

WRAP CANADA

"Creating Community for All"

A BRIEF OVERVIEW

OF THE

CANADIAN HIGH FIDELITY WRAPAROUND MODEL

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Revised February 25th, 2014

THE CANADIAN HIGH FIDELITY WRAPAROUND MODEL

So what is the Wraparound Process?

At it's simplest, the Wraparound process is a youth/parent driven, team based and holistic planning process that develops an individualized plan that uses the strengths of the youth/family and their team members to develop strategies that the entire team takes on that effectively addresses the whole family's needs on a day to day basis.

Examples of the kinds of problems that the children and youth and their families are dealing with include one or more of the following:

- Mental health issues
- Education issues
- Substance use and abuse
- Self harming
- Chronic running
- Domestic violence
- Youth justice involvement
- Different levels of cognitive challenge
- Putting themselves at risk either through prostituting themselves or engaging in indiscriminate sex
- Sexually intrusive with younger youth

The Development of the Canadian High Fidelity Wraparound Model

Over the last 6 years Wrap Canada's Canadian Wraparound Training Institute has conceptualized and refined a Canadian High Fidelity Wraparound model, training approach and certification system.

The foundation of the Canadian model was built on the work and success of the National Wraparound Initiative in the U.S. and especially on the work of Dr. John VanDenBerg of Vroon VanDenBerg, LLP. Their work in developing the evidence base for Wraparound in the U.S. was pivotal to Wraparound being recognized by many state and federal groups as a fully evidence based practice.

The research is clear: Wraparound implemented to a high degree of fidelity with the evidence-based model is highly correlated with significant change in the lives of the children, youth and adults and their families served.

Here in Canada, Wraparound is also about building a community of support for those most in need. This emphasis is embodied in both the vision and mission of Wrap Canada:

Our Vision

All children, youth, adults and their families will be part of a vibrant supportive community such that their varied challenges and needs will be heard, addressed and met

Our Mission: “CREATING COMMUNITY FOR ALL!”

Wrap Canada will support communities to successfully implement the Wraparound Process with all children, youth and adults and their families dealing with varied and complex problems so that they have better lives and can be active participants in their community

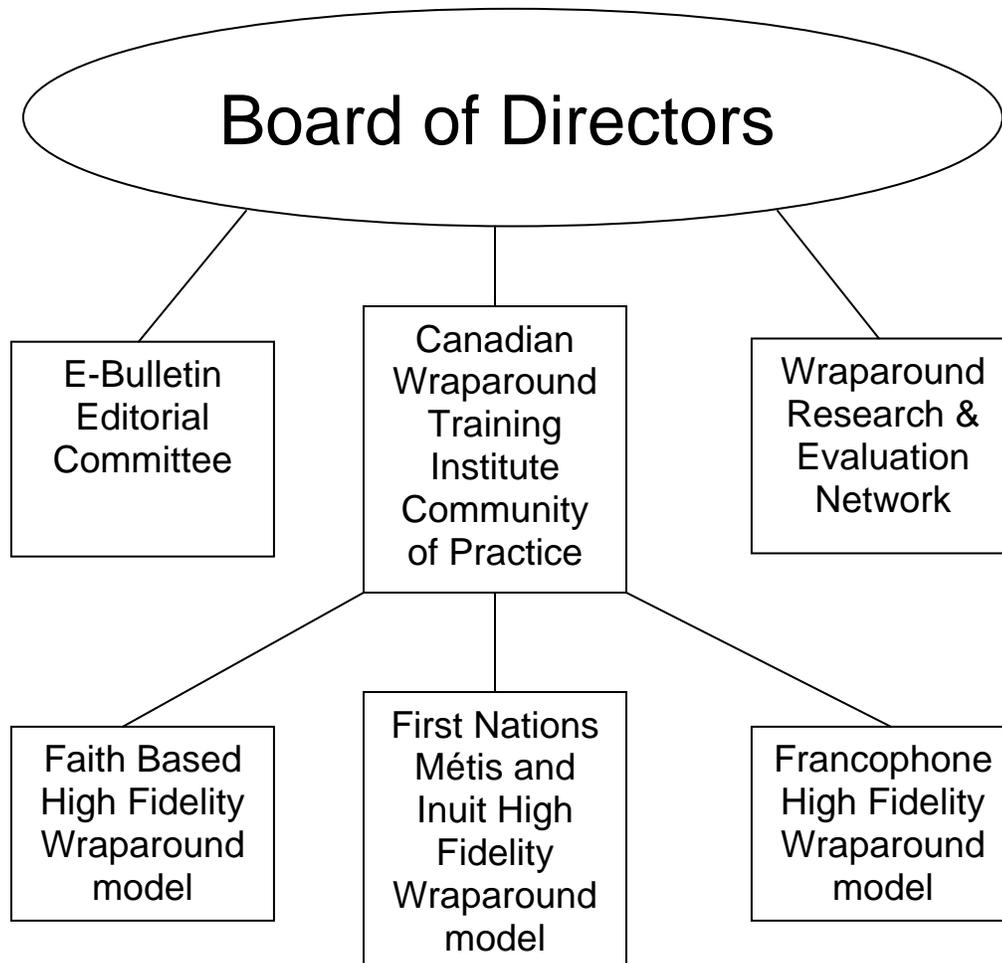
Organizational Chart for Wrap Canada

On the next page we have inserted the Organizational Chart for Wrap Canada which illustrates the following groups:

- The Board of Directors
- Committees of the Board that include:
 - The E-Bulletin Editorial Committee
 - The Wraparound Research and Evaluation Network
 - The Canadian Wraparound Training Institute
 - Community of Practice with sub committees focusing on:
 - First Nations, Métis and Inuit High Fidelity Wraparound model
 - Francophone High Fidelity Wraparound model
 - Faith Based High Fidelity Wraparound model

WRAP CANADA

“CREATING COMMUNITY FOR ALL”



The Canadian High Fidelity Wraparound Model is comprised of 7 Critical Components that must be developed and implemented to a high level of fidelity. There are an additional 3 Critical Components when Wraparound is implemented with at risk youth (they are listed as # 8, 9 and 10).

The 7 Critical Components are as follows:

1. A foundation of 8 Core Community Values and 15 Key Practice Principles (that build on the 10 evidence-based American principles) that must be operationalized to a high level of fidelity by the staff implementing Wraparound
2. Four phases of Wraparound planning, each comprised of specific component activities that the staff implementing Wraparound must complete with the participants.
3. A strong commitment to delivering High Fidelity Wraparound; this commitment involves providing a Wraparound Supervisor/Coach who themselves are highly trained and experienced in implementing the Wraparound process to a high degree of fidelity; the Wraparound Coach must provide teaching both in the classroom and live in the field with each staff implementing Wraparound with a focus on assisting them to develop their skills to implement the Wraparound process to a high degree of fidelity (and certifying them accordingly)
4. A strong system partnership both by and beyond government funded services that is committed to providing High Fidelity Wraparound to the target population; this would include other community based organizations such as recreation, neighbourhood associations, service clubs, faith communities, etc.
5. A Community Mobilization Team or an alternative process that brings together people who are “community connectors”; these people will assist the staff implementing High Fidelity Wraparound to effectively link the children, youth and adults and their families served to community groups so as to reconnect them with positive social networks so that they can rebuild a supportive safety net for themselves
6. The development and integration of a strong program evaluation framework comprised of evaluation tools that are “Wraparound friendly” and that are “embedded” in the actual implementation of Wraparound with those served; these tools build on the evolving conceptual framework for the Canadian High Fidelity Wraparound model that is based on the following concepts:

- Resilience as defined by Drs. Michael Ungar and Linda Liebenberg, Co Directors of the Resilience Research Centre at Dalhousie University
 - The Population Health model and especially the Social Determinants of Health as defined by the Public Health Agency of Canada
 - Community Mobilization models and strategies such as those developed by people like John McKnight and groups such as Tamarack – An Institute for Community Engagement
7. The staff that implement High Fidelity Wraparound must see their role as both Facilitator and Educator; by that we mean that the staff should use every opportunity possible to educate those they serve in how to do their own Wraparound planning
 8. The provision of dedicated human resources when and where necessary to support the youth served so that they can successfully participate at school full time and graduate from high school; this dedicated human resource could be provided directly by the local Board of Education or through partnership with other community services, groups or organizations or it may need to be provided by volunteers and/or paid staff as part of the Wraparound initiative
 9. The provision of a 24/7 Mobile Crisis Response must be in place to support the youth and adults and their families served so that they have a resource available to support them to successfully work through safety issues with which they are challenged; this response could be provided by a 24/7 youth/adult Mobile Crisis Response Team as exists in a number of urban communities across Canada or it may need to be arranged through other community organizations that provide a 24/7 crisis response service to those with whom they work or it may need to be provided by paid staff as part of the Wraparound initiative
 10. The provision of resources that support the youth and adults and their families to have a meaningful and mutually supportive ongoing connection to and involvement with positive social networks in the community after they have completed their involvement with their paid or volunteer Wraparound Facilitator

Our commitment at Wrap Canada is that a major thrust of the Wraparound planning with a child, youth or adult and their family is to support them to get connected to and involved with positive social networks and activities in their local community; this is part of the work of the Facilitator and the

Wraparound team through all phases of the Wraparound planning with the people served

In some cases there will need to be continued support for a child, youth or adult and their family after they complete the Wraparound planning so that they are able to maintain and often strengthen their connection to positive social networks and activities in the community

The key roles or groups necessary to ensure that a Wraparound initiative is successful are as follows:

- A comprehensive and strong system partnership
- Certified High Fidelity Wraparound Facilitators
- A certified Wraparound Supervisor/Coach and Trainer
- A Community Mobilization Team (or process) that brings together people who are effective “community connectors”

The Four Phases of Work and their Component Activities

The Engagement Phase

The first phase of Wraparound planning focuses on engaging the youth/family and their support people to participate in this program.

One of the keys to successful engagement is that the Wraparound Facilitator works through an extensive engagement process to both build a working relationship with the youth/family and to develop a good understanding from the youth's/family's perspective of where they have been, where they are at now and how they want their life to be different in the future. It is critical to the success of this phase of the planning process that the youth/family understands and becomes empowered to drive their own change process.

If there are safety issues for the youth/family that are not currently being addressed the first priority for the Facilitator is to work with the youth/family to clearly understand what the safety issues are and then to quickly develop with them both proactive and reactive plans that will help the youth/family be safe.

Throughout this engagement process the Facilitator is collecting the following information from the youth/family that will become the building blocks that the team will use to help the youth/family put together an effective long-term plan:

- Their hopes and dreams for the future
- Their strengths, their interests, skills and what they are good at
- How their family culture plays a role in their life and how they would choose to live their lives on a daily basis if their life was better

- The needs they have on a daily basis; we use the social determinants of health to ensure that we cover all of the key areas of their life
- Who they want on their team from those positive people in their lives; friends, family members and professionals can play a role if chosen

All of this information is pulled together into what is called “The Strengths, Needs and Culture Discovery” or the SNCD. The Facilitator reviews the final draft with the youth/family who have the right to edit it into a document that they believe truly reflects what they have said.

The engagement process concludes with the Facilitator contacting and ideally meeting with all of the team members that the youth/family have asked to be on their team and explaining how Wraparound and especially the team based planning process works.

The Team Based Planning Phase

The Facilitator moves quickly to bring together the team for its first Team meeting. This meeting is highly structured and the Facilitator does extensive preparation with the youth/family in advance to make the meeting a success for them.

For example the Facilitator helps the youth/family to identify their top one or two needs with which they want help from their team members. Safety is always the top priority.

The Facilitator starts by reviewing with the youth/family for their team each part of the youth’s/family’s Strengths, Needs and Culture Discovery. Team members are encouraged to suggest additions to each part of the SNCD but they are added only with the agreement of the youth/family.

The Facilitator supports the team with the youth/family at the centre to engage in a highly structured strength-based brainstorming process in which team members are asked to suggest ideas to address the identified need that build either on a strength of the youth/family or of one of their team members.

The youth/family then review the list of suggested ideas and pick the top one or two that they would like to see implemented. The Facilitator then guides the youth/family and their team to develop these ideas into concrete action statements that also specify what success will look like when they are successful. Team members are asked to volunteer to help with those actions that they can do to assist the youth/family to implement their plan.

The team meets at least monthly and may occasionally meet more frequently if the urgency of the youth’s/family’s needs requires it. In subsequent team

meetings the youth/family assess the success of the action plan and then strength-based brainstorming is done and the action plan is revised. As needs slowly get addressed the youth/family identify new needs with which they want help.

The Implementation Phase

The Facilitator's work doesn't stop there. They follow up with the youth/family and team members frequently between team meetings to check that the action plan is being implemented and it is successful. If challenges have occurred or success has not been achieved the Facilitator quickly assists the youth/family and their team to revise the plan by connecting with them either in person or by phone or other means.

The Transition Phase

This intense, team based planning process continues until the youth/family identify that the needs that they wanted the help of a team with have either been addressed successfully and/or there is a long term plan to continue to address those needs on a daily basis that has been successful. On average, most Wraparound teams work together for about a year, although the range is quite wide from 6 months to sometimes 1 ½ to 2 years.

At this point the Facilitator starts to actively plan with the youth/family and their team over at least a 6-week period for the transition out of Wraparound. The Facilitator, in partnership with the youth/family, updates the SNCD and summarizes the success that the youth/family and their team have had. Success is celebrated and follow up plans are made.

One of the critical components of successful Wraparound planning is that the Facilitator educates the youth/family as much as possible, within the scope of their cognitive abilities, in how to do this planning for themselves and/or with the help of their identified long term support people.

Why is Wraparound effective?

- The planning starts with small, doable needs and builds for success
- Strength based brainstorming builds on what the youth/family can do and not on what they can't do
- The Facilitator and their team support the youth/family to set the direction and pace and maximize choice wherever possible during the process
- The Facilitator and their team put the youth/family back in charge of their own life, helping them see that change is possible and that they can do this for themselves

- It helps staff make the shift from collaboration to integration; rather than each staff and system working on their own goals and retaining single system decision making, staff are invited to participate in developing one plan that integrates everybody's efforts from across different systems (Child Protection, Child Care, Mental Health, Education, Youth Justice, etc.)
- Rather than developing a deficit or problem based plan, Wraparound planning focuses on the strengths and resources of the youth/family and their support team and how we can build on those strengths to address their needs
- Rather than the professionals driving the action plan for the youth/family the youth/family themselves determine their plan, especially what they want to work on and how fast they want to work on it
- The professionals work together with the community to support and advise the youth/family in achieving their goals

The Core Community Values and The Key Practice Principles

These are listed in Appendices A and B respectively.

APPENDIX A

THE CORE COMMUNITY VALUES OF THE CANADIAN HIGH FIDELITY WRAPAROUND MODEL

1. Be Respectful and to be respected

- Make the person feel welcome.
- Set healthy boundaries within the relationship.
- Treat people as you would want them to treat you.

2. The right to be listened to, truly heard and understood

- Pay attention to what the person says and to their needs.
- Pay attention to the person's body language.
- Take the time that is needed to be able to sit back and listen to the person rather than worrying about being late for a next appointment.
- Never assume or draw conclusions.

3. “No blame, no shame” – what happened in the past stays in the past; we focus on now and the future

- Always be non judgmental with the people with whom you work.
- Validate what has happened for or to the person in the past, but focus on today and tomorrow; do not dwell in the past.
- Use the past only to understand a person's needs today.
- Avoid focusing on whose fault it is for the person's situation; focus on how to resolve it.

4. Know that each person has dignity and recognize that each of us have a purpose in life

- Focus on the strengths of the person to boost their self-esteem.
- Help the person to reach their potential.
- Recognize that each person has a gift or gifts.

5. Person or Family Directed

- Each person or family has the right to direct their planning process, which includes deciding who is on their team, what they want to work on and how fast they want to work on it.
- We will assist the person or family to develop the tools and skills necessary to manage their own life and to act on their own behalf.

6. Each and every person has the right to care and support even when they are dealing with multiple, ongoing and complex problems

- See the positive side of each person.
- Do everything reasonable and possible so that the person does not feel abandoned or left out.

7. The right to be a part of and contribute to their community

- Help each person to get involved in local community activities.
- Long-term relationships between people are built upon reciprocity or what some people refer to as “the importance of having give and take in a relationship”.
- Each person has a gift and a right to share it in their community and to be recognized for it.
- This can but doesn't have to include the person having the opportunity to give back to those that helped them or by having the opportunity to support others in need in their community.
- Encourage each person to build their own social network so that they can find a way to be part of a positive community that supports them.

8. Truth and Honesty

- We will be honest and truthful with you and expect the same in return.
- Only when we are honest and truthful with each other do we have a strong working relationship.

APPENDIX B

THE KEY PRACTICE PRINCIPLES OF THE CANADIAN HIGH FIDELITY WRAPAROUND MODEL

1. Family access, voice and choice

- All people/families dealing with multiple, complex and ongoing problems should be able to easily access the Wraparound process in their local community.
- Everybody has the right to be involved, to have their voice truly heard and understood and the right to direct their own planning (versus the professionals) by making their own choices.
- “Nothing about us without us!” (a saying from the South African Disability Movement).
- The perspectives of the person/family are asked for and prioritized during all phases of the Wraparound process.
- Planning is grounded in the person’s/family’s perspective, and the team strives to provide multiple options and choices such that the plan reflects and is tailored to the person’s/family’s culture.

2. Team based

- Wraparound teams always include the person/family and the people that they want on their team: their friends and relatives and the community support people and the professionals that they find helpful versus the team being made up of just the professionals involved.
- The team can vary depending on the needs to be addressed.

3. Natural supports

- The team actively seeks out and encourages the full participation of team members drawn from the person’s/family’s networks of friends and relatives and the community support people that the person/family have found helpful.
- The Wraparound plan reflects choices and activities that draw upon these sources of natural support where these people freely offer to do for or with the person/family.
- Help clients to access and go to their own ethnic community or faith group they want to go to.

4. Collaboration and INTEGRATION

- Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single, fully integrated Wraparound plan.
- The Wraparound planning brings together the support of natural and professional people to help the person/family develop **one plan that integrates everybody's efforts** and often meets all system mandates.
- The person's/family's team helps them to identify, define and refine their strengths, culture, vision and needs.
- The person/family prioritizes the needs they want to address first and then a plan is developed **that is carried out one prioritized need at a time** for the most part.

5. Community Ownership, Community Based and Community Connectedness

- All communities are vibrant and both want to and will take ownership and address the needs that arise for all of their citizens regardless of the complexity of those needs; stated differently, communities want and can “take care of their own” versus getting stuck on the NIMBY principle (NIMBY stands for Not In My Back Yard).
- The Wraparound team strives to implement the plan both in the person's/family's local community and/or to build upon or get local resources to support the person/family.
- The Facilitator and the Wraparound team strive wherever and whenever possible to connect the person/family to social networks of their choice in their local community.
- The Facilitator and the Wraparound team strive to assist the person/family to become connected to local social networks and the broader community over time.

6. Culturally competent

- The Wraparound process demonstrates respect for and builds on the culture of the person/family (their values, preferences, beliefs, heritage and their identity as described by the person/family) and their community.
- The more the Wraparound plan builds upon and/or is tailored to the person's/family's culture the more likely that they will follow it and the more likely it will be successful.
- Tailor the plan to their habits, time for spirituality, eating time and habits (e.g. do they eat as a family or on their own).

- Be open to different cultures and find out about daily events that tie in to other cultures.

7. Individualized

- Wraparound plans are tailored to fit the unique circumstances of each person/family and are designed so that they address the needs identified by that person/family versus what just the professionals identify as the needs.

8. Needs Based

- The Wraparound planning process assists the person/family to identify and prioritize their needs across the different areas of their lives that they require the help of others to address.
- The Wraparound plan addresses these needs versus the problems that the person/family has been identified as dealing with.
- The more complex the problems that a person/family is dealing with, the smaller and/or the more immediate the needs or the steps upon which we focus at the start; in this way we build for success versus setting the person/family up for another failed experience because we started “too big”.

9. Strengths based

- The Wraparound plan builds on what a person/family can do versus what they can't do.
- The Wraparound plan identifies, builds on, and enhances the strengths and resilience of the person/family (i.e. their capabilities, their competence, their knowledge, skills, assets, etc.) as well as building on the strengths and resources of the members of the person's/family's team and their local community versus the plan being built on only a good understanding of the person's/family's problems or a disease/pathology model of planning.

10. Safety First

- Most people/families want and need to address safety issues first (refer to Maslow's Hierarchy of Needs).
- Wraparound Teams must work hard to get on top of the safety issues as fast as possible so that the person/family and their team can start to deal with the underlying needs.

11. Persistence – Never Give Up

- Despite challenges, the team persists in working toward the goals identified by the person/family until the person/family and their Facilitator and their team reach agreement that a formal Wraparound planning process is no longer required as their goals have been achieved.

12. Outcome based – Do What Works

- The Wraparound team and the plan help the person/family to identify what success looks like in relation to each need that they are working on.
- The Wraparound team and plan helps the person/family to tie what success looks like to observable or measurable indicators of that success.
- The person/family and their team monitor their progress in terms of these indicators and then they work together to revise the plan accordingly.
- The leadership of the Wraparound project commit to putting in place a strong program evaluation framework that identifies, measures and tracks common measures of success across people/families as well as tools to measure the fidelity of the Facilitator to the Canadian model and other strategies to measure the quality of service delivery.

13. Communication and Planning– Staying Ahead of the Needs and Crises

- Touch base with the person/family on a regular basis to give them the opportunity to voice concerns and needs.
- The more complex and the greater the number of the problems a person/family are dealing with, the more frequently we need to be in touch with them.
- Wraparound teams usually meet at least monthly versus traditional case conferencing that usually has only the professionals meeting every three months.
- Wraparound teams may if necessary initially meet every week or every other week until safety issues for the person/family have been stabilized.

14. Agency/Organizational Support and System Partnerships

- Community organizations and human service agencies must support Facilitators for them to be as effective and efficient as possible.
- The community organizations and human service agencies involved in developing a Wraparound project must work towards partnering with other organization and agencies in order to strengthen the system partnership so that they have the resources necessary to effectively support people/families dealing with multiple and ongoing complex problems.

15. Partner with Funders and Government at any level and whenever possible

- Invite funders and government to be part of the solution versus seeing them as just the group to go to around obtaining funds for the project.
- Funders and Governments at all levels are there for all citizens and can change their policies and procedures to better support communities, services and workers to more effectively and efficiently implement the Wraparound process to support people families dealing with ongoing and multiple, complex problems.