

Wraparound Implementation Standards – Program (WISP)ⁱ
Developmental Timeline by Implementation Standard Element

Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
Organization	<p>Leadership: Organization has identified an implementation team that includes executive leadership, mid management, supervisors and care coordinators (2B & 3E)</p> <p>Leadership brings community child serving agencies together in the beginning and at least twice a year to break down barriers to access services and foster on-going community development. (5B)</p> <p>Leadership proactively works to resolve problems that may arise as Wraparound implementation begins (2A)</p> <p>Feedback loops are established around system level change needs (3E)</p> <p>Enrollment & Engagement: Procedures and policies are in place to manage referrals after initial eligibility (5G)</p> <p>Demonstration of a process to support Medicaid application for eligible referrals (5F)</p>	<p>Leadership: Executive leadership, supervisors and care coordinators are routinely engaged in discussion around implementation (2B & 3E)</p> <p>The organization has taken specific steps to translate the Wraparound philosophy into policies, practice elements and achievements and agency staff are informed of Wraparound practice expectations (5E)</p> <p>Leadership recognizes a Wraparound plan of care (POC) structures and coordinates the work of all services and providers on behalf of a youth and family and has made steps to ensure the Wraparound POC serves as the primary plan of care (5D)</p> <p>Leadership takes an active role in planning for quality installation of Wraparound by effectively addressing barriers as they come up during Wraparound implementation (2C)</p> <p>Appropriate Population Youth & families enrolled meet all criteria of medical necessity and complex behavioral needs for Wraparound (5A)</p> <p>Accountability Mechanisms: Processes in place to track child-level outcomes for all youth in Wraparound (4A & 4D)</p> <p>Processes in place to share data elements and progress toward successful implementation (4A, 4B, and 4D)</p>	<p>Leadership: Clear and transparent procedures for decision making exist across the organization and leadership routinely involve supervisors and care coordinators in building consensus in decision making (2B & 3E)</p> <p>Supervisors and the wider organizational leadership provide well-defined performance goals, while ensuring staff have the tools and flexible policies to meet these expectations (2A)</p> <p>Accountability Mechanisms: An accountable Continuous Quality Improvement (CQI) infrastructure exists between implementation team, quality assurance, and executive Leadership (e.g. mechanisms to monitor fidelity, service quality & outcomes and to assess the quality and development of Wraparound) is established (3E, 4A & 5I)</p>

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		<p>Electronic Health Record built or modified to support quality implementation of Wraparound (4A)</p> <p>Size of the child and family team is tracked and includes more than the care coordinator and family (service providers on POC and at least one informal support should be present) (F3)</p> <p>Critical incident reports are tracked and reviewed (5H)</p> <p>Disenrollment and re-enrollment is tracked and reviewed. (F8)</p> <p>Child serving agency involvement (JJ and CW) are reported (5I)</p> <p>Access: Wraparound is publicized within the catchment area of the organization and organization plans to develop on-going marketing (5G)</p> <p>Families have reliable access to information about the organization and what it provides (e.g. organization marketing plan) (5G)</p> <p>Youth and families are engaged in Wraparound within 10 days of referral (F1)</p> <p>Initial Wraparound plan of care (POC) developed within 30 days of being referred (F1)</p>	<p>Outcomes, competency and fidelity data is routinely analyzed and shared with key agency and external stakeholders and used for Continuous Quality Improvement. Preferably, data is collected by an objective external party (4B - 4D)</p> <p>Size of the child and family team is tracked and includes more than the care coordinator and family (service providers on POC and at least one informal support should be present) (F3)</p> <p>Critical incident reports are reviewed and tracked (5H)</p> <p>Disenrollment and re-enrollment is tracked and reviewed (F8)</p> <p>Child serving agency involvement (JJ and CW) are reported (5I)</p> <p>Access: Families are seamlessly being enrolled and a comprehensive provider network has been created that includes formal and informal options (5G, 5H)</p>

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	<p>Services & Supports: Firewalls are established between any internal organizational service provision and care coordination effort (5G)</p> <p>Staffing: At least one Wraparound supervisor has been identified (3A)</p> <p>An adequate number of care coordinators have been identified (3A)</p> <p>Recruitment: The agency recruits, or has recruitment practices, for supervisors who have an understanding of Wraparound and experience working with youth with complex mental health needs (1B)</p> <p>The agency has recruitment practices for care coordinators who are creative, flexible and have experience working with youth with complex behavioral health needs (1B & 1C)</p>	<p>Services & Supports: Youth and families have access to a full array of services and supports with most services and supports provided external to the organization regardless of system involvement. (5G, 5H)</p> <p>Firewalls between care coordination and service provision are maintained and ensure family choice (5G, 5H)</p> <p>Staffing: Hiring, interviewing protocols, and job descriptions for care coordinators are created that are specific to the care coordinators job (1C)</p> <p>Job descriptions for Wraparound supervisors have been developed that include activities specific to that role and clear performance expectations have been established (1C)</p> <p>Personnel are overseeing hiring and onboarding practices (3E)</p> <p>Workforce development plan includes staffing projections and plans to support long-term organizational needs for supporting the number of families referred (3A)</p> <p>Staff Satisfaction: Care coordinators and supervisors are generally satisfied, there is a clear sense of mission and alignment with Wraparound (3C) and feel they have adequate resources (3B).</p>	<p>Staffing: Wraparound supervisor to care coordinator ratio does not exceed 1:6 (3A)</p> <p>Care coordinator (CC) to family ratio does not exceed 1:12 (3A)</p> <p>For organizations with 6 care coordinators or more, Wraparound supervisors exclusively support Wraparound (3A)</p> <p>Performance Assessment: Care coordinators' performance is assessed at least every six months using objective-measures (e.g. observations) that are tied to their job descriptions and quality indicators (1G)</p>

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	<p>Onboarding: Interview and selection protocols for care coordinators and supervisors include Wraparound specific behavior-based scenarios and criteria (1C)</p>	<p>Onboarding: Care coordinator onboarding plan in place that includes an initial apprenticeship (typically first 30-days prior to solely partnering with families), timeline for training completion, and expectations for performance (1D, 1E, & 1G)</p> <p>Fiscal Stability: The Wraparound provider is planning for sustainability by assessing cost of implementation efforts ensuring both indirect and direct expenditures are supported by adequate funding streams.</p>	<p>Fiscal Sustainability: The organization has a sustainable funding plan for the next 3 – 5 years (e.g. data on costs and cost-effectiveness are available and shared) (3D, 5F)</p>

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Wraparound Supervision	<p>Onboarding: Identified Wraparound supervisor(s) are oriented to the expectations of their jobs, including required participation in coaching support, training and daily supervision duties and responsibilities. (1D)</p> <p>Supervisors demonstrate strong conflict resolution and leadership skills (1B)</p>	<p>Training: 100% of supervisors have completed Introduction within 3 months of starting that position (1D)</p> <p>100% of supervisors have completed Engagement within 2 months of completing Intro (1D)</p> <p>Wraparound supervisors have developed and delivered local booster trainings based on data trends they have identified within the organization (4B)</p> <p>Competency: Supervision and expert coaching include formal assessment of practice at least once per quarter (1F)</p> <p>Monthly contact with expert content coach (1F, 4B)</p>	<p>Training: 100% have participated in Intermediate practice one year from completion of Intro (1D)</p> <p>100% have participated in Supervisors and/or Advanced Supervisors training annually (1D)</p> <p>Stable Workforce: Average tenure of Wraparound supervisor(s) is 2 or more years (1A)</p> <p>Competency: 100% providing individual skill-based supervision at least 2 times a month and at least 1 group supervision per month utilizing the Wraparound Practice Improvement Tools (1F & 4B)</p> <p>100% of supervisors score an average of 9 on the supervisory Assessment System (SAS) (1B, 1D, 1F, & 4B)</p> <p>At least one supervisor is making positive progress toward competency/supervisor certification (1G)</p> <p>At least one supervisor has achieved supervisor certification (1B – G, 4B)</p>

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Wraparound Care Coordination	<p>Onboarding: Identified care coordinators are oriented to the expectations of their jobs by a) participating in coaching support and b) participated in training prior to partnering with families (1D)</p> <p>Care coordinators have experience and attributes that align with successful support of youth with complex behavioral needs and their families (1B)</p>	<p>Training: 100% of care coordinators have completed Introduction within 3 months of starting that position (1D)</p> <p>100% of care coordinators have completed Engagement within 2 months of completing Intro (1D)</p> <p>Engagement: Child and family team meetings held regularly (at least every 30 to 45 days) to review and modify the plan of care (F1)</p> <p>Competency: 100% of care coordinators with 6-8 months of Wraparound experience demonstrate 50% skill attainment as measured by the COMET (F2 -F8)</p>	<p>Training: 100% have participated in Intermediate one year from completion of Intro (1D)</p> <p>Competency: 100% with two (2) or more years of Wraparound experience demonstrate 80% skill attainment as measured by the COMET (F2 – F8; 1F & 1G)</p> <p>Stable Workforce: Care coordinator turnover is reasonably low (e.g. less than 25% per year) (1A)</p>

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Fidelity		<p>Total score as assessed by a validated fidelity assessment tool indicates minimum standards of fidelity.</p> <p>If the WFI-EZ is used, items A1 – A4 = 98 - 100% and the total score meets or exceeds 70% (4C, F2– F8; O1 & O6)</p> <p>If the DART is used the scores meets or exceeds 60% on</p> <ol style="list-style-type: none"> 1. Timely engagement 2. Meeting attendance 3. Key elements <ol style="list-style-type: none"> a. Driven by strengths and families b. Natural and community supports c. Needs based d. Outcomes based 	<p>Total score as assessed by a fidelity assessment tool indicated minimum standards of fidelity.</p> <p>If the WFI-EZ is used items A1 – A4 = 100% and the total score meets or exceeds 85% (4C, F2 – F8; O1 & O6)</p> <p>If the DART is used, scores meet or exceed 75% on</p> <ol style="list-style-type: none"> 1. Timely engagement 2. Meeting attendance 3. Key elements <ol style="list-style-type: none"> a. Driven by strengths and families b. Natural and community supports c. Needs based d. Outcomes based

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Outcomes		<p>Out-of-Home Placement: Fewer than 40% out-of-home placements per year (O6)</p> <p>Retention: Less than 25% discharged unsuccessful before 3 months of enrollment (F1), and less than 30% discharge successfully before 6 months of enrollment (5A)</p> <p>Individual Functioning: 50% of youth enrolled experience improved functioning in behavioral and emotional functioning (O3 & O4)</p> <p>Family Satisfaction: 75% of youth and families are satisfied with their Wraparound experience and their progress while in the program (O1)</p> <p>Improved Caregiver Confidence: 50% of caregivers indicate improved confidence in their ability to manage problems and effectively address crises (O5)</p> <p>School Functioning: 30% or less of youth enrolled experience negative school interactions (e.g. suspensions; O2)</p> <p>Graduation: On average, at least 50% of families enrolled graduate successfully (O7)</p>	<p>Out-of-Home Placement: Fewer than 20% out-of-home placements per year (O6)</p> <p>Retention: Less than 15% discharge unsuccessful before 3 months of enrollment (F1), and less than 20% discharge successfully before 6 months of enrollment (5A)</p> <p>Individual Functioning: At least 70% youth enrolled experience improved functioning in behavioral and emotional functioning (O3 & O4)</p> <p>Family Satisfaction: 95% of youth and families are satisfied with their Wraparound experience and their progress while in the program (O1)</p> <p>Improved Caregiver Confidence: More than 70% of caregivers indicate improved confidence in their ability to manage problems and effectively address crises (O5)</p> <p>School Functioning: Less than 20% of youth enrolled experience negative school interactions (O2)</p> <p>Graduation: On average, at least 70% of families enrolled graduate successfully (O7)</p> <p>Recidivism: Fewer than 20% return one year after graduation (O3)</p>

ⁱ Source Document -- Schurer Coldiron, J., Bruns, E.J., Hensley, S.W., & Paragoris, R. (2016). Wraparound Implementation and Practice Quality Standards; the *National Technical Assistance Network for Children's Behavioral Health*.