

# **Assessing Support for Wraparound Implementation: Results of the *Community Supports for Wraparound Inventory* for Wraparound Oregon**

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In the late spring of 2010, Wraparound Oregon used the **Community Supports for Wraparound Inventory** (CSWI) to assess the extent to which the local service system had developed the capacity to support wraparound implementation. Community stakeholders responded to the CSWI assessment during May and June, 2010.

This report provides background information on the CSWI, findings from Wraparound Oregon, and a comparison of Wraparound Oregon's scores on the CSWI to those of a set of comparison communities from across the nation. What is more, since Wraparound Oregon used the CSWI once before, in the late fall of 2008, this report compares scores from the current CSWI to those obtained previously.

Highlights from the findings include the following:

- Wraparound Oregon's 2010 total CSWI score exceeded the mean score in the comparison communities by a significant margin. Wraparound Oregon's 2010 total score also exceeded its 2008 total score by a significant margin.
- Scores have also increased in each of the separate themes of the CSWI. In 2008, Wraparound Oregon's theme scores were not significantly above those for the comparison communities for any theme except *human resource development*, and the score for *fiscal policies and sustainability* was significantly below the comparison communities' scores. In contrast, in 2010 Wraparound Oregon's scores did exceed the comparison community scores in each theme except *fiscal policies and sustainability*.
- The specific area of greatest strength for Wraparound Oregon (relative to the national comparison) is compensation for wraparound staff. Wraparound Oregon's other most notable strengths are in the perceived quality of the professional development opportunities that are offered and the range of outcomes monitored.
- Three of the areas of top challenge come from theme 1, community partnership: *youth voice* (item 1.4, the most pronounced area of challenge for Wraparound Oregon), *community stakeholders* (item 1.6) and *community representativeness* (item 1.7). What is more, in

each of these areas, Wraparound Oregon's scores have not increased notably since 2008, and the score for youth voice remains below the mean for the comparison communities. The community should thus consider this area as a priority for future work.

- Two of the other specific areas of challenge came from the area of financing and sustainability (theme 3). These were *sustained funding* (item 3.6) and *fiscal monitoring* (item 3.4). Finally, Wraparound Oregon has challenges in providing *program access* (item 4.1) and ensuring the availability of a grievance procedure (item 6.5).

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## Background on the CSWI

***What is wraparound and why is it important to measure its implementation context?*** The *Community Supports for Wraparound Inventory* (CSWI) is a survey tool that assesses the level of development of a particular community's system-level support for wraparound. Wraparound is a team-based planning process intended to provide individualized, coordinated, family-driven care to meet the complex needs of children with severe emotional and behavioral difficulties. The wraparound team typically includes the child (if he or she is old enough) and family members, people who provide services and supports for the family, and people from the family's social support network. Team members work together to create, implement, and monitor an individualized plan to meet child and family needs.

The children, youth and families who receive wraparound are typically involved with two or more child- and family-serving systems, such as mental health, special education, developmental disabilities, child welfare, and juvenile justice. Other organizations and agencies—including provider agencies and community organizations—may also be involved. Both research and experience has shown that successfully implementing the wraparound process at the team level requires extensive support from and collaboration among these various agencies and organizations. For example, the agencies and organizations need to collaborate to provide access to the services and supports that are included in wraparound plans, to ensure that personnel are trained for their roles on teams, to allow staff the time and flexibility that is required to carry out team-assigned tasks, and to monitor the quality of wraparound provided and the outcomes for children and families. Typically, fulfilling these and other necessary functions requires that collaborating agencies and organizations make many changes that involve the reallocation of resources and the creation of new policies. Further, because wraparound is a collaborative effort that is not “owned” by a single agency, communities usually find it necessary to create some kind of collaborative-level body or governance structure through which stakeholders act collectively to carry out key operations, such as strategic planning, risk management, and oversight.

Building this system-level capacity can be a difficult and confusing process, and the CSWI was designed to help communities. In essence, the CSWI is designed to serve as a kind of map or guide for the process. The CSWI helps communities understand the destination (fully developed system support for wraparound) and provides data that tells communities how far they are along the path to that destination. Communities can then use this information as an input for strategic planning for sustainable wraparound

implementation. Repeated use of the CSWI—at intervals of 18 months or so—allows communities to objectively assess what they have accomplished, and what yet needs to be done. Data from the CSWI also allows communities to see how their system-level support for wraparound compares to that of other communities around the nation.

***How was the CSWI developed?*** The CSWI is based on the “Necessary Conditions” for wraparound that emerged from research by Walker & Koroloff.\* The CSWI was further refined through feedback collected from the advisors of the National Wraparound Initiative.†

Research using the CSWI has provided evidence of the measure’s reliability and validity. Within communities, there is typically a fairly high level of agreement about where greatest progress has been made, and where most work remains to be done. Different communities show variation both in the overall level of implementation support (recognized by item means that are high relative to averages in other communities) and in areas of strength and challenge. Moreover, previous studies of system and organizational support for wraparound implementation have shown that greater levels of such supports are associated with higher wraparound fidelity scores.\*

***What is the format for the CSWI?*** The CSWI survey instrument includes 42 items grouped into six themes:

***Theme 1: Community Partnership.*** *Collective community ownership of and responsibility for wraparound is built through collaborations among key stakeholder groups.*

***Theme 2: Collaborative Action.*** *Stakeholders involved in the wraparound effort take concrete steps to translate the wraparound philosophy into concrete policies, practices and achievements.*

***Theme 3: Fiscal Policies and Sustainability.*** *The community has developed fiscal strategies to meet the needs of children participating in wraparound and methods to collect & use data on expenditures for wraparound-eligible children.*

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\* Walker & Koroloff (2007). Grounded theory and backward mapping: Exploring the implementation context for wraparound. *Journal of Behavioral Health Services and Research*.

† Walker, J. S., Bruns, E. J., & Penn, M. (2008). Individualized services in systems of care: The wraparound process. In B. A. Stroul & G. M. Blau (Eds.), *The system of care handbook: Transforming mental health services for children, youth, and families*. Baltimore, MD: Brookes Publishing

\* Bruns, E. J., Suter, J. C., & Leverentz-Brady, K. L. (2006). Relations between program and system variables and fidelity to the wraparound process for children and families. *Psychiatric Services*, 57, 1586-1593.

**Theme 4: Access to Needed Supports & Services.** *The community has developed mechanisms for ensuring access to the wraparound process and the services and supports that teams need to fully implement their plans.*

**Theme 5: Human Resource Development & Support.** *The community supports wraparound and partner agency staff to work in a manner that allows full implementation of the wraparound model.*

**Theme 6: Accountability.** *The community has implemented mechanisms to monitor wraparound fidelity, service quality, and outcomes, and to assess the quality and development of the overall wraparound effort.*

The CSWI provides an overall score—for all themes combined—as well as a score for each theme and each item. Scores are computed by averaging respondents’ ratings for the appropriate item(s) on the CSWI. Respondents are asked to provide ratings for each item on the assessment; however, if they do not have information to rate a particular item, they are encouraged to provide a “don’t know” response. For each item, respondents are provided with two “anchor” descriptions. One anchor represents the “least developed” system support, and describes what a system looks when there is no collaborative system support for wraparound. The other anchor represents “fully developed” system support.

**How is data for the CSWI gathered?** In the first step for the CSWI, a community selects a local coordinator to work with staff from the Wraparound Research and Evaluation Team (WERT). The local coordinator has two main responsibilities for the CSWI. First, he or she works with WERT staff to compile a list of potential respondents for the CSWI. Second, the local coordinator is responsible for working within the community to ensure that respondents do indeed complete the CSWI. The goal is to ensure a good response rate, so that the community can have confidence that the findings from the CSWI are indeed an accurate representation of community perceptions. Communities responding to the CSWI have compiled lists of anywhere between about 25 and 130 respondents. Exactly how many respondents are nominated depends on the size of the community and, to some extent on how much system-level development has already taken place. Often, as the wraparound effort matures within a community, the number of people engaged increases initially, and then levels off.

The local coordinator provides the list of potential respondents to WERT staff. WERT staff then create an online version of the CSWI for the community and send an email invitation to each potential respondent on the

list. Potential respondents are given about three weeks to complete the CSWI, and they are sent weekly email reminders. People can take the survey, or they can choose to “decline” the survey. People who decline the survey and people who complete the survey do not receive further reminders. Other people from the list are considered “nonresponders” and receive emails and, perhaps, followup calls asking them to respond or decline.

After three weeks, WERT staff and the local coordinator check the response rate. If the response rate is not high enough—75% is considered the minimum acceptable rate—WERT staff and the local coordinator work together to encourage further responses. Usually, this involves making reminder phone calls to nonresponders. Communities are usually able to get response rates near 80%.

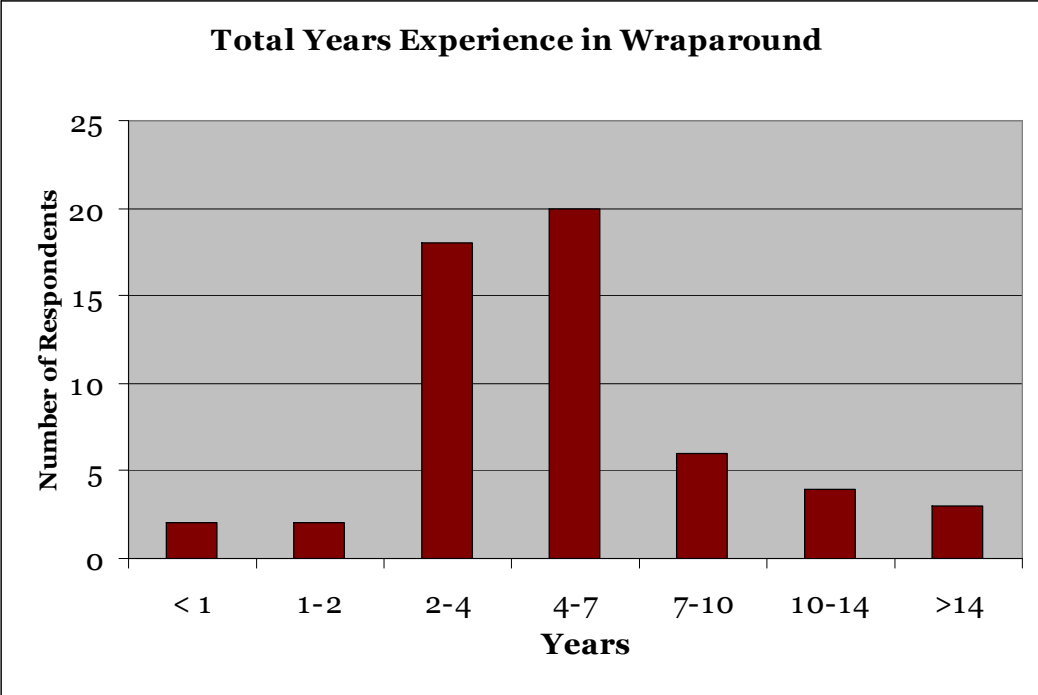
## **Wraparound Oregon Response Rate and Respondent Characteristics**

**Response rate.** The final list of potential respondents from Wraparound Oregon included 75 people. Of those, 55 responded, and 20 either declined or did not respond. This represents an overall response rate of 73.3%. The overall response rate is slightly below the average response from other communities using the CSWI.

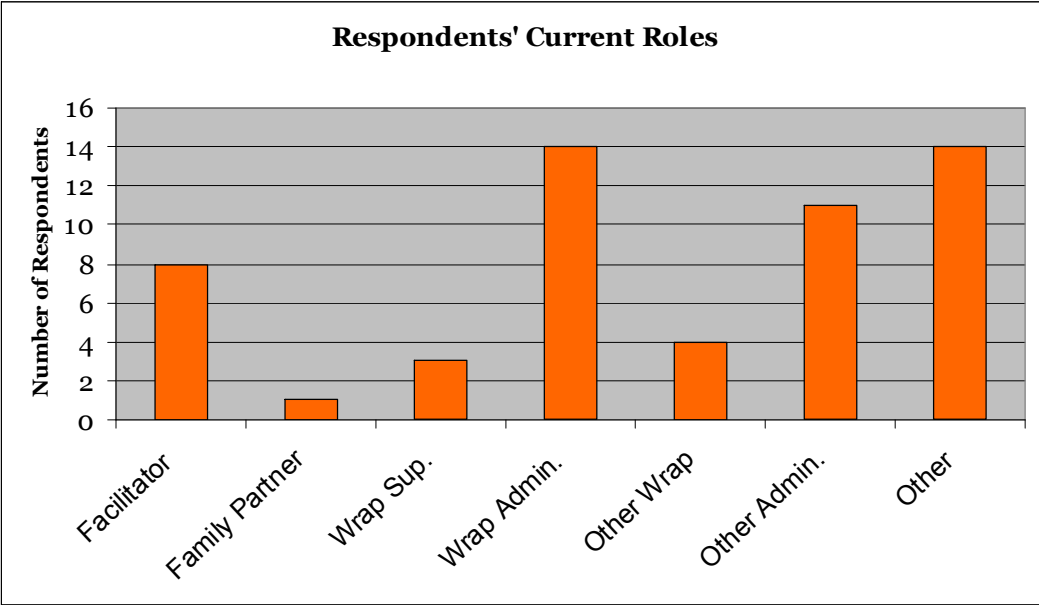
The response rate was somewhat higher for those employed by the project (either part time or full time) than those not employed by the project, but the difference was not statistically significant. As is also normal for the CSWI, the response rate was higher for people considered “key” respondents—those with the most knowledge about implementation support; however this difference was not statistically significant. These various response rates are calculated to ensure that the views of employees and key respondents are appropriately represented in the findings, and the rates achieved confirmed that this was indeed the case.

Importantly, each of the key stakeholder groups identified by the local coordinator also had an adequate response rate. Wraparound projects are often particularly concerned that families are adequately represented among the respondents. The local coordinator identified 9 potential respondents as family members (including parent partners employed by the project), and among those, 5 completed the CSWI, yielding a response rate of 55.6%. While this was somewhat lower than the overall response rate, the difference was not statistically significant.

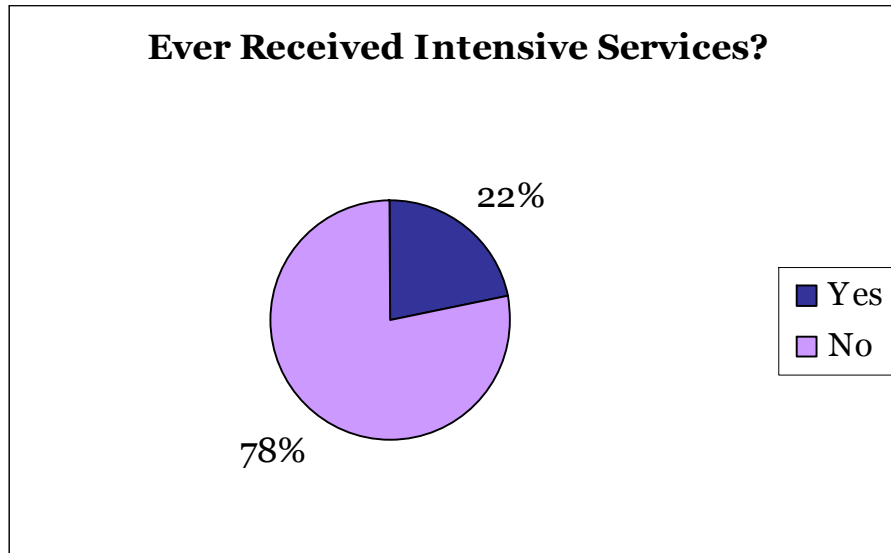
**Respondent characteristics.** Response rates are calculated from information provided by the local coordinator. Further information about the respondents is gathered during the survey. One question, “How long have you been involved in wraparound in any role and any project?” is intended to provide information about the overall level of experience with wraparound that is available to the project. Respondents reported a mean of 5.7 years experience with wraparound, higher than the mean experience reported overall by the comparison communities that have previously used the CSWI, and, 1.2 years greater than the mean years experience reported in the community in 2008. Only two respondents reported less than one year of experience with wraparound, while seven reported wraparound experience of ten or more years. (See graph on next page.)



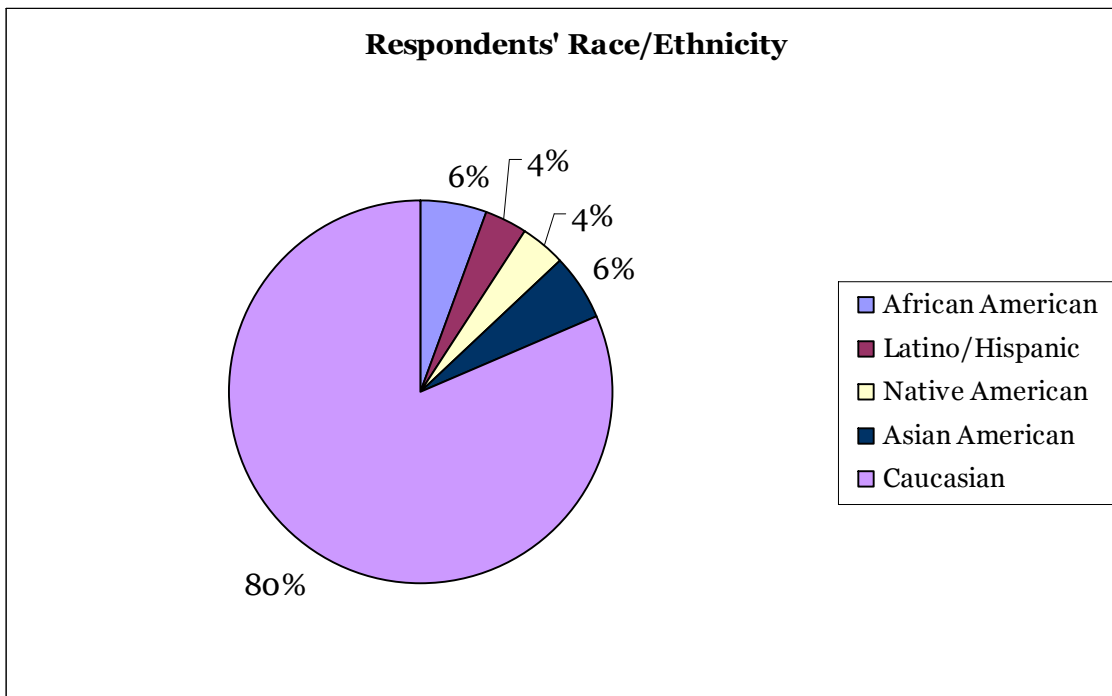
Respondents were also asked to describe their primary role in Wraparound Oregon. The largest number of respondents identified themselves as either being “wraparound administrators” or as having “other” roles, including lawyers, CASAs, evaluators and “advocates.” The graph below provides more details on respondents’ roles.



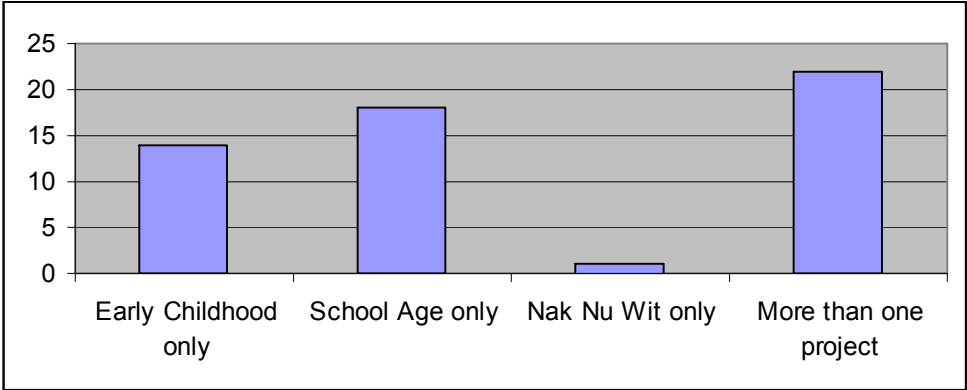
In response to the question “Have you or your child ever received intensive services from child- and family-serving agencies? (This is not limited to wraparound, and includes agencies such as mental health, child welfare, special education, juvenile justice, etc.),” 21.8% indicated that they had.



When asked about their racial or ethnic background, the large majority (80%) of respondents identified themselves as Caucasian.



Fourteen respondents identified themselves as connected only with the Early Childhood project, 18 with the School Age project only, one with Nak Nu Wit only, and 22 with more than one project.

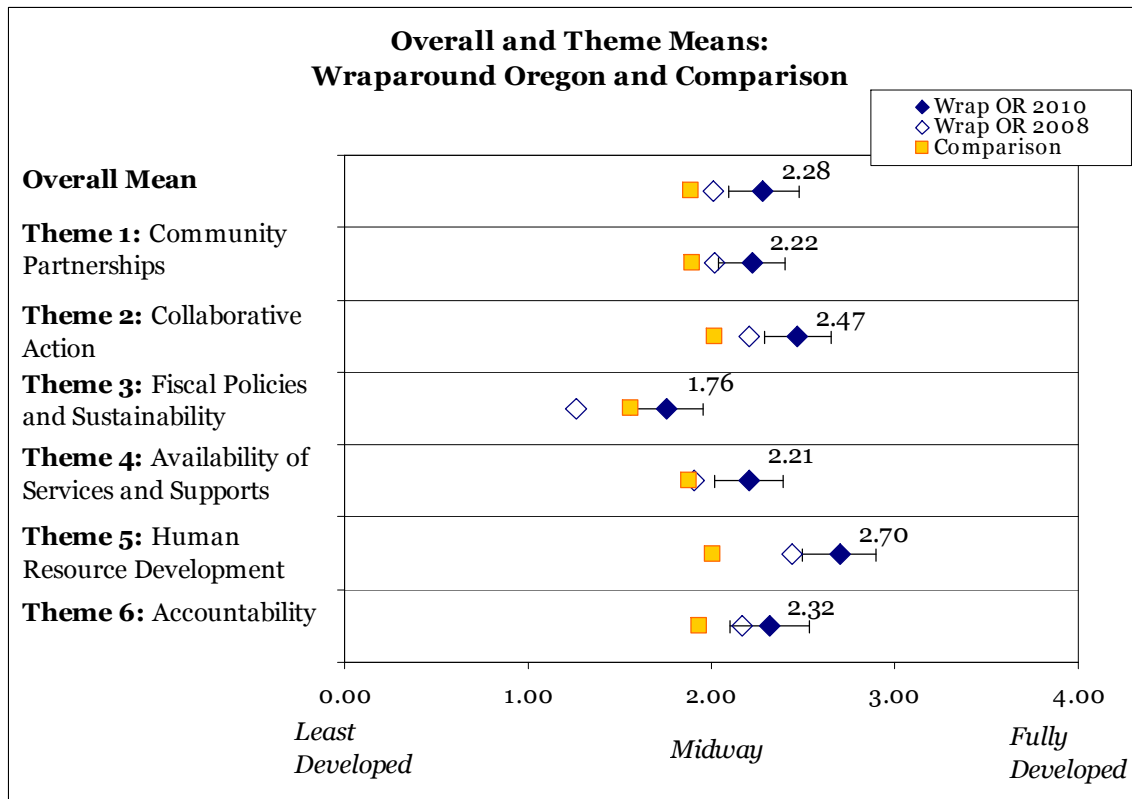


### Overall Score and Theme Scores

Wraparound Oregon scored a total of 95.9 on the CSWI. The maximum total score on the CSWI is 168; however, no community has ever achieved anything near this perfect score. This score on the CSWI can be compared to scores of communities that used the CSWI during the development of the assessment. In some of these communities, wraparound development had just gotten underway, while other communities were well established. One community was among the most well-regarded wraparound projects in the nation. Scores in these comparison communities ranged from a low of 43.8 to a high of 112.5. The mean total score in the comparison communities was 79.4, which Wraparound Oregon's 2010 score exceeded by a significant margin. Wraparound Oregon's 2010 total score also exceeded its 2008 total score of 84.4 by a significant margin.

It is easier to interpret CSWI scores when thought of as mean scores on items or groups of items. The 95.9 score translates as a grand item mean of 2.28. Thus, Wraparound Oregon can be thought of as having an overall level of development somewhat beyond "midway." (In the graph on the next page, the bars to the left and right of the points indicating Wraparound Oregon's 2010 scores represent a statistical confidence interval for the score.)

Consistent with the increase in Wraparound Oregon's total CSWI score between 2008 and 2010, the graph on the next page shows that scores have also apparently increased in each of the separate themes of the CSWI. In 2008, Wraparound Oregon's theme scores were not significantly above those for the comparison communities for any theme except *human resource development*, and the score for fiscal policies and sustainability was significantly below the comparison communities' scores. In contrast, in 2010 Wraparound Oregon's scores did exceed the comparison community scores in each theme except *fiscal policies and sustainability*. For this theme, the Wraparound Oregon 2010 mean was not significantly different from the comparison mean.



The means from the comparison sites show that development in some areas is apparently more difficult than in other areas. For example, communities tend to score lower on *fiscal policies and sustainability* than on the other themes. Relative to the comparison communities, and to its own overall level of development, Wraparound Oregon has relative strengths in *human resource development, accountability* and *collaborative action*. *Fiscal policies and sustainability* are areas that remain particularly challenging.

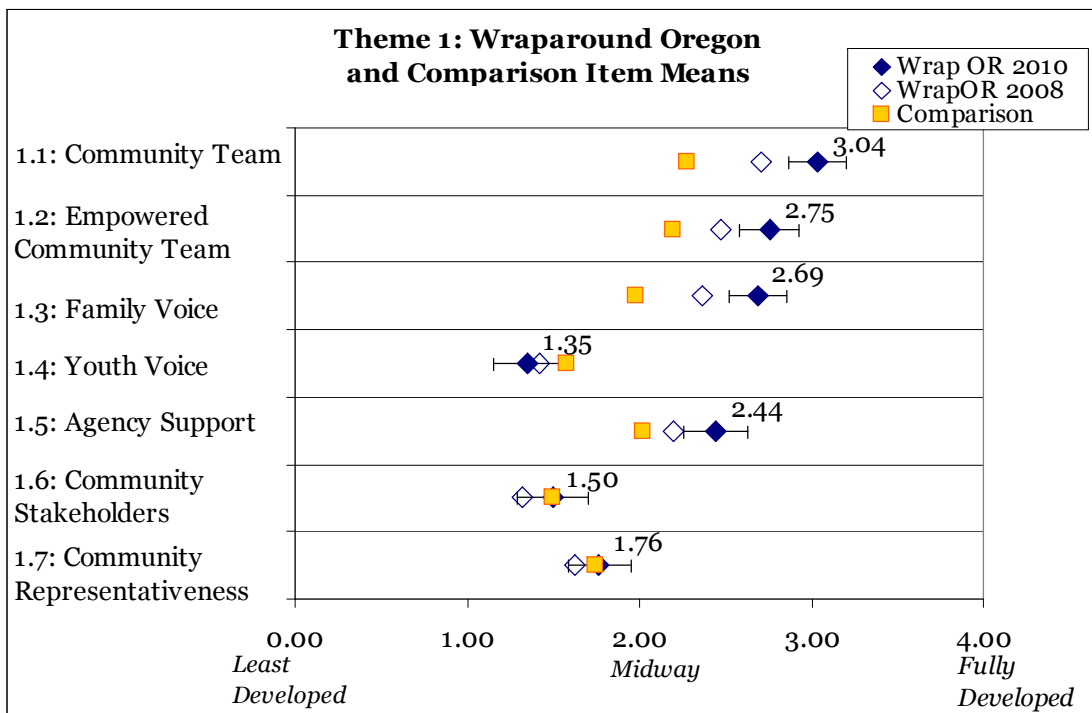
The next sections of this report discuss the themes one by one. This discussion provides more detail on exactly where Wraparound Oregon’s strengths and challenges lie. Even within themes where Wraparound Oregon has a relative strength, there may be items that point to specific challenges, and the opposite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

### Theme 1: Community Partnership

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

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

Although, for the theme as a whole, Wraparound Oregon scored above the comparison communities, closer inspection of the individual items reveals some relative strengths and challenges. Wraparound Oregon has a relatively strong and active community team (i.e., the collaborative body that oversees the wraparound project). Furthermore, Wraparound Oregon has increased its scores in each of these areas since 2008. However, aside from family voice—which is strong within the community team—this collaborative body appears somewhat underdeveloped in terms of the representation of youth, stakeholders from the broader community (e.g., community organizations, faith organizations, philanthropy, business) and stakeholders whose backgrounds are similar to those of the families that Wraparound Oregon serves. In each of these areas, Wraparound Oregon’s scores have not increased notably since 2008, and the score for youth voice remains below the mean for the comparison communities.



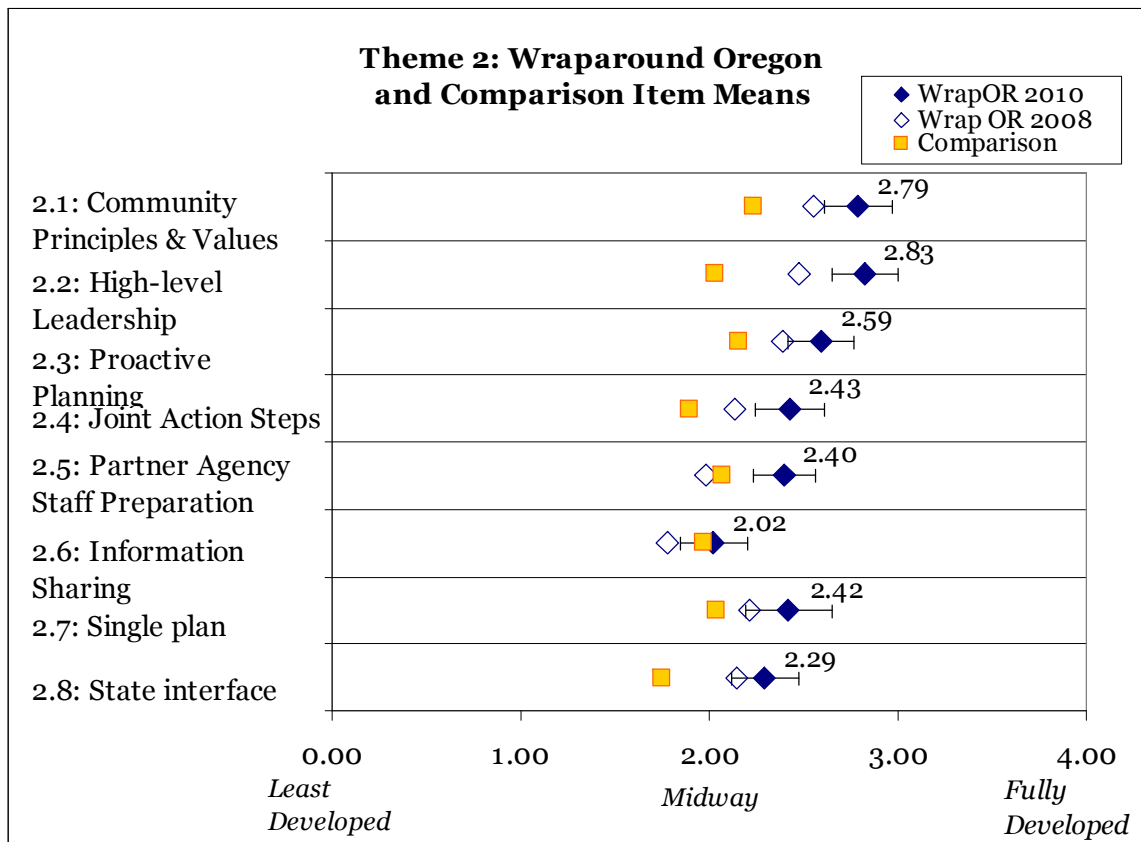
## Theme 1 Item Means Detail

Item	Wraparound Oregon		Comparison Sites
	2008	2010	
<p><b>1.1 Community team</b></p> <p>There is a formal collaborative structure (e.g., a “community team”) for joint planning and decision-making through which community partners take collective responsibility for development and implementation of wraparound.</p>	2.71	3.04	2.28
<p><b>1.2 Empowered community team</b></p> <p>The community team includes leaders who are empowered to make decisions and commit resources on behalf of their organization to support the development and implementation of wraparound.</p>	2.47	2.75	2.2
<p><b>1.3 Family voice</b></p> <p>Families are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Families are provided with support and training so that they can participate fully and comfortably in these roles.</p>	2.36	2.69	1.98
<p><b>1.4 Youth voice</b></p> <p>Youth and young adults are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles.</p>	1.42	1.35	1.58
<p><b>1.5 Agency support</b></p> <p>The community team benefits from active collaboration across child-serving agencies. Relevant public agencies (e.g., mental health, child welfare, schools, and courts) and major private provider organizations all participate actively and “buy in” to the wraparound effort.</p>	2.2	2.44	2.02
<p><b>1.6 Community stakeholders</b></p> <p>The community team includes leaders from the business, service, faith and other sectors, who partner in system design, implementation oversight, and evaluation and provide tangible resources (including human resources such as volunteers).</p>	1.32	1.5	1.5
<p><b>1.7 Community representativeness</b></p> <p>The membership of the community team reflects the social, cultural, and economic diversity of the community and the families served by wraparound.</p>	1.63	1.76	1.74

### Theme 2: Collaborative Action

*Stakeholders involved in the wraparound effort take concrete steps to translate the wraparound philosophy into concrete policies, practices and achievements.*

For this theme as a whole, Wraparound Oregon’s 2010 mean score exceeded its score for 2008, as well as the overall theme mean for the comparison communities. What is more, Wraparound Oregon’s scores for the individual items in the theme exceed the comparison scores in every area except *information sharing*, which remains an area of relative challenge. Among the other areas of this theme, Wraparound Oregon has made relatively less progress in *single plan* and *information sharing*, two areas that were identified as areas of challenge in 2008.



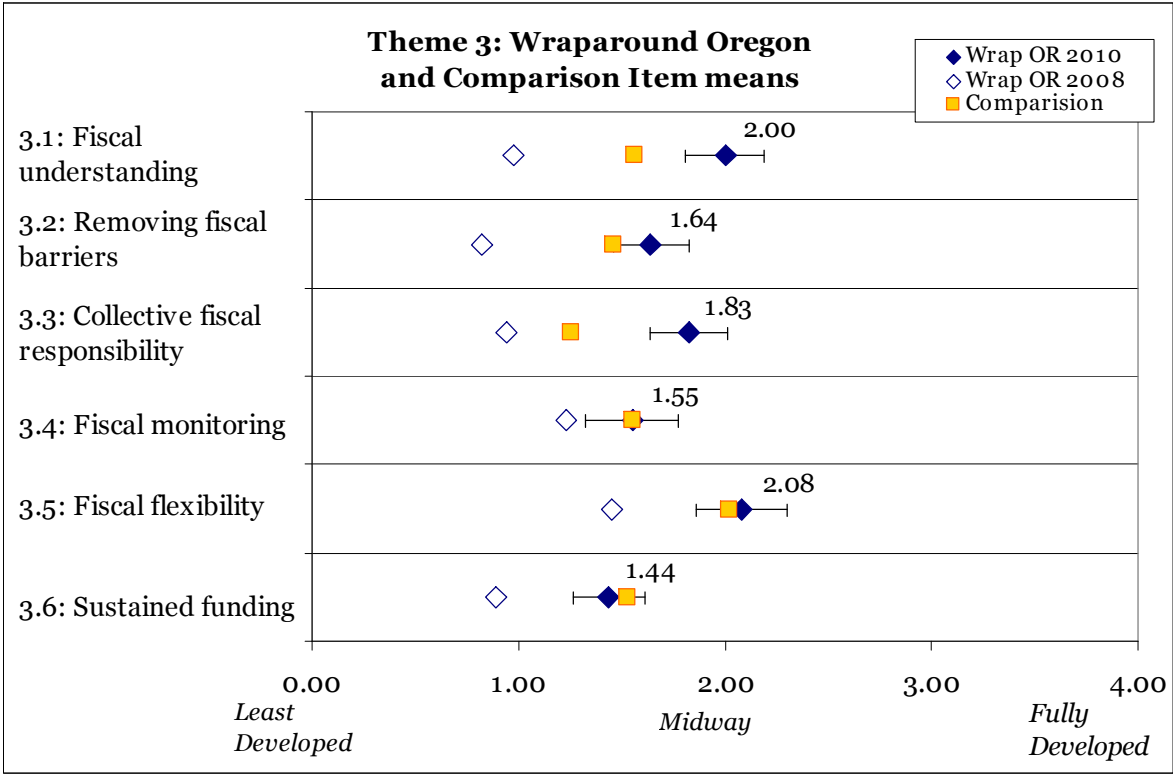
Theme 2 Item Means Detail

Item	Wraparound Oregon		Comparison Sites
	2008	2010	
<p><b>2.1 Community principles and values</b> Key stakeholders in the wraparound effort have collectively developed and formally ratified statements of mission, principles, and desired outcomes that provide a clear direction for planning, implementation, and joint action.</p>	2.55	2.79	2.23
<p><b>2.2 High-level leadership</b> The system has multiple high level leaders (e.g., senior agency administrators, elected officials, and other influential stakeholders) who understand wraparound and who actively support wraparound development by forging partnerships among agencies and organizations, changing policies, inspiring individual stakeholders, and creating effective fiscal strategies.</p>	2.48	2.83	2.03
<p><b>2.3 Proactive Planning</b> The wraparound effort is guided by a plan for joint action that describes the goals of the wraparound effort, the strategies that will be used to achieve the goals, and the roles of specific stakeholders in carrying out the strategies.</p>	2.39	2.59	2.16
<p><b>2.4 Joint action steps</b> Collaborative and individual agency plans demonstrate specific and tangible collaborative steps (e.g., developing MOUs, contributing resources, revising agency regulations, participating in planning activities) toward achieving joint goals that are central to the wraparound effort.</p>	2.14	2.43	1.89
<p><b>2.5 Partner agency staff preparation</b> The collaborating agencies take concrete steps to ensure that their staff members are informed about wraparound values and practice. All staff who participate directly in the wraparound effort do so in a manner that is in keeping with wraparound principles, such as collaborative, strengths-based, and respectful of families and youth.</p>	1.98	2.40	2.07
<p><b>2.6 Information sharing</b> Information is shared efficiently across systems (or is maintained centrally for the wraparound program) so as to provide the data needed to monitor wraparound quality, plan implementation, costs, and outcomes.</p>	1.78	2.02	1.97
<p><b>2.7 Single plan</b> The wraparound plan is <i>the</i> plan of care that structures and coordinates all partner agencies' work with a given child and family. The format and structure for documenting the plan reinforces relevant wraparound principles such as strengths-based, family-driven, and individualized.</p>	2.21	2.42	2.04
<p><b>2.8 State interface</b> The wraparound effort has an active and productive partnership with state agencies. This partnership has been successful in motivating policy and funding changes that support wraparound programs and practice.</p>	2.15	2.29	1.75

### Theme 3: Fiscal Policies and Sustainability

*The community has developed fiscal strategies to meet the needs of children participating in wraparound and methods to collect & use data on expenditures for wraparound-eligible children.*

Whereas in 2008 Wraparound Oregon lagged behind the comparison communities in this area, by 2010 Wraparound Oregon’s score for the theme as a whole appears to exceed the comparison score. Wraparound Oregon now clearly exceeds the comparison community scores in the areas of *fiscal understanding* and *collective fiscal responsibility*, and perhaps also in the area of *removing fiscal barriers*. In the other areas within this theme, Wraparound Oregon scored about at the mean for the comparison communities.



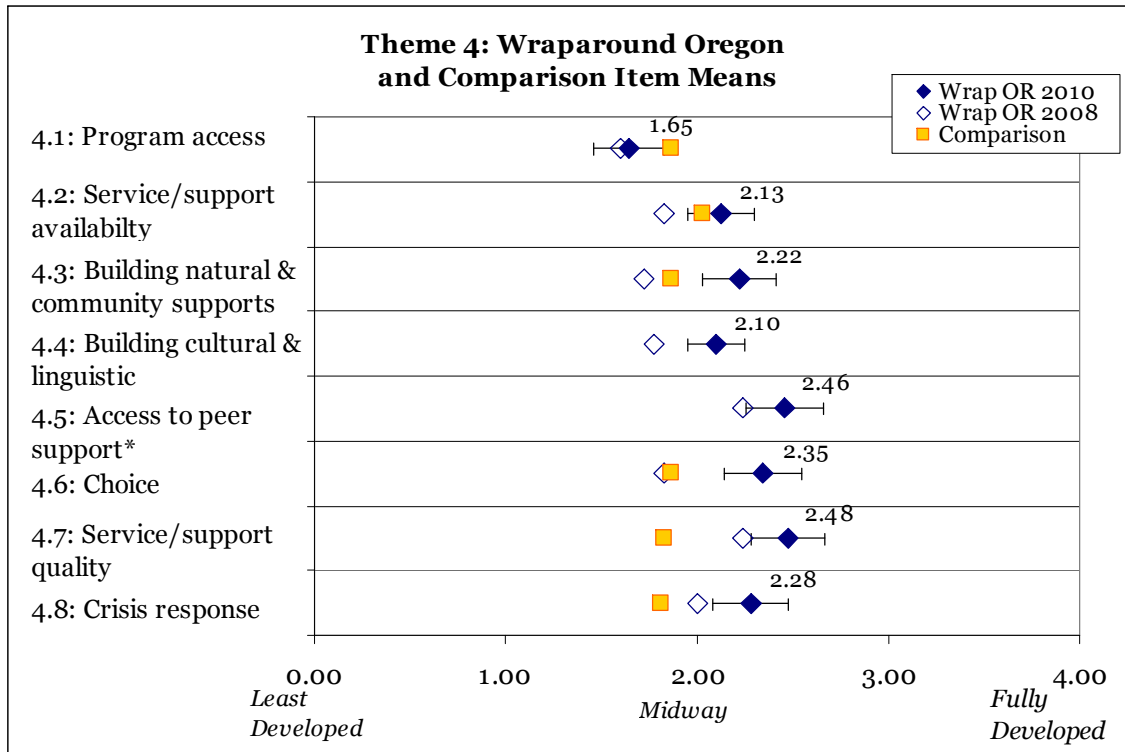
## Theme 3 Item Means Detail

Item	Wraparound Oregon		Comparison Sites
	2008	2010	
<p><b>3.1 Fiscal understanding</b></p> <p>Agencies and decision makers have access to accurate information about the types and magnitudes of expenditures from all funding streams (e.g., mental health, special education, juvenile justice, developmental disabilities) for services and supports for <i>all</i> children with serious and complex needs (regardless of whether or not they are actually enrolled in wraparound)</p>	1.32	2.00	1.56
<p><b>3.2 Removing fiscal barriers</b></p> <p>The community collaborative has a formalized process for identifying and acting to remedy fiscal policies that impede the implementation of the wraparound program or the fulfillment of wraparound plans. Important changes to fiscal policies have been made</p>	1.22	1.64	1.46
<p><b>3.3 Collective fiscal responsibility</b></p> <p>Key decision-makers and relevant agencies assume collective fiscal responsibility for children and families participating in wraparound and do not attempt to shift costs to each other or to entities outside of the wraparound effort.</p>	1.27	1.83	1.26
<p><b>3.4 Fiscal monitoring</b></p> <p>There is a formalized mechanism for reviewing the costs of implementing the wraparound program and wraparound plans. This information is used to clarify/streamline spending policies and to seek ways to become more efficient at providing high-quality wraparound.</p>	0.98	1.55	1.55
<p><b>3.5 Fiscal flexibility</b></p> <p>Funds are available to pay for services and supports, and to fully implement strategies included in individual wraparound plans and safety/crisis plans.</p>	1.55	2.08	2.02
<p><b>3.6 Sustained funding</b></p> <p>There is a clear and feasible plan for sustaining fiscal support for the wraparound effort over the long term, and this plan is being fully implemented.</p>	1.23	1.44	1.53

**Theme 4. Access to Needed Supports & Services**

*The community has developed mechanisms for ensuring access to the wraparound process and the services and supports that teams need to fully implement their plans.*

In 2008, Wraparound Oregon’s overall mean score on this theme was near the mean for the comparison communities; however, by 2010, Wraparound Oregon’s score on this theme exceeded the comparison score. Within this theme, *program access* continues to be a challenge, with Wraparound Oregon still lagging behind the comparison community mean score and making no apparent progress since 2008. *Service / support availability* also remains a relative challenge—with Wraparound Oregon’s score approximately equal to the comparison communities. Two items on this theme are new, and therefore no comparison data is available. In comparison to its 2008 scores however, Wraparound Oregon appears to have made significant progress in ensuring access to peer support and in building cultural and linguistic responsiveness. In each of the other areas within this theme, Wraparound Oregon’s scores now exceed the scores of the comparison communities.



\*Items newly added to the CSWI—no comparison data is available

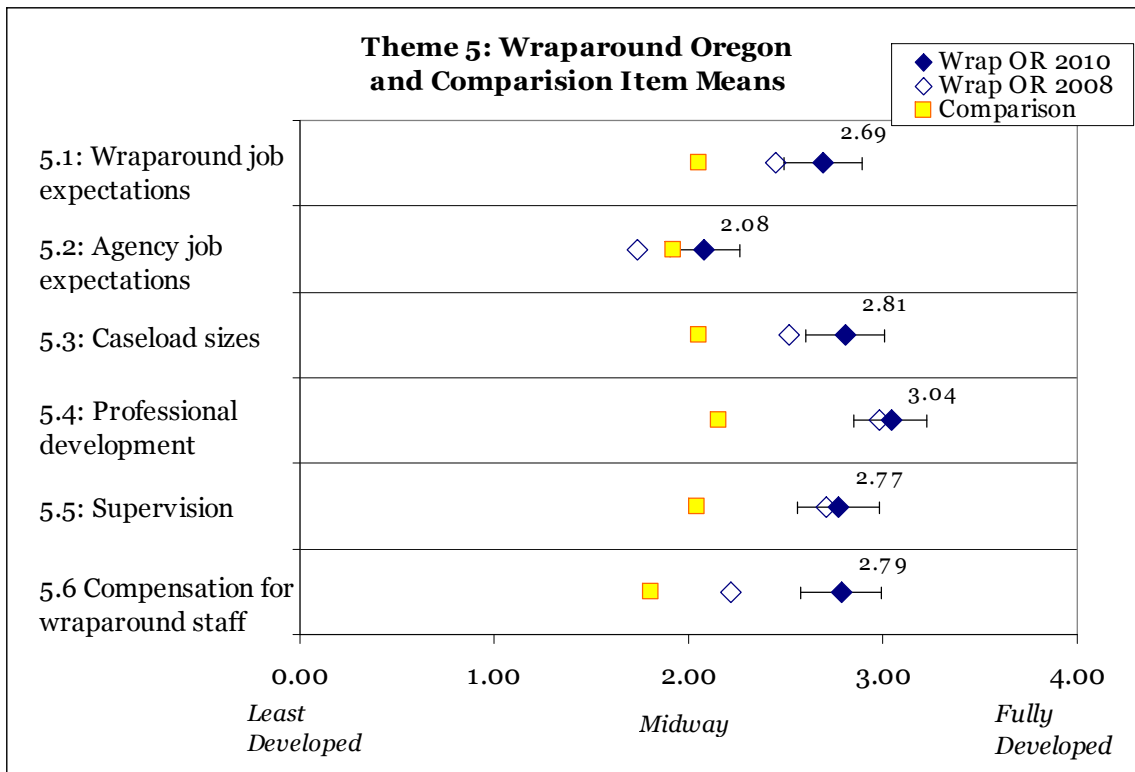
## Theme 4 Item Means Detail

Item	Wraparound Oregon		Comparison Sites
	2008	2010	
<p><b>4.1 Program access</b></p> <p>Wraparound is adequately available and accessible so that families who can benefit from it are able to participate if they wish.</p>	1.6	1.65	1.86
<p><b>4.2 Service/support availability</b></p> <p>Wraparound teams can readily access (or receive necessary support to create) the services and supports required to fully implement their plans (including services such as respite, in home services, family support, mentoring, etc., that are commonly requested by wraparound teams).</p>	1.83	2.13	2.03
<p><b>4.3 Building natural and community supports</b></p> <p>The wraparound effort devotes resources to and is able to develop connections with organizations in the community and individuals in families' social support networks. Teams, family members, and youths regularly and effectively access these resources to implement individualized strategies contained in wraparound plans.</p>	1.72	2.22	1.86
<p><b>4.4 Building cultural and linguistic responsiveness</b></p> <p>Youth and young adults are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles.</p>	1.78	2.10	
<p><b>4.5 Access to peer support</b></p> <p>The community team benefits from active collaboration across child-serving agencies. Relevant public agencies (e.g., mental health, child welfare, schools, and courts) and major private provider organizations all participate actively and "buy in" to the wraparound effort.</p>	2.24	2.46	
<p><b>4.6 Choice</b></p> <p>Children and families have the opportunity to select among service and support options when developing strategies for their wraparound plans (including options that rely on natural or informal supports rather than formal supports). They are able to choose different providers or strategies if they become dissatisfied.</p>	1.83	2.35	1.86
<p><b>4.7 Service/support quality</b></p> <p>Providers offer high-quality services and supports (e.g., therapies, treatments, in-home services, mentoring) that are "research based" in that they conform to current information about best practices and/or have research or evaluation data demonstrating their effectiveness.</p>	2.24	2.48	1.83
<p><b>4.8 Crisis response</b></p> <p>Necessary support for managing crises and fully implementing teams' safety/crisis plans is available around the clock. The community's crisis response is integrated with and supportive of wraparound crisis and safety plans.</p>	2.00	2.28	1.81

### Theme 5: Human Resource Development & Support

*The community supports wraparound and partner agency staff to work in a manner that allows full implementation of the wraparound model.*

In 2008, the overall theme mean indicated that human resource development and support was a strength for Wraparound Oregon, and this continues to be the case in 2010. Wraparound Oregon far exceeds the comparison communities' mean in every item, with only one exception, *agency job expectations*. In an absolute sense, the scores on this theme are also promising, particularly in the area of professional development, where Wraparound Oregon's score indicates a perception that the community is "nearly there." The lower score on *agency job expectations* suggests that attention should be paid to training efforts aimed broadly at providers and agency personnel in the community.



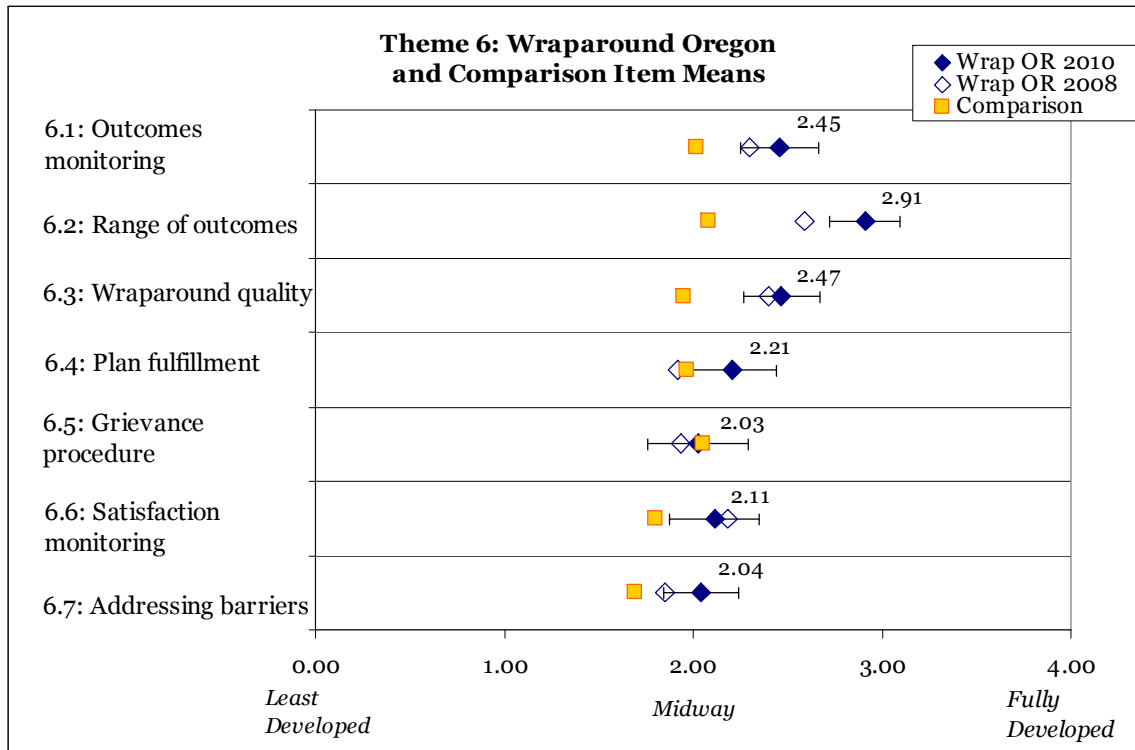
Theme 5 Item Means Detail

Item	Wraparound Oregon		Comparison Sites
	2008	2010	
<p><b>5.1 Wraparound job expectations</b></p> <p>The job expectations (duties and requirements from supervisors) of people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) affords them adequate time, flexibility, and resources and encourages them to implement high-fidelity wraparound.</p>	2.45	2.69	2.05
<p><b>5.2 Agency job expectations</b></p> <p>The job expectations of people who participate on wraparound teams (e.g., providers and partner agency staff) affords them adequate time, flexibility, and resources to participate fully in team meetings and to carry out their assigned tasks for implementing wraparound plans.</p>	1.74	2.08	1.92
<p><b>5.3 Caseload sizes</b></p> <p>Caseload sizes for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) allow them to consistently and thoroughly complete the activities of the wraparound process.</p>	2.52	2.81	2.05
<p><b>5.4 Professional development</b></p> <p>People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive comprehensive training, shadow experienced workers prior to working independently, and receive ongoing coaching that focuses on systematically developing needed skills.</p>	2.98	3.04	2.16
<p><b>5.5 Supervision</b></p> <p>People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive regular individual and group supervision, and periodic "in-vivo" (observation) supervision from supervisors who are knowledgeable about wraparound and proficient in the skills needed to carry out the wraparound process.</p>	2.71	2.77	2.04
<p><b>5.6 Compensation for wraparound staff</b></p> <p>Compensation for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) reflects their value and encourages staff retention and commitment. These people have opportunities for career advancement based on the skills they acquire with wraparound.</p>	2.22	2.79	1.81

### Theme 6: Accountability

*The community has implemented mechanisms to monitor wraparound fidelity, service quality, and outcomes, and to assess the quality and development of the overall wraparound effort.*

In 2008, *accountability* was another theme in which Wraparound Oregon possessed strength, and this continues to be the case in 2010. The community monitors a range of outcomes, including, importantly, wraparound quality and satisfaction. The community also has a process for identifying and addressing barriers to plan fulfillment. Relative to its overall level of development, Wraparound Oregon continues to have challenges in the areas of *plan fulfillment* (monitoring the extent to which wraparound plans are successfully completed) and *grievance procedure*, though even in these areas, Wraparound Oregon is about on par with the comparison community scores.



## Theme 6 Item Means Detail

Item	Wraparound Oregon		Comparison Sites
	2008	2010	
<p><b>6.1 Outcomes monitoring</b></p> <p>There is centralized monitoring of relevant outcomes for children, youth, and families in wraparound. This information is used as the basis for funding, policy discussions and strategic planning.</p>	2.3	2.45	2.02
<p><b>6.2 Range of outcomes</b></p> <p>The outcomes that are measured include outcomes that are typically important to families and that reflect the values of wraparound (e.g. child and family assets and strengths, caregiver well-being, family/youth empowerment).</p>	2.59	2.91	2.08
<p><b>6.3 Wraparound quality</b></p> <p>There is ongoing collection and review of data on the quality of wraparound provided, including live observation, plan review, and feedback from children and families. The methods used to assess quality are grounded in the principles of wraparound. Data is used as the basis for ongoing quality assurance/improvement.</p>	2.4	2.47	1.95
<p><b>6.4 Plan fulfillment</b></p> <p>There is centralized monitoring and analysis of the types of services and supports included in wraparound plans, whether or not planned services and supports are provided, and whether or not the goals and needs that appear on wraparound plans are met.</p>	1.92	2.21	1.97
<p><b>6.5 Grievance procedure</b></p> <p>There is a grievance procedure that is easily accessible to families when they believe that they are not receiving appropriate supports and services or are not being treated in a manner consistent with the wraparound philosophy. Grievances are resolved in a timely manner, and families are in no way penalized for accessing the procedure.</p>	1.93	2.03	2.05
<p><b>6.6 Satisfaction monitoring</b></p> <p>There is an ongoing process to track satisfaction and buy-in among stakeholder groups, including youth and families and representatives of partner agencies and organizations.</p>	2.18	2.11	1.8
<p><b>6.7 Addressing barriers</b></p> <p>There is an ongoing, systematic process for identifying and addressing barriers that prevent wraparound teams from doing their work and/or fully implementing their plans. Central barriers have been successfully addressed through this process.</p>	1.85	2.04	1.69

### Specific Areas of Strength and Challenge

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

The area of greatest strength for Wraparound Oregon is compensation for wraparound staff (item 5.6). Wraparound Oregon's other most notable strength is in the perceived quality of the professional development opportunities that are offered (item 5.4). Another pronounced strength emerged from the accountability theme (theme 6), showing that the project is doing a good job in measuring a range of outcomes that reflect stakeholders' different perspectives (item 6.2). Finally, the project has a pronounced strength in its involvement of high-level leadership (item 2.2).

Three of the areas of top challenge come from theme 1: *youth voice* (item 1.4, the most pronounced area of challenge for Wraparound Oregon), *community stakeholders* (item 1.6) and *community representativeness* (item 1.7). What is more, in each of these areas, Wraparound Oregon's scores have not increased notably since 2008, and the score for youth voice remains below the mean for the comparison communities. The community should thus consider this area as a priority for future work.

Two of the other specific areas of challenge came from the area of financing and sustainability (theme 3). These were *sustained funding* (item 3.6) and *fiscal monitoring* (item 3.4). Finally, Wraparound Oregon has challenges in providing *program access* (item 4.1) and ensuring the availability of a grievance procedure (item 6.5).

## Appendix A: Text of CSWI Items

### Item 1.1 - Community Team

There is a formal collaborative structure (e.g., a “community team” or other body) for joint planning and decision making through which community partners take collective responsibility for development and implementation of wraparound

### Item 1.2 - Empowered Community Team

The community team includes leaders who are empowered to make decisions and commit resources on behalf of their organizations to support the development and implementation of wraparound

### Item 1.3 - Influential Family Voice

Families are influential members of the community team and other community level decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Families are provided with support and training so that they can participate fully and comfortably in these roles

### Item 1.4 - Influential Youth Voice

Youth and young adults are influential members of the community team and other community level decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles

### Item 1.5 - Full Agency Support

Relevant public agencies (e.g., mental health, child welfare, schools, courts) and major provider organizations all collaborate with and participate actively and productively on the community team. These agencies and organizations fully “buy in” to the wraparound effort.

### Item 1.6 - Community Stakeholders

The community team includes leaders from the business, service, faith and other sectors, who partner in system design, implementation oversight, and evaluation, and provide tangible resources (including human resources such as volunteers

### Item 1.7 - Community Representativeness

The membership of the community team reflects the social, cultural, and economic diversity of the community and the families served by wraparound

### Item 2.1 - Community Principles & Values

Key stakeholders in the wraparound effort have collectively developed and formally ratified statements of mission, principles, and desired outcomes that provide a clear direction for planning, implementation, and joint action

### Item 2.2 - High-Level Leadership

The system has multiple high level leaders (e.g., senior agency administrators, elected officials, and other influential stakeholders) who understand wraparound and who actively support wraparound development by forging partnerships among agencies and organizations, changing policies, inspiring individual stakeholders, and creating effective fiscal strategies

### Item 2.3 - Proactive Planning

The wraparound effort is guided by a plan for joint action that describes the goals of the wraparound effort, the strategies that will be used to achieve the goals, and the roles of specific stakeholders in carrying out the strategies

#### Item 2.4 - Joint Action Steps

Collaborative and individual agency plans demonstrate specific and tangible collaborative steps (e.g., developing MOUs, contributing resources, revising agency regulations, participating in planning activities) toward achieving joint goals that are central to the wraparound effort

#### Item 2.5 - Partner Agency Staff Preparation

The collaborating agencies take concrete steps to ensure that their staff members are informed about wraparound values and practice. All staff who participate directly in the wraparound effort do so in a manner that is in keeping with wraparound principles, such as collaborative, strengths-based, and respectful of families and youth

#### Item 2.6 - Information Sharing

Information is shared efficiently across systems (or is maintained centrally for the wraparound program) so as to provide the data needed to monitor wraparound quality, plan implementation, costs, and outcomes

#### Item 2.7 - Single Plan

The wraparound plan is the plan of care that structures and coordinates all partner agencies' work with a given child and family. The format and structure for documenting the plan reinforces relevant wraparound principles such as strengths-based, family-driven, and individualized

#### Item 2.8 - State Interface

The wraparound effort has an active and productive partnership with state agencies. This partnership has been successful in motivating policy and funding changes that support wraparound programs and practice

#### Item 3.1 - Fiscal Understanding

Agencies and decision makers have access to accurate information about the types and magnitudes of expenditures from all funding streams (e.g., mental health, special education, juvenile justice, developmental disabilities) for services and supports for all children with serious and complex needs (regardless of whether or not they are actually enrolled in wraparound)

#### Item 3.2 - Removing Fiscal Barriers

The community collaborative has a formalized process for identifying and acting to remedy fiscal policies that impede the implementation of the wraparound program or the fulfillment of wraparound plans. Important changes to fiscal policies have been made

#### Item 3.3 - Collective Fiscal Responsibility

Key decision-makers and relevant agencies assume collective fiscal responsibility for children and families participating in wraparound and do not attempt to shift costs to each other or to entities outside of the wraparound effort

#### Item 3.4 - Fiscal Monitoring

There is a formalized mechanism for reviewing the costs of implementing the wraparound program and wraparound plans. This information is used to clarify/streamline spending policies and to seek ways to become more efficient at providing high-quality wraparound

#### Item 3.5 - Fiscal Flexibility

Funds are available to pay for services and supports, and funds are flexible, so that teams can fully implement the strategies included in individual wraparound plans and safety/crisis plans

#### Item 3.6 - Sustained Funding

There is a clear and feasible plan for sustaining fiscal support for the wraparound effort over the long term, and this plan is being fully implemented

**Item 4.1 - Program Access**

Wraparound is adequately available and accessible so that all families who can benefit from it are able to participate if they wish

**Item 4.2 - Service/ Support Availability**

Wraparound teams can readily access (or receive necessary support to create) the services and supports required to fully implement their plans (including services such as respite, in-home services, family support, mentoring, individualized behavior support, etc., that are commonly requested by wraparound teams

**Item 4.3 - Building Natural & Community Supports**

The wraparound effort devotes resources to developing--and is able to develop-- connections with organizations in the community and individuals in families' social support networks. Teams, family members, and youths regularly and effectively access these resources to implement individualized strategies contained in wraparound plans

**Item 4.4 - Building Cultural and Linguistic Responsiveness**

The wraparound effort devotes resources to developing -- and is able to develop -- services and supports that are culturally and linguistically responsive to the needs and preferences of the families and youth who participate in wraparound

**Item 4.5 - Access to Peer Support**

All caregivers who participate in wraparound have access to support offered by peers whose children have had significant involvement with child- and family-serving systems. Peer supporters have clearly defined roles, and the activities of peer supporters are coordinated by and fully integrated within the wraparound process

**Item 4.6 - Choice**

Children and families have the opportunity to select among service and support options when developing strategies for their wraparound plans (including options that rely on natural or informal supports rather than formal supports). They are able to choose different providers or strategies if they become dissatisfied

**Item 4.7 - Service/Support Quality**

Providers offer high-quality services and supports (e.g., therapies, treatments, in-home services, mentoring) that are "research based" in that they conform to current information about best practices and/or have research or evaluation data demonstrating their effectiveness

**Item 4.8 - Crisis Response**

Necessary support for managing crises and fully implementing teams' safety/crisis plans is available around the clock. The community's crisis response is integrated with and supportive of wraparound crisis and safety plans

**Item 5.1 - Wraparound Job Expectations**

The job expectations (duties and requirements from supervisors) of people with primary roles for carrying out wraparound (e.g., wraparound facilitators, family partners) allow them adequate time, flexibility, and resources to implement high-quality wraparound

**Item 5.2 - Partner Agency Job**

The job expectations of people who participate on wraparound teams (e.g., providers and agency staff who are NOT primarily working for Wraparound Oregon) allow them adequate time, flexibility, and resources to participate fully in team meetings and to carry out their assigned tasks for implementing wraparound plans

#### Item 5.3 - Caseload Sizes

Caseload sizes for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, family partners) allow them to consistently and thoroughly complete the activities of the wraparound process

#### Item 5.4 - Professional Development

People with primary roles for carrying out wraparound (e.g., wraparound facilitators, family partners) receive comprehensive training, shadow experienced workers prior to working independently, and receive ongoing coaching that focuses on systematically developing needed skills

#### Item 5.5 - Supervision

People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive regular individual and group supervision, and periodic live observation from supervisors who are knowledgeable about wraparound and proficient in the skills needed to carry out the wraparound process. The supervision process regularly and systematically incorporates objective data about a supervisee's performance (e.g. data gathered from a review of the supervisee's plans, satisfaction or fidelity data gathered from families and youth, etc

#### Item 5.6 - Compensation for Wraparound Staff

Compensation for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) reflects their value and encourages staff retention and commitment. These people have opportunities for career advancement based on the skills they acquire with wraparound

#### Item 6.1 - Outcomes

There is centralized monitoring of relevant outcomes for children, youth, and families in wraparound. This information is regularly reported to all stakeholders in the wraparound effort, and is used as the basis for funding, policy discussions and strategic planning

#### Item 6.2 - Full Range of Outcomes

The outcomes that are measured include outcomes that are typically important to families and that reflect the values of wraparound (e.g. child and family assets and strengths, caregiver well-being, family/youth empowerment

#### Item 6.3 - Wraparound Quality

There is ongoing collection and review of data on the quality of wraparound provided, including live observation, plan review, and feedback from children and families. The methods used to assess quality are grounded in the principles of wraparound. Data is used as the basis for ongoing quality assurance/improvement

#### Item 6.4 - Plan Fulfillment

There is centralized monitoring and analysis of the types of services and supports included in wraparound plans, whether or not planned services and supports are provided, and whether or not the goals and needs that appear on wraparound plans are met

#### Item 6.5 - Grievance Procedure

There is a grievance procedure that is easily accessible to families when they believe that they are not receiving appropriate supports and services or are not being treated in a manner consistent with the wraparound philosophy. Grievances are resolved in a timely manner, and families are in no way penalized for accessing the procedure

#### Item 6.6 - Satisfaction Monitoring

There is an ongoing process to track satisfaction and buy-in among stakeholder groups, including youth and families and representatives of partner agencies and organizations

Item 6.7 - Addressing Barriers

There is an ongoing, systematic process for identifying and addressing barriers that prevent wraparound teams from doing their work and/or fully implementing their plans. Central barriers have been successfully addressed through this process

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

### Things that are going best:

- Getting child serving agencies to work together for mutual clients can be positive for families. It would be wonderful to build into group to reduce barriers for populations. Community already had well functioning group to eliminate system barriers for individual families. Generally wraparound used existing providers and supports already in the community, not aware they developed any new supports for families.
- The system and community stakeholder list is extensive. We have been able to involve nearly every system a family may touch. We have recently begun work with developmental disabilities and the medical community to develop a more integrated system for families within the wraparound process.
- Family voice is now present at all levels. Although, it still needs to be more robust. Workforce development and training has made great strides and should be made fully sustainable. Cultural and linguistic competence is now part of all major conversations regarding program development, planning, and policy. While there has been some good efforts recently, the real issue of institutional racism continues to require our full attention. There has been good buy-in at the director levels and, to a great extent, at the line service levels. Continue to create opportunities for greater buy-in for the mid level managers and supervisors.
- It utilizes a strengths-based, individualized approach which helps to overcome the stigma of having a mental health issue.
- It is a proactive approach to empowering people, give thwm controll over issues that effect their families
- Improved collaboration between child serving agencies
- recognition that the problems and the solutions belong to all of us
- The positive effects of wraparound are slowly being seen in different systems.
- clear outcome measures and ways for teams to use those measures
- Training of Wrap service teams, coordination of roles of family partner and facilitator, high skill level of service teams; excellent supervision and coaching opportunities, supervisory support; strong family voice component in team meetings; access to Wraparound trainings for community partners.
- The family voice
- The involvement of the family on every level: service team, advisory, policy making, etc. You need to have family perspective on every level of the work.
- This development is serving families in a more holistic way as well as more efficiently (time wise and financially).
- Knowledge of leaders Relationships Doing the right thing for kids
- system collaboration, blended fundings, shared responsibility, family oriented, natural support focus, youth and family voice, strength-based approach.

- Provides support for families. Cuts wasted time and improves communication between providers so that the child and family outcomes are a collaborative effort towards positive outcomes. Great improvement over past practices that left families isolated and frustrated with poor outcomes.
- I'm impressed with the level of involvement and commitment for system partners, considering the extremely difficult fiscal environment they are working in. Having the judicial branch involved is a huge asset to moving forward. Most system partners appear committed to the wraparound principles as a guide to change.
- Putting available resources to their highest and best use. Thinking outside the box, hearing from children and families what they need and providing it.
- Families actually have a voice and are being listened to when working our concerns; there is a system that is in beginning stages of having a large community and all of the agencies working together for families.
- This approach helps to prevent more children/youth from being institutionalized in treatment or correctional settings.
- Services will no longer be fragmented and agencies are working together to increase resources therefore, creating better outcomes for families.
- leadership commitment to collaboration and plan development across state and county agencies
- Continued dedication to sustaining the initiative by all system partners. Consistent leadership from the court. Well trained facilitators ready to continue with the new "home" for Wraparound Oregon.
- Raising awareness, focusing the discussion, bringing families and students into the discussion
- I think the grant has provided excellent professional development for representatives and families across agencies.
- The ability to meet the care givers where they are at on the continuum of raising a child with significant mental health needs and providing them with the supports and resources for them and their families to be successful.
- Involvement of youth in groups, listening to their perspective
- Broad community partnerships with a shared commitment to implement services and supports that reflect wraparound values and principles.
- Most of the supports are ones that are not necessarily new. These supports got created with the Children System Change initiative a few years ago. These supports have been used by the family care coordination team for the last few years. Most of them are connected to mental health agencies. As for natural or recently created by the school age wrap team, there is a small number of private contractors that were paid with flex funds. The natural supports (non paid) comes from care coordination and family searches done by family support specialists, case workers, therapists, or family care coordinators. Mentors often also became natural support over time.
- The agencies and community representatives and families have gotten together to carry on dialogue and planning.
- I've witnessed the lives of clients and families improve, or their trajectory clearly moves towards improvement. The agency partners on Wraparound Teams appreciate and begin to model

Wraparound, they focus on strengths, and earnestly collaborate (this includes attorneys, CASA's, educators, and extended family members). Wraparound improves and builds teamwork among participants, and they carry this aspect forward once Wraparound discharges the case. It's awesome to watch, the model works.

- Generally speaking, there has been good progress with respect to the implementation of wraparound teams. Families appear to be having good outcomes, although consistent data gathering does not exist between projects, making it hard to determine if perceptual gains are grounded in reality. Of greatest note however, is the community's commitment to sustain efforts, particularly in light of limited resources.
- That local leaders (in Multnomah County Human Services / Mental Health, Multnomah ESD, Multnomah County Juvenile Court, and District 2 child welfare are committed to continuing wraparound planning in some fashion.

### **Biggest challenges:**

- Lack of Medicaid Waiver at State level to allow blended funding. Small number of people served by School Age Wraparound Project. Lack of understanding of existing structures and services by the Administration of Wraparound missing opportunities to blend with what the community is already doing and enhance what is already working well. Lack of focus on developing family's natural supports. Too narrow an interpretation of what a peer support person can do with a family. Expense of doing Wraparound services. Lack of Spanish speaking ability for staff in School age Project. Slow and cumbersome Intake process by Wraparound Or. without adequate timely feedback loop to referral sources and families.
- As with most communities, we are facing significant cuts across the board which could be problematic for system stakeholders that have committed to putting a percentage of their own budgets into wraparound blended funding. The upside is this has forced our stakeholder group to get creative in developing sustainable methods and has strengthened the resolve of the group not to let wraparound fall by the wayside due to funding challenges.
- funding, buy in for sustainability from community and businesses
- Obviously, the financial picture for Oregon does not look good now or into the foreseeable future. There is not a full buy-in in terms of partner contributions. The current oversight, from a community perspective, is not well structured for the new county wraparound structure. While some of it exists at the director level, there is nothing at the management level and service level and program level which is viable at this time.
- There is no long term plan for fiscal sustainability developed for Wraparound Programs which include braided funding.
- The funding of the program and the organization model.
- Lack of an appropriate structure to fund wraparound
- Maintaining momentum as funding declines
- Resources for housing, skilled childcare for children who have high needs.
- culturally relevant services and supports for wrap plans.
- Lack of fiscal coordination with key stakeholders; continued lack of understanding/support of Wraparound principles by staff of key stakeholder groups/ no real commitment at Governance level to seek input from service team members and problem solve issues.

- blended funding
- Working with families that are monolingual in another language besides English. Our system of care is having a hard time with serving these families.
- There are still gaps in the community's ability to provide equal service delivery and support to families whose primary language is not English.
- Financial system hasn't been "re-modeled" to use pooled funding
- fiscal constraint.
- Families do not have a voice in oversight of all aspects of the project. Budget, Intake, Safety and Crisis and Exit Strategies etc. have not been open to family advisory organization. There is still a tendency to make family members placeholders and limit input into the process. Another serious problem has been recruiting and retaining families who are involved on wrap teams for the advisory council. The many barriers to correct this are not being addressed. Note: Wraparound is not the only organization to have this problem. Outreach and education to the provider network to really make them aware of how PERSONAL this process is so they don't get stuck in the clinical position. Sustainability. By the time the grant is winding down, the people involved are just becoming aware of how they could have made it better....Sustainable funding in such week economic times is critical. The Wraparound process should be seen as cost effective not cost intensive. The efficiency of collaboration should actually be able to save time, money, and future lives of the families and communities involved.
- We still work within silo systems that have their own variety of supports and services, and this continues to create huge barriers to access what the youth and family needs. Wraparound plans (developed by multi-disciplinary teams) are still being micro managed by utilization review departments who seem much more concerned about controlling cost than meeting the needs of a youth and/or family. There continues to be confusion in our community about what constitutes "wraparound", which creates significant confusion for service providers, case managers, care coordinators and the youth and families they serve.
- Concerned the "status quo", turf issues, will undermine progress. No high level leader has joined Judge Waller to take responsibility to see that the change is institutionalized.
- Continued issues with the state to allow blended funding for agencies to collaborate better in serving the families; some HIPPA, FERPA issues yet to resolve.
- Funding and systems are still largely "siloed". Including the education system still remains one of the bigger challenges.
- Sustainability of funding from child-serving agencies and large systems, having deliberate and meaningful family and youth participation at all levels of Wraparound. Keeping Wraparound Values and Principles "alive" while the County provides services to families.
- some agencies do not follow through with their commitment
- Shared funding and contributions from each of the child serving systems. Willingness to move forward with Medicaid waiver and plan to incorporate system of care.
- Lack of awareness, over-fixation on the obstacles, mostly funding issues
- I think we still have large issues around sustainability and how to partner across agencies with federal and state funding restrictions.

- Community partner agencies creating a paradigm shift in their own systems to acknowledge the value of a wraparound process.
- No point in identifying a range of needs if the funding for appropriate services is not readily available, as often occurs
- Need for clearly defined procedures and policies for the delivery of wrap services that are shared in the community. Insufficient involvement of family members and natural support individuals at the governance level.
- Many different ways to access these supports and many of most of the supports already that were up and running needed to fit medicare eligibility criteria.
- There has not been adequate leadership from personnel within the bureaucracy to be able to get outside of the constraints or rules of the "system" to be able to work with any possibility in flexibility to get needs met. Agency personnel appear to be in more of a protective stance and give many reasons why things won't work rather than finding the possibility. Possibly a list of things that we know will not change and are not flexible is a good way to start that type of a brainstorm session - post them so that everyone knows and then no one will have to protect them. All of the other options outside of those inflexible items are where the possibilities are.
- Two are most prevalent in the Wraparound process itself: 1. VERY strong resistance to including family voice, or of less concern, unawareness of the benefits of family and natural supports. Families are also excluded since it's never been done and thus doesn't occur to the professionals. 2. Professionals readily revert back to old ways: talking over the family and child in meetings, making decisions for the child and family in front of them without even checking in, jumping to conclusions about a family's needs and functioning (blame) or reverting to providing services only. These are old habits that are hard to break. Teams like this need ongoing vigilance and gentle reminders, which can make professionals uncomfortable. In the community, struggles with sustainable funding, or rather, the lack of commitment to funding Wraparound due to lack of awareness.
- The most problematic issues are training participants in the fidelity model and convincing skeptics that it is an EBP shown to be highly effective in helping families become empowered and self-directed.
- The bigger systems issues don't seem to have progressed all that much, especially the funding challenges. Also community collaborative structure for governing is not being utilized to its greatest potential. A lot of information sharing. There is a significant lack of representation at the community leadership level of those who represent culturally diverse populations.
- sustainable funding for the service itself once a grant has expired. - cultural and linguistic competence - school aged youth need it the most, but have the most watered-down (under funded) program, compared with early childhood, which appears to be under-utilized.

#### **Additional feedback:**

- Took a great deal of meeting time from staff in many agencies, for little outcome for the School age Project. Most of meetings held were not well facilitated to make optimal use of attendees time.
- Communication between governance and those working within the wraparound project has been lacking and with the transition of the school age project to the ASO coming in just a couple weeks, this has created some tension within the project. Clear and transparent communication needs to be developed between committees and "staff" working at all levels of the project.
- More involvement of service staff might be helpful in building system support

- There are time constraints for Child Welfare caseworkers related to their high workloads
- Training ,Training, Training. Changing to true Wraparound requires training the community (providers,educators,JJ, etc) so that children and families are empowered to act in their own behalf within a community that clearly understands the long term importance of Wraparound Principals.
- It is so exciting to see how far we have come, yet to tackle barriers that we have no control over. We are right at the edge of the cliff to jump into success but funding streams seem to stop us.
- Wraparound is a great way of working with youth and families, it requires a lower case load to be able to do quality work and stick to the wrap principles about 10 and no more than 12 families at a time for one facilitator.
- Concerned about the transition of Wraparound Oregon to the county and the fidelity of the wraparound model. Caseload projection too high; no family partners budgeted; facilitators salary range too low and experience too little - two years.
- I think the outcomes for the families referred has been great. I think there are too few families being referred. I think we have great parent and family representation but a number of partners (birth through five) are not attending important policy meetings.
- Facilitators need to be more assertive in assuring that groups are focused on the children's needs rather than those of the adults or the institutions they represent. Funding, staffing and convenience still are the primary determinants of what services kids and families receive.
- The family advocate role requires much more case management then the current wrap around school age family advocate could do. The facilitation from someone that could access the supports was more vaulable then facilitation with someone who could not. The role of care coordinator and facilitator were one in many ways.
- The Wraparound process requires that Wraparound staff always discipline themselves to adhere to the model. It's human to slip up and feel ownership of outcomes rather than supporting the child and family to have ownership of outcomes. Therefore, Wraparound staff need ample time to debrief and discuss cases, especially complex ones. They should be co-located.