

What is Wraparound?

Wraparound is a family centered, community-oriented, strengths-based, highly individualized planning process aimed at helping people meet their unmet needs both within and outside of formal human services systems, while they remain in their neighborhoods and homes, whenever possible.



The Wraparound Process is as simple as people helping people...

In a Wraparound Process, friends, neighbors, family and services providers gather around a family and ask a crucial question...

“What do the members of this family really need to have better lives?”



The Wraparound Process is based on a set of values, beliefs and principles.

It is:

- ◆ Compassionate
- ◆ Family Centered
- ◆ Culturally Competent
- ◆ Outcome Focused
- ◆ Flexible
- ◆ Unconditional
- ◆ Team Developed and Supported
- ◆ Individualized
- ◆ Strengths Based
- ◆ Community Based
- ◆ Needs Driven
- ◆ Flexibly Funded
- ◆ Normalized



These values have implications for...

- ◆ Direct Practice
- ◆ Program Design and Implementation
- ◆ Systems of Care



One simple, familiar value is the main principle that guides implementation of the Wraparound process:

Compassion, *the sympathetic awareness of others' distress together with a desire to alleviate it.*



- ✚ In the Wraparound Process, every effort to communicate with consumers, colleagues and families embodies compassion and is distinguished by impeccable manners.
- ✚ In the Wraparound Process “...the quality of mercy is not strained...it is twice blessed...it blesseth he who gives and he who takes”. The hopes of the individual and family are cherished, nurtured and held dear.

[See citations in Part 1]



- ✚ For a lot of us, life turned out to be a lot more complicated than we anticipated. People are under a lot of pressure. We all, from time to time, need help.
- ✚ Most of us really do deserve a second chance, maybe even a third.
- ✚ Anybody can be overwhelmed by life's inevitable periods of loss, grief, disappointment, fear and panic.



- ✚ Change does not come easily to people.
- ✚ We know that life randomly delivers both joy and pain to each and every one of us, yet we keep on going anyway. Facing that squarely, day after day, is the ultimate act of courage.



Individualized

- Every person and family is unique
- Calling a plan individualized doesn't make it so
- If the plans are all the same, they're not individualized
- Every family has a culture, strengths and choices

***If all you have is a hammer,
everything looks like a nail.***

[See citation in Part 1]



Family Centered

- Families are the experts
- People get to decide what they need
- Fairness, tolerance, respect
- We each have value. So do our families
- Good manners count
- Family input = family investment



Strengths-Based

- Wraparound starts with strengths, culture and choices
- Balanced, accurate information lets us really know the people we try to support
- Assets, preferences and resources
- Family, faith and friends
- Present individual and family strengths as the process begins
- Strengths become strategies



Culturally Competent

In the Wraparound Process, we set out to learn each individual's and family's unique cultural norms. These are among the cornerstone strengths and assets on which Wraparound plans are based.

Culture: What people say...

"Memory feeds a culture, nourishes hope and makes a human, human."

Elie Weisel



“Prejudice is a burden that confuses the past, threatens the future and renders the present inaccessible.”

Maya Angelou

Children Need Traveling Shoes (Random House)

"Culture gives us a sense of unity, of connectedness, a vision of our identity... it's like a unity within the difference."

Quoted in Latino Cultural Citizenship Claiming Identity, Space and Rights (edited by Florest and Benmayor)



Culture

- Knowledge, beliefs, behavior
- Past generations \implies future generations
- Customs and interactions
- Shared dreams, memories and common goals
- Familiar patterns of communication
- Comfortable, familiar language and self expression
- Shared stories, heroes and villains



Team Developed and Supported

When it becomes clear who the resource people are on whom the adult/child/family depends, a Family Team that includes them is convened.



Family Teams

- Bring informal and formal resource together
- Include family, blood and otherwise; friends; neighbors; service providers; spiritual leaders; others who want to help
- Include mandated service providers, who fill important roles
- Are unique to each family



Family Teams

- Give everybody involved a chance to achieve consensus on what to do
- Value family and community resource people as important contributors to the family
- Can help even isolated families get needed support that lasts as long as it's needed



Informal Resources

- Build hope and capacity on Family Teams.
- Through a history of connection and trust, can help families receive feedback/input in a manner professionals could never achieve.
- Make needed skills more available by including people who bring durable and missing talents to those who need them.
- Meet families where they are and serve as bridges to where they would like to be.
- Make sure that children, adults and families (as they define family) are heard and respected.



Outcome Focused

- What is to be produced by the Wraparound plan is identified in advance
- The Life Domain areas remind people to look comprehensively at the areas of their lives in which they would like to see specific changes
- Outcome statements capture people's vision of a better life
- Don't compromise individual and family dreams just because they're difficult to achieve



The Life Domain areas, in no particular order, include...

Emotional/Psychological

Safety

Permanent Relationships

Culture

Competency Development

Health

Place to live

Legal

Finances

Family

Language/Communication

Social



The Life Domain areas, in no particular order, include...

Transportation

Spiritual

Education

Work

Behavior

Accountability

Public Safety

Restitution

Immigration/Citizenship Status

[See citations in Workbooks # 1 and # 2]



Needs Driven

The unmet needs, when met, become the bridges between the desired outcomes and the current reality.

Plans can only be individualized when needs are described specifically and in detail.



Flexible

The integrity of the individual and the family is our concern, not the integrity of the program. We don't try to shove square pegs into round holes. Instead we make square holes. Wraparound Plans can include 3 types of supports and resources:

Categorical services; designed for a "category" of people, funded with a category of money, when they fit well and meet needs.

Modified categorical services; the above, but tailored in some way to fit a family or an individual better and thus, better meet their needs.

Unique supports and resources developed to best fit a particular person or family and meet their individual needs.



Unconditional

Wraparound plans, by definition, are supposed to work, to produce desired outcomes.

If the plan isn't working:

- ✘ We do not kick the family out of the process.
- ✓ *We change the plan.*

Disability and difficulty are not, by themselves, reasons for people to settle for less. Go back to the drawing board and trouble shoot. Make sure the outcomes are both accurate and important to the family. Check to see if the right people are on the Family Team and that needs are clearly stated. Look for additional strengths and tighten up the strategies designed to meet the needs.

The only thing we don't do is give up.



Normalized

- The typical activities that make up our day-to-day lives help us become stable, happy people
- Don't deny anybody access to those activities until they achieve an artificial "program" stability
- Remember normal human development



Community Based

The Wraparound Process helps people remain in their neighborhoods and communities and still get their unmet needs met.

Wraparound supports the development of closer ties to informal resources: the faith community, recovering people, friends, extended family, neighbors, service organizations, and so on.



Community Based

Many of the relationships developed as a part of the Wraparound Process are durable over time and can provide individuals and families with lots of ongoing support.

With resources like these, people who have complex needs can remain in their neighborhoods and be happy, productive members of their communities when the professional service providers are no longer around.



Community - what people say

“The deepest American dream is not the hunger for money or fame; it is the dream of settling down, in peace and freedom and cooperation, in the Promised Land.”

-Scott Russell Sanders in Writing from the Center

*“Not what we give, but what we share –
for the gift without a giver is bare;
who gives himself with his alms feeds three –
Himself, his hungering neighbor, and me.”*

-James Russell Lowell



Community - what people say

“We, the peoples of the United Nations, determined to save succeeding generations from the scourge of war, which twice in our lifetime has brought untold sorrow to mankind, and to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal right of men and women and of nations large and small... And for these ends to practice tolerance and live together in peace with one another as good neighbors...”

-Charter of the United Nations [June 1945], Preamble



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When implementing the Wraparound Process, you may encounter concern about the therapeutic intensity of Wraparound, because people often confuse restrictiveness with therapeutic intensity. In fact, the two concepts are very different.

Therapeutic Intensity is a Function of:

- ◆ The degree to which all interventions are individualized and based on strengths
- ◆ The amount of time individuals spend in positive activities that reflect cultural/community norms
- ◆ How much emphasis is placed on meeting unmet needs and on learning new, adaptive skills



- ◆ Whether or not the desired outcomes are identified in advance
- ◆ The degree to which the treatment plan reflects activity related to the defined outcomes
- ◆ Consistent implementation and the ease of revising strategies as needs change and additional strengths are discovered
- ◆ The degree to which the treatment plan reflects efforts to establish permanent, satisfying relationships



- ◆ Whether or not new skills, alternate responses and replacement behaviors are taught effectively by using every sensory tract possible, using short and long term person centered rationales, actually demonstrating options and providing feedback during rehearsals
- ◆ The degree to which motivational strategies are individualized and altered to produce results when they fail
- ◆ How easily new behaviors, skills and insights will transfer to other, desired settings and how much support there is to make that happen



When you're determining how restrictive a service is, ask:

- ◆ To what degree does the physical setting resemble norms for people of similar age and development in the community? Is it near other people? Does it look like the places other people and families live?
- ◆ Are social and recreational opportunities readily available? Can a friend sleep over? Can a guy call his girlfriend and chat? Can he call his boyfriend? Can the runner, run? The reader, read?



Determining restrictiveness – *continued*

- ◆ How are work and education accessed?
With support from a professional or family and friends? Is it the same school the kids in the neighborhood attend? Is it a “real” job?
- ◆ How would you characterize the interactions and conversations in which the person typically participates? Are they more clinical or “average”?
- ◆ To what degree do people have age appropriate access to decisions that affect their day to day lives?
Can a person make a sandwich anytime? Stay up late? Stay out late?



Determining restrictiveness – *continued*

- ◆ How easily can people participate in activities related to their culture, faith and preferences?
- ◆ How much access do people have to their families and friends?
- ◆ Who's in charge? Are there compelling, external forces that determine what happens?



The Wraparound Process maximizes therapeutic intensity while minimizing restrictiveness.

Consider the two concepts together...

HIGH INTENSITY LOW			
	LOW	RESTRICTIVENESS	HIGH



Communities & Collaboration play key roles as Wraparound is implemented.

Collaborative Community Teams are convened to support and nurture local development of the Wraparound Process.



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Collaboratives and Community Teams also benefit from the inclusion of:

- Adult and child recipients of services, and people close to them
- Faith-related Organizations
- Civic Groups
- Business
- Political Clubs



Collaboratives and Community Teams (cont)

- Sororities and Fraternities
- Volunteer Organizations
- Neighborhood Leagues
- Investment Clubs
- Service Clubs
- Cultural Associations
- Recovery
- Sports



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Collaboratives and Community Teams (cont)

- Food Banks
 - Block Watch
 - Arts: Dance, Music, Sculpture, Crafts, etc.
- and other informal resources



Decisions for Collaborative Community Teams

- ◆ Is anyone or any resource that helps people get their needs met missing?
- ◆ Who will be eligible to participate in the Wraparound Process?
- ◆ Who can recommend a child, adult or family for inclusion in Wraparound?



Decisions for Collaborative Community Teams (cont)

- ◆ What exactly constitutes a referral?
- ◆ How will team members determine that a family will be accepted into the process? Rejected? Who will decide?
- ◆ How will accepted plans be funded?
- ◆ How will disagreements be resolved?
- ◆ How will grievances be addressed?

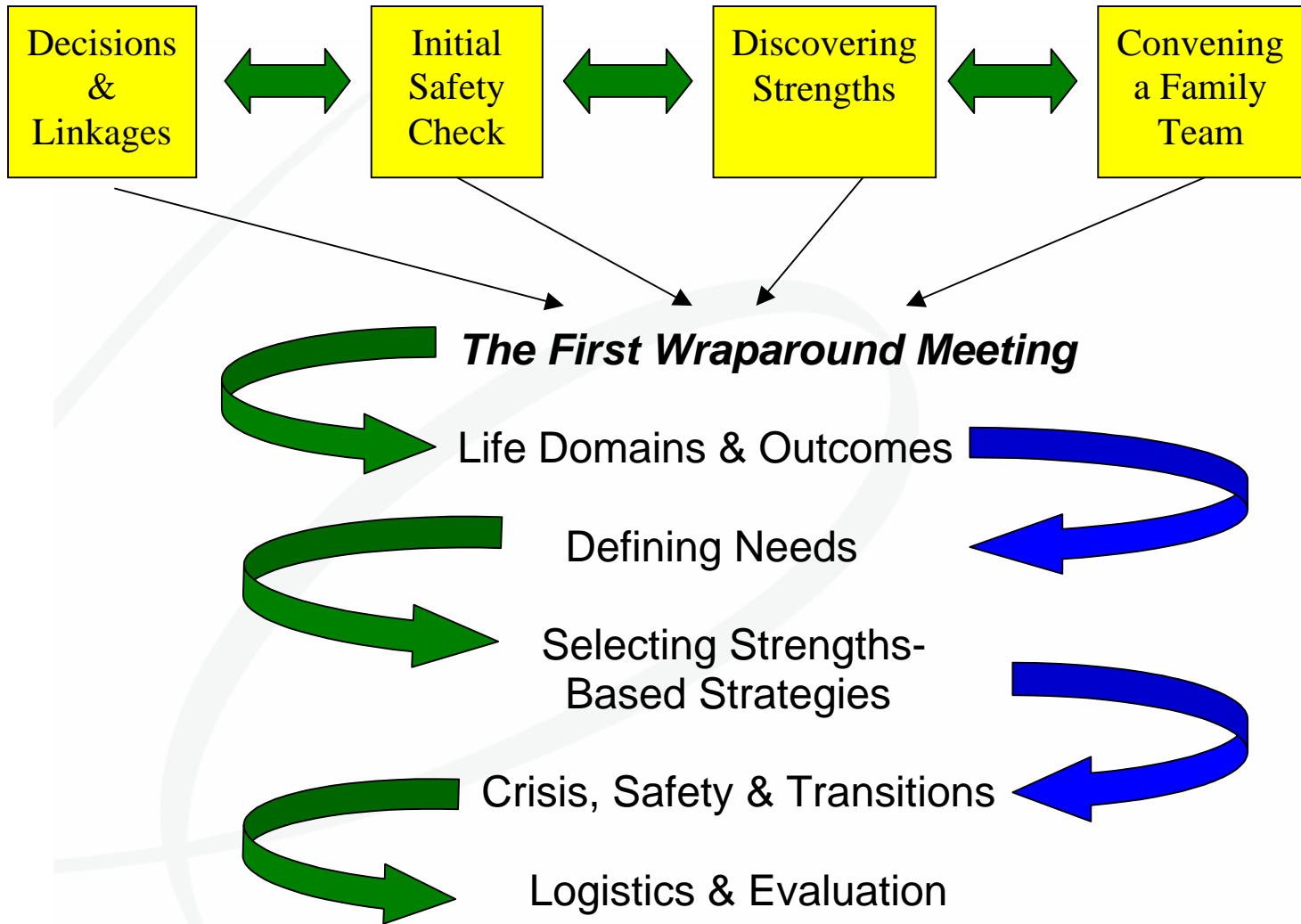


The Wraparound Process: Suggested Steps Overview

For people who have unmet needs, in circumstances that could be improved, the following steps may be useful for initiating and implementing a wraparound plan. Note that no single sequence can adequately respond to the wide variety of human experiences. Practitioners should tailor the process to each individual's and family's situation and style.



STEPS OF THE WRAPAROUND PROCESS



STEPS OF THE WRAPAROUND PROCESS

1. Decisions and Linkages

Find a way to link with the people with/for whom the Wraparound Plan will be developed. Be compassionate, practical and honest when you approach them. Make sure that the people involved actually want, and choose, to participate in the Wraparound Process. When that is clarified, help the individual or family decide who will facilitate the process.



2. Initial Safety Check

Check to see if there are safety issues, impending crises or difficult transitions and resolve them immediately.



3. Discovering Strengths

Get to know the family in positive ways: strengths, values, beliefs, cultures, choices, stories, dreams for themselves and their loved ones. Value them. After you've heard the family's story from their own point of view and learned about their assets and preferences, with their permission, review any other potentially useful information and talk to significant current/historic resource people.



4. Convening a Family Team

Get to know who the person's/family's *people* are: friends, family, etc.... Learn who could become supportive back ups for them and where they might be found. Contact everybody selected for the Family Team and get their input on individual and family strengths, desired outcomes, needs and additional resource people. Read the file and review any other information as it becomes available.



5. *The First Wraparound meeting*

Convene the first meeting and begin by presenting the individual's/family's strengths, learned above, so that all participants can fully appreciate the person's and/or family's culture, assets, resources, preferences and beliefs.

Establish and build consensus around ground rules that fit the situation, the individual, the family and the team.



5. *The First Wraparound meeting*

Ask all Family Team members for additional information (sometimes strengths of the team and team members).

Ask how much time participants have allotted for the meeting. On the average, it takes about 20-30 minutes to complete planning in each Life Domain area, so plan accordingly.



6. Choosing priorities: Life Domains and Outcomes

Ask the individual and family to select the Life Domain areas that best reflect their most important outcomes and unmet needs. Ask them to select a number that seems realistic, given the time available.

Note: When mandated issues of safety are part of the discussion, the facilitator chooses the safety Life Domain and then invites them to select the rest.

6. Choosing priorities: Life Domains and Outcomes

For each Life Domain area selected, help the individual, family and team draft a statement that identifies the desired outcomes specific to each Life Domain.

Think: “**what is the product we are working together to create, and is the statement of it measurable?**”



7. Defining Needs

Help the individual, family and others involved in the Wraparound Process identify unmet needs. Remember, these needs, when met, become the bridges between the desired outcomes and the current reality.

For each Life Domain area selected, help the Family Team identify and state what the individual and family need to produce the selected outcomes.



7. Defining Needs

Make sure that needs are stated, not service options. Translate services into need statements and make sure that your translation really reflects what was meant.

When the needs statements are completed, help Family Team members prioritize needs by voting. The method used to identify priority needs should reflect the people involved. It is their call, unless mandates for child/community safety are identified as priorities.



8. Selecting and Assigning Strengths-Based Strategies

When the top priority needs are identified, help the team generate strategies to get the needs met. Connect the child's, adult's, and/or family's strengths to the strategies.

Encourage Family Team members when they volunteer to implement the selected strategies. Don't underestimate the abilities of the individual, family, and supportive others. Encourage employees to offer their skills and assets as human beings and as professionals.



9. Crisis, Safety and Transitions: An In Depth Look

Revisit potential crisis and safety issues and develop detailed, practical responses that prevent or minimize them. Realistically and thoroughly revisit the potential need for additional crisis/ safety planning.



10. Logistics and Evaluation

Plan the next meeting while everyone is still there and resolve any logistic issues that impede Family Team members participation. Check how they feel they've been treated, and note anything thing else that can improve the facilitator's performance.

Tell the stories and celebrate the successes. Look for opportunities to build community capacity and fill gaps in local informal support strategies and systems of care.



Step 1, Decisions and Linkages

Find a way to link with the people with/for whom the Wraparound Plan will be developed. Be compassionate, practical and honest when you approach them. Make sure that the people involved actually want, and choose, to participate in the Wraparound Process. When that is clarified, help the individual or family decide who will facilitate the process.



- ◆ Useful, supportive relationships are built on the acknowledgment that we and those we choose to have around us are experts on our own lives, our children, our dreams and our personal attributes.
- ◆ It's OK to like the people and families with whom you link. In fact, it's one of the most helpful things you can do.



Establishing Effective Linkages

- ◆ Meet the adult, child/family before you read the file or consult other professional service providers about them.
- ◆ Offer to assist with needed tasks that reflect a practical understanding of the person's circumstances.
- ◆ Come when you say you are going to come; call when you say you are going to call.



Decisions and Linkages Continued

- ◆ Learn about the individual and the family from their own points of view.
- ◆ Unless they're your parents, don't call anybody Mom or Dad.
- ◆ Identify boundaries in advance and otherwise, be as flexible as possible.
- ◆ When you make a mistake, admit it, apologize and fix it.
- ◆ Ask families to teach you their cultures, traditions, values.



Decisions and Linkages Continued

- ◆ Avoid comparisons; concentrate on the person at hand and her/his resources.
- ◆ Tell the truth. No one will believe you if you lie, whether it's by action, omission or misdirection.
- ◆ Avoid jargon, murky descriptions and initials. Speak like a normal person.
- ◆ Keep your promises and don't make any that you can't keep.



Step 2, Initial Safety Check

Check to see if there are safety issues, impending crises/difficult transitions and resolve them immediately.

- Assessing Safety
- Initial Crisis Planning
- Initial Transition Planning



Step 3, Discovering Strengths

Get to know the family in positive ways: strengths, values, beliefs, cultures, choices, stories, dreams for themselves and their loved ones. Value them. After you've heard the family's story from their own point of view and learned about their assets and preferences, with their permission, review any other potentially useful information and talk to significant current/historic resource people.



Sample Questions for Adults

1. Is there anything you believe in that gets you through tough times?
2. How do you blow off steam?
3. How would you spend your leisure time if you could choose freely?
4. How have you managed to cope with (whatever s/he is coping with) so far?



Sample Questions for Adults - continued

5. What would give you and your family a happier life?
6. What were you like as a kid?
7. Who do you consider family?
8. Did you/do you look up to somebody? Do you have a hero?
Is there someone you admire?
9. What is your family (kin & non-blood kin) like?



Sample Questions for Adults - continued

10. Do you have a favorite relative? Best friend?
11. Who do you call when...? (Adapt a potential, locally relevant crisis: A/C broken, ice storm, broke, fired, dumped, angry.)
12. What is your favorite show, movie, book, story, song?
13. What are you proud of? What is the best thing you have ever done?



Sample Questions for Adults - continued

14. What kind of mom or dad do you want to be? (For parents and possible future parents)
15. Do you have a favorite holiday or celebration?
16. Do you have any special days and customs and ceremonies to mark them?
17. What are your hopes and dreams for yourself? Your family? Your loved ones?



Sample Questions for Adults - continued

18. What do you and your family value?
19. What expectations do you have for the children in your life?
In your home? What do you expect from adults?
20. What are your best qualities as a person? As a parent?
As a relative? As a partner? As a friend?



Sample Questions for Kids

1. What are the best things about your parents?
2. Do you know anyone whom you admire?
3. Who is your hero (actual or fictional)?
4. What are the best things about your brothers, sisters, and other relatives?



Sample Questions for Kids - *continued*

5. Who are your favorite people? What do they do?
6. What are the best parts of school?
7. Who do you think is cool?
8. What is your own best thing?
9. What do you want to be when you get older?



Sample Questions for Kids - *continued*

10. What do you want to be like?

11. What times of year do you like best?

12. What are your favorite celebrations?

13. What do you do for fun?

14. Who can you count on, no matter what?



Sample Questions for Kids - *continued*

15. What do you believe in, no matter what?
16. What do you do when you have free time and the choice of how to spend it?
17. Do you have any dreams you hope will come true someday?
18. What's your favorite gift you've ever been given? Given to someone else?



Sample Questions for Kids - *continued*

19. What is your favorite song, band, movie, TVshow? Why?
20. What kind of a friend are you? What kinds of friends do you have? Want to have?
21. If you could change anything about your life, what would you change?



Format for Recording Family Strengths, Needs, Desired Outcomes and Potential Resource People

Strengths, Cultures, Assets, Beliefs and Preferences	Important Outcomes: What is to be produced by the plan?
Resource People/ Possible Family Team Members	Individual/Family Needs (not services)



Step 4, Convening a Family Team

Get to know who the person's/family's people are: friends, family, etc.... Learn who could be or become supportive back ups for them and where they might be found.



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Step 5, The First Wraparound Meeting

The first Wraparound meeting gives the participants an opportunity to set a positive, hopeful, practical tone that will influence how the process unfolds.



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Step 6. Choosing Priorities: Life Domains and Outcomes

The Life Domains are areas in which each of us have needs that go, to one degree or another, met or unmet, every day of our lives. Outcomes describe how a family's life will look when their unmet needs are met.



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The Life Domain areas, in no particular order, include...

- * Safety
- * Culture
- * Health
- * Legal
- * Family
- * Emotional/Psychological
- * Permanent Relationships
- * Competency Development
- * Language/Communication
- * Accountability



Life domain areas - *continued*

* Place to live

* Transportation

* Social

* Public Safety

* Spiritual

* Restitution

* Education

* Behavior

* Work

* Finances



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* Immigration/Citizenship Status

Step 7, Defining and Prioritizing Needs

When we know what outcomes are to be produced, we define the unmet needs that impede the family from achieving their priority outcomes.



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Step 8. Selecting and Assigning Strengths-Based Strategies

When the top priority needs are identified, the Family Team generates strategies to get the needs met. It's important to connect the child's, adult's, and/or family's strengths, preferences and choices to the strategies.

Encourage Family Team members to volunteer and help implement the selected strategies. Don't underestimate the abilities of the individual, family, and supportive others.



Step 9, Crisis, Safety and Transitions: An In Depth Look

Revisit potential crisis and safety issues and develop detailed, practical responses that prevent or minimize them.

Realistically and thoroughly assess whether the individual or family faces uncomfortable or difficult transitions, and plan how to help them manage whatever changes they face.



Crisis Planning

- ◆ Reactive Crisis Plans
- ◆ Proactive Crisis Plans
- ◆ Transitional Crisis Plans



Safety Plans

Focus on: Unsafe behavior/alternative behavior

Safe settings/unsafe settings

Rationales

Consequences



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Safety Plans

Need to be: Maintained over time

Consistent

Documented

May include: Expert help

Electronic supports



Step 10, Logistics and Evaluation

At the end of the meeting, spend a few minutes setting up the next one and making sure it goes as well as possible.



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