Advanced Wraparound Practice

Supervising and Managing to Quality

April 3-4, 2019
• What is going well for you as a Wraparound supervisor?

• What skills do you feel like you’ve built?

• What is one thing you are still confused about or an area you would like to grow as a Wraparound supervisor?
Expectation Setting in Wraparound

How are you doing on your unspoken objectives?

My what?

I'm referring to the goals I have in my mind that I've never mentioned.

How are those going?

I'm totally nailing them.
First Phase of Wraparound: Engagement & Team Development

• Meets with family & stakeholders
• Gathers perspectives on strengths & needs from everyone
• Assess for safety
  • Provides or arranges stabilization if safety is compromised
• Explains the wraparound process in a way that encourages participation
• Identifies, invites, & orients team members
• Completes family story
  • Strengths, vision, and a holistic understanding of the family
•Drafts and family prioritizes initial needs statements embedded in the family’s story
• Arranges initial team meeting
First Phase of Wraparound: Engagement & Team Development

• Completed Products
  • A family story documented from a relational and strengths perspective
  • A strength inventory listing of family strengths
  • List of potential team members
  • Initial needs list based on the family’s story

• Details
  • Signed Releases to speak with potential team members
  • Roster of team members names, phone numbers & addresses
  • Makes initial arrangements to assure maximum team participation in meeting
    • Setting of the first planning meeting
    • Agenda prepared
    • Details arranged
    • Participation/Blended Perspective
Common Trouble Spots in Phase One

• “Over” engagement
  • Too many meetings with the family during this phase may hamper the ability to form a team as decision maker
    • Limit staff to no more than two pre-team meetings with the family

• Doing Too Much
  • Why bother with a team if the worker can get it all done by themselves?
    • Supervise to respond to safety issues

• Confusing Safety and Crisis Issues
  • Wraparound needs to respond immediately to safety and plan later with the team on crisis. Confusing the two can leave people in more crisis and less safe
    • Coach to the difference between crisis & safety
    • Train to effective safety assessment skills

• Taking Sides & Deciding Who is Right
  • Undermines the concept of team and the role of facilitator in Wraparound
    • Push staff to tell you the whole story using the facts
    • Lead staff in analyzing role, goal and history of all team members

• Getting Caught Up in the Details
  • Identification with the family can be an effective engagement tool. Over-identification can cause more trouble
    • Use the timeline in gathering details
    • Work with staff to use Wraparound inputs to analyze the meaning of the story
Second Phase of Wraparound: Plan Development

- Holds an initial wraparound plan development meeting
- Introduces process & team members & establish ground rules
- Presents strengths & distributes agree upon family story
- Solicits additional strength information from gathered group
- Leads team in reviewing the family vision & creating a mission
- Introduces needs statements & solicits additional perspectives on needs from team
- The team prioritizes those needs further
- Leads the team in generating brainstormed methods to meet needs
- Choose the best brainstormed actions
- Solicits or assigns volunteers
- Leads the team to decide on ways to measure progress
- Schedule future meetings
- Documents & distributes the plan to team members
**Second Phase of Wraparound: Initial Plan Development**

- **Completed Products**
  - A written plan of care that
    - Details the Family Vision and Team Mission Statement
    - Outlines the strengths of all team members
    - Documents needs selected for action
    - Interventions/actions including who will do what when & what strengths are being built on
    - A written crisis response plan detailing anticipated event & response as well as a notification plan
  - Details
    - Distribution of Plan of Care to all team members
    - A schedule for ongoing meetings
Common Trouble Spots in Phase Two

• **Strengths**
  • Spending too much time during meeting on strengths
  • List recitation rather than list as story

• **Mission**
  • Making it owned by one perspective
  • Too many words

• **Needs**
  • Disguised as goals, services or strategies
  • Listing only needs of one person

• **Strategies**
  • First choice rather than brainstorming
  • Burdening one member (usually family or Wraparound staff) with most of the work

• **Details**
  • Notification
  • Scheduling next three meetings
  • Identifying new team members
Third Phase of Wraparound: Plan Implementation & Refinement

• Sponsors & holds regular team meetings
• Solicits team feedback on accomplishments & documents
• Leads team members in assessing & analyzing the plan
  • For Follow Through
  • For Impact
• Creates an opportunity for modification
  • Adjust services or interventions currently provided
  • Stop services or interventions currently provided
  • Maintains services or interventions currently provided
• Solicits volunteers to make changes in current plan array
• Documents & distributes updated plan of care
• Checks in with team members regularly around plan implementation
Third Phase of Wraparound: Plan Implementation & Refinement

• Completed Products
  • Ongoing progress notes detailing changes in the Plan of Care
  • Updated plans of care
  • Quarterly progress reports detailing progress toward meeting needs/achieving outcomes/closer to family vision (graphs)
  • Ongoing record of team member participation detailing who has attended & who has not

• Details
  • Method for communication for team members
  • Process for orienting new team members as circumstances change
Common Trouble Spots in Phase Three

• Straying from the process
  • Failing to start with accomplishments
  • Burdening family with sole responsibility for task implementation
  • Maintaining what’s not working (especially because it’s billable)
  • Allowing the team to slowly wither away

• Neglecting the Plan
  • Getting caught up in the detail of the family
  • Changing needs statements (i.e. are there new needs?)
  • Measuring progress by feeling rather than fact
Fourth Phase of Wraparound: Plan Completion & Transition

- Holds meetings
- Solicits all team members sense of progress
  - Charts sense of met need & possible futures
- Has team discussion of what life would look like after wraparound
- Reviews underlying context/conditions that brought family to the system in the first place to determine if situation has changed
- Identifies who else can be involved
- Facilitates a “post-system” wraparound resource of people
- Creates or assigns rehearsals or drills with a “what if” approach
- Formalizes structured follow-up if needed
- Creates a commencement ritual appropriate to family & team
Fourth Phase of Wraparound: Plan Completion & Transition

• Completed Products
  • Written Transition Plan detailing how to access ongoing services/supports if necessary
  • Written crisis plan detailing who & how to contact individuals
  • Follow up phone numbers for team members
  • Formal discharge plan detailing strengths & interventions including those that were & weren’t successful

• Details
  • Written letters of introduction for anticipated next formal service access
Common Trouble Spots in Phase Four

• Abandoning rather than transitioning to
• Losing focus on community readiness (over focus on youth or family readiness)
• Confusing dependence with service utilization
  • Just because a family uses formal services doesn’t make them dependent
• Rushing the end without rehearsals of what could go wrong
• Over meeting
  • Confusing team meetings with actual help
• Over celebrating the mundane outcome
Building Skill:
It’s all About the Supervision
What does it mean?

Nothing about us without us......
Supervision shift

Less talking about families' behavior and no planning for families

More direction and reflection on staff's ability to implement Wraparound with consistency and quality
Shifts are hard sometimes

We feel more comfortable in our capacity to direct staff around families than with pushing staff to develop skills associated with quality practice.
Step One: Initial Conditions
Step Two: Strengths
Step Three: Team
Step Four: Needs
Step Five: Mission
Step Six: Options
Step Seven: Actions
Step Eight: Outcomes

The STEPS Wheel
Let’s Play the Match Game!

INSTRUCTIONS: Try to match up the quote you might hear from a care coordinator to the Wraparound element that would be the focus of skill development from the supervisor to the care coordinator.
Let’s compare answers...

It’s not really about a right answer, but recognizing that the things staff verbalize to you represent skill (or lack of skill) and we have to generate responses that foster and support skill development (the how or why).

Let’s practice!
With your team, craft a response to the care coordinator quote on the notecard you are handed.

THEN

As a team decide on three responses and write the quote and 3 possible responses on the post-it at your table.
Review

• Do your responses reflect understanding of the skill or lack of skill associated with the quote?
• Are we responding with a focus on staff behavior or the family?
• What are the core elements of wraparound?
  • Family Story or Narrative
  • Strengths
  • Team
  • Needs
  • Strategies
  • Monitoring Progress
Staff’s Personal Mission

We need to ensure staff are moving in the same direction the family wants to go
Take away

• In all of our supervisory interactions, we need to ensure staff are partnering with families around the families’ agendas.

• We need to attend to staff behaviors and interpret their words and actions in the context of skill development and wraparound.

• We need to be aware of our responses and ensure we are not planning for families.
Let’s practice
The point is not to discuss families but how the Wraparound process is being delivered by staff.
Data Driven Decision Making in Wraparound Supervision
Why use data in decision making?

Helps us as supervisors to moving from managing by feeling to supervising with purpose.
Let’s talk data

• What data do you currently track?

• What type of data would enhance your ability to support staff?

• What data would be helpful to ensure quality care for youth and families?
Talk to us about Wraparound...

What are some things we can tangibly measure and monitor?
Let's compare

Give me your wisdom!
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<th>2.</th>
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<td># @ CFTM? (Formal/Informal)</td>
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<tr>
<td>Contact with all team members (formal/Informal) since the last supervision?</td>
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<td></td>
<td>1. Kim</td>
<td>2. Lisa</td>
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Let’s practice

DON'T PRACTICE UNTIL YOU GET IT RIGHT. PRACTICE UNTIL YOU CAN'T GET IT WRONG.

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# The CREST Tool

## Coaching Response to Enhance Skill Transfer (CREST)

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Supervisor Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Coaching:</td>
<td></td>
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</tbody>
</table>

### Step | Tips | What You Did |
|--------|------|--------------|
| Introduce the task | Break duty into tasks  
Keep it simple (no more than 4)  
Relate the task to employee experiences | |
| Why do you want it done this way? | Relate your steps to 1 of 4 Key Elements  
Relate your steps to employee gain (makes work easier, better, faster, etc.) | |
| Demonstrate the task | Discuss it  
Show the employee  
Ask the employee to show you  
Point out other employees who do it this way  
Other: __________________________ | |
| When | Define when to use this with most families  
Date for the staff to implement: ___________  
(Within the next week to ten days) | |
| Follow-up | Name a date for follow-up | |

Employee Signature: __________________________  
Supervisor Signature: __________________________
Let’s practice
Let’s talk productivity

• What is the expectation at your organization?

• Do you know what staff are doing during that time?
  • Watch for too much face to face and not enough teaming

• We know partnering with additional families actually decrease productivity
1. What is one thing in your supervisory routine you can forgo to create space for implementing something we talked about over the past two days?

2. What is one thing you will commit to doing to increase using data in your supervision time?

3. When will you get rid of #1 and start #2?

What can you commit to?
Questions ?
Contact Information

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