

Community Supports for Wraparound Inventory

October 30, 2006 version

Overview

The Community Supports for Wraparound Inventory (CSWI) is being piloted as both a research and quality improvement tool to measure how well a local system supports the implementation of high quality wraparound. The CSWI is based on the Necessary Conditions for Wraparound described by Walker, Koroloff and Schutte (2003), and presents 40 community or system variables that support wraparound implementation.

The tool can be used in several ways:

- To help researchers determine how much these community support conditions affect fidelity and outcomes of wraparound.
- To help evaluators understand the system context for wraparound as part of their local evaluation projects.
- To help local evaluation groups to assess the supports for wraparound that are (and are not) in place in their community. Using this information, the community partners can make changes and track improvements in community supports over time.

In general, the information that you and others in your community provide on the CSWI will be used to improve implementation of community based services for children, youth, and families. Complete instructions are presented on the next page.

Thank you for agreeing to complete the CSWI.




National Institute on Disability and Rehabilitation Research,
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Theme 1: Community Partnership. Collective community ownership of and responsibility for wraparound is built through collaborations among key stakeholder groups.

	FULLY DEVELOPED SYSTEM SUPPORT		LEAST DEVELOPED SYSTEM SUPPORT
Item 1.1 Community Team	There is a formal collaborative structure (e.g., a “community team”) for joint planning and decision-making through which community partners take collective responsibility for development and implementation of wraparound.		The wraparound effort is unsupported by any collaborative system-level decision-making entity, leaving facilitators and other wraparound staff without a higher-level body to bust barriers or solve system-level problems on their behalf.
Item 1.2 Empowered Community Team	The community team includes leaders who are empowered to make decisions and commit resources on behalf of their organization to support the development and implementation of wraparound.		Leaders at the system- or community-level are reluctant or unable to make decisions or commit resources to support the development and implementation of wraparound.
Item 1.3 Influential Family Voice	Families are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Families are provided with support and training so that they can participate fully and comfortably in these roles.		Family members are not actively involved in decision-making, or are uninfluential or “token” components of the community team, boards, and other collaborative bodies that plan programs and guide implementation and evaluation.
Item 1.4 Influential Youth Voice	Youth and young adults are influential members of the community team and other decision-making entities, and they take active roles in wraparound program planning, implementation oversight, and evaluation. Young people are provided with support and training so that they can participate fully and comfortably in these roles.		Young people are not actively involved in decision-making, or are uninfluential or “token” components of the community team, boards, and other collaborative bodies that plan programs, oversee implementation, and conduct evaluation.
Item 1.5 Full Agency Support	The community team benefits from active collaboration across child-serving agencies. Relevant public agencies (e.g., mental health, child welfare, schools, courts) and major private provider organizations all participate actively and “buy in” to the wraparound effort.		The community team does not benefit from active participation or support from relevant child serving agencies or organizations. Those providing wraparound do so in the absence of “buy-in” from these other agencies and their staff.
Item 1.6 Community Stakeholders	The community team includes leaders from the business, service, faith and other sectors, who partner in system design, implementation oversight, and evaluation and provide tangible resources (including human resources such as volunteers).		Representatives of the collaborating agencies are not actively involved in decision-making, or are unengaged members of the community team and other collaborative bodies.
Item 1.7 Community Representativeness	The membership of the community team reflects the social, cultural, and economic diversity of the community and the families served by wraparound.		Members on the community team and/or other collaborative bodies do not reflect the social, cultural, and economic diversity of the community and the families served by wraparound


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

	FULLY DEVELOPED SYSTEM SUPPORT		LEAST DEVELOPED SYSTEM SUPPORT
Item 2.1 Community Principles & Values	Key stakeholders in the wraparound effort have collectively developed and formally ratified statements of mission, principles, and desired outcomes that provide a clear direction for planning, implementation, and joint action.		Statements of mission, principles, and/or outcomes have not been developed. Each agency and organization has its own mission and values and there is no common vision or set of values or desired outcomes shared across agencies.
Item 2.2 High-Level Leadership	The system has multiple high level leaders (e.g., senior agency administrators, elected officials, and other influential stakeholders) who understand wraparound and who actively support wraparound development by forging partnerships among agencies and organizations, changing policies, inspiring individual stakeholders, and creating effective fiscal strategies.		There are few if any high-level leaders in the system who truly understand or actively support wraparound development. Leaders are unable or unwilling to forge partnerships, integrate systems, or create effective fiscal strategies to support the wraparound effort.
Item 2.3 Proactive Planning	The wraparound effort is guided by a plan for joint action that describes the goals of the wraparound effort, the strategies that will be used to achieve the goals, and the roles of specific stakeholders in carrying out the strategies.		There is no plan for joint action that describes goals of the wraparound effort, strategies for achieving the goals, or roles of specific stakeholders.
Item 2.4 Joint Action Steps	Collaborative and individual agency plans demonstrate specific and tangible collaborative steps (e.g., developing MOUs, contributing resources, revising agency regulations, participating in planning activities) toward achieving joint goals that are central to the wraparound effort.		Though there may be a stated commitment to the wraparound effort, agencies and other key stakeholders have NOT taken specific and tangible steps toward achieving central goals of the wraparound effort (such as developing MOUs, revising policies and regulations, etc).
Item 2.5 Partner Agency Staff Preparation	The collaborating agencies take concrete steps to ensure that their staff members are informed about wraparound values and practice. All staff who participate directly in the wraparound effort do so in a manner that is in keeping with wraparound principles, such as collaborative, strengths-based, and respectful of families and youth.		Providers and agency personnel are not informed about the wraparound philosophy, and staff who participate in the wraparound effort are unable or unwilling to do so in a manner that is in keeping with wraparound principles.
Item 2.6 Information Sharing	Information is shared efficiently across systems (or is maintained centrally for the wraparound program) so as to provide the data needed to monitor wraparound quality, plan implementation, costs, and outcomes.		Agencies have not resolved legal issues and/or developed mechanisms for efficiently sharing the information that is required to monitor wraparound quality, plan implementation, costs, and outcomes.
Item 2.7 Single Plan	The wraparound plan is <i>the</i> plan of care that structures and coordinates all partner agencies' work with a given child and family. The format and structure for documenting the plan reinforces relevant wraparound principles such as strengths-based, family-driven, and individualized.		Different agencies and systems that serve a child and family develop and maintain separate, uncoordinated plans of care; and/or the wraparound plan or other agency plans are recorded in ways that are not in keeping with wraparound principles (e.g., plans reflect deficit-based, family-blaming, or expert-driven perspectives).
Item 2.8 State Interface	The wraparound effort has an active and productive partnership with state agencies. This partnership has been successful in motivating policy and funding changes that support wraparound programs and practice.		There is no organized interface between the community and state agencies around children's services and supports. State level policies, regulations, and funding are in conflict with the community's wraparound effort and different stakeholder groups are competing for different types of changes to rules, regulations, and laws.


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

	FULLY DEVELOPED SYSTEM SUPPORT		LEAST DEVELOPED SYSTEM SUPPORT
Item 3.1 Fiscal Understanding	Agencies and decision makers have access to accurate information about the types and magnitudes of expenditures from all funding streams (e.g., mental health, special education, juvenile justice, developmental disabilities) for services and supports for <i>all</i> children with serious and complex needs (regardless of whether or not they are actually enrolled in wraparound).		Information about expenditures for services and supports is fragmented across different information systems/sources such that decision makers cannot determine the use and costs of services and supports for children with serious and complex needs (regardless of whether or not they are actually enrolled in wraparound).
Item 3.2 Removing Fiscal Barriers	The community collaborative has a formalized process for identifying and acting to remedy fiscal policies that impede the implementation of the wraparound program or the fulfillment of wraparound plans. Important changes to fiscal policies have been made		The community collaborative lacks formal understanding of the ways in which fiscal policies act as barriers to the implementation of the wraparound program or the fulfillment of wraparound plans; and/or, where awareness exists, no action is taken to change policy.
Item 3.3 Collective Fiscal Responsibility	Key decision-makers and relevant agencies assume collective fiscal responsibility for children and families participating in wraparound and do not attempt to shift costs to each other or to entities outside of the wraparound effort.		Each agency has its own cost controls and agencies do not collaborate to reduce cost shifting, either to each other or to entities outside of the wraparound effort.
Item 3.4 Fiscal Monitoring	There is a formalized mechanism for reviewing the costs of implementing the wraparound program and wraparound plans. This information is used to clarify/streamline spending policies and to seek ways to become more efficient at providing high-quality wraparound.		There is little or no information available about the costs of implementing the wraparound program or wraparound plans and/or what information is available is not used to streamline spending policies or improve efficiency.
Item 3.5 Fiscal Flexibility	Funds are available to pay for services and supports, and to fully implement strategies included in individual wraparound plans and safety/crisis plans.		Financing policies are rigid and are largely or entirely designed to facilitate payment for categorical services. There is little latitude for flexibility to provide creative, individualized care for children, youth, and families.
Item 3.6 Sustained Funding	There is a clear and feasible plan for sustaining fiscal support for the wraparound effort over the long term, and this plan is being fully implemented.		There is no clear and feasible plan for sustaining fiscal support for the wraparound effort.


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

	FULLY DEVELOPED SYSTEM SUPPORT		LEAST DEVELOPED SYSTEM SUPPORT
Item 4.1 Program Access	Wraparound is adequately available and accessible so that families who can benefit from it are able to participate if they wish.		Children and families who would benefit from wraparound are not aware that it is available or they are unable to access it (e.g. because of eligibility barriers or lack of availability).
Item 4.2 Service/ Support Availability	Wraparound teams can readily access (or receive necessary support to create) the services and supports required to fully implement their plans (including services such as respite, in home services, family support, mentoring, etc., that are commonly requested by wraparound teams).		Services and supports needed to fully implement wraparound plans are not readily available or cannot be created in sufficient quantity.
Item 4.3 Building Natural & Community Supports	The wraparound effort devotes resources to and is able to develop connections with organizations in the community and individuals in families' social support networks. Teams, family members, and youths regularly and effectively access these resources to implement individualized strategies contained in wraparound plans.		The wraparound effort relies on individual team members to create natural and community support "from scratch" as needed to implement strategies in their plan. No staff time or other resources are specifically devoted toward increasing individual or community capacity to provide natural and community supports.
Item 4.4 Choice	Children and families have the opportunity to select among service and support options when developing strategies for their wraparound plans (including options that rely on natural or informal supports rather than formal supports), They are able to choose different providers or strategies if they become dissatisfied.		Provider and service/support selection is dictated by agencies, availability, and funding streams with little choice for families.
Item 4.5 Service/ Support Quality	Providers offer high-quality services and supports (e.g., therapies, treatments, in-home services, mentoring) that are "research based" in that they conform to current information about best practices and/or have research or evaluation data demonstrating their effectiveness.		Most formal and community services and supports are generic or unstructured and providers are not knowledgeable about current best practices.
Item 4.6 Crisis Response	Necessary support for managing crises and fully implementing teams' safety/crisis plans is available around the clock. The community's crisis response is integrated with and supportive of wraparound crisis and safety plans.		Support for managing crises is insufficient, inconsistently available, or uncoordinated with wraparound teams' crisis and safety plans.


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

	FULLY DEVELOPED SYSTEM SUPPORT		LEAST DEVELOPED SYSTEM SUPPORT
Item 5.1 Wraparound Job Expectations	The job expectations (duties and requirements from supervisors) of people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) affords them adequate time, flexibility, and resources and encourages them to implement high-fidelity wraparound.		People with primary roles for carrying out wraparound are expected to do other jobs and/or the requirements for how they do their jobs conflict with expectations of high fidelity wraparound.
Item 5.2 Partner Agency Job Expectations	The job expectations of people who participate on wraparound teams (e.g., providers and partner agency staff) affords them adequate time, flexibility, and resources to participate fully in team meetings and to carry out their assigned tasks for implementing wraparound plans.		Providers and agency staff who are asked to serve on wraparound teams are not given sufficient time, flexibility and/or resources to participate fully in team meetings and implement wraparound plans.
Item 5.3 Caseload Sizes	Caseload sizes for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) allow them to consistently and thoroughly complete the activities of the wraparound process.		Caseload sizes for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) allow them to consistently and thoroughly complete the activities of the wraparound process.
Item 5.4 Professional Development	People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive comprehensive training, shadow experienced workers prior to working independently, and receive ongoing coaching that focuses on systematically developing needed skills.		People with primary roles for carrying out wraparound receive minimal training and no ongoing coaching or other professional development to ensure skillful implementation of wraparound
Item 5.5 Supervision	People with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) receive regular individual and group supervision, and periodic "in-vivo" (observation) supervision from supervisors who are knowledgeable about wraparound and proficient in the skills needed to carry out the wraparound process..		People with primary roles for carrying out wraparound receive little or no regular individual, group, or observational supervision AND/OR supervisors are inexperienced with wraparound or unable to effectively teach needed skills.
Item 5.6 Compensation for Wraparound Staff	Compensation for people with primary roles for carrying out wraparound (e.g., wraparound facilitators, parent partners) reflects their value and encourages staff retention and commitment. These people have opportunities for career advancement based on the skills they acquire with wraparound.		People with primary roles for carrying out wraparound are paid less than comparable positions in the community (e.g., child welfare case workers, probation officers) and have no access to career advancement based on the skills they acquire with wraparound.

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

	FULLY DEVELOPED SYSTEM SUPPORT		LEAST DEVELOPED SYSTEM SUPPORT
Item 6.1 Outcomes Monitoring	There is centralized monitoring of relevant outcomes for children, youth, and families in wraparound. This information is used as the basis for funding, policy discussions and strategic planning		There is no tracking of relevant outcomes for children and youth in wraparound, or different agencies and systems involved maintain separate tracking systems.
Item 6.2 Full Range of Outcomes	The outcomes that are measured include outcomes that are typically important to families and that reflect the values of wraparound (e.g. child and family assets and strengths, caregiver well-being, family/youth empowerment).		Outcomes that are measured are those that are primarily of interest to professionals or agencies and/or that reflect an expert-driven, family-blaming, or deficit-based perspective.
Item 6.3 Wraparound Quality	There is ongoing collection and review of data on the quality of wraparound provided, including live observation, plan review, and feedback from children and families. The methods used to assess quality are grounded in the principles of wraparound. Data is used as the basis for ongoing quality assurance/improvement.		No systematic monitoring of wraparound quality occurs and/or the data is not used as the basis for ongoing quality improvement efforts.
Item 6.4 Plan Fulfillment	There is centralized monitoring and analysis of the types of services and supports included in wraparound plans, whether or not planned services and supports are provided, and whether or not the goals and needs that appear on wraparound plans are met.		There is no centralized monitoring and analysis of the types of services and supports included in wraparound plans, whether or not planned services and supports are provided, and whether or not goals and needs are met.
Item 6.5 Grievance Procedure	There is a grievance procedure that is easily accessible to families when they believe that they are not receiving appropriate supports and services or are not being treated in a manner consistent with the wraparound philosophy. Grievances are resolved in a timely manner, and families are in no way penalized for accessing the procedure.		There is no accessible grievance procedure that families can use if they are dissatisfied without being penalized for grieving.
Item 6.6 Satisfaction Monitoring	There is an ongoing process to track satisfaction and buy-in among stakeholder groups, including youth and families and representatives of partner agencies and organizations.		There is no process in place to track satisfaction and buy-in among youth and families and key stakeholder groups.
Item 6.7 Addressing Barriers	There is an ongoing, systematic process for identifying and addressing barriers that prevent wraparound teams from doing their work and/or fully implementing their plans. Central barriers have been successfully addressed through this process		No systematic process exists for identifying and responding to barriers, and no significant barriers have been addressed.

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