



Leading Organizational Change

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TODAY'S AGENDA

10:30- 12:00 Welcome and Introductions
Consolidated Framework for Implementation Research
Overview of national standards
"Let's Be Clear" overview of the importance of clarity in leadership.
Overview of WISP and WISS

Lunch

1:15- 2:45 WISP self-scoring
Table discussion and report out

Break

3:00- 4:15 Continued self-scoring
Table discussion and report out
Peer groups on take home priorities



Implementation is influenced by numerous factors

The Consolidated Framework for Implementation Research (CFIR) helps organize these factors:

- Inner settings
- Outer settings
- Intervention characteristics
- Individual characteristics
- Process



NWIA

MISTER ROGERS' NEIGHBORHOOD



Let's apply the CFIR to a popular television-based intervention!



Inner settings are the organizations that do implementation work

- Organizational culture and climate
- Organizational policies and procedures
- Staff competence and skills
- Leadership styles
- Culture
- Climate
- Readiness



Outer settings involve multiple systems

- Outer setting:
 - Coordination of multiple systems
 - Fiscal policies
 - Political environment
 - External policies
 - Client needs



Intervention characteristics influence implementation and effectiveness

- Quality
- Adaptability
- Complexity
- Cost
- Packaging



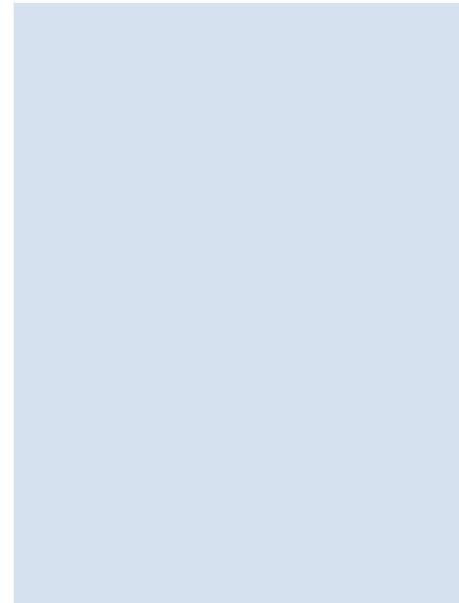
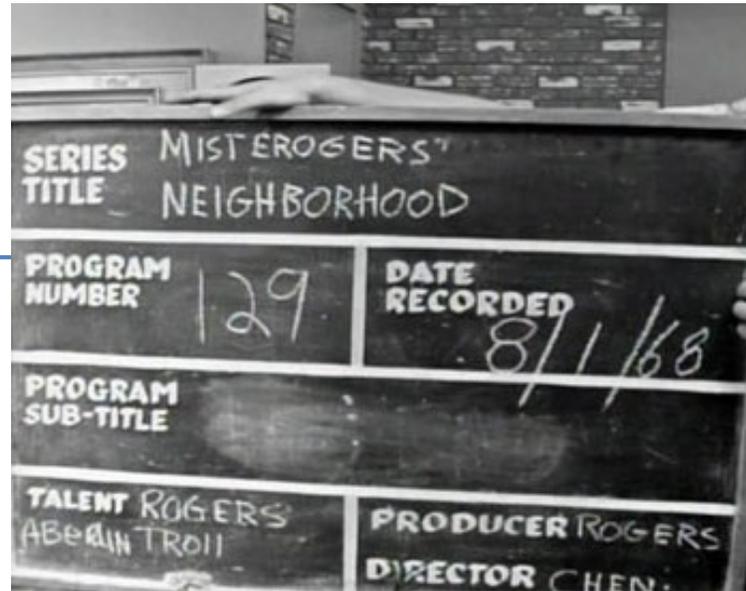
The characteristics of individuals involved with an intervention influence implementation

- Knowledge and beliefs
- Stage of change
- Self-efficacy
- Personal attributes



Implementation processes influence outcomes

- Planning
- Engaging
- Executing
- Evaluating



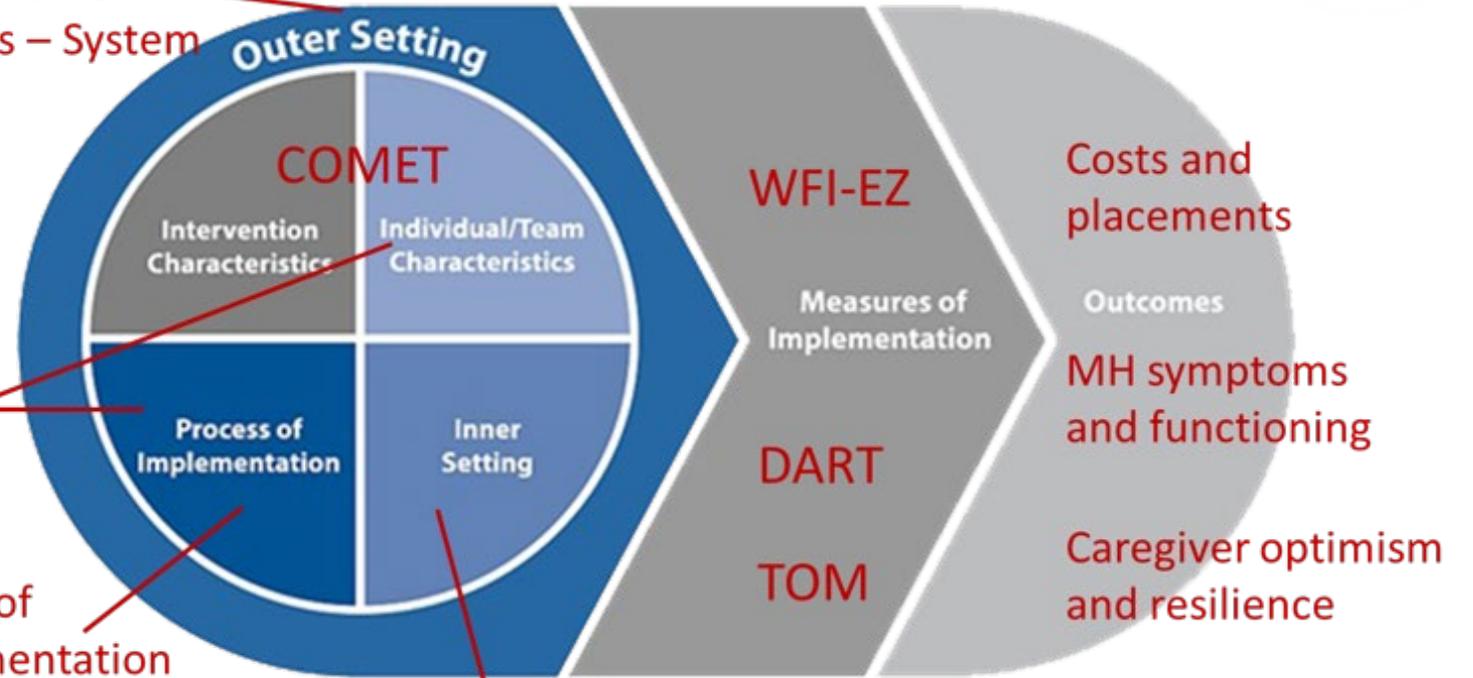
Applying the CFIR to Wraparound

Wraparound Implementation Standards – System (WISS)

IOTTA

Stages of Implementation Completion (SIC)

Wraparound Implementation Standards – Program (WISP)



Standards based on the Integrated Standards Framework



National Standards help organize program and system factors

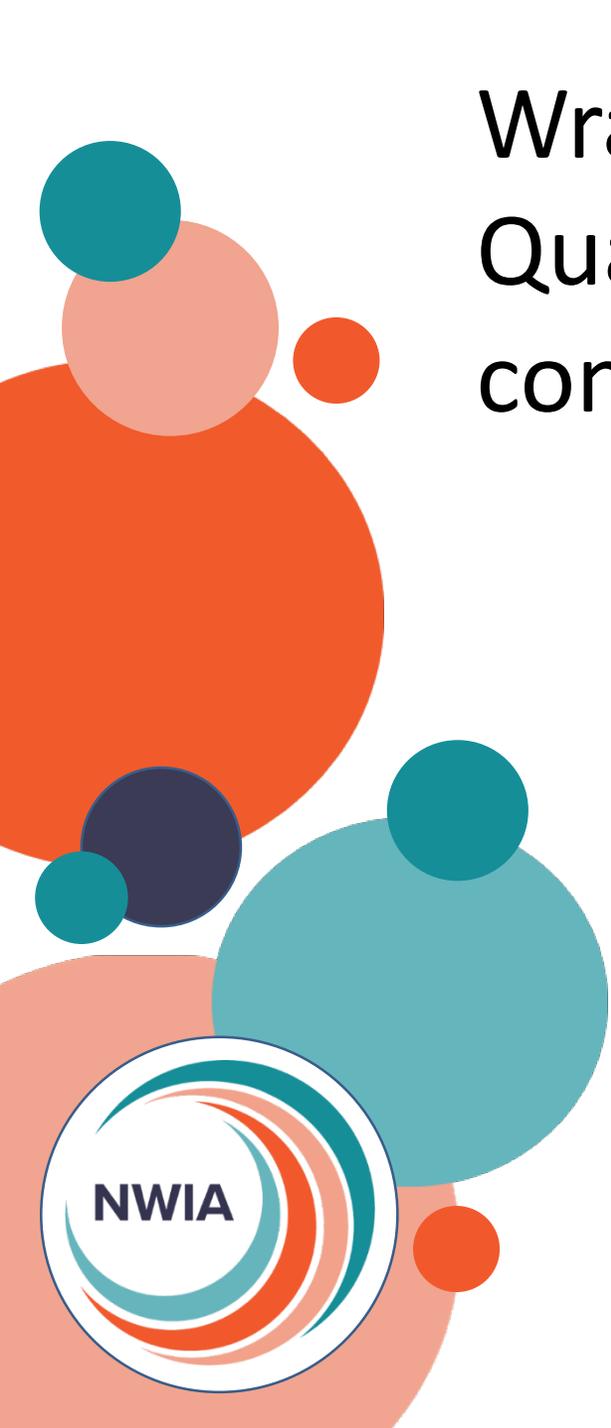
Provider-level Implementation Drivers

Outcomes: Improved Youth and Family Functioning

Fidelity: High-quality Wraparound Practice



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



Wraparound Implementation and Practice

Quality Standards include seven basic constructs:

- Four at the Wraparound Provider level:
 1. Competent staff
 2. Effective leadership
 3. Facilitative organizational support
 4. Utility-focused accountability mechanisms
- One at the wider community-level
 1. Hospitable system conditions
- And two output-related areas:
 1. Fidelity (high-quality Wraparound practice)
 2. Outcomes: Improved youth and family functioning

Competency drivers develop, refine, and sustain skills and abilities

1. Recruitment and Selection of Staff:
 - Specify required skills and abilities; recruit candidates that possess these skills and abilities; select staff.
2. Training:
 - Provide knowledge; introduce the components of key practices, and; provide opportunities to practice.
3. Coaching:
 - Advise, encourage, provide opportunities for practice.
4. Performance Assessment (Staff Fidelity):
 - Assess use and outcomes of the skills and abilities.



Organization drivers create and sustain hospitable environments

1. Systems Intervention:
 - Strategies for leaders and staff to work with external systems to ensure the availability of financial, organizational, and human resources.
2. Facilitative Administrative Supports:
 - Align organizational policies, procedures, structures, culture, and climate with the needs of practitioners.
3. Decision Support Data Systems:
 - Use measures to assess key aspects of the overall performance of an organization; provide data to support decision making.



Leadership drivers focus on providing the right leadership strategies

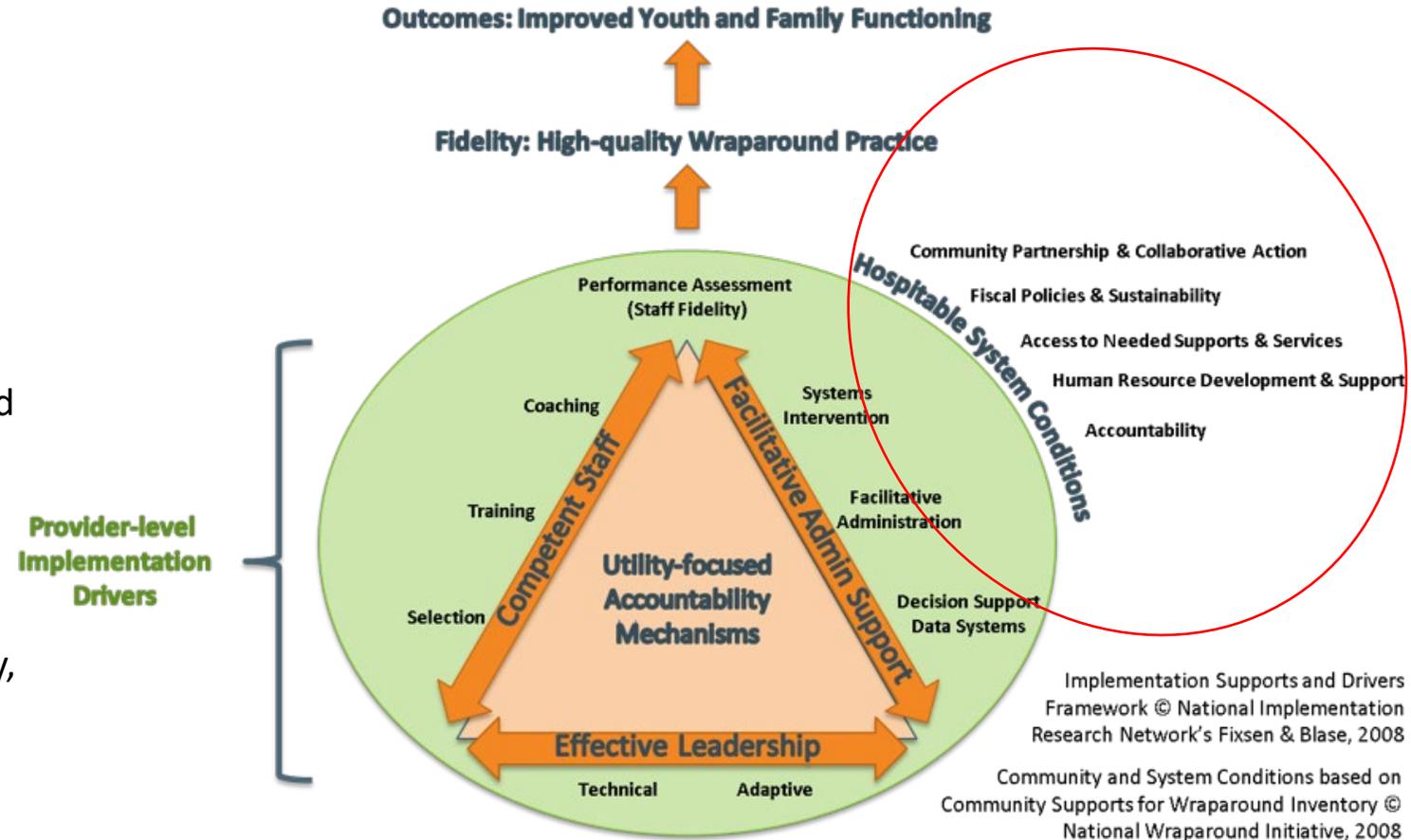
- Address challenges that often emerge as part of the change management process
- Leadership needs change as implementation progresses—“adaptive leadership” styles are needed to “champion change” in the beginning.
- Technical leadership styles are needed to manage the continuing implementation supports



Essential community and system supports for Wraparound are organized according to six themes



1. Community partnership:
 - Representatives of key stakeholder groups
2. Collaborative action:
 - Stakeholders work together
3. Fiscal policies and sustainability:
 - Fiscal strategies to support and sustain Wraparound
4. Access to needed supports and services:
 - Mechanisms to fully implement Wraparound processes
5. Human resource development and support:
 - The system supports Wraparound staff
6. Accountability:
 - Monitor Wraparound fidelity, service quality, and outcomes



45 Indicators organized into seven standards areas

Five Wraparound Implementation Standards Areas

Wraparound
provider-level

- Hospitable System Conditions
- Competent Staff
- Effective Leadership
- Facilitative Organizational Support
- Utility-focused Accountability Mechanisms

Two Output-Related Standards Areas

- Fidelity: High-quality Wraparound Practice
- Outcomes: Improved Youth and Family Functioning



LET'S BE CLEAR

How the number one job of leadership is to clarify



"Let me get this straight. You have not shown initiative because I never asked you to?"



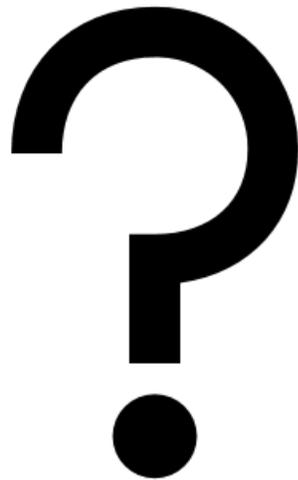
“Organizations are in the business of making sense out of the world...” One of the most salient processes that goes on as an organization tries to reduce uncertainty is boundary drawing. In the organizational world, **boundaries are staged and imposed** between the organization in itself, its people and products and the rest of the world. Certain behaviors and values are attributed to their own organization and others to organization, people and products that are perceived to be different. Styles of acting or expressing oneself that are not well-known or appreciated are attributed to influences from the outside. Perceived difference are thereby strengthen and elaborated upon” (Weick, 1979)



HERE'S WHERE I DRAW THE LINE

DEFINING BOUNDRIES

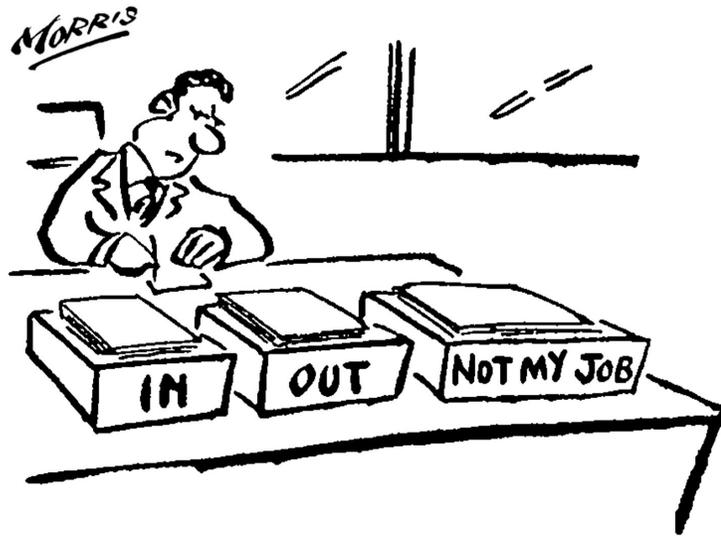
- Boundaries do not exist empirically – they are created in a “making sense effort”
- They act to define the borders of reality for those both inside and outside of them.
- They are put in place and re-enforced by leadership



- *What are some common ways that boundaries become muddled?*
- *What issues may arise within an organization that does not have clear boundaries?*
- *Brainstorm a few ways to fix or avoid these common pitfalls.*



DEFINING ROLES



*"Human beings and human acts come into being hand in hand with our invention of the categories labelling them. **Ourselves and our spheres of possibility are in other words to some extent made up by our naming and what that entails"***



What does this mean for leadership?

Wraparound Implementation Standards – System (WISS)
Scoring Manual



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Wraparound Implementation
Standards - Program (WISP)
Scoring Manual

2019



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>





Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
		<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>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
	<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>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
	<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>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
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>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
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>



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
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



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
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>

Across Implementation Stages

- Are we set up for success (Pre-implementation Stage)?
- Are we addressing barriers, establishing clear expectations, and providing support (Implementation Stage)?
- Are we ensuring all the good work maintains? Do we have continuous quality improvement measures solidly in place (Sustainability Phase)?

WSP_Spreadsheet - Saved to OneDrive

Developer Page Layout Formulas Data Review View Help ACROBAT

Font Alignment Number

General

Condition Formatting

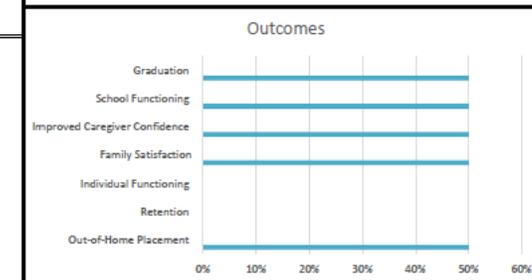
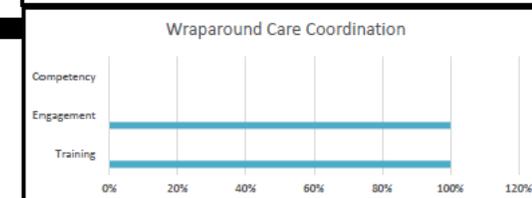
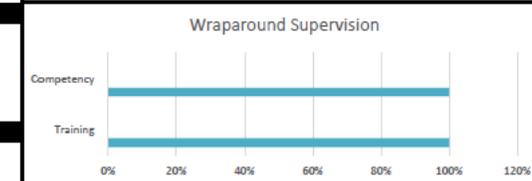
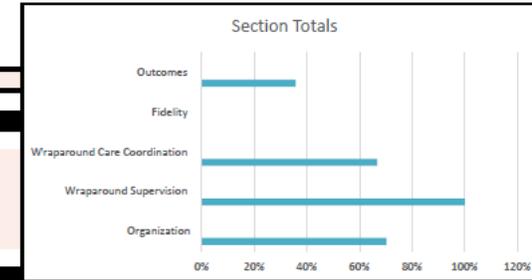
IS PAGE	Pre-Implementation Stage mm/dd/yyyy	Implementation Stage mm/dd/yyyy	Sustainability Stage mm/dd/yyyy
Goals	0%	0%	
Operational	0%	0%	0%
Supervision	0%	0%	0%
Coordination	0%	0%	0%
...	-	0%	0%
...	-	0%	0%
	0%	0%	0%
	-	0%	0%
	-	0%	0%
	0%	0%	0%
	-	-	0%
	-	-	0%
	0%	-	-

Sustainability Stage_Worksheet Sustainability Stage_Report Cumulative Report



Bi-weekly contact with expert content coach (1F, 4B)	2	100%	Cummins receives process based feedback via TOBI on all of their CMHW youth from their local coach
Total for Sub-Section		100%	
Total for Section		100%	
WRAPAROUND CARE COORDINATION			
Training			
Coaching includes formal assessment of practice at least once per quarter (1F)	2	100%	Cummins participates in on site local coaching on a monthly basis.
Bi-weekly contact with expert content coach (1F, 4B)	2	100%	Cummins receives process based feedback via TOBI on all of their CMHW youth from their local coach
Total for Sub- Section		100%	
Engagement:			
Child and family team meetings held regularly (at least every 30 to 45 days) to review and modify the plan of care (F1)	2	100%	At the beginning of the month, Lakisha talks with all of her WFs to put on a spreadsheet when the CFTM is scheduled for and where the CFTM is being held. She then goes back at the end of the month to make sure the CFTM happened and if it didn't, she discusses the barriers with the staff. Each WF has a whiteboard in their office as well that they write down the date, time, and location of their CFTMs for people to visually see when they are being held.
Total for Sub- Section		100%	
Competency:			
100% of CC with 6-8 months of wraparound experience demonstrate 50% skill attainment as measured by the COMET (F2 - F8)	0	0%	WF's with 6+ experience are not at a 50% on COMETS as of yet. 1 WF has scored a 45%.
Total for Sub- Section		0%	
Total for Section		67%	
FIDELITY			
FIDELITY			
WFI-EZ items A1 – A4 = 100% &	0	0%	DMHA holds a contract with WERT for the WFI-EZ. Data should be available in July of 2019
WFI-EZ meets or exceeds 70% (4C, F2 – F8; O1 & O6)	0	0%	
Total for Sub- Section		0%	
Total for Section		0%	
OUTCOMES			
Out-of-Home Placement			
Fewer than 40% out-of-home placements per year (O6)	1	50%	EMR does track the out of home placements, Lakisha does not track this on her own.
Total for Sub-Section		50%	

Totals	55%
Section Totals	
Organization	70%
Wraparound Supervision	100%
Wraparound Care Coordination	67%
Fidelity	0%
Outcomes	36%
Organizational	
Leadership	63%
Appropriate Populations	50%
Accountability Mechanisms	79%
Access	50%
Services and Supports	100%
Staffing	100%
Onboarding	50%
Wraparound Supervision	
Training	100%
Competency	100%
Wraparound Care Coordination	
Training	100%
Engagement	100%
Competency	0%
Fidelity	
Fidelity	0%
Outcomes	
Out-of-Home Placement	50%
Retention	0%
Individual Functioning	0%
Family Satisfaction	50%
Improved Caregiver Confidence	50%
School Functioning	50%
Graduation	50%



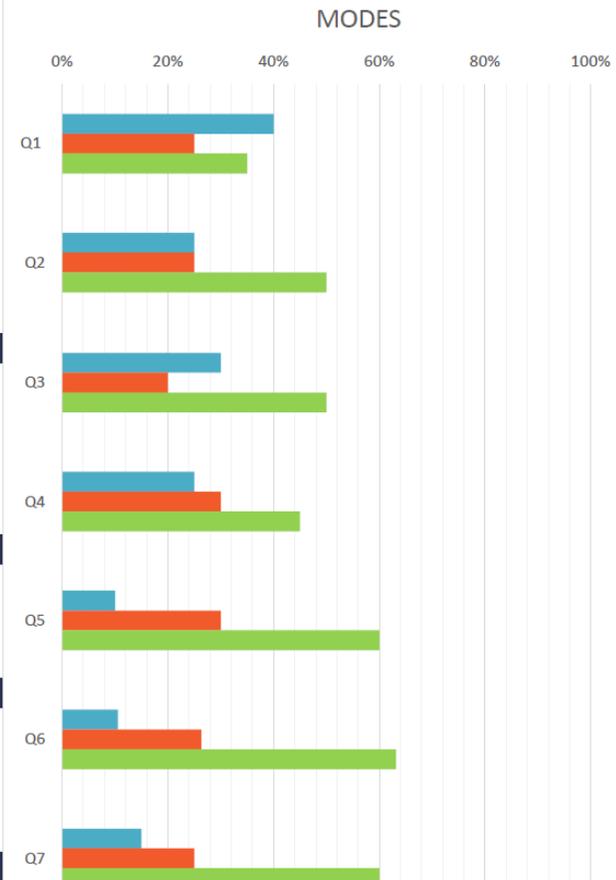


SITE

Pre- Implementation

Spring 2019

ORGANIZATION		Averaged Scores Across Sites	Percentage of Sites that Scored a:			
			ZERO	ONE	TWO	
Leadership						
Q1	Organization has identified an implementation team that includes executive leadership, mid management, supervisors and Care Coordinators (2B & 3E)	48%	40%	25%	35%	
Q2	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)	63%	25%	25%	50%	
Q3	Leadership proactively works to resolve problems that may arise as Wraparound implementation begins (2A)	60%	30%	20%	50%	
Q4	Feedback loops are established around system level change needs (3E)	60%	25%	30%	45%	
Total for Sub-Section		58%				
Enrollment & Engagement:						
Q5	Procedures and policies are in place to manage referrals after initial eligibility (5G)	75%	10%	30%	60%	
Q6	Demonstration of a process to support Medicaid application for eligible referrals (5F)	76%	11%	26%	63%	
Total for Sub-Section		76%				
Services & Supports:						
Q7	Firewalls are established between any internal organizational service provision and care coordination effort (5G)	73%	15%	25%	60%	
Total for Sub-Section		73%				
Staffing:						
Q8	At least one Wraparound supervisor has been identified (3A)	95%	0%	10%	90%	
Q9	An adequate number of Care Coordinators have been identified (3A)	65%	20%	30%	50%	
Total for Sub-Section		80%				
Onboarding						



Wraparound Implementation Standards- System
Developmental Timeline by Implementation Standards Element¹



Category	Pre-Implementation	Implementation (0-9 months)	Sustainability (10-18 months)
System's role	<p>Leadership: Executive leadership has designated appropriate staff with necessary authority to lead the cross-systems initiative and manage the implementation. (2A, 2C)</p> <p>System has developed an implementation readiness process that includes a clear system design, leveraging of existing reform or financing initiatives, and assessment of strengths and gaps in the current system of care. (5E-H)</p> <p>System leadership brings system child serving agencies, families and youth together regularly to collaboratively plan or govern SOC implementation. (5C & 5E)</p> <p>System establishes workforce development plan that ensures ongoing access to training and expert coaching (1D, 1F, 1G).</p> <p>System leadership develops a communications plan which includes internal messaging to promote engagement and support, and external messaging to engage stakeholders and outreach to families.(1A, 2B, 5B, 5E)</p>	<p>Leadership: System leadership is working to operationalize the system design, build needed infrastructure and establish financing mechanisms. (5B, 5E, 5F)</p> <p>System leadership is working to develop the service array and provider network to fill identified gaps in the system of care. (5H)</p> <p>System leadership is reviewing progress reports on wraparound implementation and addressing any identified system level barriers. (2A)</p> <p>System leadership has taken specific steps to translate the Wraparound philosophy into system level policies and practice guidance. (5E)</p> <p>System leadership addresses any barriers for the Wraparound Plan of Care (POC) to coordinate the work of all services and providers on behalf of a youth and family and ensure the Wraparound POC serves as the primary plan of care. (5D)</p> <p>System ensures workforce is being trained and coached around expected practice elements (1D, 1F, 1G).</p> <p>Internal agency staff receive regular communications from system leadership regarding progress of implementation and expectations. (1A, 2B)</p>	<p>Leadership: Infrastructure in place or design is being actively modified in partnership with stakeholders based on data and leadership identification of needed adjustments. (5B, 5E)</p> <p>Provider network and service capacity is regularly monitored and array of services and supports is on target for adequate development. (5H)</p>



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	<p>Fiscal Sustainability: System leadership identifies potential financing streams to support workforce development, needed system supports such as IT, and installation of Wraparound. (5F)</p> <p>System leadership identified any changes or clarifications in Medicaid managed care operations and takes necessary steps to define, communicate and implement any changes needed both internally and externally with MCOs. (5F)</p> <p>System leadership identifies changes needed for Medicaid to support provision of Wraparound and a flexible service array (e.g. State Plan amendment, waiver). (5F)</p> <p>Appropriate Population System leadership defines population to be served, eligibility criteria, process and standardized assessment tools. (5A & 5G)</p>	<p>External stakeholders receive regular updates on implementation and have opportunities to provide feedback to system leadership. (5B)</p> <p>System leadership has established regular outreach activities to ensure Wraparound is publicized and youth and families understand how to access. (5G)</p> <p>Fiscal Sustainability: System leadership addresses any changes that may be needed in Medicaid managed care including medical necessity criteria, staff training and policy and procedure evaluation and updates to support a plan of care within Wraparound. (5F)</p> <p>System is moving forward with needed Medicaid changes (e.g. System Plan amendments, waiver applications) (5F)</p> <p>Cost and quality data are being collected to demonstrate return on investment. (4A & 4D)</p> <p>Appropriate Population: System leadership monitors population of youth & families enrolled in meeting all criteria of medical necessity and complex needs for Wraparound (5A & 5G)</p>	<p>Fiscal Sustainability: System leadership has established long term sustainable funding and needed Medicaid authorities have been established or are in development with CMS. (5F)</p>



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	<p>Accountability Mechanisms System establishes feedback loops with local implementation teams around progress of Wraparound installation system level change needs (3E)</p> <p>System establishes a CQI plan that includes data dissemination outlining quarterly assessment of workforce capabilities, quality measures and outcomes to be monitored, utilization, and service array needs (4B-4D)</p>	<p>Accountability Mechanisms: System leadership implements processes to share data elements and progress toward successful implementation (4B)</p> <p>System leadership implements CQI plan and processes to track child-level outcomes and quality measures for all youth in Wraparound and to use data to inform quality improvement (4A,D)</p> <p>The 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>System supports Electronic Health Record to be built or modified to support quality implementation of Wraparound (4A)</p>	<p>Accountability Mechanisms: System leadership routinely monitors outcomes, and competency and fidelity data are routinely reviewed and used for Continuous Quality Improvement (4B - 4D)</p>



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<p>System's Role with Wraparound Organization</p>	<p>Leadership: System leadership has set standards for organizational level implementation team that includes executive leadership, mid management, supervisors and care coordinators (2B & 3E)</p> <p>System sets expectation for feedback loops around installation progress and system level change needs (3E)</p> <p>Enrollment & Engagement: System leadership provides guidance for procedures and policies to manage referrals after initial eligibility (5G)</p> <p>System leadership provides guidance for a process to support Medicaid application for eligible referrals (5F)</p> <p>Services & Supports: System leadership provides direction on establishing firewalls between any internal organizational service provision and care coordination effort and establishes monitoring schedule for oversight (5G)</p>	<p>Leadership: System leadership has provided direction to or procured expert implementation support for local organizations on 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>System leadership provides guidance to local organizations with respect to how the Wraparound Plan of Care (POC) structures and coordinates the work of all services and providers on behalf of a youth and family; System leadership has issued policies and has made steps to ensure the Wraparound POC serves as the primary plan of care (e.g., Medicaid managed care medical necessity criteria follow policy) (5D)</p> <p>System leadership provides local organizations guidance for performance goals, flexible policies, incentives and accountability mechanisms for staff to meet these expectations (2A)</p>	<p>Accountability Mechanisms: An accountable Continuous Quality Improvement (CQI) infrastructure exists between local organizations and system leadership (e.g. mechanisms to monitor fidelity, service quality & outcomes and to assess the quality and development of Wraparound, and data sharing feedback loops) (3E, 4A & 5I).</p> <p>Changes in percentage of youth going to an out of home intervention (O6)</p> <p>Size of the CFT including the percent of informal supports (F3)</p> <p>School attendance and graduation rates (O2)</p> <p>Involvement with JJ, increases in detention and probation rates (O3)</p> <p>Disenrollment and re-enrollment is tracked and reviewed (F8)</p> <p>Critical incident reports are tracked and Reviewed (5I)</p> <p>Involvement with child welfare, out of home Incident reports with child protection (5H)</p>



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	<p>Staffing: System provides guidance on staffing expectations for local organizations, including during initial startup and full implementation, and support a workforce development plan that supports long-term organizational needs for supporting the number of families referred. (3A)</p> <p>Onboarding: System provides guidance on interview and selection protocols for Care Coordinators and supervisors including Wraparound specific behavior-based scenarios and criteria (1C)</p>	<p>Staffing: System provides guidance on hiring, interviewing protocols, and job descriptions for Care Coordinators that are specific to the care coordinators job (1C)</p> <p>System provides guidance on job descriptions for Wraparound Supervisors that are specific to that role and clear performance expectations have been established (1C)</p> <p>System provides expectations on staff training, coaching, competencies and certifications. (1C)</p> <p>Performance Assessment: System leads development of process and tools to assess Care Coordinator’s performance using objective-measures (e.g. observations) that are tied to their job descriptions and quality indicators (1G)</p> <p>System ensures workforce access to expert training and coaching that includes standardized measures of skill attainment (1F, 1G)</p>	<p>Staffing: System leadership has an established process in place to ensure monitoring of provider agency performance, turnover rate and staffing ratios for care coordinators and supervisors. (2A, 1A, 3A)</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*.

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