THE OREGON WRAPAROUND BEST PRACTICES GUIDE V. 2.0

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The content of *The Oregon Wraparound Best Practices Guide* was collaboratively developed and peer reviewed.

OREGON WRAPAROUND TECHNICAL ASSISTANCE TEAM

Portland State UNIVERSITY
SYSTEMS OF CARE INSTITUTE

Oregon Family Support Network

YOUTH ERA

SUGGESTED CITATION

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INTRODUCTION

A best practice is a "working method or set of working methods that is officially accepted as being the best to use in a particular business or industry. Usually described formally and in detail."[1]

The Oregon Best Practices Guide v. 2.0 was written to provide clear guidance for Wraparound programs and the systems supporting them to implement high-quality Wraparound to fidelity across the State of Oregon. This guide strives to accomplish the following:

- Develop **a common understanding** of all aspects of Wraparound implementation;
- Provide guidance for programs to create and maintain processes to ensure **continuity over time** including communication, documentation, sustainability, and funding (Kania & Kramer, 2011);
- Outline the importance and necessity for all decisions and processes to be driven by **Wraparound principles**; and,
- Support Wraparound programs to **analyze and adjust** aspects of implementation to ensure the best outcomes for the youth and families served within Wraparound programs.

With this purpose in mind, this guide weaves research and guidance documentation from the National Wraparound Initiative (NWI), the National Wraparound Implementation Center (NWIC), the National Technical Assistance Network for Children's

1. https://dictionary.cambridge.org/us/dictionary/english/best-practice

Behavioral Health (TA Partnership), the National Federation of Families, the Systems of Care Institute, Oregon Family Support Network, Youth Era, and others to provide evidence-based and practice-based guidance to support high-quality Wraparound implementation to fidelity in Oregon. While we recognize each Wraparound program has its own unique characteristics, ideally, programs implementing Wraparound will continuously strive toward each outlined element of fidelity and high-quality in order to provide the best support for all youth and families involved.

The intended audience for this guide includes:

- Wraparound Practitioners – Wraparound Care Coordinators, Wraparound Family Partners, and Wraparound Youth Partners;
- Any individual supervising or coaching Wraparound practitioners; and,
- Wraparound Program Managers and Directors charged with implementing Wraparound programs within their local communities.

Section 1 – Wraparound Fidelity of this guide outlines fidelity implementation of Wraparound as described by the National Wraparound Initiative (NWI) (Walker, 2008) with adaptations to provide further clarity for Oregon Wraparound Practitioners. The principles, which provide the value base for Wraparound, are an essential framework for understanding the Wraparound planning process as well as measuring fidelity. The Phases and Activities focus on what is to be accomplished during the formal Wraparound planning process. It is equally important to pay attention to how the work is accomplished; merely accomplishing the tasks is insufficient unless this work is done in a manner consistent with the 10 principles of Wraparound. As a Wraparound practitioner charged with adhering to the Wraparound planning process for individual families and youth, it is important to have a solid grounding in the principles, phases, and activities of Wraparound. Adherence to these aspects is assessed through completion of the Wraparound Fidelity Index-Short Form (WFI-EZ) (Sather et al., 2013) and the Team Observation Measure 2.0 (TOM 2.0) (Bruns & Sather, 2013).

Section 2 – High-Quality Wraparound of this guide provides an overview of the elements adopted over time to support high-quality Wraparound implementation across the state of Oregon. These elements include using peer support partners, utilizing the Child and Adolescent Needs and Strengths (CANS) tool, and implementing Oregon Administrative Rules (OARs). These best practices have been compiled with guidance from the National Wraparound Initiative (NWI), the National Wraparound Implementation Center (NWIC), The Technical Assistance Partnership for Children's Mental Health (TA Partnership), and the Oregon Cultural Considerations Workgroup (CCWG), in addition to other best practices that have demonstrated supporting better outcomes for youth and families such as utilizing a racial equity lens and trauma-informed practices.

SECTION 1

WRAPAROUND FIDELITY

WRAPAROUND FIDELITY

According to the National Wraparound Initiative, Wraparound implemented to fidelity includes putting the 10 Wraparound principles into practice and completing the activities spanning the four phases of the planning process. The Wraparound principles, phases, and activities will be briefly described in the following pages. For more in-depth information regarding either the principles or the phases and activities, please refer to the NWI documents, "Ten Principles of the Wraparound Process" (Bruns et al., 2004) and the "Phases and Activities of the Wraparound Process" (Walker et al., 2004).

WRAPAROUND PRINCIPLES

Wraparound is rooted in the following principles which are meant to guide all behaviors and decisions of individuals supporting youth and families as well as to guide program policies, practices, and procedures of agencies/organizations implementing Wraparound. See Section 2 for more information on putting these principles into practice.

- Family-Driven, Youth-Guided[2]
- Team-Based
- Natural Supports
- Collaboration
- Cultural and Linguistic Responsiveness[3]
- Strengths-Based
- Community-Based
- Individualized
- Persistence
- Outcome-Based

2. The National Wraparound Initiative names it as Family Voice and Choice

3. The National Wraparound Initiative names it as Cultural Competence

FAMILY-DRIVEN, YOUTH-GUIDED

Family and youth/child perspectives are intentionally elicited and prioritized during all phases of the Wraparound planning process. Planning is grounded in family members' perspectives, and the team strives to provide options and choices such that the plan reflects family values and preferences.

TEAM-BASED

The Wraparound team consists of individuals agreed upon by the family and committed to them through informal, formal, and community support and service relationships.

NATURAL SUPPORTS

The team actively seeks out and encourages the full participation of team members drawn from family members' networks of interpersonal and community relationships. The Wraparound plan reflects activities and interventions that draw on sources of natural support.

COLLABORATION

Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single Wraparound plan. The plan reflects a blending of team members' perspectives, mandates, and resources. The plan guides and coordinates each team member's work towards meeting the team's goals.

CULTURAL AND LINGUISTIC RESPONSIVENESS

The Wraparound planning process demonstrates respect for and builds on the values, preferences, beliefs, culture, and identity of the child/youth and family, and their community.

STRENGTHS-BASED

The Wraparound planning process and the Wraparound plan identify, build on, and enhance the capabilities, knowledge, skills, and assets of the child and family, their community, and other team members.

COMMUNITY-BASED

The Wraparound team implements service and support strategies that take place in the most inclusive, most responsive, most accessible, and least restrictive settings possible; and that safely promote child and family integration into home and community life.

INDIVIDUALIZED

To achieve the goals laid out in the Wraparound plan, the team develops and implements a customized set of strategies, supports, and services.

PERSISTENCE

Despite challenges, the team persists in working toward the goals included in the Wraparound plan until the team reaches agreement that a formal Wraparound planning process is no longer required.

OUTCOME-BASED

The team ties the goals and strategies of the Wraparound plan to observable or measurable indicators of success, monitors progress in terms of these indicators, and revises the plan accordingly.

WRAPAROUND PHASES AND ACTIVITIES

The Wraparound Phases and Activities table below outlines the activities that must be completed when implementing Wraparound to fidelity. Each of the activities do not need to be completed in the numerical order, nor are they all solely the responsibility of one person on the team (Walker et al., 2004).

NWI PHASE 1 ACTIVITIES	NWI PHASE 2 ACTIVITIES	NWI PHASE 3 ACTIVITIES	NWI PHASE 4 ACTIVITIES
1.1. Orient the family and youth	**2.1 Develop an initial plan of care**	**3.1 Implement the Wraparound plan**	**4.1 Plan for cessation of formal Wraparound**
1.1 a. Orient the family and youth to Wraparound	2.1 a. Determine Ground Rules	3.1 a. Implement action steps for each strategy	4.1 a. Create a transition plan
1.1 b. Address legal and ethical issues	2.1 b. Describe and document strengths	3.1 b. Track progress on action steps	4.1 b. Create a post-transition crisis management plan
1.2. Stabilize crises	2.1 c. Create Team Mission	3.1 c. Evaluate success of strategies	4.1 c. Modify Wraparound planning process to reflect transition
1.2 a. Ask family and youth about immediate crisis concerns	2.1 d. Describe and prioritize needs/goals	3.1 d. Celebrate successes	**4.2 Create a "commencement"**
1.2 b. Elicit information from agency representatives and potential team members about immediate or potential crises	2.1 e. Determine goals and associated outcomes and indicators for each goal	**3.2 Revisit and update the plan**	4.2 a. Document the team's work
1.2 c. If immediate response is necessary, formulate a response for immediate intervention and/or stabilization	2.1 f. Select strategies	3.2 a. Consider new strategies as necessary	4.2 b. Celebrate success
1.3. Facilitate conversations with family and youth	2.1 g. Assign action steps	**3.3 Maintain/build team cohesiveness & trust**	**4.3 Follow-up with the family**
1.3 a. Explore strengths, needs, culture, and vision with youth and family	**2.2 Develop crisis/safety plan**	3.3 a. Maintain awareness of team members' satisfaction and "buy-in"	4.3 a. Check in with the family
1.3 b. Facilitator prepares a summary document	2.2 a. Determine potential serious risks	3.3 b. Address issues of team cohesiveness and trust	
1.4 Engage other team members	2.2 b. Create crisis/safety plan	**3.4 Complete necessary documentation and logistics**	
1.4 a. Solicit participation/orient team members	**2.3 Complete necessary documentation and logistics**	3.4 a. Complete documentation and logistics	
1.5 Make necessary meeting arrangements	2.3 a. Complete documentation and logistics		
1.5 a. Arrange meeting logistics			

WRAPAROUND FIDELITY DOCUMENTATION

The Wraparound Care Coordinator or designee is responsible for completing and updating the Wraparound documents for each enrolled youth and their family.

Documentation includes:

- Wraparound Strengths & Needs Summary (Activity 1.3 b.)
- Wraparound Plan of Care (Activity 2.1) – Including the following elements:
  - Ground Rules
  - Team Mission
  - Needs
  - Strategies
  - Family Vision
  - Strengths
  - Outcomes
  - Action Steps
- Wraparound Crisis & Safety Plan (Activity 2.2)
- Wraparound Transition Plan (Activity 4.1 a.)
- Transition Wraparound Crisis & Safety Plan (Activity 4.1 b.)

The Wraparound Plan of Care and Wraparound Crisis and Safety Plan must be available to the youth, family, and team for review at each team meeting. Revised and updated plans need to be sent to all Wraparound team members after they are updated.

MEASURING FIDELITY

"Measuring whether Wraparound is being implemented as intended will require, at a minimum, assessing adherence to the principles of Wraparound, whether the basic activities of facilitating a Wraparound planning process are occurring, and supports at the organizational and system level" (Bruns, 2008). Implementing high-quality Wraparound to fidelity requires monitoring programs and services to help identify where issues are surfacing and addressing them before they result in drift from the fidelity model of Wraparound. Drift from the model can result in negative outcomes for youth and families. See the **Coaching** section in this guide for information on how Wraparound Care Coordinator Coaches can use fidelity data reports in their individual and group coaching efforts.

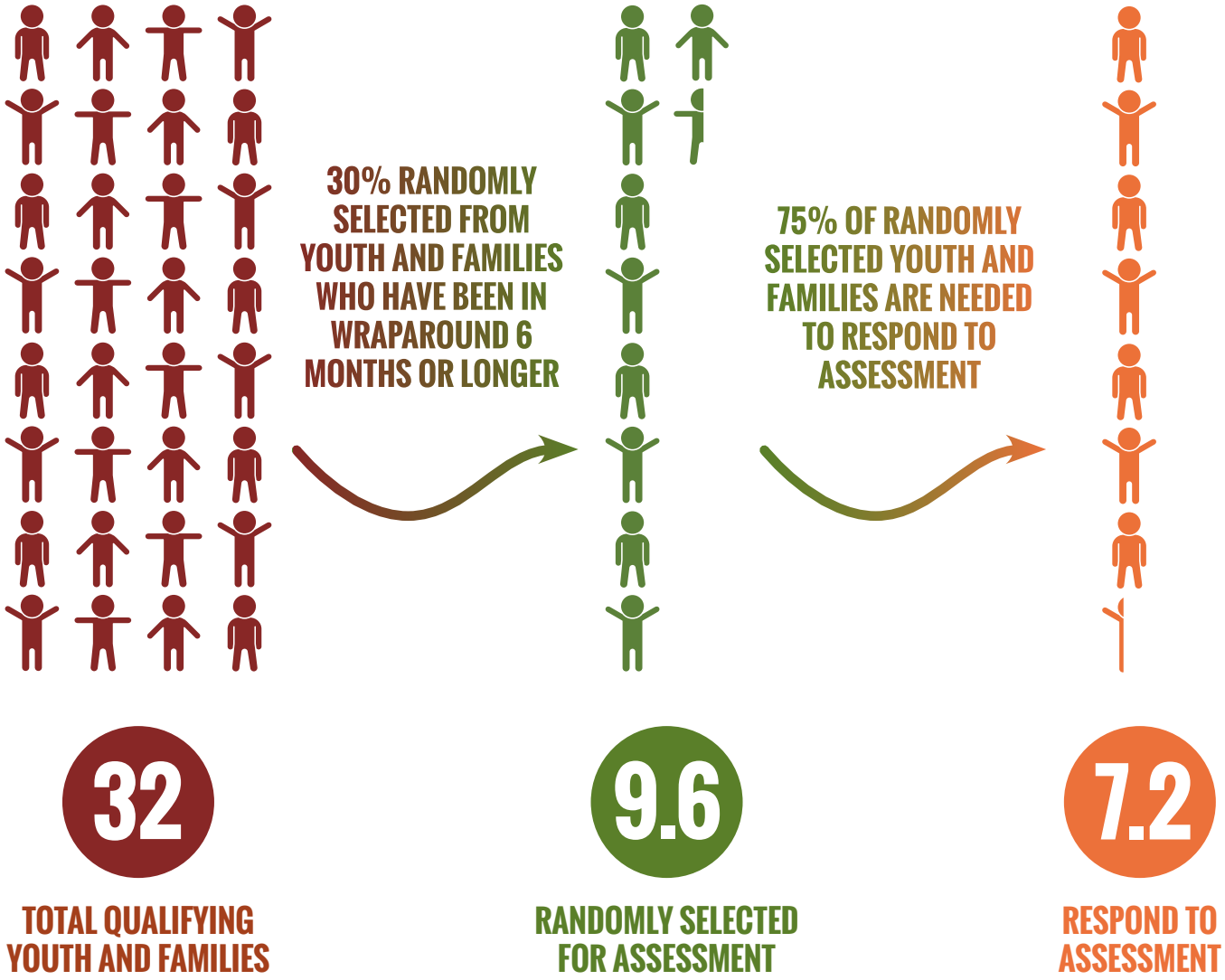
The The Wraparound Fidelity Index – Short Form (WFI-EZ) is one of the tools selected by the Oregon Health Authority (OHA) to assess fidelity to the Wraparound model. The recommended time frame for administering the WFI-EZ is after the youth and family have been participating in Wraparound for a minimum of six months. Per the current CCO contract with OHA, CCOs are required to ensure WFI-EZs are being collected from youth (11 years and older) as well as from the youth's parent, legal guardian, or legal caregiver. Youth and family participation in the WFI-EZ is completely voluntary.

Through the WrapStat data system, random samples of 30% of the eligible youth and caregivers (those who have been in Wraparound for at least six

months) will be automatically created. Programs offer the WFI-EZ to those in the sample with the expectation of at least a 75% response rate of those youth and families completing the WFI-EZ.

In Figure 1, the Wraparound program has 32 youth and families who are eligible to complete the WFI-EZ. WrapStat will generate a random sample of 30% of those eligible, which will be approximately 9.6 youth and families. The desired response rate for this sample would be approximately 7.2. Therefore, from this random sample of 9.6 youth and families, to meet the response rate expectation of 75%, at least 7.2 of the youth and families selected would need to complete the WFI-EZ.

FIGURE 1. EXAMPLE OF PARTICIPATION IN ASSESSMENT



The most accurate picture of fidelity to the Wraparound model comes from gathering complete data from multiple respondents. Therefore, it is recommended that programs collect WFI-EZ data from youth (11 years and older), caregivers, Wraparound Care Coordinators, and team members. Everyone who completes the WFI-EZ (via phone, written form, or electronically) should do so without the Wraparound Care Coordinator present.

The Team Observation Measure 2.0 (TOM) was implemented in Oregon beginning in January 2020 as an additional way to measure fidelity to the Wraparound model. The TOM 2.0 is used by evaluators who are not part of the Wraparound team to determine if the standards of fidelity Wraparound are being followed in team meetings. The TOM 2.0 has seven subscales which evaluate the fidelity domains as well as team meeting attendance and facilitation skills. The evaluator observes the meeting and marks whether or not the indicator was observed during the Wraparound meeting. These ratings are converted into a score for each subscale, as well as a total fidelity score for the session overall (Bruns et al, 2018).

SECTION 2

HIGH-QUALITY WRAPAROUND (THE OREGON MODEL)

HIGH-QUALITY WRAPAROUND IN OREGON

In Oregon, the Wraparound planning process was put into legislation in 2009 with several initial pilot locations, prior to being rolled out statewide. The National Wraparound Initiative (NWI) and The National Wraparound Implementation Center (NWIC) have collectively been conducting research to better understand and define what factors are most necessary to effectively implement high-quality Wraparound to fidelity.

In July 2019, the first set of Oregon Administrative Rules (OARs) were approved specifically for Wraparound implementation across the state. The OARs provide consistent expectations for the implementation of Wraparound that ensure a standard set of expectations. OARs are subject to change in order to be most responsive to the evolving evidence-base supporting Wraparound implementation. The 2019 version of the OARs is available in this document as **Appendix B** and is referenced in this guide. For the most recent version access the **Oregon Secretary of State website**.

In the following best practices, we will outline guidance to communities in order to consistently provide high-quality Wraparound to youth and families regardless of where they reside in the state and the five areas defined as necessary to developing and implementing Wraparound programs as outlined in "Wraparound Implementation and Practice Quality Standards" (Coldiron et al., 2016).

THE OREGON WRAPAROUND MODEL

As mentioned in Section 1, the Wraparound planning process is rooted in the following principles which are meant to guide all actions and decisions of individuals supporting youth and families as well as policies, practices, and procedures developed to implement Wraparound. The 10 principles were compiled by the National Wraparound Initiative Advisory Group in 2004 and have been adapted over time to reflect youth and family perspectives as well as racial equity and trauma-informed lenses. The brief examples that follow are meant to be a foundation to create common understanding of how these principles can be applied to practice. All individuals responsible for implementing any aspect of Wraparound are encouraged to deepen their understanding of the principles, how the principles are put into practice, and how the principles support better outcomes for youth and families.

APPLYING WRAPAROUND PRINCIPLES TO PRACTICE

FAMILY-DRIVEN AND YOUTH-GUIDED (NWI-FAMILY VOICE AND CHOICE)

Family and youth perspectives are intentionally elicited and prioritized during all phases of the Wraparound planning process. The needs of the family and youth determine how and when services are utilized. The goals, interventions, and outcomes that the team identify are mutually defined with the family and youth. Planning is grounded in youth and family members' perspectives and culture, and the team strives to provide options and choices to create a plan that reflects family's and youth's values, culture, preferences, and strengths.

STRENGTHS-BASED

The Wraparound planning process is strengths-based meaning the process takes time to identify, build on, and enhance knowledge, skills and assets the family and youth, community and other team members possess and have used to meet challenges they have encountered in life. The Wraparound Plan of Care is constructed in such a way that the strategies included in the plan utilize and enhance the strengths of the people who participate in carrying out the plan. This principle also implies that interactions between team members will demonstrate mutual respect and appreciation for the value each person brings to the team. Being strengths-based means recognizing the youth and family culture may have aspects inherent to them that are considered strengths, but not necessarily recognized as such by others. All documentation is written using a strengths-based lens, including person-first language.

NATURAL SUPPORTS

Natural supports are typically friends, extended family, neighbors, co-workers, etc. who the youth and family have chosen to be in their lives. Wraparound encourages natural supports because they are a typically a more sustainable resource that can continue to provide support for the family after Wraparound and other formal supports have ended. The team actively seeks out and encourages the full participation of team members from the youth's and family's networks of interpersonal and community relationships. The Wraparound Plan of Care reflects activities and interventions that leverage sources of natural support. Natural supports may be a part of the youth's and family's cultural background and including them in the plan is an important part of being culturally responsive. Please note, natural supports in Wraparound are defined differently than in the Child and Adolescent Needs and Strengths (CANS) tool.

INDIVIDUALIZED

To achieve the outcomes in the Wraparound Plan of Care, the team develops and implements a customized set of strategies, supports, and services. This principle emphasizes that, when Wraparound is principles-driven, the resulting plan will be uniquely tailored to fit the family and youth. The principle of Family-Driven and Youth-Guided lays the foundation for individualization.

CULTURAL AND LINGUISTIC RESPONSIVENESS (NWI: CULTURALLY COMPETENT)[4]

"Culturally responsive services are those that are respectful of, and relevant to, the beliefs, practices, culture and linguistic needs of diverse [individuals], populations and communities whose members identify as having particular cultural or linguistic affiliations by virtue of their place of birth, ancestry or ethnic origin, religion, preferred language or language spoken at home. Cultural responsiveness describes the capacity to respond to the issues of diverse communities. It thus requires knowledge and capacity at different levels of intervention: systemic, organizational, professional, and individual" (Curry-Stevens et al., 2014).

4. The Oregon Cultural Considerations Workgroup selected this definition from the Coalition of Communities of Color as it includes expectations for individuals, organizations, systems, and communities to build capacity for culturally responsive services, in addition to knowledge.

TEAM-BASED

Wraparound is a collaborative process implemented by a team composed of people who have a strong commitment to the youth's and family's well-being. Guided by the Family-Driven, Youth-Guided principle, team members invited to be a part of the team are determined by the family and youth. Team members roles need to be clarified and system mandates understood during Phase One to support the team-based decision making that will meet all team members' needs throughout the Wraparound planning process. Identifying whether Wraparound team members are formal,[5] informal,[6] or natural supports[7] helps the team select strategies that will support the youth and family to eventually transition from the formal Wraparound planning process. Each team also needs to define how to best work together as a group to ensure communication occurs as needed, action steps are equitably assigned, and agreements are consistently followed or completed. As the youth and family progress through the Wraparound planning process, teams are encouraged to shift membership as much as possible to natural and informal supports to best support transition.

COMMUNITY-BASED

The Wraparound team brainstorms and selects community-based strategies that are culturally and linguistically responsive for the youth and families. This includes considering the least restrictive settings that safely promote youth and family integration into home and community life. This principle recognizes that families and young people who participate in Wraparound, should have the opportunity to participate fully in family and community life. This means that the team will strive to implement service and support strategies that are accessible to the family and youth and are located within the community where they choose to live or currently reside.

COLLABORATION

Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single Wraparound Plan of Care. The plan reflects a blending of team member perspectives, mandates, and resources. The plan guides and coordinates each team member's work towards accomplishing the team's mission, building on the identified strengths, and meeting the needs of the youth and family.

5. Individuals paid to work with the youth and family in some capacity.
6. Individuals who are paid to do the work they do, however not paid to work with the youth or family directly.
7. Extended family, friends, neighbors, pastors, or any other individual who is not paid to work with the family.

PERSISTENCE

The Wraparound team agrees to change strategies as the needs of the youth and family change, to not deny care or services because of severity of needs, and to never reject or eject the youth and family from the planning process. Despite challenges, the team persists in working toward the goals included in the Wraparound Plan of Care until the team reaches agreement that the formal Wraparound planning process is no longer needed.

OUTCOME-BASED

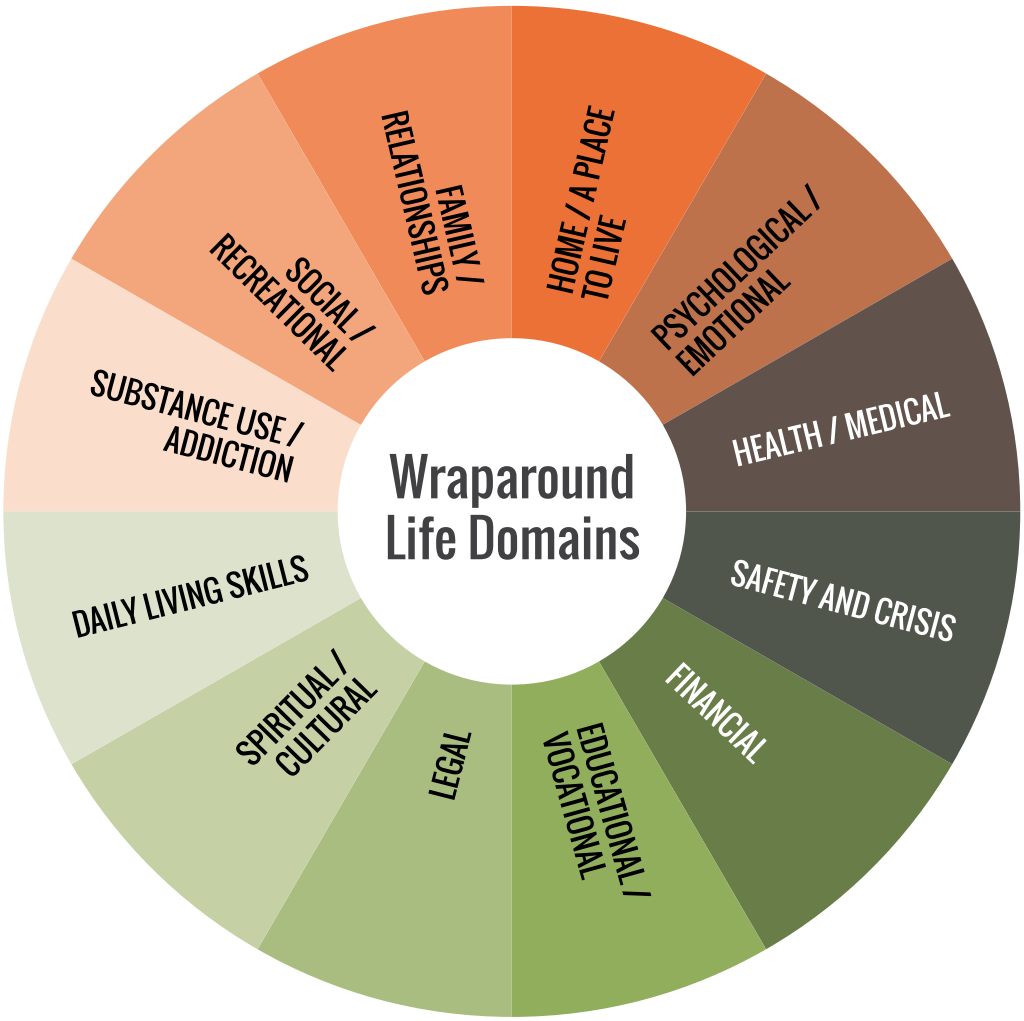
The team ties the outcomes and strategies of the Wraparound Plan of Care to observable or measurable indicators of success, monitors progress based on these indicators, and revises the plan accordingly. This principle emphasizes that the Wraparound team is accountable – to the youth, family, and all team members; to the individuals, organizations and agencies that participate in Wraparound; and to the community – for achieving the outcomes laid out in the plan. Determining outcomes and tracking progress toward outcomes should be an active part of Wraparound team functioning. Outcomes monitoring allows the team to regularly assess the effectiveness of the plan as a whole, as well as the strategies included within the plan, and to determine when the plan needs revision.

WRAPAROUND LIFE DOMAINS

The Wraparound Life Domains are mentioned in "The Wraparound Process User's Guide: A Handbook for Families" (Bruns et al., 2006). The life domains are essential for ensuring the Wraparound planning process is holistic and considers all areas of the youth's and family's life. Life domains are often used to determine individuals' degree of self-sufficiency across multiple areas of their life. Self-sufficiency is the ability to carry out daily living activities independently due to knowledge, skills, and abilities. Researchers developed a Self-Sufficiency Matrix (Lauriks et al., 2013) as a way to track outcomes for individuals across different life domains. The matrix has been adapted by the Oregon Wraparound Technical Assistance Team (Oregon Family Support Network, Systems of Care Institute, and Youth Era) to support Wraparound practitioners during the Wraparound planning process; the Wraparound Life Domains are in the diagram below and the full definitions can be found in Appendix A.

Throughout the Wraparound planning process, the Wraparound Care Coordinator, Wraparound Family Partner, and Wraparound Youth Partner use the Wraparound Life Domains in multiple ways. During the engagement phase, Wraparound practitioners ensure conversations cover all 12 Wraparound Life Domains to ensure both the youth's and family's strengths and needs are gathered to inform the Wraparound planning process.

FIGURE 2. WRAPAROUND LIFE DOMAINS



The Wraparound Life Domains are used to ground the need and outcome statements on the Wraparound Plan of Care to ensure the heart of the need is the focus of all chosen strategies and action steps.

The Wraparound Life Domains can also be used to consider which areas of life the youth and family have existing formal, informal, and natural supports who might support the Wraparound planning process as either team members participating in the full planning process, or team members who can help accomplish identified action steps.

It is important for Wraparound practitioners to understand the Wraparound Life Domains are used throughout the planning process – *not* the Child and Adolescent Needs and Strengths (CANS) life domains. This ensures the Wraparound model and philosophy drives the process, not the CANS. The Wraparound planning process is focused on the youth *and* the family and therefore strengths and needs are gathered across all 12 Wraparound Life Domains; the CANS tool rates identified strengths and needs for only the youth.

CHILD AND ADOLESCENT NEEDS AND STRENGTHS (CANS)

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

In Wraparound, the CANS is a tool to assist in information gathering, discussions, and decisions for the Wraparound team and to provide a common language 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 Outcome-based principles into practice. The CANS tool is not intended to overshadow or exclusively guide the Wraparound principles and activities.

The CANS has been used in Oregon Child Welfare to track improvement in behavior and functioning for children in substitute care since 2009. The CANS is designed to be used for decision support (e.g., treatment planning, level of care), quality improvement, and outcomes monitoring activities. The Oregon Health Authority (OHA) chose to use the CANS in Wraparound because it is strengths- and needs-based and is in broad use nationally as a tool for working with youth and families in Wraparound settings.

In Oregon, CANS certified Wraparound Care Coordinators are responsible for rating CANS items and documenting these ratings. CANS certified Wraparound Youth Partners and Wraparound Family Partners can help ensure that the youth and family understand the CANS ratings and the process. However, ultimately the responsibility of completing and updating the CANS ratings is with the Wraparound Care Coordinator. With support from the Wraparound Family

Partner and Wraparound Youth Partner, the Care Coordinator shares both the Wraparound Strengths and Needs Summary (which is discussed further in **Phase One**), and CANS ratings, with the youth and family. Youth and family feedback about the CANS ratings is important and incorporating it is a great example of putting the Family-Driven and Youth-Guided Wraparound principle into practice. It also ensures that information was not missed or misunderstood, and that the ratings are not a surprise to the youth or family. The Care Coordinator, Youth Partner, and Family Partner discuss the agenda of the first Wraparound meeting with the youth and family and develop a plan for how to share CANS items with the rest of the team. CANS ratings are monitored over time and help inform the plan for transition when needs have been met and outcomes have been achieved.

For youth and families participating in Wraparound and not involved with Oregon Child Welfare there currently is not a formal data system for entering CANS data. OHA is working on procurement of a system to track CANS data for Wraparound programs in Oregon. However, each Wraparound program should have a system in place to track and monitor Oregon CANS data for the youth and families they serve. Wraparound CANS should be entered in the data system the Wraparound site is using to track and monitor data. The CANS data for youth and families participating in Wraparound and who are also involved with Child Welfare should be entered into OR-KIDS.

In addition to the required activities within each phase of Wraparound for fidelity, there are specific CANS related activities which should be completed in each phase of the Wraparound planning process. For detailed information on these activities, please review Utilizing the Oregon CANS within the Wraparound Planning Process at **https://oregonwraparound.org/resource/utilizing-cans-in-the-wraparound-planning-process**

Collaboration

CANS ratings are based on the reported shared experiences of the youth and family as well as each team members' perspective and experiences with the youth's and family's needs and strengths. The CANS tool integrates information into one place, creating a common language as a base from which the team can continue to collaborate during the planning process.

Decision-Making

The CANS provides the youth's family and team members with information on the youth's needs and strengths to help inform the Wraparound planning process. The CANS can help to create a shared vision or a common goal by helping to connect how or why a decision was made.

Outcomes

As strengths are utilized and needs are addressed throughout the Wraparound planning process, the CANS ratings will reflect these changes when the Wraparound Care Coordinator updates the CANS every 90 days. The updated strengths and needs are one way of measuring progress through the formal Wraparound planning process. Data can be used to assess service strengths and gaps at the individual, program, and system level.

OREGON WRAPAROUND MODEL PHASES AND ACTIVITIES

The following section outlines the Oregon Wraparound Model as it has been developed and refined by the Systems of Care Institute (SOCI), Oregon Family Support Network (OFSN), and Youth ERA (YE) beginning in 2009. It is important to note that the Oregon Wraparound Model is a combination of Wraparound fidelity components outlined by the National Wraparound Initiative, as well as components utilized to support high-quality Wraparound including using the CANS in the Wraparound planning process, implementing Oregon Administrative Rules (OARs) to create consistency across Wraparound programs, Oregon Best Practices Guide, the Wraparound Foundational Training, coaching events, and the Oregon Wraparound Website.

The following information is labeled to support understanding the various elements of the Oregon Wraparound model. The gray highlighted boxes indicate the phase of the Oregon Wraparound Model and provide a summary of roles and activities. The gray highlighted boxes are followed by descriptions of the NWI activities aligned with the Oregon Wraparound Model to indicate fidelity. The Wraparound practitioner roles in each activity are each indicated by their own colors:

WCC *Wraparound Care Coordinators = orange*

WFP *Wraparound Family Partners = green*

WYP *Wraparound Youth Partners = red*

1

Phase One: Engagement and Team Preparation

During Phase One, the Wraparound Care Coordinator (WCC), the Wraparound Family Partner (WFP), and the Wraparound Youth Partner (WYP) work collaboratively to engage with the youth and family and all team members the youth and family have identified wanting to have on their Wraparound team.

Through engagement meetings or conversations, the youth, family, and their identified team members are oriented to the roles of the WCC, WFP, and WYP, the Wraparound Principles, Wraparound planning process, and any other specific agency requirements. During each conversation, the practitioners are listening for strengths and needs, including current or pending crises. This information is needed in order to develop the Strengths and Needs Summary, support the youth and family in creating their family vision statement and sharing the youth and family story with the Wraparound team. The Strengths and Needs Summary can provide information to help rate the initial CANS for the youth.

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. Some team members may have prior experience with the CANS and understand it. Others may have historical information only about how the CANS is used in Oregon within the Child Welfare system and may need to know more about how it is used in the Wraparound planning process. Areas to consider for orientation include:

- What is the CANS?
- What are appropriate actions based on ratings?
- How is the CANS completed during the Wraparound planning process?
- What is the purpose of CANS as a team-based and collaborative communication and decision support tool?

It is also important that each team member is oriented to the fidelity tools: WFI-EZ and TOM 2.0. Ensuring this orientation takes place during Phase 1 sets the team up to have a better understanding of how fidelity is implemented and measured, and can reduce potential questions if they are later asked to complete a WFI-EZ or be present during a TOM 2.0 observation.

1.1: Engagement Meetings with Youth and Family

NWI Activities:

1.1 a. Orient youth and family to Wraparound

1.1 b. Address legal and ethical issues

WCC	WFP	WYP
• Work in collaboration with the WYP and WFP to make a plan to orient the youth and family to the Wraparound planning process including the philosophy, phases and activities, the 10 Principles, data collection, working with system partners, consents and releases, and legal and ethical elements (e.g., Mandatory reporting) • Work in collaboration with the WYP and WFP to orient the youth and family to the CANS, the WFI-EZ, and the TOM 2.0	• Work in collaboration with the WCC and WYP to orient family to Wraparound • Help the family understand the WFP role and explore to what extent the family is comfortable advocating for the youth and how much coaching/support they would like from the family partner • Work in collaboration with the WCC to ensure WCC has all pertinent information to support the family throughout the Wraparound planning process	• Work in collaboration with the WCC and WFP to orient youth to Wraparound • Help the youth understand the WYP role • Explore to what extent the youth feels comfortable advocating for themselves and how much coaching and support they would like from the WYP • Work in collaboration with the WCC to ensure WCC has all pertinent information to support the youth throughout the Wraparound planning process

What it Looks Like in Practice

WCC

- Define collaboration between the WCC, WFP, and WYP each time you are assigned a new youth and family together
- Determine together which Wraparound practitioners will meet with the youth and family to discuss the above information (e.g., all together, individually)
- Frequency, duration, and location of engagement meetings, how information will be communicated between the WCC, WFP, and WYP and team members (e.g., in person, emails, texts.)

WFP

- Describe the WFP role
- Walk through the Wraparound Family User Guide
- Strategically share the WFP story to gain mutuality and partnership with the family. Mutuality being identified as an intentional partnering and coming beside a person rather than commonality
- Explain the Wraparound planning process from a family perspective
- Meet family where they are at
- Identify the family needs around their spoken and written language

WYP

- Orienting the youth to Wraparound is ensuring they understand that this is not like other systems they've experienced and naming a few to familiarize the youth with what you're saying (e.g., mental health, education system, treatment center.
- When explaining Wraparound, it is important to highlight it is not a service but a planning process that lasts an average 14 months
- Wraparound to fidelity will be best achieved when the youth has a true understanding of what Wraparound is and how it can provide them with an opportunity to be heard and learn to advocate for their own voice
- Explain your role as a WYP highlighting the fact that you were hired for your lived experience. This is an awesome time to share what systems you had to navigate and how Wraparound might have benefited you as a youth
- Wraparound honors the law and when working with youth it is important to identify their concerns around legal restrictions in their life
- Wraparound needs to look and feel different from the beginning and how we approach talking about "difficult" topics will set up the initial relationship with youth
- Draw from the 10 Wraparound principles to discuss how Wraparound will lift up the youth's concerns and meet the needs of the law

Why We Do This

WCC	WFP	WYP
• Ensuring the youth and family have all the information needed to engage in the process, including individuals they feel supported by, will facilitate a more effective process • Providing high-quality Wraparound to fidelity provides the most consistent positive outcomes for the youth and families	Families: • Are well prepared and informed of the process • Feel validated • Feel understood • Feel heard • Have a sense of the plan • Have increased confidence in the process	Youth: • Understand the purpose and roles of the Wraparound team • Feel empowered, supported, and have all the information necessary to make an informed choice regarding Wraparound participation • Feel comfortable discussing legal/ethical issues • Have a better understanding of their options, consequences, and rights

1.2: Crisis Stabilization

NWI Activities:

1.2 Stabilize crises

1.2 a. Ask family and youth about immediate crisis concerns

1.2 b. Elicit information from system partners and identified team members

1.2 c. If necessary, respond to immediate crises

WCC	WFP	WYP
• In collaboration with the WFP and WYP, work with the family and youth to identify and address any immediate or anticipated safety or crisis concerns so that the family and team can better focus on the Wraparound planning process	• In collaboration with the WCC and WYP, participate in discussions regarding stabilization of immediate concerns • Offers emotional and logistical support to the family in addition to advocacy during these discussions • Ensure the family feels the planned response or intervention is appropriate and feasible	• In collaboration with the WCC and WFP, participate in discussions regarding stabilization of immediate concerns • Offers emotional and logistical support to the youth in addition to advocacy during these discussions • Ensure the youth feels the planned response or intervention is appropriate and feasible

What it Looks Like in Practice

WCC	WFP	
• The WCC, WFP, and WYP offer initial strategies to address the immediate concerns with the youth and family prior to entering Phase Two of Wraparound	• Support the family in identifying, understanding and planning around possible crisis by using the life domains as a template of areas of possible need or concern • Identify what a crisis is (and is not) according to the family • Identify the family's immediate needs in order to participate in Wraparound	• In conversation with the family, help the family determine what has worked before and what has not worked • Look at planning for the family holistically (family centered crisis planning). For example, planning for care of the pet during a crisis • Assisting family to address their feelings during the crisis

WYP

- It is important the youth is asked to define what crisis means or looks like to them and that they self-identify whether or not they are in crisis right now
- If the youth has identified they are in crisis, begin to discuss how and why Wraparound prioritizes crisis stabilization by explaining how our brain will remain in a "fight, flight, or freeze" response if we are in crisis or experiencing trauma
- This is a good time to normalize mental health challenges and utilize your lived experience to empower the youth in planning their way out of crisis
- Have a discussion with the youth to understand what elements of their life may contribute to crisis
- After gaining their consent, be curious in asking about their day-to-day life and what points of the day or week or particularly challenging. Take notes on what moments are very positive for the youth and what moments are challenging and begin initial crisis planning
- Always remember if the plan doesn't work that "plans fail, people don't"

Why We Do This

WCC	WFP	WYP
• To ensure the youth and families basic and safety needs are met so the youth and family can better focus on the Wraparound planning process	• To ensure that the family has a voice in identifying their immediate needs • Empower families to identify what is and what is not a crisis for their family and determine what works and does not work for them • Reduce stress and promote self-care	• Ensure the youth is driving the process and has a voice in identifying their needs and what they feel is a crisis • Develop proactive skills in managing crisis situations

1.3: Strengths and Needs Summary | Family Vision Statement | Family and Youth Story

NWI Activities:

1.3 a. Explore strengths, needs, culture, and vision

1.3 b. Facilitator prepares a summary document

WCC	WFP	WYP
• Meets with the youth and family in collaboration with the WFP and WYP to hear about the youth's and family's experiences including collective strengths, needs, culture, goals/vision, natural and formal supports • Prepares a strengths-based document (Strengths and Needs Summary and CANS) that summarizes the key information gathered • In collaboration with WFP and WYP ensure a vision statement that outlines the family's long term hopes or goals and that has been written in the words of the youth and family	• Participates or facilitates discussions with family, gathering their experiences, strengths, needs, culture, goals/vision; natural and formal supports • Supports family in discussing sensitive topics, and managing emotions • Works with the WCC to ensure WCC has information they need to complete the Strengths and Needs Summary • In collaboration with the WCC and WYP, reviews the documents with the family to ensure it reflects their perspective • In collaboration with WCC and WYP ensure a vision statement that outlines the family's long term hopes or goals and that has been written in the words of the youth and family	• Participates or facilitates discussions with youth, gathering their experiences, strengths, needs, culture, goals/vision; natural and formal supports • Supports youth in discussing sensitive topics, and managing emotions • Works with the WCC to ensure WCC has information they need to complete the Strengths and Needs Summary • In collaboration with the WCC and WFP, reviews the documents with the youth to ensure it reflects their perspective • In collaboration with WCC and WFP ensure a vision statement that outlines the family's long term hopes or goals and that has been written in the words of the youth and family

What it Looks Like in Practice

WCC

- Meets with the youth and family in collaboration with the WFP and WYP to hear about the youth and family's experiences including collective strengths, needs, culture, goals/vision, natural and formal supports
- Prepares a strengths-based document (Strengths and Needs Summary and CANS) that summarizes the key information gathered
- In collaboration with WFP and WYP ensure the Youth and Family have compiled a family story using the medium of their choice to share with the rest of the Wraparound team

WFP

- Participates or facilitates discussions with family, gathering their experiences, strengths, needs, culture, goals/vision, natural and formal supports
- Supports family in discussing sensitive topics, and managing emotions
- Works with the WCC to ensure WCC has information they need to complete the Strengths and Needs Summary
- In collaboration with the WCC and WYP, reviews the documents with the family to ensure it reflects their perspective
- In collaboration with WCC and WYP ensure the Youth and Family have compiled a family story using the medium of their choice to share with the rest of the Wraparound team

WYP

- Exploration will look different for every WYP and that is a wonderful thing
- In order to uphold the Wraparound principle of cultural and linguistic responsiveness, it's imperative that each WYP have their own way of seeking information about the youth and their family's culture, strengths, needs, and vision
- When meeting with the youth in a 1:1 setting, be curious and adventurous in conversations asking about how the youth and their identified family celebrate holidays, what are their spiritual beliefs, and what does "better" look like for them? Seeking information like this through conversation will show strengths and needs
- Support the team by relaying sound information (with consent from youth) to the team for informational purposes and for rating the CANS
- You will build a rapport with the youth that they may not have with anyone else on the team and this is a good opportunity to show your collaboration
- In collaboration with WCC and WFP ensure the Youth and Family have compiled a family story using the medium of their choice to share with the rest of the Wraparound team

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound Principles in practice: Individualized, cultural and linguistic responsiveness, strengths-based	• To keep the process family-led, individualized, cultural and linguistic responsiveness, strengths-based, and encourage a holistic approach	• To ensure the process is youth guided, individualized, cultural and linguistic responsiveness, and strength based • To support the youth in participating in a process that is responsive to their goals and interests

1.4: Engagement Meetings With Identified Team Members

NWI Activities: 1.4: Engage With Other Team Members

WCC

- Works in collaboration with the WYP and WFP to identify the family's chosen team members and obtain contact information
- Connects with identified team members to orient them to Wraparound
- Gathers team members perspectives on the family's strengths and needs, and identifies team members' preferences for meeting time and location

WFP

- In collaboration with the WCC and youth partner, works with family to identify team members
- Works with WCC to ensure team members are educated and oriented to the Wraparound process and the different roles

WYP

- In collaboration with the WCC and WFP works with youth to identify team members
- Works with WCC to ensure team members are educated and oriented to the Wraparound process and the different roles
- A WYP has the ability to work closely with system partners to ensure they have a good understanding of what Wraparound is and how as a WYP you will work closely with them to bring the youth's voice into the decision-making process
- Reach out to the system partners on the team via email or phone and introduce yourself, your role, and an invitation to meet. Gather information from them and seek out their main goal for the youth and family

What it Looks Like in Practice

WCC	WFP	WYP
• WCC sets up meeting with identified team members (family, WFP and WYP present if family prefers) to discuss the above information • The meeting takes place in person, and can also be done virtually, by phone, etc.	• Work with family to identify team members (perhaps natural supports) and discuss why this is important • Discuss the role of team members • Share personal stories strategically • Gain mutuality with the family • Set boundaries and explain what our work together might look like	• Reach out to other members of the team through email or phone and introduce yourself and explain your role • It's a good time to share what areas of your lived experience you hope to utilize that in turn will empower the youth on the Wraparound team

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound Principles into practice: collaborative, team-based	• Builds teams that will be effective using informed consent • Gain mutuality • Informative process for the team and for family so the team understands the family	• Builds teams that honor a youth driven perspective. • Gains mutuality • Assists the team in better understanding the youth

1.5: Schedule 1st Wraparound Team Meeting

NWI Activities: 1.5: Arrange Meeting Logistics

WCC	WFP	WYP
• Integrates information gathered from all sources to coordinate meeting time and location based on the youth and family's preferences • Prepares materials—including the document summarizing family members' individual and collective strengths, and their needs, culture, and vision—to be distributed to team members	• Collaborates with the WCC and the family to make sure that all meetings are held in places and at times comfortable and convenient for the family and youth	• Collaborates with the WCC and the youth to make sure that all meetings are held in places and at times comfortable and convenient for the youth

What it Looks Like in Practice

WCC	WFP	WYP
• Meeting date and time can be identified through group emails, phone calls, texts, etc. • Youth and family should identify location, WCC should connect with that location to ensure it works	• Assist with meeting logistics that fit with the family's needs and attend meetings as desired by the family	• Seeks out the youth's main way of contact and sets up meeting frequency This should be done in the beginning of engagement with the youth • Set up boundaries and be clear on when you will be available by phone, text, social media etc. and provide the youth with alternative resources to use when you are not available

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound Principles into practice: Collaborative, team-based, community-based	• To lay the foundation for a family driven process by making sure that families are empowered and feel part of that process	• Youth knows what to expect and leverages the collaboration on the team

2

Phase Two: Initial Plan Development

During Phase Two, the youth, family, and their identified Wraparound Team come together to create the initial Wraparound Plan of Care and Wraparound Crisis and Safety Plan.

2.1: Initial Plan Development

NWI Activities:

2.1 Develop an initial plan of care

2.1 a. Determine Ground Rules

2.1 b. Describe and document strengths

2.1 c. Create Team Mission

2.1 d. Describe and prioritize needs/goals

2.1 e. Determine goals and associated outcomes and indicators for each goal

2.1 f. Select strategies

2.1 g. Assign action steps

WCC	WFP	WYP
• WCC facilitates meeting activities during the Wrapround meeting and develops plan with team by using facilitation techniques, engaging team members in conversation, consensus building and pulling from previously completed documents like the CANS, and Strengths and Needs summary • Ensures family and youth vision is shared with the team	• The WFP actively participates in the team meeting, offering advocacy and support for the family as agreed upon throughout the meeting • Check-in with the family throughout the meeting to ensure they understand and feel their voice is being heard and understood	• The WYP is actively participating in the team meeting, offering advocacy and support for the youth as agreed upon throughout the meeting • Check-in with the youth throughout the meeting to ensure they understand and feel their voice is being heard and understood

What it Looks Like in Practice

WCC

- Some components can be gathered or drafted ahead of time integrating information that has been gathered up to this point (vision, mission, strengths, needs) and revised in the meeting
    - Or they can be created with the team during the first meeting using consensus techniques (e.g., 5 finger voting)

WFP

- Assist with meeting logistics that fit with the family's needs and attend meetings as desired by the family
- Help family identify their vision
- Assist team with Team Mission development
- Assist the family and team in designing relevant Ground Rules
- Help the family identify potential Wraparound team members
- Support the family in sharing their perspective and ensure that the family's culture and beliefs are understood and incorporated in the planning process by the team

WYP

- Support the WCC in the creation of the Wrap-around Plan of Care by offering useful information you've learned from the youth (with consent). This can be done by email or phone call and will demonstrate the Wraparound principle of collaboration
- Begin having conversations with the youth about what Ground Rules (or group agreements) are and how important they can be to ensuring their voice is heard as well as the others on the team
- Develop group agreements for your professional relationship with the youth first for a perfectly good run through of what it may look like
- Support the WCC in this step by reviewing the documented strengths with the youth to make sure they approve of what is being said and align with those strengths. This is also an opportunity to ask the youth if there are other strengths they would like to see listed

WYP (CONT.)

- When meeting with the youth in a 1:1 setting prior to this team meeting begin discussing what the team mission is and describe (using your lived experience) what better may have looked like for you if you were a youth in Wraparound. This will support the youth in understanding how the team mission will play a vital role in their transition out of Wraparound
- Review the Wraparound Plan of Care with the youth before the Wraparound team meeting where this will be discussed
- Work with the youth to make sure they agree with how the needs are prioritized, if they don't make a note or comment on the document and share with the team
- Work with the youth to make sure they see outcomes as realistic to their lifestyle. Explain how important outcomes are and how having goals in place will increase empowerment
- If the youth believes an outcome is not achievable, ask questions to understand their perspective and brainstorm together different outcomes and share at the next team meeting
- Selecting strategies is a good time to check in with the youth on whether or not the strategies on the Wraparound Plan of Care will truly work for them. Prior to the Wraparound team meeting work with the youth to brainstorm strategies and encourage participation when brainstorming is done within the Wraparound team meeting
- During the Wraparound team meeting encourage the youth to participate in action step assignments and that steps are achievable and realistic for the youth
- As a WYP you can be listed within the action steps for items that are within your role. Note: rides, babysitting, skills training, etc. are not a part of the WYP role. However, a WYP can support the youth in researching and finding resources to meet those type of needs

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound Principles in practice: team-based, strengths-based, natural supports, community-based	• Families will feel supported and heard • They will increase self-efficacy in building an effective Wraparound Plan of Care	• To demonstrate that the Wraparound planning process is youth driven every step of the way • Develops skills and abilities in to empower the youth in using their voice

2.2: Crisis and Safety Plan

NWI Activities:

2.2 Develop crisis/safety plan

2.3 Complete necessary documentation and logistics

WCC	WFP	WYP
• WCC facilitates crisis and safety planning with youth and family, and also with the team if agreed upon • Once the Crisis and Safety Plan is created, WCC communicates with and distributes plan to team	• Participates in crisis and safety planning meeting (See OFSN TA brief, Family Partner Role in Wrap-around Crisis and Safety Planning) • May meet with family ahead of time to discuss crisis and safety concerns to support the crisis and safety planning meeting • Advocates and supports family throughout the meeting and ensures their voice and perspective is heard • Helps the family come up with a plan for storing and accessing safety plan as needed	• In collaboration with the WCC and WFP participates in crisis and safety planning meeting • May meet with youth ahead of time to discuss crisis and safety concerns to support the crisis and safety planning meeting • Advocates and supports youth throughout the meeting and ensures their voice and perspective is heard • Helps the youth come up with a plan for storing and accessing safety plan as needed

What it Looks Like in Practice

WCC	WFP	WYP
• A Crisis and Safety Plan containing the components listed in the OARs will be completed and distributed by WCC • The youth and family determine who they would like present during the creation of this plan	• Family centered crisis planning (holistic) • Assist family in identifying what works and what has not in the past • Help advocate for plan that will work for family/youth. Make sure it is realistic, practical, and doable • Assist the family with what it would look like to work through the plan when crisis arises • Support family in getting documents and needed information for the plan	• In 1:1 meeting with youth, discuss where crisis happens within the day, by asking the youth to think about their day from beginning to end • Ask questions to obtain what situations or actions contribute to crisis • Collaborate with the youth to create a plan that will be responsive to their culture and will be realistic for them to implement • Run through role play scenarios before a crisis happens to find holes in the plan if there are any • Support the WCC in gathering or providing documents and ask if there is anything you can do to support the process

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound Principles in practice: Collaborative, team-based, strengths-based, natural supports, community-based	• To give families another tool for their toolbox and increase families' ability to manage crises • Families will feel more prepared and confident in activating the plan when needed	• To normalize crisis and to uplift planning as a proactive measure • To listen and empower the youth to find coping strategies they enjoy and will use

3 Phase Three: Implementation

During Phase Three of the Wraparound planning process, the team begins initiating strategies and action steps from both the co-authored Wrap-around Plan of Care and the Wraparound Crisis and Safety 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.

The CANS is updated at least every 90 days and changes are shared with the team. If the youth and family choose not to prioritize specific CANS needs items rated 2 or 3, the Wraparound Care Coordinator is responsible for documenting those reasons. The activities of this phase are repeated until the team's mission is achieved and the formal Wraparound planning process is no longer needed.

3.1: Implement the Plan of Care

NWI Activities:

3.1 Implement the Wraparound plan

3.1 a. Implement action steps for each strategy

3.1 b. Track progress on action steps

3.1 c. Evaluate success of strategies

3.1 d. Celebrate successes

WCC	WFP	WYP
• Facilitates meeting activities at each Wrap-around meeting, reviews and adds to each section as needed • Monitors and tracks progress	• Actively participates in the team meeting, offering advocacy and support for the family as agreed upon throughout the meeting • Check-in with the family throughout the meeting to ensure they understand and feel their voice is being heard and understood	• Actively participates in the team meeting, offering advocacy and support for the youth as agreed upon throughout the meeting • Check-in with the youth throughout the meeting to ensure they understand and feel their voice is being heard and understood

What it Looks Like in Practice

WCC

- Follow the SOCI Wraparound agenda at each meeting, reviewing and adding to each component as needed when guiding the youth, family and team through each meeting. For additional guidance refer to the "Comparing Facilitation Components of the Initial and Follow-up Wraparound Team Meetings" section of "Utilizing the Oregon CANS in the Wrap-around Planning Process"
- Communicate with youth and family in between meetings and follow up on action steps with team members through agreed upon communication methods (e.g., text, phone calls, in person meetings)
- Manage conflicts and disagreements as they arise in or outside of meetings

WFP

- Support the family's culture and beliefs are understood and incorporated in the planning process by the team
- Assists with the family-led comprehensive crisis planning process
- Assist the family in obtaining and/or under-standing all documentation
- Help the family identify their goals and desired outcomes that fit within the Family Vision and Team Mission
- Help the family to advocate for documentation in the family's native language

WYP

- Review the Wraparound Plan of Care with the youth and ask if they feel represented and able to do their action steps
- Continue working 1:1 with the youth to support the plan and address challenges or barriers as they arise and discuss with youth about sharing challenges at next team meeting
- The youth is supported to complete action steps that are listed on the Wraparound Plan of Care
- Highlight what strategies you employ with the youth to empower and support their success in your agency progress notes
- Support the youth to communicate the strategies that work well for them with the team during team meetings
- Celebrate all successes, even the small ones, with the youth and their family to solidify that Wraparound looks and feels different

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound Principles in practice: team-based, strengths-based, natural supports, community-based, outcome-based	• Build self-efficacy • Family voice is heard	• Guides youth in learning the planning process for themselves by utilizing the 10 Wraparound Principles and by centering the youth's ideas as possibilities

3.2: Revisit and Update the Plan

NWI Activities:

3.2 Revisit and update the plan

3.2 a. Consider new strategies as necessary

WCC	WFP	WYP
• Routinely review Wraparound Plan of Care at meetings, including reviewing strategies and action steps	• Reviews the Wraparound plan each time they visit with or speak with the family and discuss what is working and what might not be working and communicates with the WCC and team as needed • Offers advocacy and support at Wraparound meetings when reviewing and updating the plan • Helps family provide updates to their team, identify barriers, and select more practical strategies	• Reviews the Wrapround Plan of Care each time they visit with or speak with the youth and discusses what is working and what might not be working and communicates with WCC and team as needed • Offers advocacy and support at Wraparound team meetings when reviewing and updating the Wraparound Plan of Care • Helps youth provide updates to their team, identify barriers, and select more practical strategies

PHASE 3

What it Looks Like in Practice

WCC

- Reflect on the objective statements and assess where team is in meeting them, add additional strategies as needed
- Periodically checking in on team mission statement and assessing where the team is in meeting the mission statement

WFP

- Help the family review what has worked and what has not
- Assist to identify barriers or needs
- Celebrate any successes
- Is the plan still relevant? Assist family in advocating for any plan updates as needs arise
- Continue to gain mutuality and share experiences
- Continue to advocate with family to elevate the family voice

WYP

- As the plan continues and the youth has identified what strategies are working and which ones are not working, you can update the Wraparound Plan of Care with the Wraparound team
- Have open communication with the WCC and WFP to discuss updating the Wraparound Plan of Care when needed
- Brainstorm with the youth in your 1:1 meeting setting for new strategies where previous strategies have not met the needs of the youth
- Brainstorming will provide an opportunity for the youth to critically think through their challenges and allow you an opportunity to share pieces of your lived experience. This is an appropriate time to share how you overcame challenges that are similar to the youth's

Why We Do This

WCC

- To ensure the needs of the youth, family and team are getting met and that the process is supporting a sustainable plan being put in place

WFP

- To ensure the team is moving forward and that needs are being addressed; family led; goal oriented
- Keeps the plan relevant for the family
- Keeps the family active and present and their voice at the center of the plan
- Keeps the effort collaborative

WYP

- To keep planning consistent and ensure all members are engaged to support strategies and implement new ideas as they are shared

3.3: Maintain / Build Team Cohesiveness and Trust

NWI Activities:

3.3 Maintain/build team cohesiveness and trust

3.3 a. Maintain awareness of team members' satisfaction & "buy-in"

3.3 b. Address issues of team cohesiveness and trust

3.4 Complete necessary documentation and logistics

WCC

- Supports team cohesiveness, satisfaction and trust by continually educating team members—including new team members—about Wraparound principles and activities
- Manages disagreement, conflict, and dissatisfaction based on information gathered through conversations, team feedback, surveys, etc.
- Maintains/updates the Wraparound Plan of Care and distributes to team

WFP

- Provides advocacy, support and coaching to family to ensure effective communication to team and/or specific team members as needed
- The WFP completes contact notes, individual service planning reports or other documentation according to the requirements of their employer
- Advocates and supports family throughout the Wraparound planning process and ensures their voice and perspective is heard

WYP

- Provides advocacy, support and coaching to youth to ensure effective communication to team and/or specific team members as needed
- The WYP completes contact notes, individual service planning reports or other documentation according to the requirements of their employer
- Advocates and supports youth throughout Wraparound planning process and ensures their voice and perspective is heard

What it Looks Like in Practice

WCC

- Checking in with team members in between meetings
- Following up on action steps in between meetings
- Work collaboratively, validate and acknowledge thoughts and concerns in and outside of meetings
- Integrate team member information into Wraparound Plan of Care and documents and when updating Crisis and Safety plan, CANS, strengths and needs summary, etc. and ensure the team receives the updated documents

WFP

- Keep open communication with family members; stay in regular contact
- Empowering families to bring their voice
- Practice persistence
- Advocate for regular open communication with all team members, check in to make sure this is happening
- Support family with any barriers to communication
- Gain and build mutuality
- Complete documentation and track goals and progress
- WCC and WFP work collaboratively

WYP

- Continue open communication with the Wraparound team members with the focus being on the youth and their perspective
- Throughout the Wraparound planning process there will be opportunities to collaborate and work with other team members
- If members are new to the team, support the WCC in engaging the new member and gauge their understanding of Wraparound, offering support and knowledge of your role
- The WYP will remain engaged in the Wraparound planning process and maintain communication with youth
- If the youth seems to have disengaged, the WYP will ask questions to understand what about the process has not worked and ask for permission to share with team in order to address the youth's concerns
- In 1:1 meetings with the youth check-in about the team and trust. Does the youth feel seen, heard, and valued by all team members? If not, plan with the youth how they might advocate for themselves at the next meeting, if uncomfortable discuss how you will advocate for them
- Follow your organization's documentation processes
- Plan with the youth around meeting frequency and if current communication methods are still working

Why We Do This

WCC	WFP	WYP
• The more valued team members feel and "bought into the process" the more engaged and active they will be which leads to a more productive process and higher likelihood of positive outcomes	• To ensure the process is family led and open communication is kept • Creates equity and engagement with family and team members • Make sure the family voice is heard • Communicate the family's cultural norms, language, and spiritual needs	• Ensure all members know they are part of an equitable team • Models trust building with youth and adults

4 Phase Four: Transition

During the last phase of the Wraparound planning process, the youth and family prepare for transitioning from the formal Wraparound planning process with the support of the team. Improved CANS ratings can indicate the progress that has occurred and assists in planning for a strengths-based transition.

The Wraparound Care Coordinator is responsible for documenting final updated CANS ratings as part of the formal transition process using the Wraparound site's process for tracking CANS data.

4.1: Plan for Transition From Formal Wraparound

NWI Activities:

4.1 Plan for cessation of formal Wraparound

4.1 a. Create a transition plan

4.1 b. Create a post-transition crisis management plan

4.1 c. Modify Wraparound planning process to reflect transition

WCC	WFP	WYP
• Create Wraparound Plan of Care and Crisis and Safety transition plans with team by reviewing strengths and needs and identifying services and supports to meet needs that will continue past formal Wraparound • In coordination with WYP and WFP, ensure family has been provided a list of community resources • WCC leads team in creating a procedure for checking in with the youth and family periodically after Wraparound has ended	• The WFP actively works in coordination with WYP and WCC to start talking about transition plan before transition meeting • Discuss the family's readiness to transition • If they are not ready, support family in advocating for needs • Some WFPs are able to provide supportive contact after formal Wraparound has ended and is contingent on employer policy	• Works in coordination with WFP and WCC to start talking about transition plan before transition meeting • Discuss the youth's readiness to transition. If they are not ready, support youth in advocating for needs • Some WYPs are able to provide supportive contact after formal Wraparound has ended and is contingent on employer policy

What it Looks Like in Practice

WCC

- This could be done in one meeting or over a period of time
- Some agencies have a "check list" or form to help prompt topics for transition planning

WFP

- Check in closely with the family regarding questions and concerns about the upcoming transition
- Evaluate the family's readiness for transition
- Assist the family and the team in creating a transition plan for post-Wraparound needs
- Identify natural and informal supports that will assist in the transition process, as well as when the Wraparound planning process ends
- Continue to evaluate and update the Crisis and Safety plans as needed
- Help the family and team set a timeline for the end of the formal Wraparound planning process
- Assure the family has all desired documents and paperwork

WYP

- Within Phase 4 begin discussing with the youth how they feel about the formal process ending
- Address concerns of the youth and their family and offer support and planning with the youth to plan for potential crisis or barriers
- In 1:1 settings utilize strategies such as, brainstorming, role play, and crisis and safety planning to support the youth's concerns
- In 1:1 with youth develop together ideas for a transition plan that includes reflection, supports, crisis and safety, planning, and celebration
- The transition plan needs to address the youth's concerns and have a plan for someone to reach out to for support
- If that support cannot be you, utilize time to research together other supports within their community

4.2: Celebrate the End of the Formal Wraparound Planning Process

NWI Activities:

4.2 Create a "commencement"

4.2 a. Document the team's work

4.2 b. Celebrate success

WCC	WFP	WYP
• WCC facilitates team in creating document that summarizes the Wrapround process • Celebrate success in culturally appropriate, meaningful way that recognizes their accomplishments	• Helps the family identify how they would like to celebrate their accomplishment with the team • If they choose not to have a celebration, the WFP will find a way to acknowledge the family's success and bring closure to their relationship • Ensures the family has all the appropriate documents and plans upon transition	• Helps the youth identify how they would like to celebrate their accomplishment with the team • If they choose not to have a celebration, the WYP will find a way to acknowledge the youth's success and bring closure to their relationship • Ensures the youth has all the appropriate documents and plans upon transition

What it Looks Like in Practice

WCC	WFP	WYP
• The transition plan and summary may be combined into one document • Youth and family determine celebration • They may invite family and friends who were not a part of Wraparound planning process • Some families choose not to have a celebration	• Celebrate the ending of the formal Wraparound planning process in a manner that fits with the family culture, as desired by the family • Invite all previous Wraparound team members (including family's natural supports) for the celebration of the transition out of Wraparound	• The youth should choose how they personally would like to celebrate, and the celebration should honor their culture and identity • Ensure you honor your programs policies and procedures in regard to celebration

Why We Do This

WCC	WFP	WYP
• To help the family and team to reflect on their progress and successes	• Family driven process to celebrate success and honor the family's journey	• To celebrate the youth and family's success of learning how to advocate, plan, and navigate life challenges

4.3: Follow Up With the Family

NWI Activities: 4.3 Follow up with the family

WCC

- WCC follows up with family as determined in the transition plan
- If new needs have emerged that require a formal response, WCC and/or other team members may support the family in accessing appropriate services, possibly including a reconvening of the Wrap-around team contingent on program policies

WFP

- WFP might be part of follow up plan, contingent on employer policy
- The WFP's connection with family organizations in the community can provide opportunities for them to see and connect with others who have gone through Wraparound through:
  - Newsletters;
  - Support group meetings;
  - Invitations to special events/ conferences;
  - Volunteering or employment with the family partner's organization;
  - Involvement in the family movement or System of Care; or
  - Joining workgroups, task forces, advisory groups, and governing bodies

WYP

- WYP might be part of follow up plan, contingent on employer policy; in some communities, the WYP can support the youth long after the formal Wraparound planning process has concluded
- If the WYP is connected to a youth organization in the community, there tends to be more opportunities for them to stay connected to the Wraparound youth they've supported. These opportunities to connect may consist of:
  - Newsletters;
  - Support group meetings;
  - Invitations to special events/conferences;
  - Volunteering or employment with the youth partner's organization;
  - Involvement in the youth movement or System of Care; or
  - Joining workgroups, task forces, advisory groups, and governing bodies

What it Looks Like in Practice

WCC	WFP	WYP
• The follow up and plan to potentially meet new needs is contingent on agency's policies and protocols • Direct youth and family to additional resources if needed	• Discuss with the family ways in which they can reenter the Wraparound planning process if needed in the future • Discuss with the family the possibility of communication and possible check ins after the formal Wraparound planning process has ended, as determined by the agency's policies	• The follow up and plan to potentially meet new needs is contingent on agency's policies and protocols • Can direct youth and family to additional resources if needed

Why We Do This

WCC	WFP	WYP
• These activities demonstrate putting Wraparound principles in practice: Outcome-based, team-based	• To connect families to community resources • Continue empowering families to advocate for their needs	• Checking back in with the youth honors the persistence Wraparound Principle and gives the youth space to share if they would like additional support or would like to share their current and new successes

WRAPAROUND IMPLEMENTATION AND PRACTICE QUALITY STANDARDS

The following sections are written based on the "Wraparound Implementation and Practice Quality Standards" document the National Wraparound Implementation Center and the National Wraparound Initiative developed to help communities implementing Wraparound programs understand what organizational and systemic factors needed to be in place to fully implement high-quality Wraparound to fidelity (Coldiron et al., 2016). Figure three shows five implementation areas to consider and two output related areas to be aware of when implementing Wraparound. These seven areas highlight the importance of a fidelity based practice AND the conditions necessary to sustain and improve practice including the organizational and system conditions needed.

Four at the Wraparound provider-level:

1. Competent Staff
2. Effective Leadership
3. Facilitative Organizational Support
4. Utility-focused Accountability Mechanisms

One at the wider-community-level:

5. Hospitable System Conditions

FIGURE 3. WRAPAROUND IMPLEMENTATION AND PRACTICE QUALITY STANDARDS

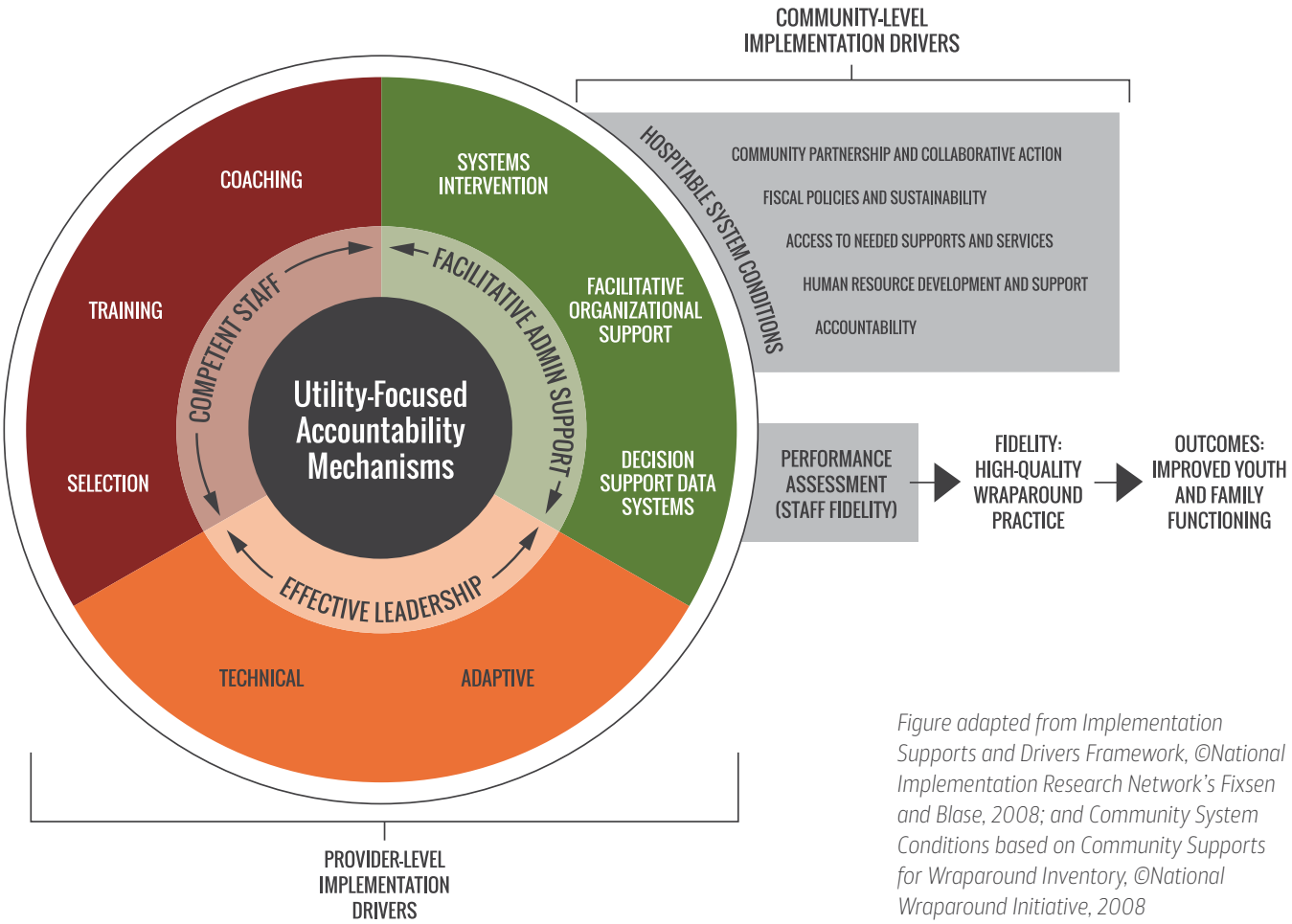


Figure adapted from Implementation Supports and Drivers Framework, ©National Implementation Research Network's Fixsen and Blase, 2008; and Community System Conditions based on Community Supports for Wraparound Inventory, ©National Wraparound Initiative, 2008

WRAPAROUND PRACTITIONERS

The first focal area in which to support high-quality Wraparound is ensuring Wraparound practitioners (Wraparound Care Coordinators, Wraparound Family Partners, and Wraparound Youth Partners) are hired, retained, and supported to ensure they have all of the knowledge, skills, abilities, and organizational support they need to implement high-quality Wraparound to fidelity consistently.

Being assigned a Wraparound Care Coordinator, high-quality Wraparound in Oregon requires families and youth have the opportunity to work with a family partner and a youth partner during Wraparound if they choose. Family Partners and Youth Partners, who are peer support specialists, are individuals with lived experience navigating systems. Both types of peers use their lived experience to walk alongside families and youth in the Wraparound planning process to provide validation, coaching, emotional support, and empowerment.

Due to each Wraparound practitioner role providing its own specific benefits to the process, it is essential Wraparound programs consider how to ensure the roles are as equitable within the program as possible. This requires intentional team development to ensure each practitioner understands the purpose and benefit of the other roles during the Wraparound planning process. Equitable numbers of youth and family assigned to work with each role will mean workload, capacity, and role specific activities (e.g., travel time, attending meetings with youth or family, completing documentation, navigating systems) are considered when caseload sizes are determined. Family Partners and Youth Partners often meet with youth and families weekly, in the communities, and often support them with activities that go beyond any typical "appointment" times such as an hour. The complexities facing the youth and family are also important to consider when thinking about how much time and effort is needed to best support them with their needs.

Hiring and Qualifications

Developing a Wraparound workforce is time intensive, costly, and iterative. The National Wraparound Initiative (NWI), The National Wraparound Implementation Center, and other Wraparound researchers have provided information to the field regarding human resource development and support to recruit and retain quality Wraparound practitioners. In a report published by NWI in 2017, hiring Wraparound Care Coordinators who are prepared to facilitate a team-based planning process and not are not fulfilling the role of clinician is a key factor to success and positive outcomes (Walker et al., 2017).

The Oregon Administrative Rules (OARs) provide specific qualification requirements for each role within Wraparound programs; these are outlined on the following page. For full information regarding other referenced OARs, please visit the Oregon Secretary of State Oregon Administrative Rules webpage: **https://sos.oregon.gov/archives/Pages/oregon_administrative_rules.aspx**

Qualification Requirements by Role

Wraparound Care Coordinators (WCC)

Required OAR Qualifications

- Be a Qualified Mental Health Associate (QMHA) or a Qualified Mental Health Professional (QMHP) as defined in OAR 309-019-0125; and
- complete the Wraparound Foundational Training.

Best Practice Considerations

- Value and appreciation for the population served
- Strengths-based perspective regarding youth and their identified family members
- Strong interpersonal skills
- Empathy
- Ability to suspend personal culture and judgement
- Commitment to being a culturally and linguistically responsive practitioner
- Team player
- Ability to manage conflicts
- Ability to have difficult conversations
- Ability to remain calm during crises
- Strong time management, follow through, and organizational skills

Wraparound Family Partners (WFP)

Required OAR Qualifications

- Be certified Family Support Specialists as outlined in OAR-410-180-0370:
  - is a current or former consumer of mental health or addiction treatment; or
  - is facing or has faced difficulties in accessing education, health, and wellness services due to mental health or behavioral health barriers;
- Be (or have been) the primary caregiver of a child with emotional or behavioral challenges;
- Have lived experience navigating multiple child-serving systems; and
- Complete the Wraparound Foundational Training.

Best Practice Considerations

- Hire individuals with lived experience
- WFP role supports the family and helps them stay engaged with and actively participate on their team
- WFP uses personal and professional experiences to provide coaching consultation, to improve parent caregiver-professional partnerships and maximize parent caregiver voice, choice and involvement

Wraparound Youth Partners (WYP)

Required OAR Qualifications

- Be certified Youth Support Specialists as outlined in OAR-410-180-0370:
  - is not older than 30 years old, and
  - is a current or former consumer of mental health or addiction treatment; or
  - is facing or has faced difficulties in accessing education, health, and wellness services due to mental health or behavioral health barriers;
- Have at least one year lived experience navigating child and youth-serving systems; and
- Complete the Wraparound Foundational Training.

Best Practice Considerations

- At minimum six months of professional development (being a youth partner is not their first job)
- Individuals hired should be between 21–30 years of age; this is an appropriate age for the youth partner to have gained lived experience and the knowledge of separating life experience from current experiences

Wraparound Care Coordinator Coaches

Required OAR Qualifications

- Have two years of experience as a Wraparound Care Coordinator;
- Complete the Wraparound Coaches and Supervisors training;
- Be CANS rater certified for both the 0–5 and 6–20 assessment tools; and
- Demonstrate understanding of the 10 Wraparound principles, the four phases of Wraparound, and the activities and facilitation components associated with each phase of Wraparound.

Wraparound Clinical Supervisors

Required OAR Qualifications

- Be a Qualified Mental Health Professional (QMHP) as defined in OAR 309-019-0125;
- Conduct clinical supervision in accordance with OAR 309-019-0130;
- Complete the Wraparound Foundational Training;
- Complete the Wraparound Coaches and Supervisors training;
- Be CANS rater certified for both the 0–5 and 6–20 assessment tools; and
- Demonstrate understanding of the 10 Wraparound principles, the four phases of Wraparound, and the activities and facilitation components associated with each phase of Wraparound.

Wraparound Peer Supervisors

Required OAR Qualifications

- Be a certified Peer Support Specialist (PSS) or Peer Wellness Specialist (PWS) with at least one-year experience as defined in OAR 309-019-0125;
- The ability to support others in their recovery or resiliency; and
- Personal life experience and tools of self-directed recovery and resiliency.

Training, Coaching, and Supervision

Oregon has adopted the guidelines of training, coaching, and supervision outlined by the National Wraparound Initiative (Walker et al., 2013). Each Wraparound program is strongly encouraged to have an individualized Wraparound site coaching plan (a template is available on the Oregon Wraparound Supervisors and Coaches Learning Collaborative Portal) that is grounded in the Wraparound principles throughout and minimally outlines the following:

- Role descriptions for the Wraparound practitioners, Wraparound and Peer coaches, Wraparound and Peer supervisors, and the Wraparound Program Director to include main responsibilities to support implementing high-quality Wraparound to fidelity. The plan should support continuity over time to account for any turnover within these essential positions.
- Outline expectations for individual practitioner coaching plans, including documentation requirements.
- Outline the process and expectations for new hires during their **onboarding/orientation phase**.
- Outline the process and expectations for new hires during their **apprenticeship phase**.
- Outline the process and expectations for all practitioners regarding **ongoing coaching, supervision, and training**.

Training

The following trainings are contracted by the Oregon Health Authority (OHA) to be provided by Oregon's Wraparound Technical Assistance team, Oregon Family Support Network (OFSN), Youth Era (YE), and the Systems of Care Institute (SOCI).

Wraparound Foundational Training

This introductory training provides participants with a foundational understanding of the principles, phases and activities necessary to implement fidelity Wraparound according to the National Wraparound Initiative. Participants will leave with an understanding of their respective roles within Wraparound and how to orient youth, families, and system partners to the planning process. Participants will learn facilitation skills, receive hands-on experience utilizing the CANS within the Wraparound planning process, and have opportunities to demonstrate learned information and skills through simulation and group work.

OFSN Peer Delivered Services Training

Peer Delivered Services Foundations (PDS) is the Oregon Health Authority (OHA) approved training designed to certify family support specialists in the state of Oregon. The PDS core family peer-to-peer curriculum allows family members with lived experience to work in a Medicaid billing environment.

YE Peer Plus Training

Peer Plus is a forty-hour Oregon Health Authority (OHA) approved training for Peer Support Specialists that is specifically tailored to fit the needs of youth and young adult peer support providers. This training provides participants with a comprehensive introduction to peer work and includes a variety of support methods that center on the lived experiences of the peer. Those who complete this training are able to register with the state of Oregon as certified Youth Support Specialists.

Wraparound Coaches & Supervisors Training

This is the initial training for Wraparound Care Coordinator Supervisors, Wraparound Family Partner Supervisors, Wraparound Youth Partner Supervisors, Wraparound Care Coordinator Coaches, Wraparound Family Partner Coaches, and Wraparound Youth Partner Coaches.

This training provides new supervisors and coaches a developmental framework to assist the knowledge and skill development of Wraparound Care Coordinators, Wraparound Family Partners, and Wraparound Youth Partners as well as strategies to support high-quality Wraparound Implemented to Fidelity.

Coaching

Wraparound practitioners need regular and consistent Wraparound coaching to support their practice. Coaching should be provided by a qualified Wraparound role-specific coach (see Qualifications section) in one-on-one, in-vivo, and group settings and consistently focused on implementing high-quality Wraparound planning and implementation to fidelity.

Coaching should be as culturally responsive as possible for each Wraparound practitioner serving youth and families. The OARs outline specific requirements for providing culturally and linguistically responsive coaching and requires documented feedback from the practitioners and supervisors that the coaching provided and received has met this expectation. All coaches should be trained on equity and inclusion practices, understanding privilege and biases, how to identify and dismantle white supremacy characteristics, and the impacts of oppression on historically marginalized communities. Additionally, employee resource or affinity groups may be beneficial to Wraparound practitioners.

One-On-One Coaching

Wraparound practitioner meets individually with a coach to assess their strengths, needs, and to build a deeper understanding of Wraparound and their role within the planning process. An initial baseline assessment of the practitioner's knowledge, skills, strengths, and needs for completing role-specific activities should be completed during the Orientation Phase. Coaches are encouraged to develop a collaborative ongoing coaching plan to advance identified growth opportunities and track overall progress and learning.

Coaches should use strengths-based language and offer feedback in a clear, yet gentle way. During one-on-one coaching meetings, the coach should use open-ended questions and reflections to gain a better understanding of Care Coordinators' perspectives and experiences.

Wraparound Care Coordinator Coaches should review WFI-EZ and TOM 2.0 reports with the WCC to identify strengths and areas to focus on for further development of their Wraparound practice. This allows the coach and the WCC to utilize fidelity data that youth, families, and team members are providing when they agree to participate in fidelity assessments. This data gives insight to the experience of youth and families who are in or have been in Wraparound with that WCC.

Note: Individual coaching should not be used to make decisions for teams. Tools to support role-specific coaches can be obtained from Oregon Family Support Network, Youth Era, or the Systems of Care Institute.

In-Vivo Coaching

Involves direct observation of Wraparound practitioners as they meet with youth, families and/or Wraparound teams. This type of coaching requires three phases:

1. Define the area of focus for the observation, such as engagement meeting with youth/family/team member;
2. In-vivo observation;
3. Post-observation, which includes identifying areas of strength and growth, coach recommendations, and individualized-training/coaching plans.

Note: Youth, families, and Wraparound teams must give informed consent and have a clear understanding of the role of the coach in the meeting or interaction that the coach is observing. Additionally, in-vivo coaching does not need to occur exclusively during full Wraparound team meetings. Observation and coaching can be provided on any type of interaction the practitioner may have.

Group Coaching

Specific Wraparound and competency skills are presented by the coach and reviewed in a group setting. Coaches should facilitate discussions that include core elements such as the Wraparound phases and principles to deepen the Wraparound practitioners' understanding. Group coaching activities might include experiential skill building, role plays, group discussion, and review of documents. The coach should model and encourage all practitioners to seek additional feedback from each other to consider different perspectives and approaches.

The primary goal of group coaching is not to focus on specific Wraparound teams or make team decisions, rather it is for the group to receive support from their peers, hear about the experiences of others, and deepen their knowledge, skills, and abilities to implement Wraparound best practices.

Wraparound Care Coordinator Coaches should review WFI-EZ and TOM 2.0 aggregate reports to identify program-level areas to focus on in group coaching. This allows the coach and the WCCs to utilize fidelity data that youth, families, and team members are providing when they agree to participate in fidelity assessments. This data gives insight to the experience of youth and families who are in or have been in Wraparound.

Note: All Wraparound coaches should also receive their own coaching from resources available from Oregon Family Support Network (OFSN), Youth Era (YE), and the Systems of Care Institute (SOCI).

Assessing Knowledge, Skills, and Abilities

Wraparound coaches need to keep documentation for each Wraparound practitioner they are coaching to record knowledge and skill development over time, as documenting that coaching is happening as outlined in the Wraparound coaching plan. Documentation examples can be found in the Oregon Wraparound Coaching and Supervision Guide, however, they can also be created and individualized by each program. Documentation should include at a minimum:

- Wraparound coach and practitioner's name;
- Date of coaching session;
- Type of coaching (One-on-One; In-Vivo; or Group); and
- The topic/focus of the coaching session.

Wraparound coaches are encouraged to complete an initial baseline assessment of the practitioner's knowledge, skills, strengths, and needs with each Wraparound practitioner hired. Assessing each Wraparound practitioner on skill development across all four phases is necessary to best support their development and ability to implement high-quality Wraparound to fidelity. If the Wraparound coach uses WFI-EZ or TOM 2.0 outcomes to inform Wraparound Care Coordinator coaching, that data should be included in any documentation file as well. The Wraparound Care Coordinators should always be able to access their coaching file, and they should be aware that information from that file can and will be used in meetings between the Wraparound coach and supervisor to indicate engagement in the Wraparound site coaching plan as expected.

The Wraparound Supervisor needs to keep documentation regarding the Wraparound Coach's knowledge and skill development over time as well. Regular meetings between the Wraparound Coach and Wraparound Supervisor are necessary to ensure coaching is happening as expected, to ensure coaching is meeting all of the OAR requirements, and to ensure feedback from the individual practitioners is considered and incorporated within the Wraparound Coach's own practice. It is recommended feedback is collected quarterly from the practitioners to ensure all needs are being met.

Supervision

Consistent and reliable Wraparound supervision is crucial to the Wraparound planning process as it provides the foundation on which Wraparound practitioners can build and expand their practice.

Wraparound supervision must mirror the Wraparound principles and it requires the supervisor's commitment to deepening their own understanding of the Wraparound model, which includes working to become anti-oppressive in their supervision practice and style.

Supervisors should be trained on equity and inclusion practices, understanding privilege and biases, how to identify and dismantle white supremacy characteristics, and the impacts of oppression on historically marginalized communities in order to provide culturally and linguistically responsive supervision for all of their practitioners. Supervisors should learn practices that can help support practitioners of color manage the impact of everyday racism in the workplace. This is especially critical when the supervisor is a member of the dominant culture. Supervisors should also

receive training and supervision on trauma-informed supervision. More information regarding supervision is available in the Oregon Wraparound Coaching and Supervision Guide on the Oregon Wraparound website (**https://oregonwraparound.org**).

Three different lenses compose effective Wraparound practitioner supervision: job performance and evaluation, and professional development.

Clinical Supervision

The supervisor thinks about the effectiveness of practitioners' role with the youth and family using a clinical lens. The purpose for this type of supervision is to support the Wraparound practitioner in their understanding of mental health diagnoses and symptoms, impacts of trauma, and the dynamics of family systems. During supervision, the practitioner might seek guidance from their supervisor around identifying possible ways to support youth and families who might be experiencing mental health challenges or strategies in connecting the youth with a requested clinical intervention or support. Practitioners should work with their supervisor to identify strategies to work with families who have different cultural perspectives of mental health, keeping in mind to advocate for family voice and choice regarding treatment. It's important that the support and guidance provided during supervision fits within the practitioner's role and does not encourage them to provide a mental health intervention for the family and youth nor make decisions outside of the team process.

In addition to understanding what might be happening for the youth and family, Wraparound practitioners often need clinical supervision support to manage the impact of working within complex and stressful situations. Working with youth and families who have been or are being impacted by trauma can result in burnout, compassion stress, secondary trauma, and/or vicarious trauma for Wraparound practitioners. Practitioners may experience activation or strong reactions while working in these situations. It is important that supervisors support the practitioner through activating experiences they may have while working with youth and families. Clinical supervisors can support practitioners through encouraging self-care planning, and assistance in strategies in managing their workload. Supervisors should be able to hold space for the practitioner and allow emotions, especially following a significantly activating event or critical incident.

Job Performance and Evaluation

The supervisor regularly reviews the expectations of the practitioner's role and discusses their successes and areas for growth. During supervision, the supervisor will ensure that the practitioner is staying within their role in the Wraparound planning process and is not acting as a youth partner, parent coach, clinician, or other role. If the practitioner is deviating from their role or showing signs of burnout or compassion fatigue, the supervisor should work with the practitioner to develop a supportive and individualized plan to address the identified issue(s).

The Wraparound supervisor also needs to have a clearly defined and transparent relationship with the Wraparound coach to ensure Wraparound practitioners are engaging in coaching sessions as outlined in the Wraparound site coaching plan. Wraparound practitioners' coaching plans and assessments should not be a part of their job evaluation process other than to inform if they are engaging and participating as expected.

Note: Fidelity assessment data from the WFI-EZ and TOM 2.0 are not intended to be used for supervision or job performance reviews. Programs should utilize fidelity data for coaching (as described in the Coaching section above and for program-level evaluation.)

In addition to understanding what might be happening for the youth and family, Wraparound practitioners often need clinical supervision support to manage the impact of working within complex and stressful situations. Working with youth and families who have been or are being impacted by trauma can result in burnout, compassion stress, secondary trauma, and/or vicarious trauma for Wraparound practitioners. Practitioners may experience activation or strong reactions while working in these situations. It is important that supervisors support the practitioner through activating experiences they may have while working with youth and families. Clinical supervisors can support practitioners through encouraging self-care planning, and assistance in strategies in managing their workload. Supervisors should be able to hold space for the practitioner and allow emotions, especially following a significantly activating event or critical incident.

Personal and Professional Development

The supervisor should use supervision to help Wraparound practitioners build self-awareness, resilience, and illuminate needs. The following suggested topics are encouraged as focal points during supervision, as well as potential training topics for all Wraparound practitioners:

- Managing caseload/workload
- Engaging with youth and families in a culturally responsive manner
- Trauma activations and effective responses
- How to work with teams
- Creating an effective self-care plan
- Burnout and compassion fatigue
- Areas of strength and areas for growth
- How to manage multiple roles
- Time management and productivity
- Career goals

Co-Supervision

Wraparound supervisors and peer supervisors should provide co-supervision sessions for the care coordinators, youth partners, and family partners when barriers are being experienced within the interpersonal working relationships or with shared youth, family, and Wraparound Teams. The supervisors collaborate to ensure each practitioner is able to perform their role within the Wraparound planning process while also considering being collaborative and team-based. Wraparound supervisors and peer supervisors are also encouraged to discuss organizational and systemic barriers to Wraparound implementation and agree upon ways to navigate addressing those barriers within the organization and with the support of the local System of Care governance structure.

Supervision Structure

Consistency and transparency within the supervision relationship is key to effective supervision. The supervisor should avoid holding multiple roles or dual relationships with the Wraparound practitioner whenever possible. If dual roles cannot be avoided, such as the same individual is responsible for supervision and coaching, the supervisor must strive to actively manage the multiplicity of these roles to prevent negatively impacting the relationship and maintain objectivity. Supervisors are encouraged to receive their own supervision or peer coaching to ensure they are remaining within their own roles with Wraparound practitioners.

The supervisor is encouraged to facilitate a discussion with the Wraparound practitioner about what to expect in order to foster a collaborative and open working relationship. Clear expectations and boundaries assist in supporting the Wraparound practitioner's understanding and participation in the supervision process. Supervisors need to be aware of the power differentials that exist between themselves and the individuals they supervise.

The supervisor should demonstrate emotional intelligence, maturity, flexibility, humility, transparency, self-care, workplace expectations, and cultural responsiveness. During supervision, a supervisor might decide to share a bit about their own experience with the goal of assisting the Wraparound practitioner to navigate a similar situation. The supervisor's sharing should have a purpose, such as to validate, build trust, and promote learning. Sharing should never be harmful or be a way for the supervisor to seek comfort or their own support.

Supervision Documentation

Quality supervision is best supported by documentation that helps ensure consistency, tracking of needs and growth, and topics addressed. Tracking content topics supports performance evaluations, informing professional development opportunities, and ensuring the Wraparound practitioner is meeting expectations of the agency. Examples of supervision documents can be found in the Oregon Wraparound Coaching and Supervision Guide; however, programs can also create their own individualized documents to track the information above.

Individualized Wraparound Training, Coaching, and Supervision Plan

Phase 1: Orientation

Each Wraparound program is encouraged to have an orientation process that aligns with the NWI Orientation Phase of the training and coaching model (Walker et al., 2013). The Systems of Care Institute provides a template on the Oregon Wraparound Supervisors and Coaches Learning Collaborative Portal to guide and support Wraparound supervisors and programs to create this document. This phase should include a process for orienting new Wraparound practitioners to the following:

- Wraparound model
- Oregon Best Practices Guide
- Role and the respective roles of their partners (Wraparound Care Coordinators, Family Partners, and Youth Partners)
- Wraparound site coaching plan
- CANS (Child and Adolescent Needs and Strengths)
- WFI-EZ and TOM 2.0
- Any agency specific information and training

Documentation should be kept regarding training completed, coaching sessions completed, observations completed, and other developmental resources utilized. Ideally, a new Wraparound practitioner would not be assigned their own youth and families to work with while in the orientation phase.

Phase 1: Orientation (~First 30 Days of Practice)

TRAINING

WCC	WFP	WYP
• Wraparound Foundational Training • Oregon Child and Adolescent Needs and Strengths (CANS) 0-5 certification • Oregon Child and Adolescent Needs and Strengths (CANS) 6-20 certification • Agency Specific Training per OAR 309-019-0130	• Peer Delivered Services Foundations for Family Support Specialists • Wraparound Foundational Training • Agency Specific Training	• Peer Delivered Services Training • Wraparound Foundational Training • Agency Specific Training

COACHING

WCC	WFP	WYP
• Monthly individual coaching • Group coaching as scheduled • Document review with coach	• Monthly individual coaching • Certified Family Support Peer Coaching should be scheduled 2-4 hours per month	• Monthly individual coaching • Group coaching as scheduled

SUPERVISION

WCC	WFP	WYP
• Two hours per month of individual supervision	• Weekly one on one peer supervision • Monthly group/team supervision • Monthly Clinical Consultation	• Weekly one on one peer supervision • Monthly group/team supervision • Monthly Clinical Consultation

Phase 2: Apprenticeship

Wraparound practitioners need opportunities to watch other seasoned practitioners perform the duties of the role. These observations should cover activities within all four phases of the Wraparound planning process and be aligned with coaching and supervision to allow discussions that answer questions, deepen knowledge and understanding, and connect decisions and activities to the Wraparound fidelity model.

Once new Wraparound practitioners have opportunities to observe the coach or other seasoned practitioners, they should begin taking the lead while being observed by the Wraparound coach and be provided with feedback. The Wraparound Coach and Supervisor will work closely with the Wraparound Practitioner to support them as they start demonstrating and practicing the skills and competency necessary to reach Phase Three.

In addition to observing seasoned practitioners, Wraparound practitioners should be engaged in one-on-one and group coaching sessions with their Wraparound coach and coaching opportunities with the Systems of Care Institute (SOCI), Oregon Family Support Network (OFSN), and Youth Era (YE). Coaching and additional training opportunities can be found on the Oregon Wraparound website: https://oregonwraparound.org/oregon-wraparound-events

Phase 2: Apprenticeship (~First Year of Practice)

TRAINING		
WCC	**WFP**	**WYP**
Recommended training topics: • Motivational Interviewing • Mindful Inquiry • Cross-Cultural Facilitation • Racial Equity • Focused training on relevant topics to better understand the youth and families being served (e.g., Culturally specific training, mental health diagnoses and symptoms, Individualized Education Plans, child and youth development)	• Family Partner Orientation training should be completed within six months of hire date • Trauma Informed Care training should be completed within six months of hire date • Adult and Youth Mental Health First Aid training should be completed within six months of hire date • Self-Care for those who work or live in Trauma Environments training should be completed within six months of hire date • Collaborative Problem-Solving Tier 1 training should be completed within six months of hire date	• Suicide prevention training • Trauma Informed Care training • Collaborative Problem-Solving Tiers 1 and 2 • CANS

OBSERVATION		
WCC	**WFP**	**WYP**
• Observe four Wrap-around team meetings including a team in each phase of Wraparound	• New WFP observes another WFP while working with family 1:1 • New WFP observes WFP while attending different committees/meetings	• Up to 30 hours of shadowing opportunities with another WYP

COACHING		
WCC	**WFP**	**WYP**
• 20 hours of individual coaching • 10 hours of group coaching • Five hours of document review with coach	• Monthly individual coaching • Group coaching as scheduled	• Monthly individual coaching • Group coaching as scheduled

SUPERVISION		
WCC	**WFP**	**WYP**
• Supervision • Two hours per month of individual supervision	• Monthly individual coaching • Group coaching as scheduled • Supervision • Ongoing supervision Topics include: • Supporting staff development • Building a secure base • Maintaining ideas, Standards, Quality assurance and safety • Facilitating open communication and team functioning • Modeling expectations • Practice supervision types, Administrative, Peer Supervision, Reflective • Co-supervision • Peer to Peer Group Supervision	• Monthly individual coaching • Group coaching as scheduled • Supervision • Two hours per month of individual supervision

Phase 3: Ongoing Coaching and Supervision

Wraparound is a complex planning process that requires consistent coaching and supervision to best learn how to incorporate the knowledge and skillfully implement high-quality Wraparound to fidelity. In addition to the fidelity model, strong facilitation and interpersonal skills are necessary to support Wraparound teams with complex conversations, planning, and leading systems change by consistently demonstrating principles-driven communication, engagement, and relationship-building.

Phase 3: Ongoing Coaching and Supervision (1+ Years of Practice)

TRAINING		
WCC	**WFP**	**WYP**
Recommended training topics: • Motivational Interviewing • Mindful Inquiry • Cross-Cultural Facilitation • Racial Equity • Focused training on relevant topics to better understand the youth and families being served (e.g., Culturally specific training, mental health diagnoses and symptoms, Individualized Education Plans, child and youth development)	• Wraparound 101 • Journey to Advocacy training should be completed within one year of hire date • Family Led Crisis and Safety Planning training should be completed within one year of hire date • Child and Adolescent Needs and Strengths Assessment (Tool) Certification should be completed within one year of hire date	• Focused training on relevant topics to better advocate and support youth

OBSERVATION		
WCC	**WFP**	**WYP**
• Two to four observations of WCC interactions or Wraparound team meetings (in-vivo coaching)	• New WFP observes seasoned WFP while working with family 1:1 • New WFP observes seasoned WFP while attending different committees/ meetings	• Ongoing observation as needed

COACHING		
WCC	**WFP**	**WYP**
• Ten hours of individual coaching • Ten hours of group coaching	• Monthly individual coaching • Group coaching as scheduled	• Monthly individual coaching • Group coaching as scheduled

SUPERVISION		
WCC	**WFP**	**WYP**
• Two hours per month of individual supervision	• Ongoing supervision Topics include: • Supporting staff development • Building a secure base • Maintaining ideas, Standards, Quality assurance and safety • Facilitating open communication and team functioning • Modeling expectations • Practice supervision types, Administrative, Peer Supervision, Reflective • Co-supervision • Peer to Peer Group Supervision	• Two hours per month of individual supervision

Purposeful Training and Coaching Evaluation

Evaluation feedback for training and coaching is essential to provide quality improvement and ensure effectiveness. A process must be in place for reviewing feedback and incorporating that information to improve the coach's performance.

EFFECTIVE LEADERSHIP

High-quality Wraparound program leaders have a deep understanding of the Wraparound model and the system requirements necessary to support such an innovative approach to serving youth and families. They proactively consider how program policies, practices, and procedures impact the Wraparound practitioners doing direct practice with youth and families and look for opportunities to innovate. They ensure decisions are values-driven, and in alignment with the System of Care (SOC) philosophy of increasing coordination and decreasing duplication across youth-serving systems. High-quality Wraparound program leaders also consistently engage and build Wraparound champions within other systems. Some of this work may happen with the System of Care (SOC) committees where Wraparound barriers are often discussed due to their cross-systems focus. High-quality Wraparound program leadership uses data to inform changes and improve performance, service provision, and outcomes for both Wraparound practitioners and the youth and families they serve.

The Oregon Administrative Rules (OARs) provide guidance for Wraparound program leadership to support the workforce with quality supervision and coaching. They also provide guidance for ensuring youth and families have access to peers within the Wraparound planning process should they choose.

Implementing a high-quality Wraparound program requires organizational and systemic shifts to support a principles-driven process that is often counter to the way systems have been historically set up through the dominant culture lens. (See **Hospitable Systems Conditions** section).

ORGANIZATIONAL SUPPORT

Organizational support is an identified essential area to consider for programs striving to implement high-quality Wraparound to fidelity (Coldiron et al., 2016). Wraparound Program Directors, or individuals leading organizations implementing Wraparound, are encouraged to work with their Wraparound supervisors to monitor the following aspects and make adjustments to support Wraparound practitioner retention and efficacy:

- Oversight of human resources that includes staff recruitment, selection, training, coaching, performance assessment, and retention;
- Collection and compilation, analyzation, and communication of data related to Wraparound fidelity, youth and caregiver satisfaction and outcomes, and service costs;
- Oversight of Wraparound implementation and sustainability; and
- Advocating for necessary system-level changes.

The following sections provide specific areas to consider that support Wraparound practitioner retention, youth and caregiver satisfaction, and program sustainability.

Manageable Workloads

Workloads for Wraparound practitioners entail many aspects including:

- Communication and collaboration with youth, families, and community partners through face-to-face meetings, phone, video, and email;
- Cultural and linguistic needs for systemically non-dominant (Jenkins, 1995) youth and families;
- Monthly Wraparound Team Meetings;
- Completing and updating documentation;
- Travel time;
- Coaching and supervision; and
- Training.

While Oregon has determined caseload sizes for Wraparound practitioners to no more than 15 families for any full-time practitioner (see the **OARs in Appendix B**), it is important to consider best practice recommendations from the Cultural Considerations Workgroup (CCWG), Oregon Family Support Network (OFSN), Youth Era (YE), the National Wraparound Initiative (NWI), and the National Wraparound Implementation Center (NWIC) to understand how workload is impacted by the number of youth and families served by one practitioner.

CCWG recommends Wraparound practitioners work with eight or fewer youth and families when Wrap-around care coordination and peer support require interpretation, translation, and navigating systems

with families who are undocumented or otherwise not able to access publicly funded resources. NWI and NWIC recommend Wraparound programs aim for Wraparound Care Coordinators to work with between 8–12 families or less, depending on the complexity of their needs. OFSN and YE recommend family partners and youth partners work with 8–12 families if they are employed full-time, and 4–6 if employed half-time. These numbers take into consideration all of the elements of providing high-quality Wraparound to fidelity and helps keep burnout and turnover levels down for all Wraparound practitioners.

The number of assigned youth and families greatly impacts the ability of Wraparound practitioners to not only do their jobs, but to do them well. Ideally, capacity decisions should be based on the planning and coordination intensity and needs of each individual youth and family and not on the number of families they should have at any given time. Additionally, Wraparound supervisors need to be mindful of how many youth and families are assigned in a given time period as the different Wraparound phases have varying levels of intensity of the work.

NWI and NWIC also recommend Wraparound supervisors are supervising six or fewer practitioners. These lower numbers for supervision ensure supervisors are also able to focus on and address organizational and systemic barriers to Wraparound implementation. While this number may seem unrealistic due to resources or the current state of Wraparound implementation in Oregon, they are numbers that have been achieved by some Wraparound programs in the nation and are best practices toward which to aim. One consideration Wraparound program leadership can make is to limit the number of other programs and other staff Wraparound supervisors are overseeing to better align with their workloads and time to address staff needs, organizational, and systemic needs to support Wraparound implementation.

Fiscally Sustainable

There are multiple elements connected to funding that Wraparound programs are encouraged to consider and track to ensure sustainability of the program and continuity of care for youth and families. Costs of hiring, training, and sustaining the Wraparound workforce is key for understanding where to make changes and where to continue with current practices in order to reduce turnover and increase retention of staff.

The funding structure for Wraparound programs depends on the state or entity implementing them. The research done to understand turnover and retention of Wraparound Care Coordinators identified programs that were able to shift their funding structures from fee-for-service models to case rate models experienced lower turnover and consistency in care for the youth and families being served.

Compensation and resources were two elements named in the Turnover Among Wraparound Care Coordinator study that impacted burnout and turnover (Walker et al., 2017). To successfully address the negative impact salaries can have, Wraparound program leaders are encouraged to look at the salaries of local competition that are commensurate to the experience and expectations of the Wraparound practitioners.

Additionally, Wraparound programs are encouraged to strive for equitable pay among all three Wraparound practitioner roles, which requires valuing lived experience comparably with education. In addition, bilingual practitioners should receive additional compensation for the added workload factors of cultural brokering and providing care coordination and peer support in multiple languages among other tasks.

Wraparound programs need access to flex funding in order to ensure youth and families' needs can be met during the Wraparound planning process. Flex funding is often utilized to meet a need on the Wraparound Plan of Care when there are no other funding options available. Wraparound programs need to have a process in place for tracking the use of flex funds for each Wraparound-enrolled youth and family. Policies and practices must also be outlined clearly for Wraparound practitioners to easily understand how to access flex funds for their Wraparound youth and families.

High Morale and Positive Climate

Providing care coordination and peer support for multi-system involved youth and families with complex needs can easily lead to burnout if practitioners are not supported in monitoring their stress levels, workload intensity, and maintaining strong self-care. All of these elements are the collective responsibility of the entire Wraparound program to ensure stress and burnout do not lead to turnover.

In a study on turnover among Wraparound Care Coordinators, strong clinical and Wraparound supervision, in addition to expert coaching in the knowledge, skills, and abilities necessary for Wraparound implementation were named as factors that effectively promote retention and build high morale among Wraparound teams.

QUALITY ASSURANCE

Quality Assurance: a system for ensuring a desired level of quality in the development, production, or delivery of products and services:[8]

Routine Outcomes Monitoring

Wraparound programs can best serve youth and families when they have a clear understanding of who makes up their communities. The twelve Wraparound Life Domains can help frame what data might be collected in order to identify gaps in programs or services. This supports youth and families being served within their own communities. Some examples might include:

- Health and medical
  - Hospital and primary care access
  - Insurance coverage
- Psychological and emotional health needs
  - Inpatient and outpatient provider access
  - Insurance coverage
- Housing needs
  - Cost of living
  - Available housing across multiple options (e.g., apartments, duplexes, and single-family homes)
- Social and recreational needs
- Spiritual and cultural needs
  - Various faiths practiced
  - Race and Ethnicity
  - Languages spoken
  - Culturally specific organizations serving youth and families
- Education and vocational needs
  - Education rates, graduation rates, drop-out rates, truancy rates
  - Employment rates
- Legal involvement
  - Adult and youth probation rates
  - Types of calls law enforcement are responding to
  - Access to free or affordable legal representation
- Crisis and safety needs
  - Access to basic needs (e.g., shelter, food, clothing)
- Substance use and addiction
  - Inpatient and outpatient provider access
  - Insurance coverage
- Financial needs
  - Transportation needs
  - Access to basic needs (e.g., shelter, food, clothing)

8. https://dictionary.cambridge.org/us/dictionary/english/best-practice

In addition to understanding who is being served, each Wraparound program benefits from knowing which youth are cross-sector involved as this provides opportunities to explore outcomes beyond the Wraparound program. Outcomes identified should then be tracked in addition to all other data and be made available to youth and families, community stakeholders, and system partners for accountability purposes. Wraparound programs, in partnership with the local System of Care governance structures, are encouraged to track the following outcomes:

- Youth and family satisfaction,
- Success in less restrictive, community-based placements,
- Improvement in behavior, functioning, or symptoms, and
- Decreased involvement or improvement in one or more systems: child welfare, juvenile justice, education and mental health.

Lastly, Wraparound programs need to track outcomes for their workforce as youth and families are most negatively impacted by turnover. Programs are encouraged to regularly gather feedback from their Wraparound practitioners regarding their satisfaction levels, potential burnout, and areas of strength and needed improvement through periodic surveys, exit interviews, and performance appraisals for Wraparound supervisors and program directors. Programs are also encouraged to track costs for hiring, training, and retaining Wraparound practitioners, as well as turnover rates.

Effective Data Management

Organizations implementing Wraparound are encouraged to have a way to effectively record and analyze data in order to ensure high-quality Wraparound to fidelity is accomplished. Some examples of data to collect and analyze include:

- Wraparound fidelity (see Section 1)
- CANS (Child and Adolescent Strengths and Needs Tool)
- Youth's and family's length of time in Wraparound
- Youth's and family's level of satisfaction with services provided

While there is not one singular way to accomplish data management, electronic health records (EHRs) are being utilized more frequently across sites implementing Wraparound due to the multi-function of data management, report generation, and monitoring capabilities. The National Wraparound Initiative has conducted research on Wraparound programs across the United States using EHRs to help inform programs who are considering purchasing and implementing an EHR and it can be found on their website (National Wraparound Initiative, 2019).

For programs who do not have an EHR to for data management, it is important to understand best practices for data management. This will guide them on what data to collect, how best to protect that data, and how to generate reports that will inform and guide quality improvements.

The following best practice guidelines are recommended for effective data management:

- Create a plan and know what questions the data will be used to answer before you start gathering data
- Make data security and data protection top priority
- Ensure quality data is collected through staff trained in effective data collection
- Have a process to clean data and remove duplicate information
- Ensure the right team members have access to the data needed
- Create a data recovery process
- Choose a quality data management software that supports your data plan

HOSPITABLE SYSTEM CONDITIONS

Oregon adopted a formal System of Care governance structure in 2009 to create hospitable system conditions that would support Wraparound implementation across the state and to coordinate all youth-serving systems to decrease duplication of funding needs and resources for all cross-system involved youth. Currently, Oregon Coordinated Care Organizations (CCOs) are contracted to oversee Wraparound implementation across the state. CCOs have contracted with other organizations to implement Wraparound.

Wraparound programs are strongest when there is buy-in from other child and youth serving systems and organizations within the community. Youth and families who are cross-system involved benefit from community leaders dedicating time and resources to eliminate duplication of services, supports, and funding in order to provide care within the youth and families' communities. Wraparound care coordination and planning is one strategy that surfaces opportunities for policy and procedure analysis, program development, and quality improvement to better serve youth with the most complex needs within communities.

Well-established Wraparound programs are those where system coordination has resulted in the Wraparound Plan of Care as the single plan for youth who are enrolled in Wraparound. The Wraparound Plan of Care is recognized as the best strategy to meet the needs of the youth and family, as well as all other systems involved.

Wraparound Review Committee

The following eligibility criteria are outlined in OARS 309-019-0326 and apply to all providers implementing the Wraparound planning process within the State of Oregon:

- Youth served in two or more child serving systems and experiencing complex needs
- Youth who have been approved by a Care Coordinated Organization (CCO) Wraparound Review Committee convened by the CCO
- Completion of a mental health assessment within 60 days of referral

CCOs must ensure that youth in the following programs are offered the option to participate in the Wraparound planning process:

- Secure Children's Inpatient Program (SCIP)
- Secure Adolescent Inpatient Program (SAIP)
- Psychiatric Residential Treatment Services (PRTS)
- Commercial Sexually Exploited Children's (CSEC) residential program

The Wraparound Review Committee exists to ensure youth and families have a solid understanding of what services and supports are available to meet their needs and utilize their strengths and cultural practices. It is the Wraparound program's responsibility to ensure the youth and family give informed consent to have their family information shared with the Wraparound Review Committee.

Youth and families, system providers, and community members need to be able to easily access information regarding how to refer a youth and family to the Wraparound program. Programs can decide the best strategy to meet this need for their communities. Examples that have been used include adding referral information to the program materials of the community mental health provider overseeing Wraparound, flyers, brochures, and social media.

System partners are asked to participate in the Wraparound Review Committee to serve as brokers for their own system. In this role, their responsibility is to listen to the youth's and family's strengths, needs, and cultural preferences and prepare to explain other services or supports the youth and family may not have known they were eligible to receive, or that had not been previously considered or offered. Wraparound is a time-consuming and laborious planning process that typically lasts between 12-14 months; therefore, it is not meant to serve as a crisis response, nor is it the right strategy for every youth and family facing complex situations. After all options for the youth and family have been explained, the youth and family are then able to make an informed choice about whether participating in Wraparound is the strategy that will best meet their needs.

The Wraparound Supervisor is encouraged to participate in this committee and ensure the space is facilitated in accordance with Wraparound principles and SOC values as well as to serve as the children's mental health system broker. Any individual may facilitate the meeting, and Wraparound practitioners are encouraged to participate on the committee to help assess if the planning process is the best strategy to meet the needs.

Wraparound supervisors are also encouraged to work to build a common understanding for other system program leaders about the Wraparound planning process- it's strengths, it's limitations, and how it can decrease duplication and increase coordination for cross-system involved youth. The approach to building this knowledge can be as individualized as the Wraparound program. Some Wraparound programs choose to attend other community meetings to provide Wraparound 101 presentations. Other programs choose to focus on ensuring individual committee members are oriented to Wraparound when agreeing to serve on the Wraparound Review Committee. This orientation may include an orientation binder or other materials to help each committee member know the SOC values, the purpose of the Wraparound Review Committee, and expectations for sharing this information with the next committee member from that system should they vacate their seat. Other Wraparound programs choose to identify Wraparound champions within other systems to become Wraparound 101 trainers alongside Wraparound practitioners to provide presentations within the partnering systems such as staff meetings, in-service trainings, etc.

SECTION 3

APPENDICES

GLOSSARY

Wraparound Glossary: Wraparound Roles and Terminology per Wraparound OAR 309-019-0325

WRAPAROUND ROLES

"Family Partner" means an individual certified and listed on the registry as a Family Support Specialist in accordance with ORS 410-180-0305(10), and who has completed specialized training approved by the Authority, in the Wraparound planning process. A Family Partner is a formal member of the Wraparound team whose role is to support the family.

"Peer Partner Supervisor or Coach" means an individual with Youth Partner or Family Partner expertise, certified and listed on the registry in accordance with ORS 410-180-0300, who has a specific intentional focus in supporting Youth Partners or Family Partners to ensure the meaningful engagement of youth and family voices in the Wraparound Plan of Care , to develop their practice skills in Wraparound principles and participation in the Wraparound planning process and who works in connection with other Peer Support Specialists or Peer Delivered Services.

"Wraparound Care Coordinator (WCC)" means a QMHA or QMHP, as defined in OAR 309-019-0125, who is completing or has completed a Division-approved Wraparound foundational training program. The WCC is a member of the Wraparound team specifically trained to coordinate and facilitate the 3 components of a Wraparound team meeting to fidelity, in each phase of the Wraparound planning process, for an individual family. The person in this role may change over time, and may include a parent, caregiver, youth or other team member who takes over facilitating Wraparound team meetings.

"Wraparound Coach" means an individual with Wraparound expertise in relation to Wraparound principles and in strategies to facilitate a Wraparound meeting to fidelity. Wraparound coaches provide clear and constructive feedback to Wraparound Care Coordinators.

"Wraparound Supervisor" means an individual responsible for supervising a Wraparound Care Coordinator, Family Partner or Youth Partner through their respective agency.

"Youth" means a person who participates in Wraparound before the age of eighteen. Youth who participate in Wraparound may remain in Wraparound as young adults if they entered prior to age 18. Youth is the accepted term in statewide Wraparound to describe children, adolescents, teenagers and young adults.

"Youth Partner" means an individual certified and on the registry as a Youth Support Specialist in accordance with OAR 410-180-0305. A Youth Partner is a formal member of the Wraparound team whose role is to support the youth.

TERMINOLOGY

"Child and Adolescent Needs and Strengths Assessment (CANS)" means a multi-purpose tool developed to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to monitor outcomes of services and supports. It utilizes a communication perspective to facilitate the linkage between the assessment process and the design of individualized service plans, including the application of evidence-based practices.

"Child Serving Systems" means agencies that serve children, youth and families. Agencies may be DHS Child Welfare, Intellectual/Developmental Disabilities, Education, Juvenile Justice, Oregon Youth Authority, Mental Health programs, tribal entities, agencies serving homeless youth and Primary Care.

"Crisis and Safety Plan" means a document developed by the youth and family and the Wraparound team to address potential crises that could occur for the youth and their family, and to ensure everyone's safety. It shall include 24 hour a day, 7 days a week response, formal, informal and natural supports, respite or back-up care, details leading to crises, successful strategies that have worked in the past, and strength-based strategies that prevent escalation and maintain safety.

"Cultural Responsiveness" means the process by which people and systems respond respectfully and effectively to individuals of all cultures, languages, classes, races, ethnic backgrounds, disabilities, religions, genders, sexual orientations, and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities, recognizes sovereignty of Oregon's nine Federally Recognized Tribes and protects and preserves the dignity of each.

"Daily Living Skills Wraparound Life Domain" means self-sufficiency in regards to the youth and family members providing for themselves in the activities of daily life (e.g., eating, bathing, dressing, and going to the bathroom). The youth and family members are able to attend to activities of daily living. The adults are also able to care for the youth for whom they are responsible.

"Educational/Vocational Wraparound Life Domain" means self-sufficiency in regards to job or education. The youth and family are participating in their education, employment, or main occupation (e.g., stay-at-home parent, volunteer, student).

"Family/Relationships Wraparound Life Domain" means self-sufficiency in regards to the quality of the relationships with family, friends, and acquaintances. The youth and family have individuals they rely on who support them in their growth and development when needed, and/or there is an agreed upon way to address challenges when they arise.

"Family Organization" means a family run and led, non-profit community organization providing education, connection, and empowerment to families and their communities to assure improved outcomes for youth experiencing significant behavioral health challenges. Family Organizations fulfill a significant role in facilitating family voice in local, state and national policy making.

"Financial Wraparound Life Domain" means self-sufficiency with regards to finances. The source of income for the family is reliable, consistent, and is enough to meet basic needs and monthly expenses.

"Flexible Funding" means a financial resource for purchasing one-time or occasional needed goods or services for youth and/or their families, when the goods and services cannot be provided by another funding source, and the services or goods are directly tied to meeting needs and outcome in the Wrap-around Plan of Care.

"FMT" means fidelity monitoring tool, such as the WFI-EZ or TOM 2.0.

"Formal Supports" means services and supports provided by professionals or individuals who are financially compensated for their time.

"Health/Medical Wraparound Life Domain" means self-sufficiency in regards to physical health and medical challenges. If the youth and/or a family member have a physical health or medical challenge they manage them in ways that help them maintain self-sufficiency in their other life domains as much as possible.

"Home/A Place to Live Wraparound Life Domain" means self-sufficiency in regards to the stability and quality of the housing situation of the youth and family. The youth and family have stable housing that does not jeopardize the safety, health, or well-being of the people living there, and there is no perceived or immediate risk of losing housing.

"Legal Wraparound Life Domain" means self-sufficiency in regards to legal involvement. If the youth or a family member have legal mandates, they manage them in ways that help them maintain self-sufficiency in their other life domains as much as possible.

"Linguistic Responsiveness" means that individuals are informed of the availability of language assistance services in their preferred language, both verbally and in writing. Individuals are provided with easy-to-understand print and multimedia materials and signage appears in the languages commonly used by the populations in the service area.

"Natural Supports" means individuals or organizations in the family's own community, social, cultural or spiritual networks, such as friends, extended family members, neighbors, and other individuals as identified by the youth and family, providing supports, who are not financially compensated for their time.

"Phases of Wraparound" means the four distinct phases of Wraparound: engagement, initial plan development, implementation and transition (Walker et al., 2004).

"Psychological/Emotional Wraparound Life Domain" means self-sufficiency in regards to the mental health of the youth and family and how they manage it. If the youth and/or a family member(s) have psychological or emotional challenges they manage them in ways that help them maintain self-sufficiency in their other life domains as much as possible.

"Safety and Crisis Wraparound Life Domain" means self-sufficiency in regards to the youth's and family's safety and crisis management. The youth and family are physically and emotionally safe. The youth and family manage crises with both prevention (proactive) and intervention (reactive) approaches utilizing outside supports as needed.

"Social/Recreational Wraparound Life Domain" means self-sufficiency in identifying opportunities and accessing and participating in social and recreational activities. The youth and family have social and recreational activities they enjoy doing and occupy their free time. The youth and family have the social skills needed to support them in meaningfully participating in these activities.

"Spiritual/Cultural Wraparound Life Domain" means self-sufficiency in regards to participation in spiritual and cultural activities and organizations. The youth and family are participating in their spiritual or cultural communities in ways that are meaningful to them.

"Strength-based" means based on functional assets, skills, capacities, and talents of a person, family or group.

"Strengths and Needs Summary" means a comprehensive strengths discovery and needs assessment process that begins immediately when a youth and their family are referred into Wraparound. The Child and Adolescent Needs and Strengths Assessment (CANS) is the assessment tool that complements this process and is approved by the Health Systems Division ("Division") of the Oregon Health Authority.

"Substance Use/Addiction Wraparound Life Domain" means self-sufficiency in regards to drug and alcohol use of a youth or family member that is illegal or influences their daily functioning. If the youth or a family member are using substances or living with an addiction, they manage them in ways that help them maintain self-sufficiency in their other life domains as much as possible.

"Ten Wraparound Principles" means these principles associated with Wraparound services and supports: family driven and youth guided, collaboration, persistence, culturally and linguistically responsive, community based, team based, natural supports, individualized, strength based, and outcome based.

"TOM 2.0" means the Team Observation Measure 2.0. A Wraparound fidelity measurement tool developed by The Wraparound Research and Evaluation Team (WERT).

"Trauma Informed Services" means services that are reflective of the consideration and evaluation of the role that trauma plays in the lives of people seeking mental health, substance use, or problem gambling services, including recognition of the traumatic effect of misdiagnosis and coercive treatment. Services are delivered in a way that avoids inadvertent re-traumatization and facilitates individual direction of services and are responsive to the vulnerabilities of trauma survivors.

"WFI-EZ" means Wraparound Fidelity Index Short Form, v. 1. A Wraparound fidelity measurement tool developed by The Wraparound Research and Evaluation Team (WERT).

"Wraparound" means a voluntary and definable care planning process that results in a unique set of community services and supports individualized for a youth and family to achieve a positive set of outcomes.

"Wraparound Plan of Care" means a dynamic document which describes the family, the team, and the goals and action plan to be undertaken to meet the youth and family's needs, achieve the team mission and work toward the family's long-term vision.

"Wraparound Practitioners" means Wraparound Care Coordinators, Wraparound Family Partners, and Wraparound Youth Partners who are working directly with youth and families during the Wraparound planning process.

"Wraparound Review Committee" means a local community group of people representing Child Welfare, Juvenile Justice, Intellectual Developmental Disabilities, Education, Mental Health, Federally

Recognized Tribes or tribal entities, Youth and Family members and/or youth and family advocates who convene with the goal of reviewing and determining Wraparound eligibility. The Wraparound Review Committee determines the list of complex needs that Wraparound will address.

"Wraparound Team" means a group of people chosen by the youth and family and connected to them through natural, community, and formal supports. The Wraparound Team develops and implements the youth and family's plan, addresses unmet needs, and works toward the family's vision and team mission together with the youth and family.

"Wraparound Team Meeting" means a meeting where members of the Wraparound team convene to address the family and youth's mission, vision, strengths and needs identified by the team.

"WrapStat" means the data system created by the Wraparound Evaluation and Research Team (WERT) to enter youth and fidelity measurement data and generate reports to be used for care coordinator- and program-level improvement efforts.

"Youth Organization" means a youth-led non-profit organization dedicated to improving the services and systems that foster and promote positive growth of youth and young adults. Youth Organizations ensure that youth voices are represented at all levels of policy and practice by utilizing peer support and uniting the voices of individuals who have experienced obstacles in child-serving systems.

OREGON HEALTH AUTHORITY WRAPAROUND OREGON ADMINISTRATIVE RULES 309-019-0326 (OARS)

YOUTH WRAPAROUND

(1) Wraparound providers shall:

(a) Make eligibility criteria and referral processes available to the public. Eligibility criteria shall include:

(A) Youth served in two or more child serving systems and experiencing complex needs;

(B) Youth who have been approved by a Wraparound review committee convened by the CCO.

(b) Obtain a mental health assessment 60 days or fewer prior to referral for youth being served under Medicaid;

(c) Provide capacity to implement peer delivered services in accordance with OAR 410-180 for youth and families participating in Wraparound;

(d) Determine the complex needs considered in screening in the local community;

(e) Ensure that youth who are Medicaid eligible, enrolled at Secure Children's Inpatient Program, Secure Adolescent Inpatient Program, Psychiatric Residential Treatment Services, or the Commercial Sexually Exploited Children's residential program funded by the Division have access to Wraparound; and

(f) Ensure that program staff, contractors, volunteers, and interns providing Wraparound programs are trained in and familiar with strategies for delivery of trauma informed and culturally responsive treatment services. At a minimum, completion of an online foundational course for trauma informed care approved by the Division shall be required of program staff, contractors, volunteers, and interns.

(2) Wraparound providers may not:

(a) Require youth who are Medicaid eligible to receive services or supports prior to applying for Wraparound; or

(b) Exclude a youth who is not a CCO member from receiving Wraparound when funding is available from other payors; or

(c) Place a youth on a waitlist to receive Wraparound.

(3) The Wraparound team shall be approved by the youth and family and at a minimum shall include:

(a) The youth;

(b) Parents or legal guardians of the youth and any additional family members as requested by the youth;

(c) Family Partners and ensure they have been offered and that they attend;

(d) Youth Partners and ensure they have been offered and that they attend;

(e) A Wraparound Care Coordinator;

(f) System partners or formal supports; and

(g) Natural and informal supports as requested by the youth and family.

(4) Wraparound team meetings shall:

(a) Be facilitated face-to-face or by two-way audio-visual conference or by telephone in the preferred language of the youth and family. Meetings and decisions are to be made only with the youth and family's direct involvement and approval;

(b) Use professional interpretation services, if requested by the youth and family;

(c) During phase two of Wraparound, meet at a minimum of two times each month during the youth's enrollment in Wraparound; and

(d) Convene at a minimum of one time per month and as necessary to meet the needs of the youth and family, as determined by the youth, family, and Wraparound team when not in phase two of Wraparound.

(5) The Wraparound team shall include a WCC. The WCC shall:

(a) Facilitate the Wraparound planning process to fidelity standards

(b) Implement the Wraparound planning process in collaboration with Youth Partners, Family Partners, and other Wraparound team members;

(c) Facilitate the Wraparound planning process for up to 15 families at any time when in a full-time position;

(d) Provide other service or support roles for youth on the Wraparound team they facilitate only when a variance has been requested;

(e) Complete a Division-approved Wraparound foundational training within 90 days of the hire date;

(f) Receive clinical supervision in accordance with OAR 309-019; and

(g) Receive orientation and shadowing opportunities, be observed, have documents reviewed, and be coached by a Wraparound coach as defined in these rules.

(6) Family Partners shall meet the requirements outlined in OAR 410-180-0305 and at a minimum:

(a) Complete a Division-approved Wraparound foundational training within 90 days of the hire date;

(b) Receive peer supervision in accordance with OAR 309-019-0130;

(c) Provide peer delivered services and supports to up to 15 families at any time when in a full-time position;

(d) Support family members and guardians to navigate the child, youth, and family serving systems, communicate effectively with family members and their support system and agency representatives, and make informed decisions to direct the Wraparound planning process;

(e) Provide individual and group support to enable and facilitate meaningful engagement

with Wraparound team and service providers; and

(f) Assist in connecting the family to resources within the community, support the family through barriers, help family members to acquire tools and strategies for success, and advocate for the family's needs, interests, voice, and vision to be heard and thoughtfully considered;

(g) Receive support or technical assistance from a family organization.

(7) Youth Partners shall meet the requirements outlined in OAR 410-180-0305 and at a minimum:

(a) Complete a Division-approved Wraparound foundational training within 90 days of the hire date;

(b) Receive peer supervision in accordance with OAR 309-019-0130;

(c) Provide services and supports to up to 15 youth at any time when in a full-time position;

(d) Have at least one year of lived experience, knowledge of the child and youth serving systems, and the ability to navigate the system;

(e) Assist the youth to engage in the Wraparound planning process and support them in expressing themselves to members of their Wraparound team;

(f) Assist the youth in identifying community resources, navigating barriers, acquiring tools and strategies for success, and bridging the gap between the youth and the adults on the Wraparound team; and

(g) Advocate for the youth's needs, interests, voice, and vision to be heard;

(h) Receive support or technical assistance from a youth organization.

(8) The Wraparound provider shall gather and compile a strengths and needs summary that is complemented by the assessment tool approved by the Division for ages 0–5 and 6–20:

(a) Strengths and needs information to gather and compile shall include:

(A) Documentation of face-to-face meetings with the youth and family at a time and location chosen by the youth and family;

(B) Documentation of interviews with current formal and natural supports;

(C) A review of referral documentation;

(D) Consideration of each one of the following domains: Family and relationships, home and a place to live, psychological and emotional, health and medical, crisis and safety, financial, educational and vocational, legal, cultural and spiritual, daily living, substance abuse and addictions, social, and recreational.

(b) The strengths and needs summary must be completed during the first phase of Wraparound.

(9) The Wraparound provider shall conduct a strengths and needs assessment tool for each youth enrolled in Wraparound services and supports. The assessment tool shall:

(a) Be completed within 30 days of documented participation in Wraparound and be updated every 90 days thereafter and upon a change in clinical circumstances or other significant event;

(b) Be a strengths and needs assessment tool approved by the Division;

(c) Be completed by a WCC, Family Partner or Youth Partner certified in the strengths and needs assessment tool approved by the Division;

(d) Include strengths and needs of the youth;

(e) Incorporate input from the youth, family, and all team members; and

(f) Assist in developing a Wraparound Plan of Care.

(10) Wraparound Crisis and Safety Plans shall at a minimum:

(a) Be developed and approved by the youth and family in consultation with the Wraparound team;

(b) Be completed during the engagement phase of Wraparound and include, at a minimum in the initial crisis and safety plan, at least one strategy to prevent a crisis situation and one strategy to use during a crisis situation;

(c) Document the youth and family's definition of crisis;

(d) Include a list of triggers, warning signs, and recommended de-escalation strategies and supports identified by the youth and family in consultation with the Wraparound team;

(e) Document strategies for risk prevention for existing or anticipated safety concerns to include lethal means counseling that includes strategies to help individuals at risk for suicide and their families, and reduce access to lethal means, including but not limited to firearms;

(f) Include strength-based strategies for addressing the youth and family's needs when in crisis;

(g) Document natural and formal supports approved by the youth and family for crisis response;

(h) Be updated when clinical circumstances change, following any placement change, psychiatric crisis, overdose, suicide attempt, police involvement, other situations identified by the youth or family, or at the request of the youth or family;

(i) Document safety requirements from other child-serving or legal systems;

(j) Be culturally and linguistically responsive;

(k) Include contact information for resources that the youth and family may use before or during a crisis event;

(l) Be provided to the youth and family in a format chosen by the youth and family; and

(m) Be available to Wraparound team members.

(11) A Wraparound Plan of Care shall:

(a) Include a family vision statement developed by the youth and family during the engagement phase;

(b) Include a team mission statement developed by the Wraparound team;

(c) Include a list of strengths and needs derived from the youth, family, and the strengths and needs summary;

(d) Include goals for each prioritized need;

(e) Include strategies to achieve the desired outcomes, including identified strategies implemented by youth and family peer support specialists;

(f) Include action steps that team members shall undertake to meet the needs identified by the youth and family, including identified action steps implemented by youth and family peer support specialists;

(g) Be reviewed and updated at each team meeting;

(h) Be culturally and linguistically responsive;

(i) Be approved by the youth and family;

(j) Be made available to the youth and family within five business days of the Wraparound meeting in the format and language chosen by the youth and family;

(k) May include a blend of formal and informal supports and include the use of flexible funding to meet needs;

(l) Include a list of team members and contact information; and

(m) The Plan of Care shall be present and discussed at each team meeting.

(12) Peer Partner Coaches shall:

(a) Be a certified Family Support Specialist or a certified Youth Support Specialist who has, at a minimum, two years of experience as a Traditional Health Worker as defined in OAR 410-180-0305;

(b) Demonstrate understanding of the ten Wraparound principles, the four phases of Wraparound, and the facilitation components associated with each phase of Wraparound;

(c) Provide individual and group coaching electronically or in person, as defined in these rules, to youth or family partners at a minimum of one time per month;

(d) Provide peer supervision in accordance with OAR 309-019-0130;

(e) Uphold Wraparound principles as evidenced by coaching notes;

(f) Be rater certified in use of the assessment tool approved by the Division for ages 0–5 and 6–20;

(g) Ensure that youth and Family partners are delivering Wraparound to youth and families in a culturally and linguistically responsive manner;

(h) Create documentation that demonstrates: coaching is responsive to diverse cultural beliefs, practices, languages, learning styles, and communication as evidenced by written feedback from the Youth and Family Partner and the Peer Delivered Service Supervisor;

(i) Make Peer coaches available to provide coaching in the language spoken by the family when possible to bilingual Youth and Family Partners, and be able to observe meetings and perform document review in the family's primary language without impact on the youth, family, or WCC; and

(j) Seek out additional resources when the Peer Coach does not have lived experience to provide culturally specific coaching to the Youth or Family Partner.

(13) Wraparound coaches shall:

(a) Have at a minimum two years of experience as a WCC;

(b) Demonstrate understanding of the ten Wraparound principles, the four phases of Wraparound, and the activities and facilitation components associated with each phase of Wraparound;

(c) Complete a Division-approved Wraparound coaches and supervisors training within 90 days of the hire date;

(d) Meet with the Wraparound Supervisor monthly;

(e) Provide 15 hours of individual coaching, ten hours of group coaching, and five hours of document review to WCCs with less than one year of Wraparound experience, using the coaching model approved by the Division and within one year of the hire date;

(f) Observe four Wraparound meetings, one for each phase of the Wraparound planning process, within one calendar year;

(g) Provide and document five hours of additional coaching within the 90-day period before a WCC receives the Division approved foundational training;

(h) Provide ten hours of individual coaching, ten hours of group coaching, and two to four Wraparound meeting observations within one calendar year for WCCs with one year or more of Wraparound experience;

(i) Create and utilize the coaching plan created with the Wraparound Coach and document to include the names of the Coach and the WCC and the date and the content of the coaching session;

(j) Create documentation that demonstrates coaching is responsive to diverse cultural beliefs, practices, languages, learning styles, and communication as evidenced by written feedback from the WCC and Wraparound Supervisor;

(k) Provide coaching to bilingual WCC's in the language spoken by the family when possible and be able to observe meetings and perform document review in the family's primary language without impact on the youth, family, or WCC;

(l) Seek out additional resources when the Coach does not have lived experience to provide culturally specific coaching to a WCC; and

(m) Be rater certified in use of the assessment tool approved by the Division for ages 0–5 and 6–20.

(14) Wraparound supervisors shall:

(a) Demonstrate through experience the ability to understand and articulate the ten Wraparound principles, the four Wraparound phases, and facilitation components associated with each phase of Wraparound;

(b) Be informed of and implement their agency's Wraparound policies and procedures;

(c) Complete a Division-approved Wraparound foundational training and Wraparound coaches and supervisors training within 90 days of the hire date;

(d) Conduct or provide for clinical supervision in accordance with OAR 309-019-0130 of WCCs, Wraparound coaches, Family Partners and Youth

Partners; and uphold Wraparound principles as evidenced by notes in a supervision log that includes name, date, and content of supervision;

(e) Coordinate coaching provided by the Wraparound Coach and Peer Support Coach;

(f) Ensure a coaching plan is written for each WCC, family, and Youth Partner per the Division-approved coaches and supervisor training;

(g) Ensure that the provision of Wraparound is culturally and linguistically responsive to the needs of WCCs, Youth Partners, Family Partners, youth, and families;

(h) Adapt caseload size to provide adequate time to complete tasks if a WCC is working with a youth or family that requires an interpreter, bilingual services, and other accessibility needs;

(i) Ensure Wraparound coaches implement coaching plans that are culturally and linguistically responsive; and

(j) Be rater certified in use of the assessment tool approved by the Authority for ages 0–5 and 6–20.

(15) A Fidelity Monitoring Tool (FMT) approved by the Division shall be used to assess fidelity to Wraparound:

(a) Fidelity to the Wraparound model shall require, at a minimum, assessing:

(A) Adherence to the core values and principles of Wraparound;

(B) Whether the basic activities of facilitating a Wraparound planning process: Phases, core elements, and activities are occurring; and

(C) Supports at the organizational and system level.

(b) An organization striving for fidelity participates in measuring whether Wraparound is being implemented to fidelity and has implemented Wraparound as recommended through training, consultation and best practices dissemination.

(c) The FMT shall be implemented no sooner than six months after a youth is enrolled in Wraparound;

(d) Any youth over the age of eleven may complete the FMT;

(e) A parent, legal guardian, or legal caregiver who knows the youth best and has also participated in Wraparound may complete the FMT;

(f) The FMT shall be offered to Wraparound team members when approved by the youth or family;

(g) The youth and parent, legal guardian, or legal caregiver shall complete the FMT without the team's WCC present;

(h) The FMT shall be administered electronically or in written form as chosen by the youth and family; and

(i) Other approved fidelity tools in addition to the FMT may be administered by the Division.

(16) Transitions from Wraparound:

(a) Upon the achievement of completing the team's mission statement during the fourth phase of Wraparound, the Wraparound team shall create a transition plan outlining the tasks required for Wraparound to be completed and implement the plan;

(b) The Wraparound transition plan shall:

(A) Outline the mix of formal and natural supports that the youth and family have chosen;

(B) Include a post transition crisis management plan;

(C) Include referrals and coordination of formal services; and

(D) If a youth and family have chosen to no longer participate in Wraparound, they shall be informed that Intensive Care Coordination is an option.

(c) Youth, family members, or a chosen community member may conduct the facilitation of Wraparound meetings;

(d) The WCC supports the team in creating a transition document that summarizes and highlights the youth and family's functional strengths, lessons learned, and successfully used strategies.

(e) The team conducts a meaningful and culturally appropriate activity that acknowledges the end of formal Wraparound.

(f) A young adult may not be made to transition out of Wraparound solely due to attaining the age of eighteen. Young adults age 18 and older shall be offered the option to remain in Wraparound until their mission statement is achieved.

Statutory/Other Authority: ORS 413.042 & ORS 430.630

Statutes/Other Implemented: ORS 413.042 & ORS 430.630

History: BHS 7-2019, temporary adopt filed 06/21/2019, effective 07/01/2019 through 12/27/2019

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OREGON ACRONYMS LIST

ACRONYM	FULL TITLE
ADA	Americans with Disabilities Act
CANS	Child and Adolescent Needs and Strengths Tool
CFT	Child and Family Team Meeting
CMHP	Community Mental Health Program
CCO	Care Coordinated Organization
CSEC	Commercial Sexually Exploited Children
DHS	Department of Human Services
EHR	Electronic Health Record
FDM	Family Decision Meeting
FMT	Fidelity Monitoring Tool
NIRN	National Implementation Research Network
NWI	National Wraparound Initiative
NWIC	National Wraparound Implementation Center
OAR	Oregon Administrative Rules
OFSN	Oregon Family Support Network
OHA	Oregon Health Authority
PRTS	Psychiatric Residential Treatment Services

ACRONYM	FULL TITLE
QMHA	Qualified Mental Health Associate
QMHP	Qualified Mental Health Professional
SAIP	Secure Adolescent Inpatient Program
SAMHSA	Substance Abuse & Mental Health Services Administration
SCIP	Secure Children's Inpatient Program
SOC	System of Care
SOCI	Systems of Care Institute
TA	Technical Assistance
TAY	Transition Age Youth
TOM 2.0	Team Observation Measure 2.0
WCC	Wraparound Care Coordinator
WERT	Wraparound Evaluation and Research Team
WFP	Wraparound Family Partner
WFI-EZ	Wraparound Fidelity Index, Short Form
WYP	Wraparound Youth Partner
YE	Youth Era

RESOURCES AND REFERENCES

RESOURCES

FOR TECHNICAL ASSISTANCE INFORMATION

Oregon Wraparound: https://oregonwraparound.org

OTHER RESOURCES

ORGANIZATION	WEBSITE
Oregon Family Support Network	https://www.ofsn.org
Youth ERA	https://www.youthera.org
Systems of Care Institute (Portland State University)	https://www.pdx.edu/center-child-family/systems-care-institute
The National Wraparound Initiative	https://nwi.pdx.edu
Wraparound Evaluation and Research Team	https://depts.washington.edu/wrapeval/content/home
The National Federation of Families	https://www.ffcmh.org

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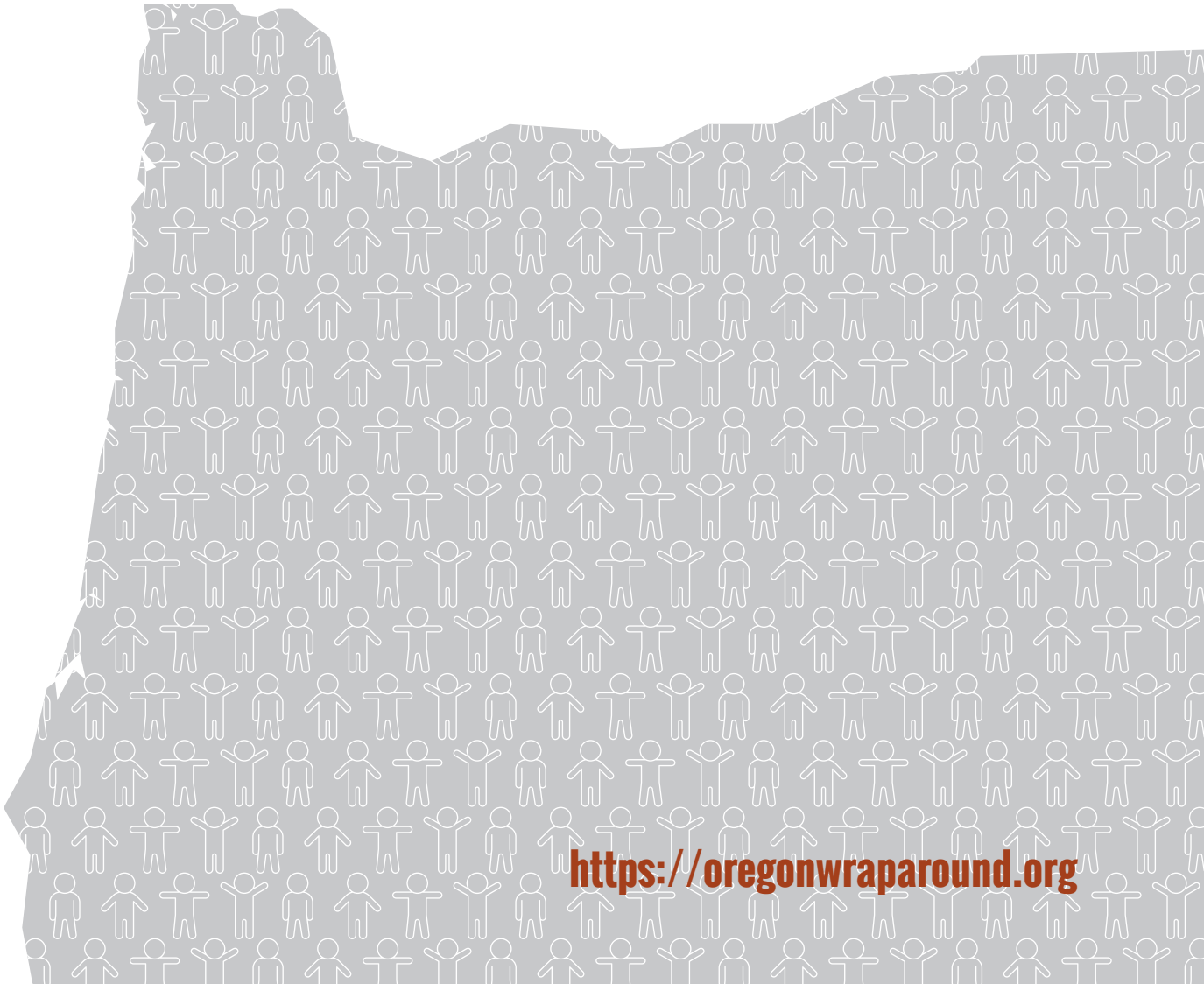

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