



**National
Wraparound
Implementation
Center**

Advancing Systems ○ Enhancing the Workforce ○ Improving Outcomes

Hiring Guide for Wraparound Care Coordinators

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Introduction

Finding the right applicant to be a Wraparound Care Coordinator can be somewhat challenging for agencies implementing high quality, model-adherent Wraparound. The National Wraparound Implementation Center (NWIC) has developed this resource as guidance to sites as they recruit and hire new care coordination staff. We encourage agencies to individualize their approach in the hiring process and this guide can be used as a reference in that process. The information in this Guide is a combination of NWIC materials, best practices in recruitment practices in social services, as well as information gathered by coaches and supervisors nationally.

It is important for Wraparound provider leadership teams to be aware and anticipate the possibility of higher staff turnover during the initial phases of Wraparound implementation efforts. Data from one study found that 43% of Wraparound staff turned over in less than one year. There is a huge need for additional research in both the frequency and the “why” behind turnover in Wraparound; however, one component to staff retention is starting with a rigorous recruitment process. There are many additional components to staff retention in Wraparound and Wraparound providers should seek out additional resources related to onboarding, workforce development, supervisory techniques, organizational culture and performance evaluation.

Employing a rigorous hiring process can help Wraparound providers to improve staff retention by hiring better suited candidates. The process described in this Guide is intensive and will take more time than the typical 30 minute interview. The goal of hiring for Wraparound should be to spend more time upfront so that an organization can hire well-matched care coordinators who, with organizational support, will successfully contribute to the Wraparound organization for a longer time.

Please note that these are generalized foundational elements and we encourage states and agencies to be individualized in their approach to meet the needs and staffing regulations/policies of the state and organizations regarding hiring Wraparound Care Coordinators.

The guide is broken down into 3 sections:

1. Wraparound Care Coordinator Traits: These are basic characteristics known to be associated with staff who are successful in providing care coordination using a Wraparound approach.
2. Interview Guidelines: This section provides suggested interview settings, samples of questions, and an example interview scoring sheet.
3. Wraparound Care Coordination Job Skills: Examples are provided to help agencies begin to design specific Wraparound Care Coordinator job descriptions.

Section 1: Wraparound Care Coordinator Traits

Wraparound is unique in its approach to partnering with families with youth with complex behavioral needs. A foundational premise includes that traditional services alone are not enough to match to a families' needs and families need support that exceeds the bounds of traditional outpatient services. Moving from the traditional approach of a worker and a family to a team based planning process requires unique skills that may differ from historically successful traditional mental health workers. Below you will find traits known to be associated with successful Wraparound practitioners including brief descriptions of each. The traits are:

Communication skills	Strong computer skills
Organization/ time management skills	Conflict and crisis management skills
Empathetic: Accepting/ non-judgmental	Reliable
Flexible and creative	Curious
Team player	Relational

- 1. Basic communication skills-** A Wraparound Care Coordinator needs to be able to communicate effectively with all team members including family, formal supports, schools, community members, and informal supports. Workers in the digital age must know how to effectively convey and receive messages in person as well as via phone, email, text, and social media. Being a good listener is one of the best ways to be a good communicator. Active listening involves paying close attention to what the other person is saying, asking clarifying questions, and rephrasing what the person says to ensure understanding. Nonverbal communication is also crucial and body language including eye contact, hand gestures, and tone of voice, all impact the message being conveyed. A relaxed, open stance (arms open, legs relaxed), and a friendly tone will make the care coordinator appear approachable and will encourage others to speak openly. Eye contact is also important; ensure potential workers demonstrate eye contact during conversations and in the interview. Strong communication skills are the foundation of facilitating a team process. A Wraparound Care Coordinator will be required to stand up in front of a team comprised of a family, professionals, community members and natural supports. Maintaining their ability to listen and observe actively while leading this team-based process is also an important consideration during the interview process. Successful care coordinators will be able to describe Wraparound in everyday language and steer clear of clinical jargon with all team members.
- 2. Organized and able to manage time -** The successful applicant will be able to articulate how time is managed, what maintaining a schedule looks like, the strategies used to complete tasks, understands the importance of timely documentation, and is organized in ensuring work duties occur. A Wraparound Care Coordinator will be asked not only to work independently and manage their own time but also follow an agenda to manage the time of a team meeting. In team meetings, successful applicants should be able to facilitate the development of a full plan of care while honoring the busy schedules of all team members. An applicant with a reputation for chronic lateness, procrastination, or cancellation would probably not be a good fit as a Wraparound Care Coordinator.

- 3. Empathetic: Accepting/ non-judgmental** - A successful Wraparound Care Coordinator is able to easily empathize with where a person is in a particular moment in time and can see the positives in others. A Wraparound Care Coordinator should not make personal judgments on others based on sexual orientation, gender identity, culture, faith, income, or alcohol and drug use as well as not make judgments regarding professionals.

SKILLS ASSOCIATED WITH EMPATHY	EXPLANATION
Attending, acknowledging	Providing verbal or non-verbal awareness of the other, ie, eye contact
Restating, paraphrasing	Responding to person's basic verbal message.
Reflecting	Reflecting feelings, experiences, or content that has been heard or perceived through cues. (reinforcing and supporting the speaker, clarifying meaning)
Interpreting	Offering a tentative interpretation about the other's feelings, desires, or meanings
Summarizing, synthesizing	Bringing together in some way feelings and experiences; providing a focus.
Probing	Questioning in a supportive way that requests more information or that attempts to clear up confusions.
Giving feedback	Sharing perceptions of the other's ideas or feelings; Disclosing relevant personal information.
Supporting	Showing warmth and caring in one's own individual way.
Checking Perceptions	Finding out if interpretations and perceptions are valid and accurate.
Being Quiet	Giving the other time to think as well as to talk.

- 4. Flexible and creative** - Flexibility is a crucial trait of the Wraparound Care Coordinator. Understanding there is no single way or service that is an answer but instead walking into a planning process that is unique each and every time. Flexible employees modify their approach to tasks based on the preferences of families and the unique demands of each situation. Care Coordinators willing to step outside their job description means they can get more accomplished and are able to take on more responsibilities, do different tasks, and do more at work. It also means, that the employer doesn't have to persuade care coordinators to take on more work. Flexible employees are willing to do whatever is necessary to get the task accomplished or the job done. An applicant who is overly concerned with maintenance of the status quo, standard working hours, focused on structure and routine, and cannot adjust to the issues at hand is probably not a successful applicant for Wraparound Care Coordination.

- 5. Team Player** - The Wraparound planning process requires all participants be team players, and this is especially true for the Wraparound Care Coordinator. It is imperative that a Wraparound Care Coordinator is able to engage and respect each team member

for the strengths and skills they have. Simple actions like using a person's name, making eye contact, and actively listening when a person speaks will make the person feel appreciated and a part of the team. An important teamwork skill is being able to mediate problems between team members. A skilled care coordinator needs to be able to negotiate with team members to settle disagreements and make sure everyone is happy with the choices. Care Coordinators must build trust with the Wraparound teams as well as peers at work. Care Coordinators should ensure deadlines are met and complete any tasks assigned. This will help gain families, community partners, and colleagues' trust. A Care Coordinator who is determined to be the "one" for a family is not likely to succeed long term and runs the risk of professional burn-out. Therefore, a team player recognizes they may not have all of the answers and utilizes their team to generate and consider a wide array of possibilities. The care coordinator should also recognize each member brings unique strengths to the table and those skills, interests, and talents should be capitalized upon when strategies are selected and tasks are assigned.

6. **Computer skills** - A successful applicant will have a general knowledge of Microsoft Word, Excel, and Power Point and be able to maintain electronic records for administrative purposes. A successful Wraparound Care Coordinator also can navigate the Internet, use email (Microsoft Outlook), and various search engines to locate and access resources when needed. A successful Care Coordinator will be able to communicate via phone, email, and text.

7. **Conflict and crisis management** - A Wraparound Care Coordinator should be aware that conflict is just a part of any teaming process as well as in families. Care coordinators should possess the ability to:
 - Address problems quickly before they reach crisis stage
 - Draw out the perspective and feelings of hesitant participants
 - Formalize an agreement between people in conflict
 - Listen without interruption as parties share their perspective
 - Mediate between parties around important issues
 - Model reasonable dialogue
 - Negotiate
 - Teach alternative behaviors to avoid triggering conflict
 - Normalize behaviors to reduce shame and blame so tough topics can be discussed

Crisis management is also a crucial skill for Wraparound practitioners. In crisis situations, care coordinators should gather key facts surrounding the crisis, under conditions of confusion and uncertainty. It is critical to use multiple sources of information as some may be confusing or conflicting. Crisis management requires approaching crisis situations with new thinking and ideas. Communication is a staple of crisis management and should be clear, concise and timely. An applicant who is uncomfortable with yelling, cursing, intense situations etc. may not be the right person for the job.

- 8. Reliable** - A Wraparound Care Coordinator understands the importance of being reachable, responsible, and available for team members and families. A successful Wraparound Care Coordinator is focused on details, follows through with tasks, returns phone calls, meets deadlines, is prepared, and generally builds trust with others. Reliability within a team-based planning process requires accountability for themselves as well as the team.
- 9. Curious** - Wraparound Care Coordination requires a lot of curiosity on the part of the Wraparound Care Coordinator. Successful candidates are those that relentlessly want to learn new things and put themselves in new situations. Curious people seem to be born with the need to ask questions about almost everything. They relentlessly investigate to find out the why behind the what. Care coordinators should get excited about the process of discovery itself, gaining energy as they learn little bits and pieces about an aspect of a family, the organization, or Wraparound. Curious Care Coordinators take on the responsibility to learn what they need to know to do a good job. Fun facts:
- Curious people onboard in a new job faster than people who are less curious.
 - Curious people are more adaptable and tend to react favorably to change.
 - Curious people keep organizations from making mistakes that hasty decisions produce as they are apt to identify the small flaws in a plan or product.
 - Curious people tend to be more open-minded and willing to consider many different perspectives, which can lead to breakthrough thinking.
 - Curious people will make more of an effort to get to know others, leading to more effective relationships and respect.
 - And curious people are committed to lifelong learning, especially helpful in an age when so many changes are going on in the workplace.
- 10. Relational** - A Wraparound Care Coordinator enjoys other people and easily builds rapport with others. They focus on how people participate in the process of planning, not just on what gets achieved. Being relational involves taking an open, positive attitude into interactions with everyone, assuming that they are acting out of good motives (or, at least, not assuming they are acting out of malice) – and also that their challenges might be attributable to something understandable and relatable. In interactions with others, successful Care Coordinators are engaged, centered, grounded, clear, generous, humble, and kind. Care Coordinators should interact with others in a manner that lets them know they are going to be treated with respect – even in situations involving conflict, and even when situations arise that may threaten, frighten, and trigger reactivity. It means not responding with violence or using power to intimidate and control another person. Building and sustaining relationships is vital to the success of Wraparound planning so the Wraparound Care Coordinator must be able to build those relationships with youth, parents, informal supports, community members, and mandated service providers.

Section 2: Interview Guidelines

The hiring process begins with the job posting. Ensure the job posting represents the traits most important in a Wraparound practitioner and clearly articulates the value base to attract staff that already align with some of the expectations around high quality practice.

Sample job posting for a Wraparound Care Coordinator

I believe all families have strengths and deserve access to high quality services and supports. I am empathetic, creative, resourceful, flexible and committed to doing whatever it takes to support children with behavioral challenges and their families. If you read this and are thinking “that’s me!” then this Wraparound Care Coordinator position may be the perfect job for you. Apply your understanding of children’s behavioral health and your cultural sensitivity to work collaboratively with families, their supports, other professionals, and community partners to develop individualized, family determined, strength-based plans of care.

Things to keep in mind:

1. Clinical licensure may not represent the skills necessary for successful Wraparound Care Coordination
2. Reported previous experience with things called Wraparound could in fact be very different
3. Shifting from a worker:client to a worker:team world view can be challenging for some
4. Transitioning existing staff (case managers in particular) into Wraparound Care Coordination positions is not typically successful as staff are challenged by the need to break habits and frequently fall back to the ‘way things have always been’.
5. If possible, hiring new staff or interviewing existing staff in ways described in this guide can increase the likelihood of finding a successful candidate.
6. Some of the most successful Care Coordinators have backgrounds in education, business, or the arts.

Reviewing resumes

When reviewing resumes, look for:

- Child Serving System experience/understanding
- Any work history that involves working collaboratively
- Creativity and/or excitement in a cover letter
- Experiences with diverse cultures
- Experiences working in the community and not always in an office, behind a desk
- Organization skills
- Writing abilities

Remember to move beyond traditional mental health workforce qualities and look for the traits outlined above in addition to information gathered from the interview (outlined below).

The Interview

Given the unique nature of Wraparound, the interview setting also should be adjusted to best draw out the traits and skills of a potentially successful Care Coordinator. Consideration should be given to room size, interview panel, and questions and scenarios should represent expectations of the job. If you are partnering with a Center of Excellence or collaborating with state agencies it might be helpful to invite a representative to sit in on the interviews. If you have local experts or are partnering with an expert organization, including those representatives could also be beneficial in finding the right candidates. For expanding existing efforts, including current care coordinators and direct supervisors is a good idea. Parents and youth should also be a part of the process when available.

Assessing the beliefs, values, and skills of applicants:

Strong commitments to Wraparound core tenets are crucial to the success of not only the care coordination candidate, but also the organization. These tenets include:

1. Children belong with their families
2. Everyone has strengths, assets, capabilities, and skills that can be built upon
3. All families want to be successful
4. 'Bad' behavior comes from somewhere
5. Views work with families as a privilege and not a burden
6. Doesn't give up easily or when things get hard

To assess for these tenets, in the interview:

- Use behavioral examples and situations
- Keep the interview action-oriented and practice focused
- Organize group interviews with multiple applicants
- Involve real families and young people in the interview process if possible
- Incorporate fellow Care Coordinators and Family Partners when possible

Examples of interviewing techniques include:

- Mock CFTM with instructions (group interview)
- Writing sample (based on the example below, take 5 minutes and write a progress note)
- Role-plays
- Mini-training or presentation

- Meet with other Care Coordinators (a day in the life)
- Include a parent or youth

Writing sample vignette for pre-interview is below. This can be completed prior to the interview or candidates can complete on site, alone in an interview room prior to the question and answer session.

Vignette: Darius Jones family Narrative

Alicia Jones is 37 years of age and is an older sister to Janet, age 29. In 1990, their father went to prison for several armed robberies. Their mother, Laticia, began showing signs of mental illness following her husband going to prison. Over the next four years, Laticia was hospitalized several times. At that time, the family was living in Louisiana, but has since moved back to Mississippi. Alicia graduated high school in Mississippi and had her first child, Kendra, with her high school boyfriend Marcus that same year. Following Kendra's birth Alicia moved back to Louisiana to live with Laticia and raise Kendra. The family experienced some challenges living under the same roof and Alicia moved back to Mississippi after 2 years. While in Mississippi, Alicia met Harold and soon became pregnant, and gave birth to Darius. Darius had seizures and stomach issues as a baby and Alicia struggled to make sure his medical needs were being addressed. Harold and Alicia got married after Darius' birth and decided to move back to Louisiana and moved back in with her mother, Laticia.

The family was living in Louisiana during the time of a hurricane and they lost their home and belongings in the disaster. The entire family was uprooted to Mississippi and experienced a difficult time rebuilding their life together. At the same time of the hurricane and move, Kendra's father Marcus died of a heart attack at the age of 36. Kendra was very upset at the loss of her father and was unable to attend her father's funeral as a result of the displacement. Janet, Alicia's younger sister, became aware of the financial struggles of the family and began supporting them financially to help them get on their feet again.

Darius started kindergarten at age 5 and began demonstrating behavior problems around that time. Harold and Alicia were arguing constantly and the couple decided to file for divorce the same year that Darius started school. Harold moved and did not inform anyone in the family of his whereabouts, but continues to send child support checks. Two months later, Alicia met Lucas Jones and remarried one year later. Alicia's mother continued to live in Mississippi near her daughter and continued to cycle in and out of psychiatric hospitals for years. Darius's problems in school continued to worsen and the teacher recommended that Alicia take him to a therapist. He was subsequently diagnosed with ADHD. Darius repeats 6th grade and is expelled from school in 8th grade after multiple instances of aggression. Darius is moved to an alternative high school and begins to show signs of depression. Laticia moves in with her daughter and grandchildren after her most recent release from the hospital. Darius was hospitalized following a suicide attempt in 9th grade

at age 14 and was then referred into Wraparound. At the time of this referral, Alicia, Lucas, Laticia, Kendra and Darius are all living in the home.

Potential Questions and Applicant Responses for the Vignette

1. Please write out what strengths you see for each of the family members.

For this question, the expectation should be that the applicant thought about strengths in a functional way for every family member. This would include coping skills, personality traits, different resources that the family member uses, natural supports that have been there for the family etc.

2. Who may be potential team members for this family?

For question 2, did the applicant identify team members both formal and informal? Can the applicant identify people who would be relevant to the team process? This is an opportunity for the applicant to be creative and think beyond paid professionals. The skills demonstrated here should related to the profile points: team player, flexible and creative, relational, communication skills, etc.

3. What potential needs do you see for the youth and family members?

Questions 3 is a way to assess if the applicant can see beyond basic needs such as food, clothing, and shelter and really think about what may be happening for each family member and what needs they each have that need to be met for them to be successful. This is simply an exercise to look for the ability to empathize, communicate effectively, relate to others, and demonstrate curiosity.

4. Why was this family referred to Wraparound?

Question 4 will assist you in determining if the applicant can interpret the behaviors that brought this family to Wraparound, can express it in a non-judgmental way and can demonstrate empathy for the family.

Example Interview Questions for Wraparound Care Coordinator applicants

During the initial interview, it is important to use specific questions that allow you to pull out the traits listed above. Below are 14 examples of questions and the responses an interview team should look for in the process.

Question	Response
<p>1. Please tell us about yourself, your experiences and what brings you here today?</p>	<p>The successful applicant will be able to share what they think is important about themselves and have an easy manner about them as they openly discuss who they are, different experiences they have had and why they have applied for this job. Specific profile points should include strong communication skills, ability to relate to others, and experiences indicating they are accepting and supportive of others. The Care Coordinator should have the ability to nurture others but not enable others so please key in on this if it is their mission in life to save others or they were the only one who knew what was happening for someone in need. These responses may indicate someone who will have a difficult time supporting a team and taking on tasks in the CFT meeting.</p>
<p>2. Wraparound facilitation requires some flexibility and independence for our Care Coordinators. Please tell us about how you have been successful scheduling your work, meeting deadlines, and managing your day to ensure that your tasks are completed.</p>	<p>A successful applicant should discuss the system that works for them and be able to describe that system openly with you. The applicant should also be able to describe how they would alter their system to be flexible if the need arises which it will and is required of this position. The successful candidate should also be able to describe how they would hold themselves accountable to the job requirements in the face of flexibility and attending to the needs of youth with complex behavioral health needs and their families.</p>
<p>3. Would you please tell us about a person that you have helped, and how you helped them?</p>	<p>The answer to this question will point to whether your applicant is a nurturer or enabler. If they are a nurturer, the answer will revolve around how the applicant helped another person to help themselves, or how the applicant discovered resources that could be utilized to support self-efficacy. If the applicant is an enabler, the answer will revolve around what the applicant did personally for another person.</p>

Question	Response
<p>4. Would you please tell us what it is about people that bugs you the most?</p>	<p>While the responses to this question can vary greatly, by the time the response is completed there should be no doubt whether you are dealing with a judgmental or non-judgmental person. A good follow up question would be “Have you ever had to work with that kind of person and if so how did you do that?” This will give you some insight into whether the applicant can look past initial judgements and demonstrate the ability to successfully work with this individual. Some key profile points to look for here would be empathy, team player, flexibility, curiosity, and conflict management skills.</p>
<p>5. It is an expectation of a Wraparound Care Coordinator that you will partner with individuals across multiple organizations. Professionalism will be expected as you work with these organizations that have different strengths and areas of growth. How would you foster partnership while still being respectful across multiple organizations?</p>	<p>A successful applicant will be able to demonstrate the skills of being a team player, professional courtesy, and accepting others where they are. The ideal candidate would be someone who can relate to others professionally. Follow up question would be “The mother of the identified youth has a close friend that has been known to use drugs and is suspected of possibly dealing drugs but the caregiver would like her on the team. How would you manage that?” You are clearly looking to see if this applicant is too rigid to develop natural supports that are identified by the family. It is important to know if there are hot button issues for each Care Coordinator and determine how they would manage a very real possibility while maintaining the ability to relate, empathize and focus on the team.</p>
<p>6. Please describe your experience with office tools such as word processing, emails, and online search engines, and how you feel about phone calls and using social media as well as text to communicate with families and team members?</p>	<p>While this is simply to see if the applicant can describe how they have used computers it also indicates some information about communication, reliability, and team building. Successful Care Coordinators should be comfortable using email and phones regularly and being able to navigate the internet for resources and ideas. This is a time where many of other professionals use email and Outlook as a way to stay organized and these skills will be helpful in ensuring that the Care Coordinator can do their job well.</p>

Question	Response
<p>7. Let me give you a hypothetical scenario, and tell us how you would react: You are facilitating a team meeting when you notice that the Child Protective Service worker rolled her eyes when dad was speaking about how important his kids are to him. You know that dad and this worker have a history of not getting along. What would you do?</p>	<p>The applicant should demonstrate that they can negotiate conflict when it occurs without overreacting. It is important that a Care Coordinator be aware of the conflict in the room and be able to address it. The applicant should ask more clarifying questions about the conflict before jumping right into a place of “fixing” the issue. A follow up question would be “Dad saw the worker roll her eyes and stood up and started yelling at the worker, how would you manage this situation?” This is about crisis management and assessing the Care Coordinator’s comfort level with the scenario or is at a loss for words. If the applicant can discuss strategies that could de-escalate the situation and stay calm and neutral while keeping the meeting safe, this would be an indicator that the Care Coordinator has the skills and the experience to work in difficult situations.</p>
<p>8. Please tell me about what you like to do in your spare time away from work?</p>	<p>This question should provide insight about the applicants comfort level with self-disclosure. Follow up questions to get an understanding for the interviewee’s personality and their passions can help assess how they would integrate into the overall organizational culture. It is important that the applicant is comfortable sharing in a group setting and bring in their own ‘fun factor’ to Child and Family Teams. Assessing the candidate’s understanding of the importance of community connections, interests, and hobbies not only for themselves but also the families they partner with is important.</p>
<p>9. Tell me about previous experiences that you have had having multiple meetings in the same day and driving yourself to those appointments as well as maintaining your administrative duties.</p>	<p>The answer hopefully provides insight into the ability the applicant has to be reliable, task oriented, and organized, as well as having dependable transportation. This question is designed to elicit past experiences and/or the ability to problem solve independently and maintain a schedule that allows for all the activity involved in care coordination to occur. This also provides an opportunity to share what a typical day as a Wraparound Care Coordinator will be like to ensure the applicant is comfortable managing priorities as well as spending their day within the community (i.e. home visiting).</p>

Question	Response
<p>10. Part of your job will be to gather a family story from each family you partner with and be able to document that story in a way that reflects the family in their terms as well as helps to gain trust and empathy from team members. What kinds of questions would you ask and what information is important for you to be able to successfully complete this assignment?</p>	<p>The applicant who is genuinely interested in learning about others and can see beyond traumatic events and behaviors is more likely to be successful in the role. The applicant should demonstrate the skills of being curious, relating to others, strong communication skills, empathy and team building. The interviewers should be listening for questions that focus on wide view of the entire family.</p>
<p>11. I'm going to read you a brief scenario: Julie has a diagnosis of bipolar disorder. She has lived with her mother since birth. Julie recently has ended up in a residential treatment facility and Robin, her mom, wants to come by the facility every day to see her. Line staff thinks this will interfere with the milieu of the program. What do you think should happen?</p>	<p>The applicant should respond by describing the importance of family connection during out of home placement as well as noting the strengths of the caregiver for her desire to be part of the child's life. The applicant should describe ways in which he or she would mediate this decision with the leadership in the facility and the mother to allow visitation as often as possible. This also provides an opportunity to see how the applicant can think outside of the box. The applicant's response should not be aligned with the program without identifying potential solutions that allow the caregiver to visit.</p>
<p>12. I'm going to read you a brief scenario. When Johnny, a 12 year old boy, is scheduled to go to therapy sessions he and his mom get in arguments, which end with Johnny hitting his mother. What do you think his unmet need is and which strategies would help meet the unmet need?</p>	<p>The applicant should brainstorm what could possibly be going on for any child who responds this way to going to therapy in a normalized way (ex. Afraid of therapist, not ready to address prior trauma, talk therapy is not helpful to this young person). The applicant should <u>not</u> blame the mother (ex. Mother should not tolerate behavior, mother needs to enforce punishment) or discuss unmet needs in terms of anger and aggression. Strategies should be strength-based, creative, normalized, and not stigmatizing.</p>

Question	Response
<p>13. I'm going to read you another brief scenario: Melissa is a 16 year old girl who has a history of prior trauma and has been reporting suicidal ideation as well as ongoing self-injury. Melissa and her family have only recently emigrated from Haiti to the U.S. Her family is not willing to seek therapeutic treatment and does not believe Melissa has mental health issues. How would you work with this family?</p>	<p>The applicant should describe an understanding of cultural responsiveness and the need to meet the family where they are from their cultural perspective. The applicant should be able to describe strategies that would help to educate the family on mental health issues and connect the family with resources specific to their cultural norms and beliefs. An ideal applicant would also consider strategies to support the family that are not focused solely on traditional mental health treatments. The applicant should not describe how he or she would mandate treatment or medication in any way.</p>
<p>14. Tell me about caregivers of a child with mental health needs that you have worked with and found most challenging by describing what they did well.</p>	<p>The purpose of this question is also to assess the applicant's ability to see strengths with caregivers. For many staff, finding strengths in children can be easier than with their caregivers. Again, you are looking for the applicant to describe at least 5 strengths about the caregiver(s) without first sharing their deficits. The applicant's story should not be framed in a way that suggests that the child's behavior is a result of the caregiver's actions (i.e. blaming the parent) or shame the parent in any way.</p>

Second Interview

If the interview team is unsure about an applicant after the first round of interviews or deciding between equally qualified and performing candidates, a second interview could be beneficial. Second interviews give a hiring team a chance to reconvene after the first interview and find out more about specific candidates who stood out or who your team had more questions about. By utilizing some of the techniques listed below you will gain greater insight into the values, characteristics, and skills of your potential coordinators. We find that just one interview may not be beneficial due to high volume, weariness of interview team, and focusing on the administrative needs. The second interview should be about Wraparound skills and should highlight what it is your agency is looking for. It is also a chance for a candidate to distinguish themselves.

Techniques can include:

- Initial Meeting with a Family Role Play
- Documentation with a Vignette

- Facilitation Exercise
- Using a Complex Image of a Family

Initial Meeting with a Family Role Play

Role playing is an essential part of a Care Coordinator’s training so those who stray away from role play may have a more difficult time building the skills needed to facilitate Wraparound. Setting this up can be a very useful so the hiring team can see how comfortable the applicant is engaging a family, how the Care Coordinator uses casual conversation to gain information needed about the family instead of “interviewing” the family, and if the applicant demonstrates interest in strengths, supports, culture, and potential team members. It is not an expectation that the Care Coordinator would be able to model the engagement skills trained in Wraparound, but instead offer insight into natural style, comfort level, genuine curiosity, and cultural competence.

To set the stage it would be beneficial to explain to the applicant how your agency uses role play for training and that the second interview you are scheduling will be an opportunity for that applicant to demonstrate basic engagement skills while trying to learn about the family. The goal is to have them come prepared to think of their feet and demonstrate their adaptability within the interview process.

Documentation with a Vignette

Wraparound Care Coordinators are responsible for documentation on a daily basis and need to have sufficient writing skills as well as the ability to think critically on their own. Acknowledge that while the applicant may not understand the intricacies of Wraparound, they should be able to think about something that may happen with a family that would be documented in a progress note. This process will give you some insight into how the applicant views families through the language they use to describe the situation. Having them write this information down also gives the hiring team an opportunity to review their writing skills.

Facilitation Exercise

Setting up an exercise that reflects what Care Coordinators do on a regular basis is helpful. The interview team should assess the applicant’s skill around standing in front of a group and facilitate conversations. Exercises could include:

1. Facilitating Developing a Team Mission
2. Facilitating Strengths Identification in a Team Meeting
3. Managing Conflict During a Team Meeting

4. Facilitate a Brainstorming Session Around a Need

The applicant is not expected to have refined skills. This exercise should give the interview team some insight about how the applicant would talk to team members including formal support or natural supports; how they manage facilitating a group of people; how comfortable they are with strength identification; how they would resolve a difficult situation such as conflict while still staying on task; or how they would facilitate creative brainstorming. This exercise requires some preparation and it is helpful to not only inform the applicant of what the expectations of the job entail but also provide an opportunity to demonstrate their own personal creativity.

Using a Complex Image of a Family

Another helpful technique can also be done in one of two ways: The first is to email an image like the one below when you offer the applicant a second interview. Ask them to write down any thoughts they have about the picture. Keep it vague as you want to glean their instincts about families and too much information may guide them one way or another. During the second interview, ask the applicant to review their work with the hiring team and develop some more advanced questions depending on what they observed and reported. When you meet with the applicant utilize those questions or reflections to gain more insight into their values, characteristics and skills. The second way again is to give the picture to them when they arrive for a second interview. They can spend some time noting some ideas about the picture while waiting for the interview. This will not be as in depth but still beneficial. The hiring team is looking to assess the applicant's ability to see strengths and how the applicant may react to this kind of environment. This gives the team a glimpse into the applicant's values system, their ability to see positives, their understanding of family dynamics, etc.

Figure 1: Complex Family Photo



Points to ponder when choosing the BEST applicant for the job

- Do answers to behavioral questions align with the values and tenets of the wraparound process and those of your organization?
- Is this applicant able to demonstrate the basic skills necessary for the position and can they be taught to integrate new skills?
- Will this applicant be the “best fit” for the team they will be working with?

Sample Interview Scoring Sheet for the Wraparound Care Coordinator Position

Name of applicant		Date of interview	
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1. ADD SELECTED QUESTION HERE

Rate on a scale of 1-7 with 4 being an average response

1	2	3	4	5	6	7
Notes:						

2. ADD SELECTED QUESTION HERE

Rate on a scale of 1-7 with 4 being an average response

1	2	3	4	5	6	7
Notes:						

3. ADD AS MANY SELECTED QUESTIONS AS NEEDED

Question	Score	Question	Score	Ratings	Scoring range
1		8		Excellent	85 or above
2		9		Very Good	70-84
3		10		Average	50-69
4		11		Below Average	30-49
5		12		Poor	1-29
6		13			
7		14			
Total score					
Positives about applicant			Concerns about applicant		
Hire Applicant				YES	NO

Section 3: Wraparound Care Coordination Job Skills

The following list identifies skills necessary for effective Wraparound Care Coordination. The list is divided into the four phases that typically occur in Wraparound including Engagement, Planning, Implementation, and Transition.

ENGAGEMENT PHASE

The engagement phase is focused on the initial stage of Wraparound Planning and encompasses initial team development through face to face contact with the family as well as either face to face or telephone contact with potential team members. Formal Wraparound Team meetings and plan of care creation are not occurring during this phase as the Care Coordinator is gathering perspectives through interviews in order to get a sense of family strengths and needs as well as concerns by all involved in the team. This is also the phase in which the Care Coordinator solicits enough trust from team members to join in the process. Although this phase is referred to as “engagement,” it is predictable that many team members including the family will be minimally engaged but open enough to come to planning meetings which will occur in the next phase. This phase typically lasts two-three weeks and if it takes longer than three weeks, supervisors should be concerned that planning and formal Wraparound Team meetings from the next phase will be difficult to initiate.

Engagement Skills

The skilled Wraparound Care Coordinator should be able to:

- 1) Explain Wraparound effectively
 - a) In a way that makes sense to others
 - b) In a way that compels others to want to participate
- 2) Introduce themselves and their role effectively to families
- 3) Solicit families to tell their own story
- 4) Analyze family’s story to
 - a) Identify strengths
 - b) Identify unmet needs
 - c) Identify potential team members
- 5) Summarize the family’s story in a way which communicates the facts, the family’s strengths, and the family’s needs verbally and in writing
- 6) Call and introduce themselves to other team members and effectively solicit their involvement
- 7) Distinguish between a crisis and a non-crisis situation upon initial meeting with family
 - a) Provide stabilization resources for crisis situations only
 - b) Communicate a time limit on stabilization resources to assure that the next phase is fully engaged

Products developed and completed during the Engagement Phase

- A written family story which describes the family in terms of relationships and from a strengths based perspective
- A written strength inventory completed in presentation style so that the team can review a bullet list of inventoried strengths
- An initial stabilization plan which describes immediate safety or rest actions, if applicable
- A team member list identifying name, role and relationship to the family, phone number, address

PLANNING PHASE

This phase is the plan development phase of Wraparound and requires Child and Family Team meetings which will include the caregivers, youth, Wraparound staff, service providers, and at least one informal support to qualify as a planning meeting. This phase, which should commence at least by the end of the third week after the referral is made, requires the Child and Family Team to come together, review family strengths, develop a collaborative mission statement which all team members can buy into, listing needs statements, prioritizing as a team the most important needs and crafting interventions and actions to meet the prioritized needs. The Wraparound Plan of Care should be future oriented with a planning horizon that speaks to direction or eventual resolution of the situation. The Plan Development phase may last from a range of one week to two weeks depending on the pace of the process. Some Care Coordinators will be able to complete the initial Plan of Care within one meeting while others will need to take two meetings. If it will take two meetings to complete the Plan of Care these meetings should occur no longer than one week apart.

Planning Skills

The skilled Wraparound Care Coordinator should be able to:

1. Analyze details/data gathered from initial conversations completed during engagement phase.
2. Strategically organize people and information to move ahead with planning.
3. Convene and coordinate a group of people to meet and plan.
4. Communicate information gathered during the engagement phase including:
 - a) Strengths of the family & gathered team members
 - b) Needs uncovered during the initial conversations
5. Solicit feedback from participants
6. Synthesize various perspectives
7. Facilitate agreement in decision making
8. Define ongoing process such as team meetings, strength orientation, needs, actions and team rules
9. Define the future orientation of Wraparound Planning and guide the team in expanding the planning horizon
10. Document the meeting results

11. Distribute the Plan of Care to team members in a timely fashion
12. Schedule ongoing team meetings and solicit participation for long term commitment
13. Identify strengths
 - a) In the context of the team and family's vision
 - b) Which directly relate to the underlying referral situation
14. Anticipate safety needs and lead team in planning for alternate responses

Products developed and completed in the Planning Phase

- An initial Plan of Care which identifies the Family Vision, Strengths, Team Mission statement, prioritized needs, and initial actions planned which are tied to specific functional strengths
- A detailed crisis plan which outlines anticipated crisis, planned response, and a communication plan which details how to alert team members of certain crisis
- A list of team members who were present and participating in the development of the Plan of Care

IMPLEMENTATION PHASE

This phase follows directly after the initial Plan of Care has been completed. During this phase the Child and Family Team meets regularly with the express purpose of modifying and adjusting the plan based on information about the follow through and effectiveness of the interventions within the plan. The initial Plan of Care provides the framework for moving into the Implementation phase. Without an initial Plan of Care that is future oriented and speaks to the ultimate direction that the team and system is headed, this phase cannot occur. Teams who are not able to develop an initial Plan of Care often end up in a crisis response mode in which the team comes together and reacts to situations in the family's life. In this scenario teams will often grow frustrated with the family's situation as the entire team is apt to grow frustrated with the lack of progress experienced. Further, the family's frustration and disappointment may increase when the team is not making decisions in a fashion that builds logically on the direction sought in the Plan of Care. Finally, this phase is based on a logical model in which the team comes together to add, modify or discard actions based on these actions effectiveness. This phase last until the team identifies adequate progress and begins to move ahead with the final phase of transition.

Implementation Skills:

The skilled Wraparound Care Coordinator should be able to:

1. Maintain the team over time
2. Use the entire team in deciding to make changes within the Plan of Care
3. Facilitate participation in team meetings over time
4. Lead participants in searching for understanding about unmet needs

5. Track and assess family progress towards team vision and system goals
6. Communicate progress to team members
7. Substitute naturally occurring resources for paid resources as soon as possible
8. Maintain a focus on strengths, needs and creative solutions and inspire team members to follow that format in problem solving
9. Engage and welcome new team members by communicating team norms and past accomplishments
10. Assess efficacy of Plan of Care interventions and the added value of these interventions to the team vision and goals
11. Empower team members to implement tasks
12. Analyze interventions to assure progress in family empowerment and ownership
13. Document modifications to the Plan of Care while maintaining a focus on the original direction established in the Plan of Care

Products developed and completed during the Implementation Phase

- Addendums to the Plan of Care which identify how interventions are modified, discarded or started in order to increase precision of the Plan of Care
- Strength inventories updated at least monthly
- A list of team accomplishments which are reviewed at the start of each team meeting

TRANSITION PHASE

This phase occurs when the initial Plan of Care has been implemented and modified over time and the right set of interventions have been successfully delivered to produce the desired outcomes. Effective transition planning will occur in a thoughtful fashion which engages the entire team in decision making, supports rather than abandons the family and helps people move to a life free of system interference rather than simply moving people from services. This phase should be discussed early in planning phase and may require the Care Coordinator to challenge the team to be thoughtful and strategic about engaging resources within the family's network or larger community. The formal transition phase can range between two weeks and up to three months.

Transition Skills:

The skilled Wraparound Care Coordinator should be able to:

1. Analyze progress towards vision and goals
2. Lead team in assessing usefulness of interventions
3. Increase participation by family and other natural supports
4. Empower paid providers to create non-subsidized alternatives for their activities or interventions

5. Plan, schedule, and implement individualized transition rituals based on strengths, needs
6. Set up and practice crisis response drills
7. Build linkages to follow-up resources
8. Recognize and thank the team for its participation and accomplishment

Products developed and completed during the Transition Phase

- A written transition plan which outlines where the team is hoping to go along with timelines
- A list of community and family resources who are available and can accessed post Wraparound
- A summary of family and team accomplishments since the inception of the Planning Phase

Wraparound Care Coordinator Example Scope of Work

Wraparound Care Coordination is guided by the wraparound philosophy that emphasizes “empowering families.” This is defined through the following value base: Building on strengths to meet needs; One family – one plan; Best fit with culture and preferences; Community based responsiveness; Increased parent choice and family independence; Care for youth in the context of their families; and Never giving up.

CARE COORDINATOR RESPONSIBILITIES

1. Wraparound is not a service or program; rather, it is a definable process that results in a unique set of community services and natural supports that are individualized for a child and family to achieve a positive set of outcomes. The Wraparound Care Coordinator will work with the provider community to develop responsive and flexible resources that facilitate community-based interventions and supports that correspond with the needs of the families and their children and youth. Care coordination using a wraparound philosophy enables timely response to the needs of all family members across several life domains, incorporates formal and informal supports, and develops realistic intervention strategies that complement the child’s natural environment.
2. The Wraparound Care Coordinator must create a Child and Family Team for each youth and family. This team is comprised of the Wraparound Care Coordinator, the family, any advocates including peer support, the “lead” agency, representatives of other public and private agencies who are delivering services to the family, and other informal persons influential in the child or family’s life that can be instrumental in developing effective services. The team is responsible for the Plan of Care.
3. Initiates contact with the family or caregiver within three (3) calendar days of receipt of referral.
4. Conduct an initial face-to-face meeting with child and family within seven (7) business days of assignment. Items to be discussed will include, but are not limited to:
 - a. Wraparound goals
 - b. Wraparound process
 - c. Role of the referring agency
 - d. Expectations of family/caregiver
 - e. Expectations of child
 - f. Development of the Child and Family Team
 - g. Family/youth/caregiver safety issues
 - h. Stability of housing, childcare and respite needs
5. A Family Story will be constructed with every family. This story will be shared in a Family Narrative outlining the history, vision, needs, and strengths of each family.
6. A Crisis/Safety Plan must be developed with the family upon acceptance into the program and updated as needed by the Child and Family Team.
7. The Wraparound Care Coordinator or an established community crisis support service must always be available to the family during times of crisis, regardless of time or day or day of week.

8. The Plan of Care describes the mix of supports individualized to that family. The Wraparound Care Coordinator is the primary contact person for the Wraparound team. Together with the youth and family and its natural team members, the Wraparound Care Coordinator collaboratively orchestrates the development of the Plan of Care.
9. The Wraparound Care Coordinator must have an ongoing awareness of the community resources and evidence based practices that could potentially be useful to the child and family and be able to develop positive relationships with these providers in order to ensure access and quality services to the family.
10. The Wraparound Care Coordinator must identify other community and individual supports that can be used by the family to achieve their care plan; these can include friends, relatives, and/or religious affiliations.
11. The Plan of Care will be regularly evaluated by the Child and Family Team to determine the effectiveness of the service delivery to the caregivers and their child with special needs so that progress toward less restrictive and intensive services can be accomplished while strengthening the family's ability to function.
12. Wraparound Care Coordinators should not a 1 to 10 ratio of families.
13. Wraparound Care Coordinators are required to conduct Child and Family Team meetings monthly. A formal Plan of Care meeting with the child and family team is required within 30 days of enrollment and at least every 90 days thereafter.
14. The Family Story and subsequent Family Narrative will be completed within 30 days of enrollment. Family narratives will be updated as needed.
15. Wraparound Care Coordinators assist the youth and family accessing strength-based mental health, social services, educational services and other supports and resources required to assist the family to attain its vision. They help the family identify natural supports that exist for the family, and work with families to maintain youth in the least restrictive setting possible. Wraparound Care Coordinators monitor the provision and quality of these services in conjunction with the family.
16. Wraparound Care Coordinators assure that families have a choice, sustained access to an ownership of their plan of care and resources developed.
17. Wraparound Care Coordinators must comply with all required documentation and data collection in support of the program's implementation and evaluation strategy.
18. Regular attendance at meetings and trainings surrounding the roll out of systems of care reform should be mandatory.

QUALIFICATIONS

1. Wraparound Care Coordinators must possess a minimum of B.A or B.S. degree in social work, psychology or related field with extensive experience in human services. Experience can be substituted foreducation.
2. Ability to create effective relationships with individuals of different cultural beliefs and lifestyles.
3. Effective verbal and written communication skills.
4. Strong interpersonal skills and the ability to work effectively with a wide range of constituencies in a diverse community.
5. Ability to analyze complex information, and to define and solve problems.
6. Ability to work effectively in a team environment.