typically, teams work better with less than five needs prioritized at one time. ✓ Needs are not ranked by importance on the plan; all of the identified needs are important, some will simply be addressed prior to others. ✓ Help team members state all concerns or identified problems in needs language: "Leticia needs…, Alejandra needs…, Leticia and Alejandra need…, etc." ✓ Remember Needs are not services. Guide team members through the process of getting to the heart of the need(s). Using the list of universal needs from the Center for Nonviolent Communication can be helpful in this process. ✓ Remind team members to follow the planning process. Teams often want to begin discussing strategies while listing needs; refer them back to their agenda and indicate where their concerns will be addressed. ✓ Similar to Strengths, needs are connected to an individual, however not grouped by individual.
8	**Outcomes**	✓ Remember the SMART test (Specific, Measurable, Achievable, Realistic and Time Limited). ✓ To save time in the team meeting, tell the group you will rewrite the statements after the team meeting and bring the final statement back to the group for approval.

	Facilitation Component	Initial Meeting
9	**Brainstorm Strategies** *Select Strategies*	✓ Brainstorm multiple strategies for one Outcome Statement at a time; remember, ALL (legal) strategies are recorded no matter how impossible they seem. ✓ Strategies should help achieve each Outcome Statement and meet the identified need. ✓ The youth and family select which strategies would work best for them and fit with the culture of their family. ✓ Include strategies that draw from the strengths of the youth and family. ✓ Each strategy should include specific action steps and be assigned to a specific team member(s). ✓ Facilitate a discussion about how to incorporate useful strengths into the planning process. ✓ Make sure your plan does not "take away" these useful strengths.
10	**Action Steps**	✓ Remember to be specific when assigning action steps. Indicate on the Wraparound Plan of Care who is responsible, when it is to be completed, and decide how the Care Coordinator and team member will check-in or report back that the action step has been completed. ✓ Remember, action steps are assigned according to which team member has the skills, resources, or strengths to complete it.

	Facilitation Component	Initial Meeting
11	**Summarize and Agree on Plan**	✓ The Care Coordinator summarizes the entire plan for the team and solicits feedback about missing components or needs. ✓ Check for consensus before proceeding to scheduling. Using the 5-Finger Consensus Tool can be useful to ensure consensus is achieved.
12	**Schedule Next Team Meeting**	✓ Meetings can be scheduled at the beginning to ensure all members are present. ✓ Ensure the *Family-Driven, Youth-Guided* Wraparound Principle is being put to practice when considering times, dates, and location for meetings.

References

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