

# **Wraparound Fidelity Index 4.0 Summary Report**

Maryland Wraparound Initiative  
January 15, 2007  
Fidelity Monitoring for October 06 - December 06

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# INTRODUCTION

## Purpose

The purpose of this evaluation is to determine the extent to which the services and supports that are being received by children, youth, and families enrolled in services within Maryland adhere to the foundational principles of the Wraparound process. Ten elements of Wraparound based on the elements presented in (Bruns et al., 2006) and assessed via the Wraparound Fidelity Index, version 4 (WFI), will be evaluated:

1. Family Voice and Choice
2. Team Based
3. Natural Supports
4. Collaborative
5. Community Based
6. Cultural Competence
7. Individualized Services and Supports
8. Strength-Based Services and Supports
9. Persistent
10. Outcome-Based Services and Supports

## Procedure

The WFI assesses fidelity by having each of four respondents (care coordinators, caregivers, team members, and youth) answer four questions or items for each of the above elements. The answers to these questions are regarded as essential indicators of adherence to wraparound for each element. In this report, any mention of Wraparound fidelity refers to respondents' scores on the WFI. For each item, respondents' answers from the WFI interview are coded as *Yes* (high fidelity), *Somewhat* or *Sometimes* (partial fidelity), or *No* (low fidelity). Responses are similarly ranked on a scale from 0 (low fidelity) to 2 (high fidelity). It is important to note that many of the items are reverse-coded. For example, a *Yes* response on a standard item (e.g., "Does the family have a copy of their written plan of care?") would be scored a 2, indicating good Wraparound fidelity. However, a *Yes* response to a reverse-coded item (e.g., "Are important discussions or decisions about the youth or family made when the caregiver is not there?") would receive a 0. **All reverse-coded items are in bold font throughout this report.** The four item scores for each element are added together to calculate the total element score, ranging from 0 (low fidelity) to 8 (high fidelity).

Caregivers, care coordinators, and team members are asked nearly identical questions on all 10 elements of wraparound (40 items). Youth interviewed are evaluated on all elements except Collaboration and Outcome-Based Services (32 items). Many youth items do not measure exactly the same components as the care coordinators and caregivers (e.g., Family Voice and Choice items on the caregiver and Resource Facilitator forms ask about *caregiver* involvement while the same element on the youth form asks about *youth* involvement). This was done to make the questions more relevant to youth and better capture their motivation.

It is important to note that the information presented in this report is descriptive and any differences noted do not necessarily reflect statistical significance. Moreover, because of the limitations of data collection during this initial period, their validity may be low. Thus, at this point in data collection the fidelity scores cannot be used to compare Maryland sites to wraparound sites nationally. Findings are presented in five ways, starting with broad summaries then moving to more detailed analyses:

1. Overall fidelity scores for each respondent type and broken down by jurisdiction;
2. Overall fidelity scores for each of the 10 Elements statewide and by jurisdiction;
3. Scores for the three types of respondents for each of the 10 Elements statewide;
4. Individual item scores for each of the three types of respondents;
5. Potential areas for improvement, based on scores from individual items; and
6. Strengths and challenges solicited from open-ended feedback from all respondents.

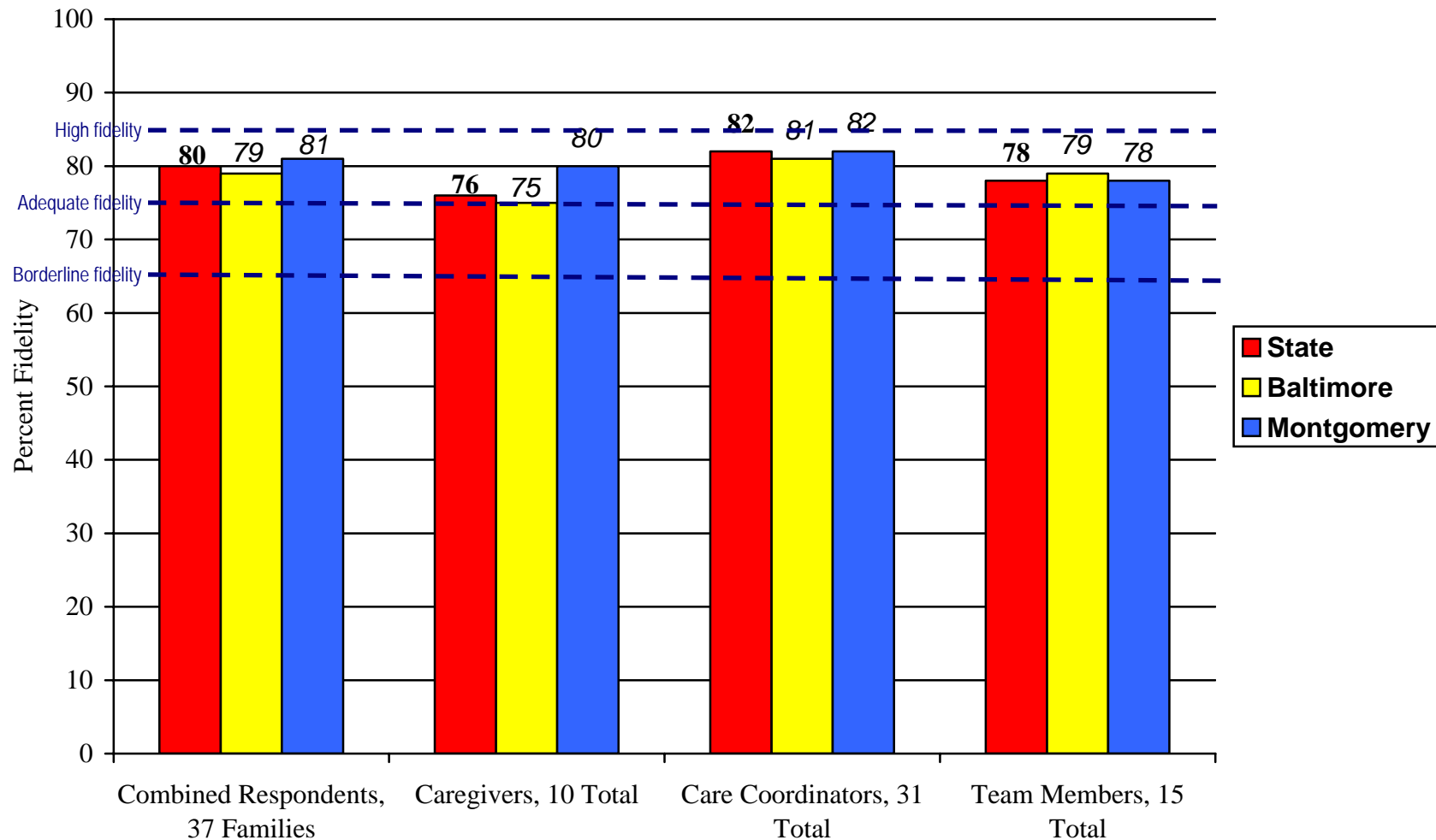
## **Participants**

Thirty-seven families (20 in Montgomery County and 17 in Baltimore City) receiving services were invited to participate in this evaluation. Families were eligible that had been receiving services for over 3 months, had not received services from pre existing wraparound vendors, and contained a youth over the age of 11. Eligible families with Spanish as their first language will be interviewed in the first quarter of 07 with a translated version of the WFI 4. Of those 37 families 31 care coordinators, 10 caregivers, 4 youth, and 15 team members were successfully interviewed. Team members in Montgomery County represented a diversified group: 2 Department of Social Service social workers, teacher, court special advocate, therapeutic riding instructor, family support partner, and anger management specialist. In Baltimore City only family support partners were interviewed as team members. At the time of interviews, those youth receiving wraparound services in Montgomery County (MC) averaged 8.2 months compared to 6.5 months for those youth in Baltimore City (BC).

## OVERVIEW FIGURES

This section includes three Figures that provide a broad overview of the fidelity to the principles of the Wraparound process in Maryland as measured by the WFI. The goal is to provide several different methods to examine the interview ratings by care coordinators, caregivers, and team members. Fidelity was not calculated for youth due to the small sample size. Each graph is preceded by a brief description and a summary of the major findings.

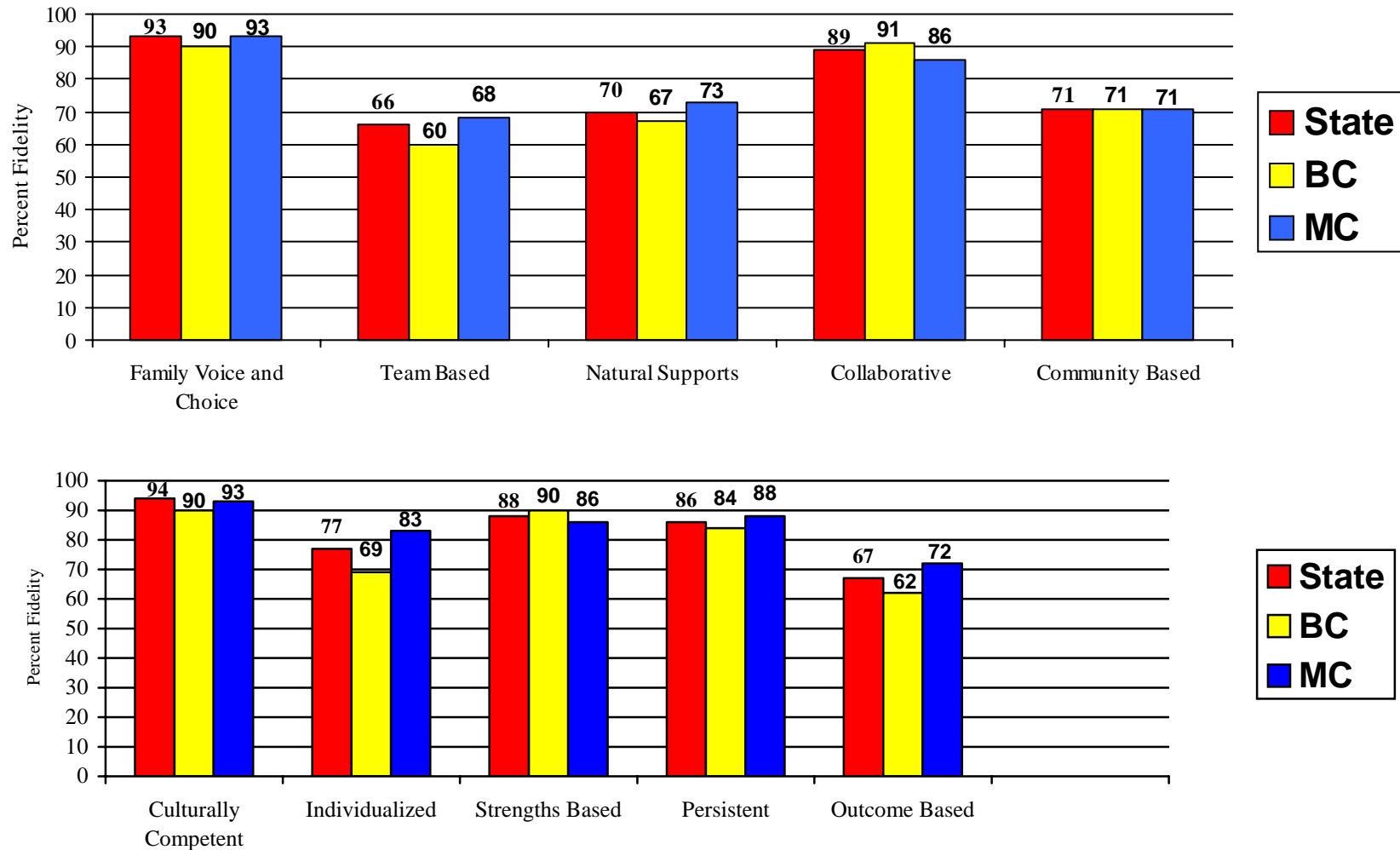
**Figure 1: Percent Wraparound Fidelity for All Respondents and for Each Respondent Type Statewide (N=58) and By Jurisdiction MC (N=28) and BC (N=30)**



**Summary. Based on respondent ratings on the WFI, the State of Maryland achieved a combined Total Fidelity score of 80%, which is considered midway between the thresholds for “adequate” and “high” fidelity *in previous versions of the WFI*. Combined overall fidelity scores of 85% have been found to be associated with programs and facilitators that achieve superior child and family outcomes in previous sites that administered the WFI. 85% is the benchmark recommended to achieve in future reports statewide *at this time*. For the purpose of this first report, 80% is used as an informal benchmark. Montgomery County’s overall fidelity was 81% (80.7%) and Baltimore City’s was 79% (78.5%). Care Coordinator scores on the WFI from the State averaged 82%, caregiver scores on the WFI from the State averaged 76%, and team members statewide averaged 78%.**

**Figure 2: Combined Percentages on Each Element for 37 Total Families**

**Description.** Here we present the percentage of Wraparound fidelity for combined respondents for each of the 10 Wraparound elements by state and jurisdiction. This is used to compare WFI fidelity scores for different domains of the wraparound process. These overall scores reflect the combination of the three respondents’ scores statewide (31 care coordinators, 10 caregiver, and 15 team members), which results in a single percentage on each element.



**Summary.** This graph shows that five of the individual elements were at least 80% of the maximum WFI score statewide, an informal benchmark for high fidelity on individual elements. The jurisdictions were similar in their strengths and weaknesses in elements using the 80% benchmark except for individualized services that showed 83% fidelity in Montgomery County.

The elements that adhered to good fidelity statewide:

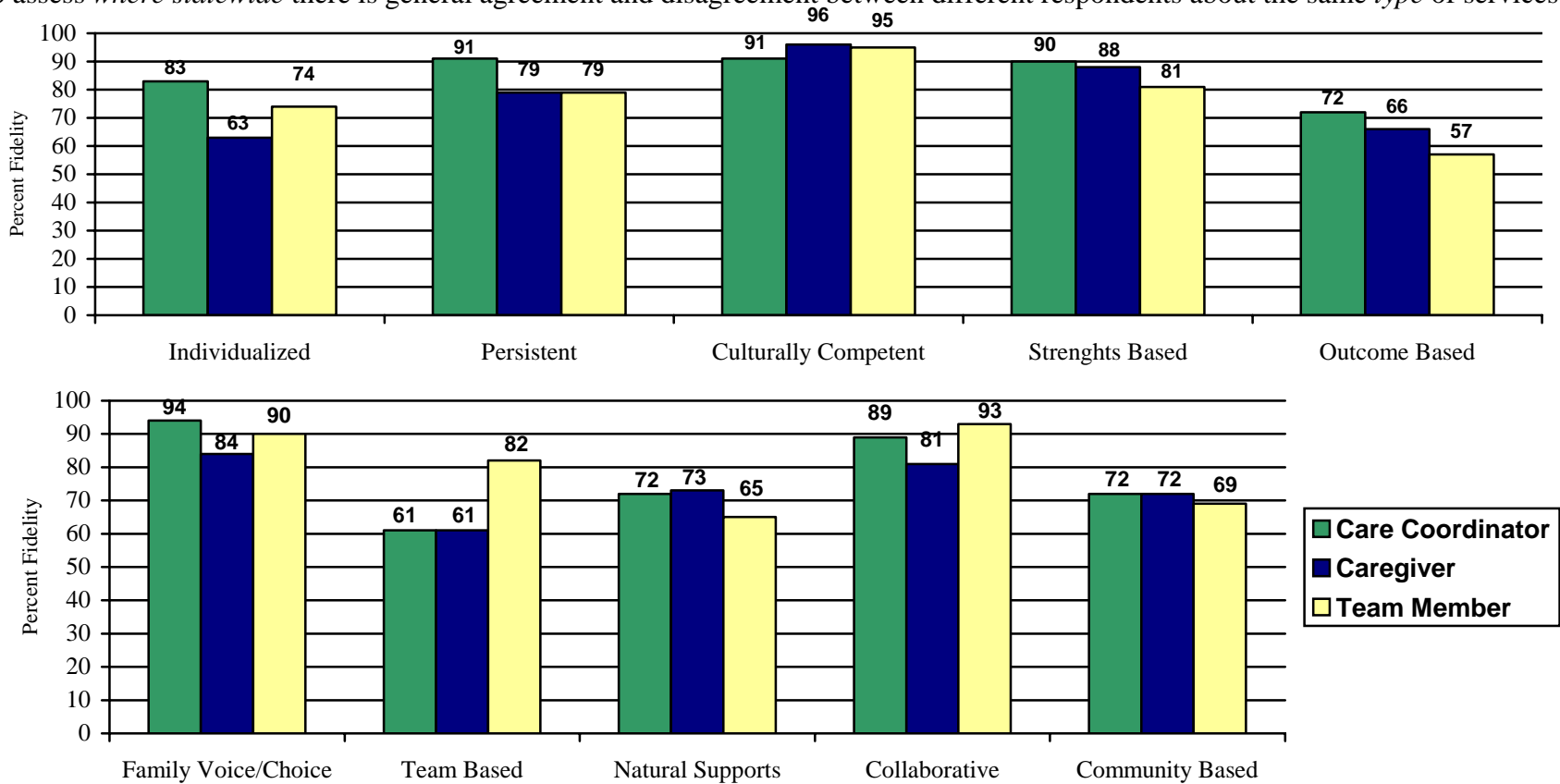
- Family Voice and Choice (93%)
- Cultural Competent (94%)
- Collaborative (89%)
- Strengths Based (88%)
- Persistent (86%)

The remaining five elements fell below 80% statewide:

- Individualized (77%)
- Community Based (71%)
- Outcome Based (67%)
- Natural Supports (70%)
- Team Based (66%)

Figure 3: Comparison of Care Coordinators (31), Caregiver (10), and Team Member (15) Element Percentages Statewide

**Description.** The following graph allows you to compare each element scores by respondent statewide. However, it must be noted that team wide data is not available, so you cannot create direct comparisons between the respondents. The following data is not comparing caregivers and care coordinators on the same team delivering services. However, the following graph should be used only to assess *where statewide* there is general agreement and disagreement between different respondents about the same *type* of services.



**Summary.** This graph shows moderate agreement between care coordinators, caregivers, and youth for Natural Supports, Community Based, and Cultural Competence. The following discrepancies are worth noting and indicate at a least 10% disagreement between element scores by respondents:

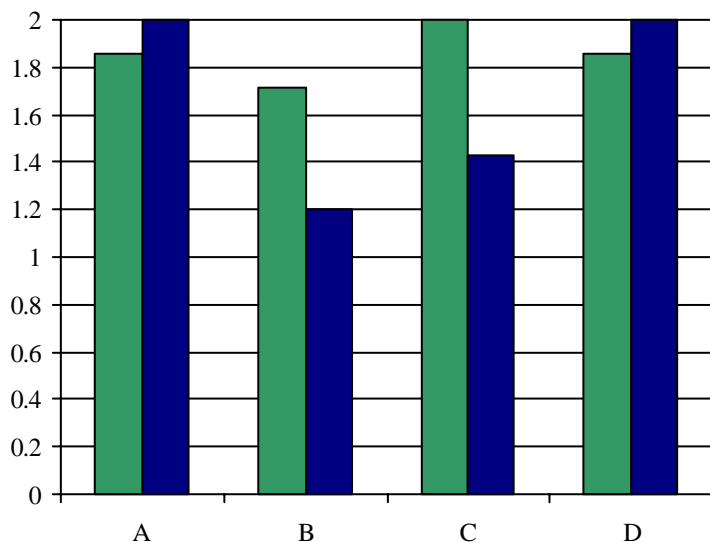
- Family Voice and Choice: Care Coordinators rated the element higher than caregivers (94% to 84%).
- **Team Based: Care Coordinators and Caregivers rated element lower than team members (61% to 82%)**
- Collaborative: Caregivers rated element lower than team members and Care Coordinators (81% to 93% and 89%)
- **Individualized: Care Coordinators rated element much higher than Caregivers (83% to 63%).**
- Persistent: Care Coordinators rated element higher than both caregivers and team members (91% to both 79%).
- Strengths Based: Care Coordinators rated element higher than Team Members (90% to 81%)
- **Outcome Based: Care Coordinators rated higher than Team Members (72% to 57%).**

The largest differences in elements are seen in team based, individualized, and outcome based where care coordinators rated higher than other respondents. The following item graphs illustrate which individualized questions are causing these discrepancies.

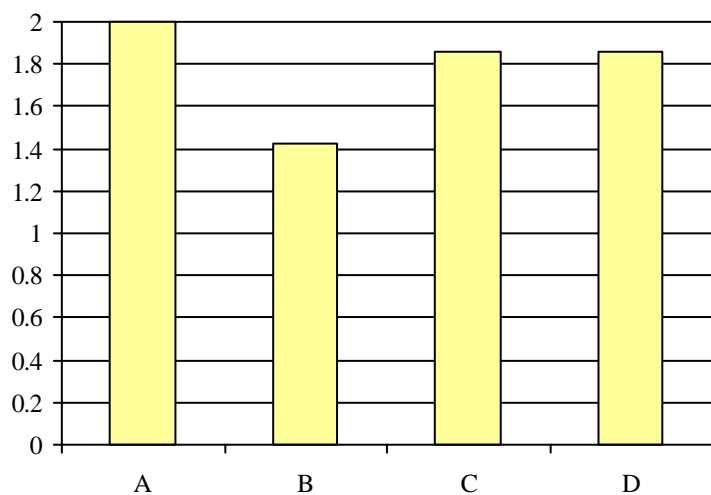
## ITEM GRAPHS

With these graphs we provide detailed item-level data for all three respondents. Each page shows items specific to an individual element for each separate jurisdiction. Graphs in this section represent the average score for each item while the tables show the distribution of responses for all respondents. The purpose of these item graphs is to provide greater detail about fidelity to Wraparound that might point to specific issues that need improvement. **All reverse-coded items are in bold font throughout this report.** All items that fell below 80% of a perfect score (i.e., below a 1.6 on the 2 point scale) will be summarized in the following section, *Potential Areas for Improvement*. Additionally, those highlighted questions hope to point to specific discrepancies in respondents that can be used as guidance for practice improvement and discussion.

## Element 1: Family Voice and Choice Baltimore City

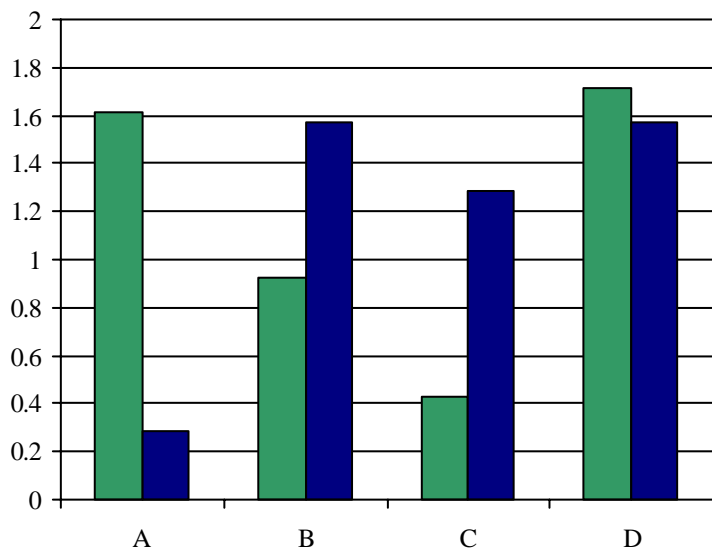


	Care Coordinator n = 14			Caregiver n = 7		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Before the first meeting, did you fully explain the wraparound process and the choices the family could make? (1.2)					
	13	0	1	7	0	0
B	<b>Would you say that people other than the family have higher priority in designing their plan? (2.10)</b>					
	1	2	11	2	0	3
C	Are important decisions ever made about the child or family when they are not there? (3.1)					
	14	0	0	5	0	2
D	Does the child or youth have the opportunity to communicate his or her own ideas when the time comes to make decisions? (3.15)					
	13	0	1	7	0	0

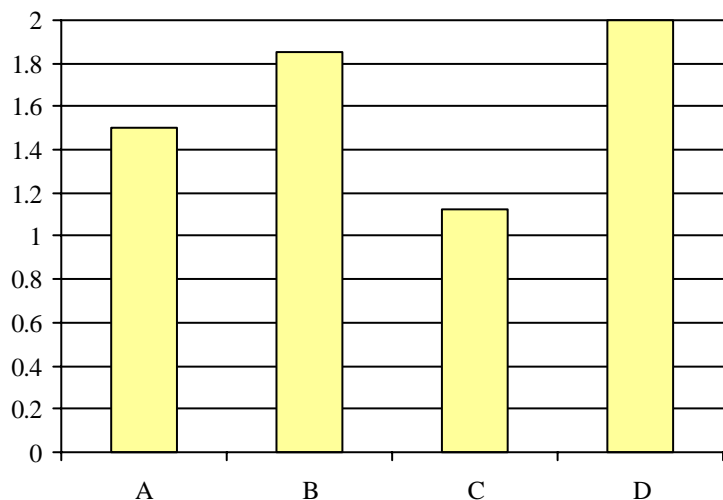


	Team Member n = 8		
	Yes	Sometimes	No
A	Before the first meeting, did the care coordinator fully explain the wraparound process and the choices the family could make?		
	6	0	0
B	<b>Would you say that people other than the family have higher priority in designing their plan?</b>		
	2	0	6
C	Are important decisions ever made about the child or family when they are not there?		
	7	1	0
D	Does the child or youth have the opportunity to communicate his or her own ideas when the time comes to make decisions?		
	7	1	0

## Element 2: Team Based Baltimore City

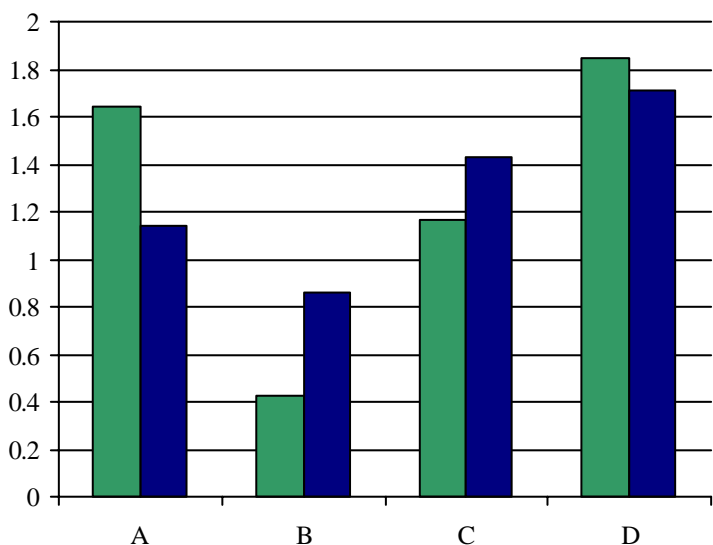


		Care Coordinator n = 14			Caregiver n = 7		
		Yes	Sometimes	No	Yes	Sometimes	No
A	Did the family members select the people who would be on their team? (1.4)	10	1	2	1	0	6
B	Is it difficult to get team members to attend team meetings when they are needed? (1.5)	5	3	6	5	1	1
C	Did the team develop any kind of written statement about what it is working on with the youth and family? (2.2)	3	0	11	3	3	1
D	Does the team go out of its way to make sure all team members present ideas and participate in decision making? (3.12)	10	4	0	5	1	1

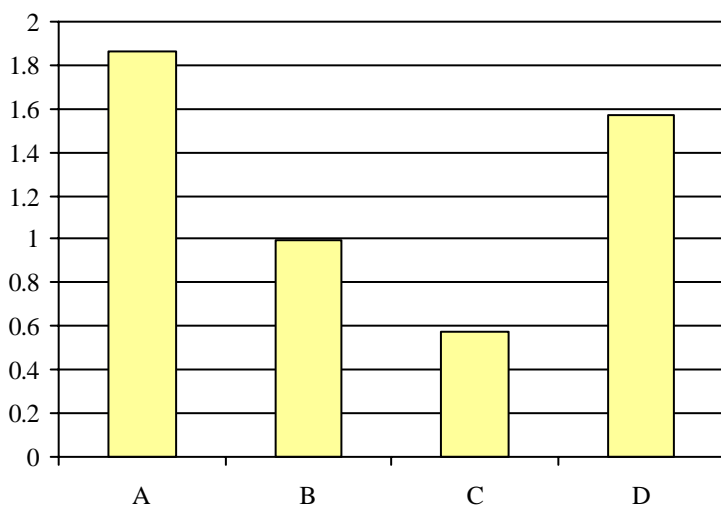


		Team Member n = 8		
		Yes	Sometimes	No
A	Did the family members select the people who would be on their team?	5	1	1
B	Is it difficult to get team members to attend team meetings when they are needed?	7	1	0
C	Did the team develop any kind of written statement about what it is working on with the youth and family?	3	3	2
D	Does the team go out of its way to make sure all team members present ideas and participate in decision making?	8	0	0

### Element 3: Natural Supports Baltimore City

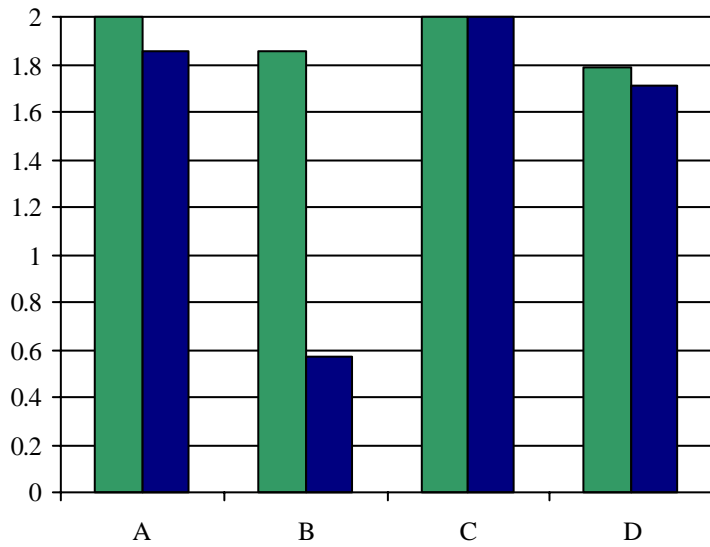


		Care Coordinator n = 14			Caregivers n = 7		
		Yes / Sometimes / No			Yes / Sometimes / No		
A	Does the team find ways to increase the support the family gets from its friends and family members? (3.4)	10	3	1	4	0	3
B	Is there a friend or advocate of the child or family who actively participates on the wraparound team? (3.6)	2	2	10	3	0	4
C	Has the wraparound process helped the child develop friendships with other youth who will have a positive influence on him or her? (4.2)	10	2	1	5	0	2
D	Has the wraparound process helped the family to develop or strengthen relationships that will support them when wraparound is finished? (4.6)	12	0	1	6	0	1

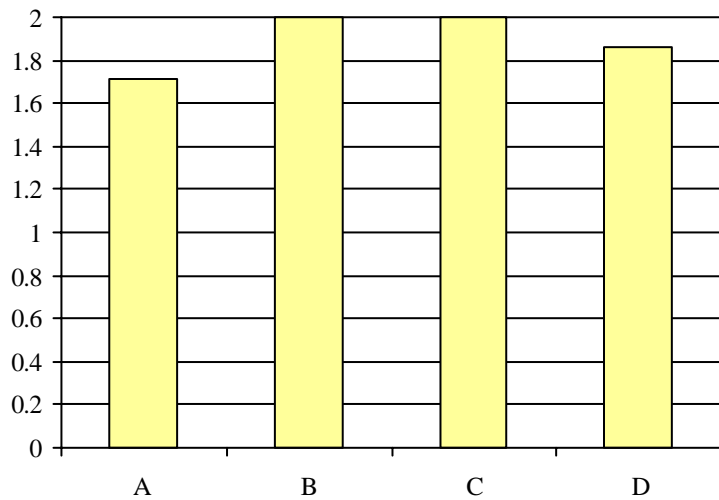


		Team Member n = 8		
		Yes / Sometimes / No		
A	Does the team find ways to increase the support the family gets from its friends and family members?	7	1	0
B	Is there a friend or advocate of the child or family who actively participates on the wraparound team?	2	4	2
C	Has the wraparound process helped the child develop friendships with other youth who will have a positive influence on him or her?	3	0	5
D	Has the wraparound process helped the family to develop or strengthen relationships that will support them when wraparound is finished?	5	3	0

## Element 4: Collaborative Baltimore City

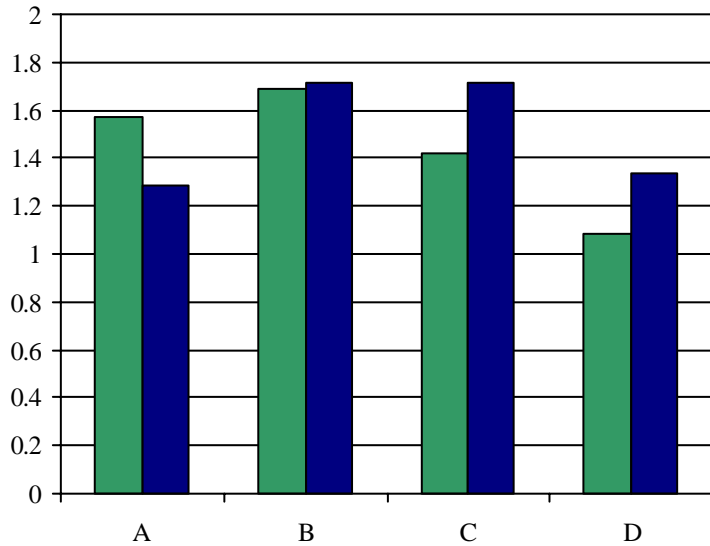


	Care Coordinator n = 14			Caregiver n = 7		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Did the family plan and its team create a written plan of care and does family have a copy? (2.1)					
	14	0	0	6	1	0
B	<b>Are there members of the wraparound team who do not have role in implementing the plan? (2.6)</b>					
	0	2	12	5	0	2
C	Does the team brainstorm many strategies to address the family's needs before selecting one? (2.7)					
	14	0	0	7	0	0
D	Does the members of the team hold each another responsible for doing their part of the wraparound plan? (3.5)					
	12	1	1	6	0	1

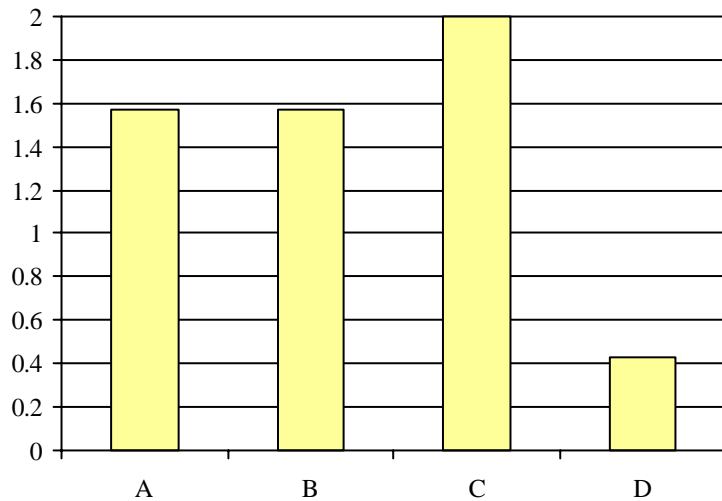


	Team Member n = 8		
	Yes	Sometimes	No
A	Did the family plan and its team create a written plan of care and does family have a copy?		
	7	0	1
B	<b>Are there members of the wraparound team who do not have role in implementing the plan?</b>		
	0	0	7
C	Does the team brainstorm many strategies to address the family's needs before selecting one?		
	8	0	0
D	Does the members of the team hold each another responsible for doing their part of the wraparound plan?		
	7	1	0

## Element 5: Community Based Baltimore City

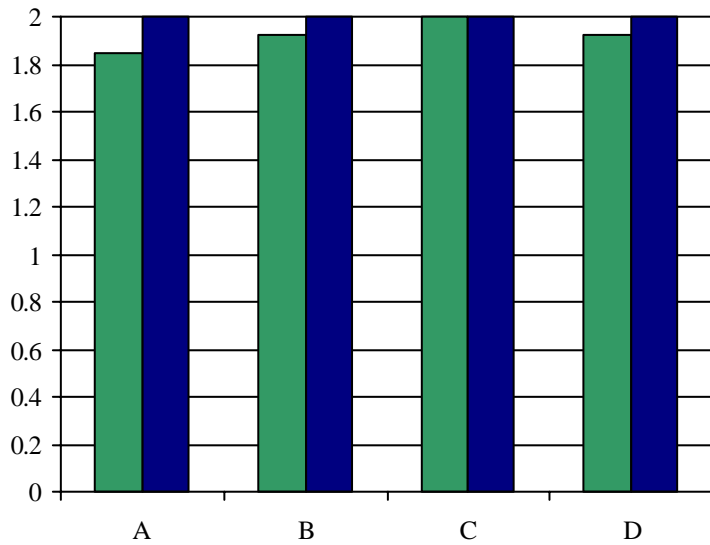


		Care Coordinator n = 14			Caregiver n = 7		
		Yes / Sometimes / No			Yes / Sometimes / No		
A	Does the wraparound plan include strategies for helping the child get involved with activities in her or his community? (2.5)	8	6	0	4	1	2
B	Do you feel confident that, in the event of a major crisis, the team can keep the child or youth in the community? (2.9)	11	0	2	6	0	1
C	Are the services and supports in the wraparound plan difficult for the family to access? (3.8)	2	4	6	1	0	6
D	Do you feel like the family will be able to succeed on its own, or with just the help of family and friends? (4.7)	6	1	5	4	0	2

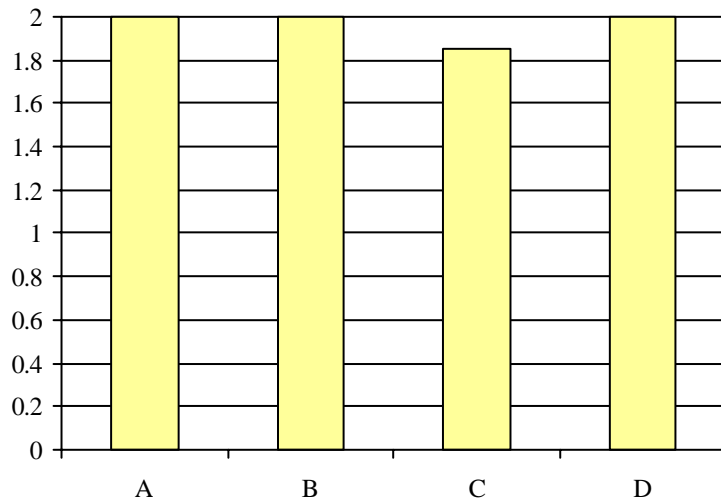


		Team Member n = 8		
		Yes / Sometimes / No		
A	Does the wraparound plan include strategies for helping the child get involved with activities in her or his community?	4	3	1
B	Do you feel confident that, in the event of a major crisis, the team can keep the child or youth in the community?	5	1	2
C	Are the services and supports in the wraparound plan difficult for the family to access?	0	0	8
D	Do you feel like the family will be able to succeed on its own, or with just the help of family and friends?	1	2	5

## Element 6: Culturally Competent Baltimore City

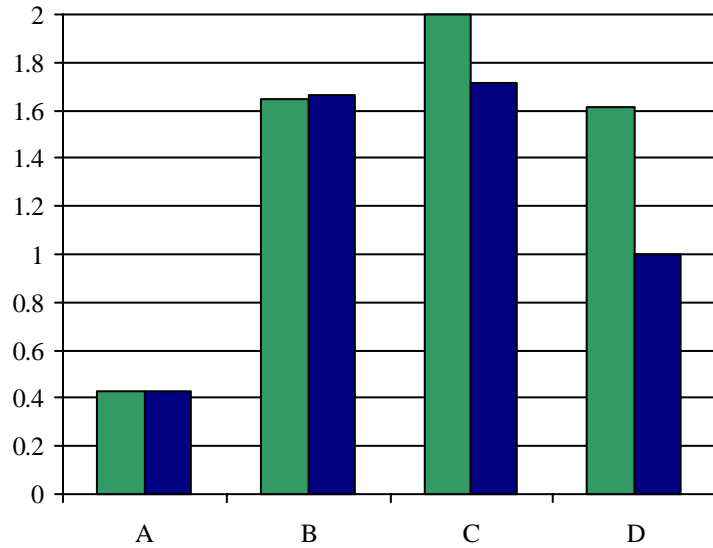


	Care Coordinator n = 14			Caregiver n = 7		
	Yes	Sometimes	No	Yes	Sometimes	No
A Did the family get ample time to talk about their strengths, beliefs, and traditions? Was this shared with all team members? (1.1)	11	2	0	7	0	0
B During the planning process did the team take enough time to understand the family's values and beliefs? Is plan in tune with values and beliefs? (2.11)	13	1	0	6	0	1
C Do members of the team always use language the family can understand? (3.10)	14	0	0	7	0	0
D Do all members of the team demonstrate respect for the family? (3.14)	13	1	0	3	0	0

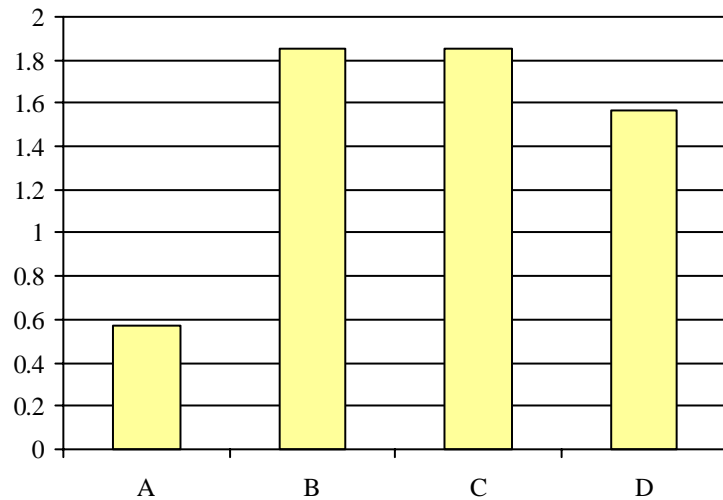


	Team Member n = 8		
	Yes	Sometimes	No
A Did the family get ample time to talk about their strengths, beliefs, and traditions? Was this shared with all team members?	6	0	0
B During the planning process did the team take enough time to understand the family's values and beliefs? Is plan in tune with values and beliefs?	8	0	0
C Do members of the team always use language the family can understand?	7	1	0
D Do all members of the team demonstrate respect for the family?	8	0	0

## Element 7: Individualized Baltimore City

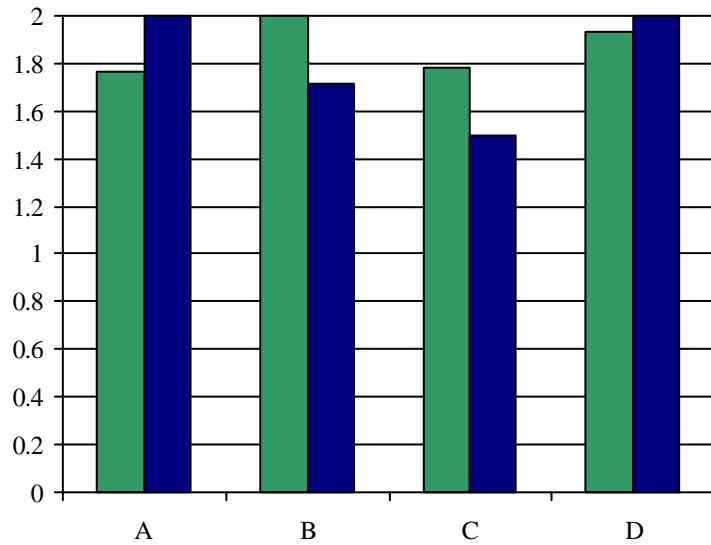


	Care Coordinator n = 14			Caregiver n = 7		
	Yes	Sometimes	No	Yes	Sometimes	No
A Does the family's wraparound plan include mostly professional services? (2.3)	1	4	9	2	0	1
B Is there a crisis safety plan that specifies what everyone must do to respond to a crisis? How to prevent crises? (2.8)	11	1	2	5	0	1
C When wraparound team has a good idea for a support or service, can it find the resources or figure out some way to make happen? (3.2)	14	0	0	6	0	1
D Has the team helped the child or youth prepare for major transitions by making plans to deal with these changes? (4.4)	8	5	0	3	0	3

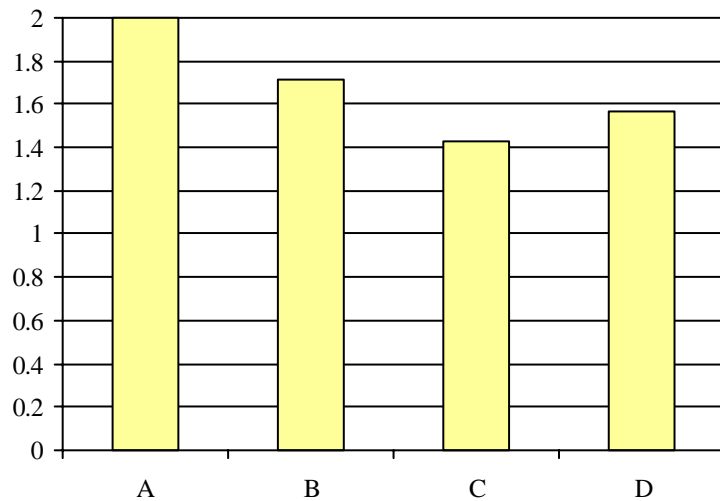


	Team Member n = 8		
	Yes	Sometimes	No
A Does the family's wraparound plan include mostly professional services? (2.3)	2	0	6
B Is there a crisis safety plan that specifies what everyone must do to respond to a crisis? How to prevent crises?	7	1	0
C When wraparound team has a good idea for a support or service, can it find the resources or figure out some way to make happen?	7	1	0
D Has the team helped the child or youth prepare for major transitions by making plans to deal with these changes?	5	3	0

## Element 8: Strengths Based Baltimore City

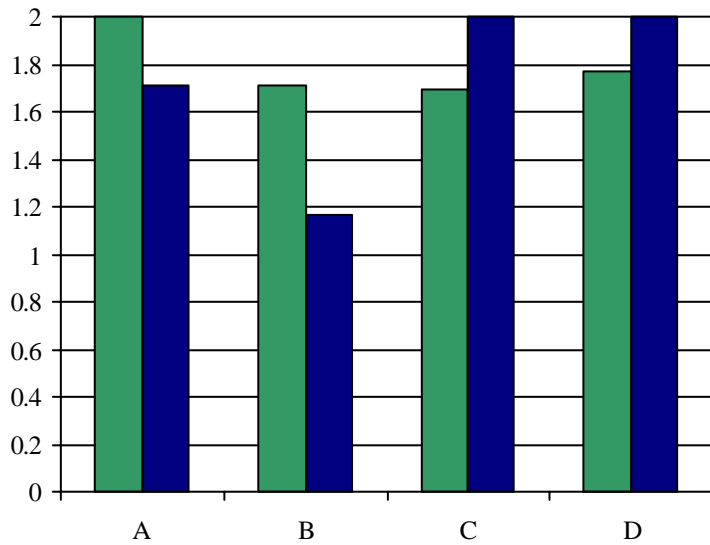


	Care Coordinator n = 14			Caregiver n = 7		
	Yes	Sometimes	No	Yes	Sometimes	No
A	At the beginning of the wraparound process, was the family given an opportunity to tell you what things have worked in the past for the child and family? (1.3)					
	11	1	1	7	0	0
B	Are the supports and services in the plan connected to the strengths and abilities of the child and family? (2.4)					
	14	0	0	6	0	1
C	Does the wraparound team get the child involved with activities she or he likes and does well? (3.3)					
	11	3	0	4	1	1
D	Does the team create a positive atmosphere around successes and accomplishments at each team meeting? (3.11)					
	13	1	0	7	0	0

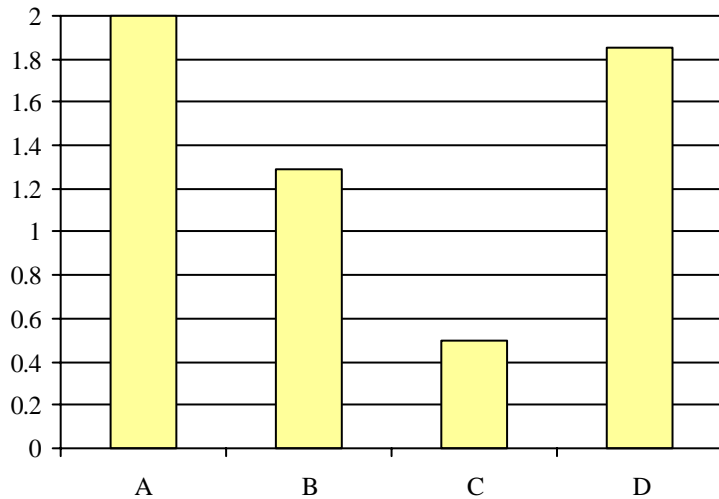


	Team Member n = 8		
	Yes	Sometimes	No
A	At the beginning of the wraparound process, was the family given an opportunity to tell you what things have worked in the past for the child and family?		
	6	0	0
B	Are the supports and services in the plan connected to the strengths and abilities of the child and family?		
	7	0	1
C	Does the wraparound team get the child involved with activities she or he likes and does well?		
	4	2	2
D	Does the team create a positive atmosphere around successes and accomplishments at each team meeting?		
	6	1	1

## Element 9: Persistent Baltimore City

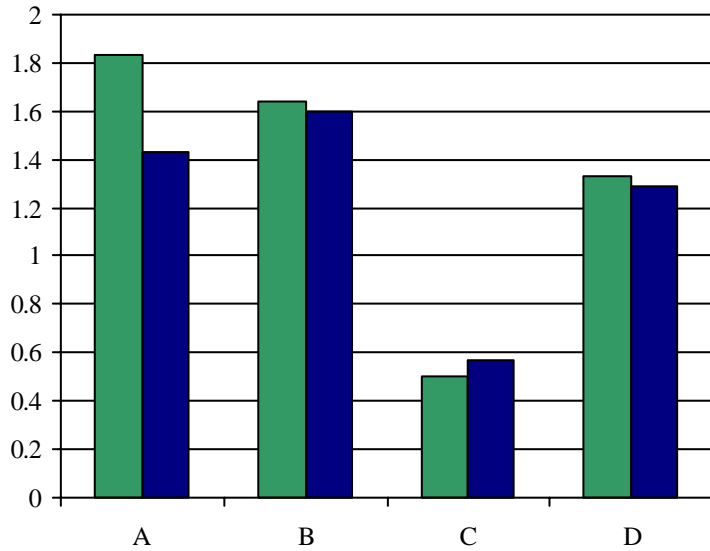


	Care Coordinator n = 14			Caregiver n = 7		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Does the team come up with new ideas for the wraparound plan whenever the family's needs change? Or when the plan is not working? (3.7)					
	14	0	0	6	0	1
B	<b>Do you think the wraparound process could be discontinued before the family is ready for it to end? (3.13)</b>					
	12	0	2	3	1	2
C	After formal wraparound has ended, do you think that the process will be able to be re-started if the youth or family needs it? (4.5)					
	10	2	1	2	0	0
D	Will some members of the team be there to support the family when formal wraparound is finished? (4.8)					
	11	1	1	6	0	0

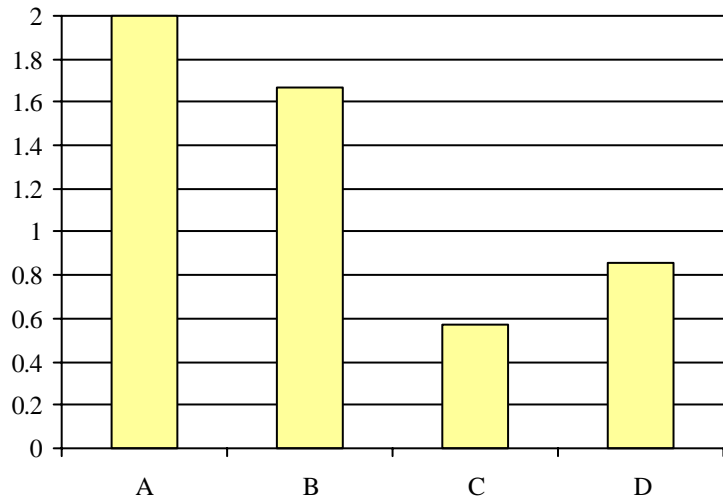


	Team Member n = 8		
	Yes	Sometimes	No
A	Does the team come up with new ideas for the wraparound plan whenever the family's needs change? Or when the plan is not working?		
	8	0	0
B	<b>Do you think the wraparound process could be discontinued before the family is ready for it to end?</b>		
	4	3	1
C	After formal wraparound has ended, do you think that the process will be able to be re-started if the youth or family needs it?		
	2	1	4
D	Will some members of the team be there to support the family when formal wraparound is finished?		
	7	1	0

## Element 10: Outcome Based Baltimore City

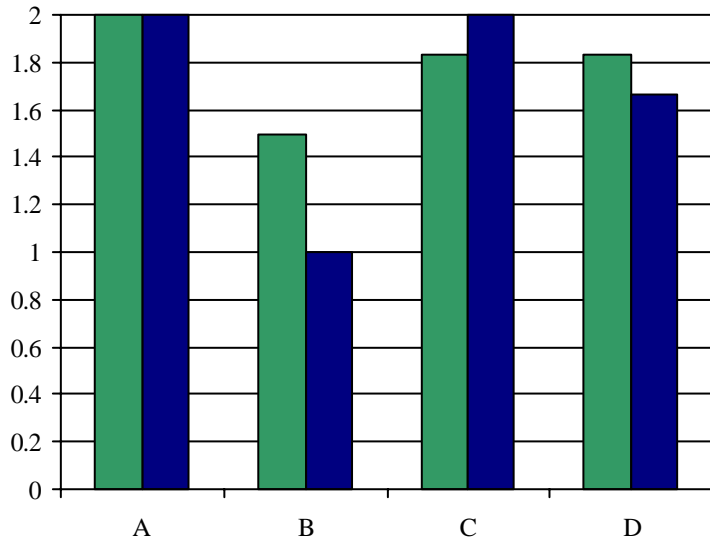


		Care Coordinator n = 14			Caregiver n = 7		
		Yes / Sometimes / No			Yes / Sometimes / No		
A	Before the first wraparound team meeting, did you go through a process of identifying what leads to crises or dangerous situations for the child and family? (1.6)	11	0	1	5	0	2
B	Does the team assign specific tasks to all team members at the end of each meeting? Does the team review the tasks at the next meeting? (3.9)	10	3	1	4	0	1
C	Has the team discussed a plan for how the wraparound process will end? Does the team have a plan for when this will occur? (4.1)	2	3	9	2	0	5
D	Has the wraparound process helped the child to solve her or his own problems? (4.3)	6	4	2	4	1	2

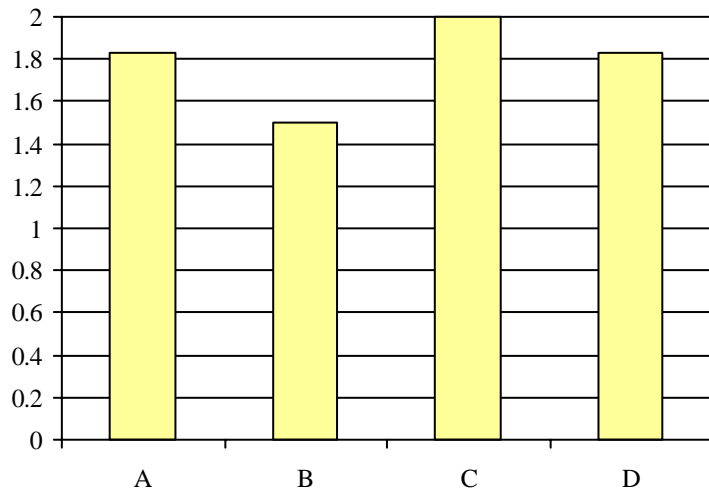


		Team Member n = 8		
		Yes / Sometimes / No		
A	Before the first wraparound team meeting, did you go through a process of identifying what leads to crises or dangerous situations for the child and family?	6	0	0
B	Does the team assign specific tasks to all team members at the end of each meeting? Does the team review the tasks at the next meeting?	4	2	0
C	Has the team discussed a plan for how the wraparound process will end? Does the team have a plan for when this will occur?	2	0	6
D	Has the wraparound process helped the child to solve her or his own problems?	2	3	3

## Element 1: Family Voice and Choice Montgomery County

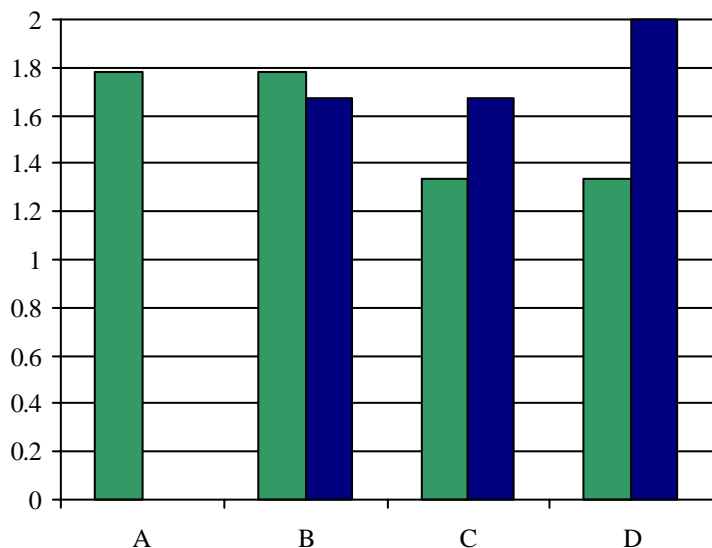


	Care Coordinator n = 15			Caregiver n = 3		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Before the first meeting, did you fully explain the wraparound process and the choices the family could make? (1.2)					
	17	0	0	3	0	0
B	<b>Would you say that people other than the family have higher priority in designing their plan? (2.10)</b>					
	4	1	13	1	1	1
C	Are important decisions ever made about the child or family when they are not there? (3.1)					
	16	1	1	3	0	0
D	Does the child or youth have the opportunity to communicate his or her own ideas when the time comes to make decisions? (3.15)					
	16	1	1	2	1	0

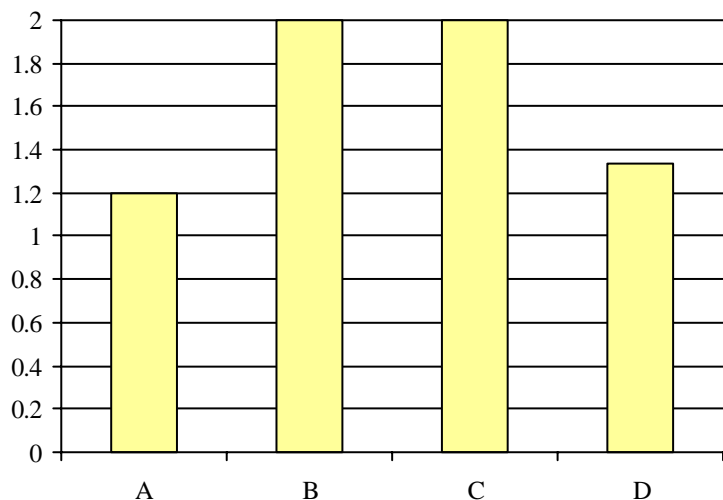


	Team Member n = 7		
	Yes	Sometimes	No
A	Before the first meeting, did the care coordinator fully explain the wraparound process and the choices the family could make?		
	5	1	0
B	<b>Would you say that people other than the family have higher priority in designing their plan?</b>		
	1	1	4
C	Are important decisions ever made about the child or family when they are not there?		
	6	0	0
D	Does the child or youth have the opportunity to communicate his or her own ideas when the time comes to make decisions?		
	5	1	0

## Element 2: Team Based Montgomery County

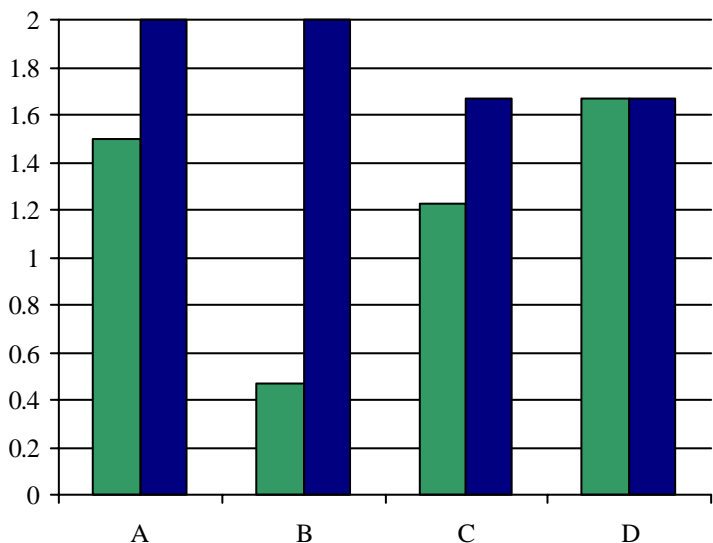


		Care Coordinator n = 15			Caregiver n = 3		
		Yes	Sometimes	No	Yes	Sometimes	No
A	Did the family members select the people who would be on their team? (1.4)	14	4	0	0	0	3
B	Is it difficult to get team members to attend team meetings when they are needed? (1.5)	10	3	5	2	1	0
C	Did the team develop any kind of written statement about what it is working on with the youth and family? (2.2)	10	4	4	2	1	0
D	Does the team go out of its way to make sure all team members present ideas and participate in decision making? (3.12)	9	6	3	3	0	0

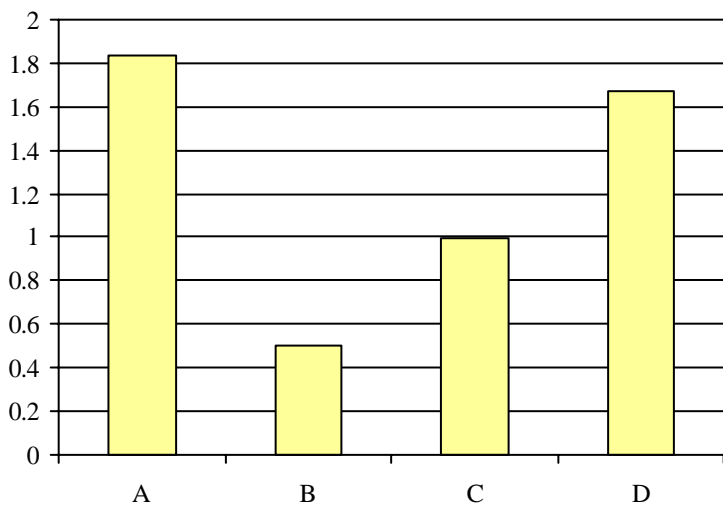


		Team Member n = 7		
		Yes	Sometimes	No
A	Did the family members select the people who would be on their team?	3	0	2
B	Is it difficult to get team members to attend team meetings when they are needed?	6	0	0
C	Did the team develop any kind of written statement about what it is working on with the youth and family?	6	0	0
D	Does the team go out of its way to make sure all team members present ideas and participate in decision making?	3	2	1

### Element 3: Natural Supports Montgomery County

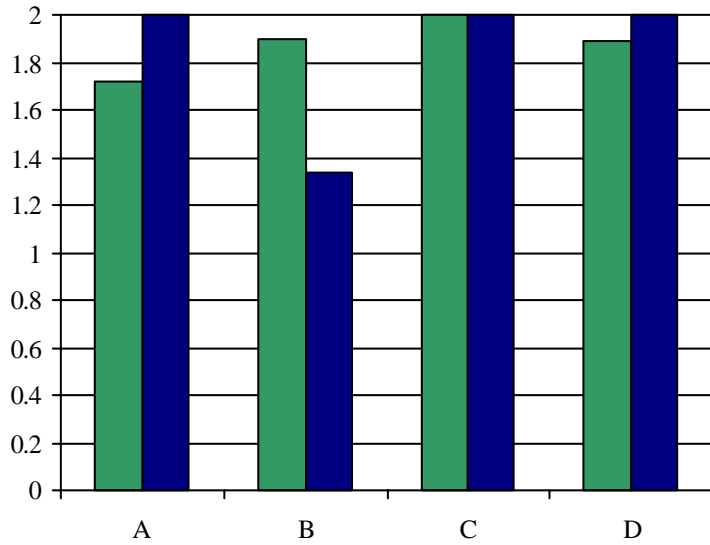


		Care Coordinator n = 17			Caregivers n = 3		
		Yes / Sometimes / No			Yes / Sometimes / No		
A	Does the team find ways to increase the support the family gets from its friends and family members? (3.4)	10	7	1	3	0	0
B	Is there a friend or advocate of the child or family who actively participates on the wraparound team? (3.6)	4	0	13	3	0	0
C	Has the wraparound process helped the child develop friendships with other youth who will have a positive influence on him or her? (4.2)	9	4	5	2	1	0
D	Has the wraparound process helped the family to develop or strengthen relationships that will support them when wraparound is finished? (4.6)	12	6	0	2	1	0

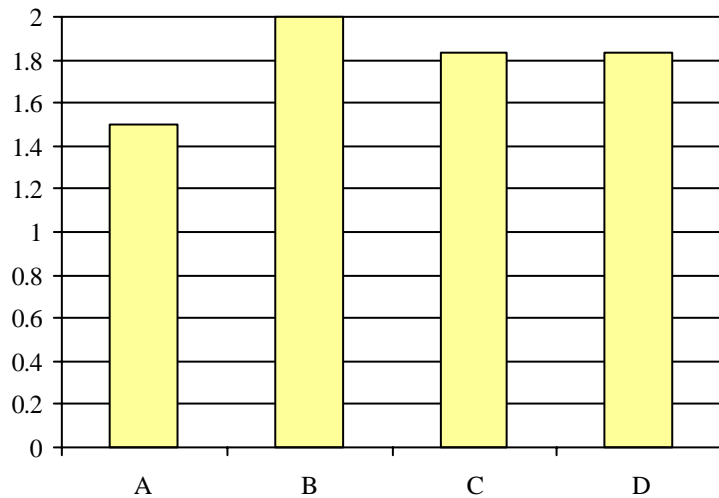


		Team Member n = 7		
		Yes / Sometimes / No		
A	Does the team find ways to increase the support the family gets from its friends and family members?	5	1	0
B	Is there a friend or advocate of the child or family who actively participates on the wraparound team?	1	1	4
C	Has the wraparound process helped the child develop friendships with other youth who will have a positive influence on him or her?	2	1	2
D	Has the wraparound process helped the family to develop or strengthen relationships that will support them when wraparound is finished?	5	0	1

## Element 4: Collaborative Montgomery County

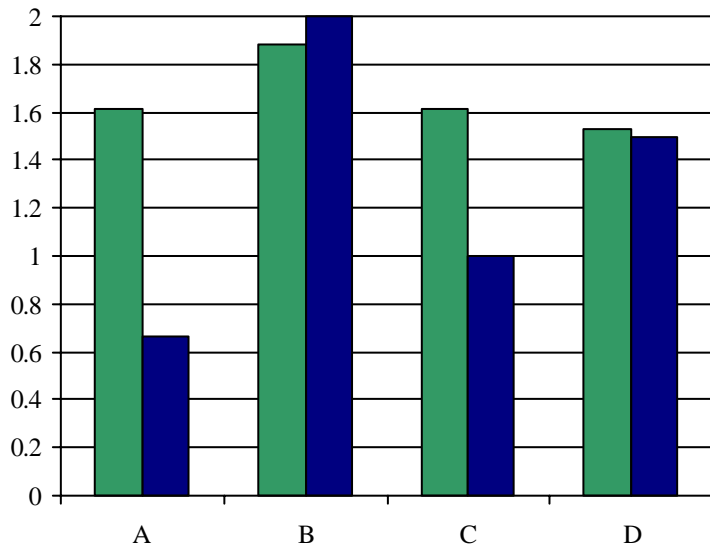


	Care Coordinator n = 15			Caregiver n = 3		
	Yes / Sometimes / No	Yes / Sometimes / No	Yes / Sometimes / No	Yes / Sometimes / No	Yes / Sometimes / No	Yes / Sometimes / No
A	Did the family plan and its team create a written plan of care and does family have a copy? (2.1)					
	13	5	0	3	0	0
<b>B</b>	<b>Are there members of the wraparound team who do not have role in implementing the plan? (2.6)</b>					
	<b>0</b>	<b>2</b>	<b>16</b>	<b>1</b>	<b>0</b>	<b>2</b>
C	Does the team brainstorm many strategies to address the family's needs before selecting one? (2.7)					
	18	0	0	3	0	0
D	Does the members of the team hold each another responsible for doing their part of the wraparound plan? (3.5)					
	16	2	0	3	0	0

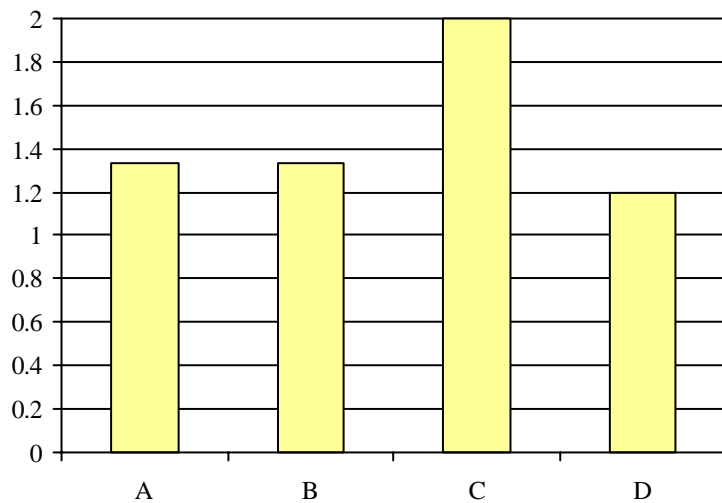


	Team Member n = 7		
	Yes / Sometimes / No	Yes / Sometimes / No	Yes / Sometimes / No
A	Did the family plan and its team create a written plan of care and does family have a copy?		
	4	1	1
<b>B</b>	<b>Are there members of the wraparound team who do not have role in implementing the plan?</b>		
	<b>0</b>	<b>0</b>	<b>6</b>
C	Does the team brainstorm many strategies to address the family's needs before selecting one?		
	5	1	0
D	Does the members of the team hold each another responsible for doing their part of the wraparound plan?		
	5	1	0

## Element 5: Community Based Montgomery County

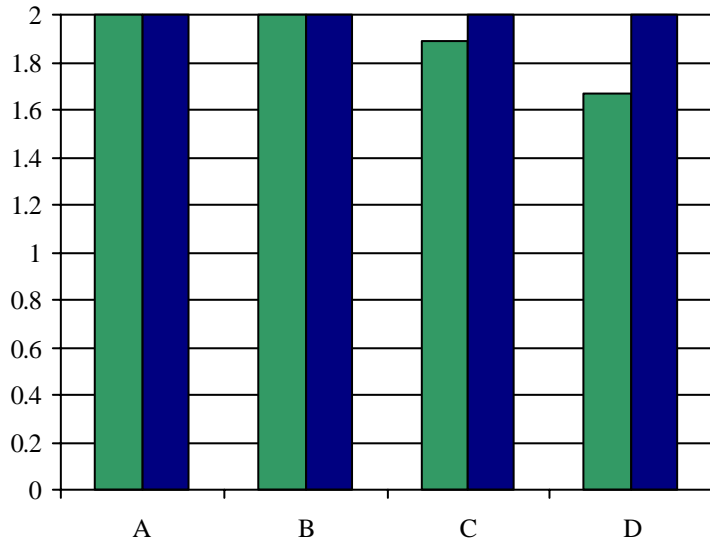


		Care Coordinator n = 15			Caregiver n = 3		
		Yes / Sometimes / No			Yes / Sometimes / No		
A	Does the wraparound plan include strategies for helping the child get involved with activities in her or his community? (2.5)	12	5	1	1	0	2
B	Do you feel confident that, in the event of a major crisis, the team can keep the child or youth in the community? (2.9)	16	0	1	3	0	0
C	Are the services and supports in the wraparound plan difficult for the family to access? (3.8)	2	3	13	1	1	1
D	Do you feel like the family will be able to succeed on its own, or with just the help of family and friends? (4.7)	12	2	3	1	1	0

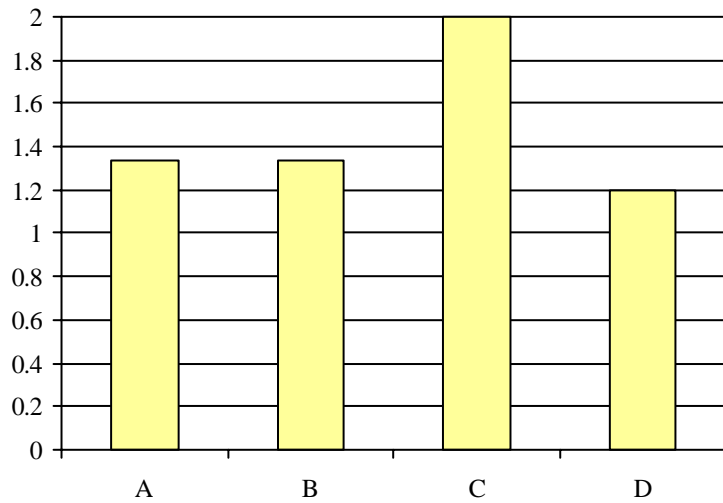


		Team Member n = 7		
		Yes / Sometimes / No		
A	Does the wraparound plan include strategies for helping the child get involved with activities in her or his community?	3	2	1
B	Do you feel confident that, in the event of a major crisis, the team can keep the child or youth in the community?	4	0	2
C	Are the services and supports in the wraparound plan difficult for the family to access?	0	0	6
D	Do you feel like the family will be able to succeed on its own, or with just the help of family and friends?	2	2	1

## Element 6: Culturally Competent Montgomery County

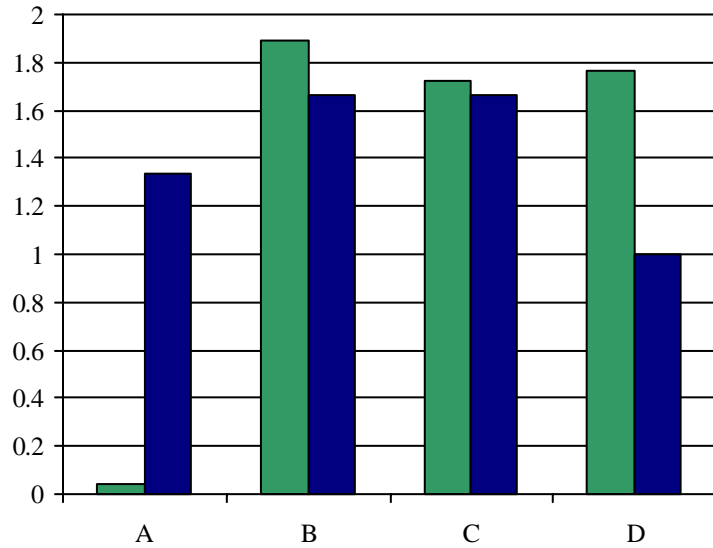


		Care Coordinator n = 15			Caregiver n = 3		
		Yes / Sometimes / No			Yes / Sometimes / No		
A	Did the family get ample time to talk about their strengths, beliefs, and traditions? Was this shared with all team members? (1.1)	13	0	0	3	0	0
B	During the planning process did the team take enough time to understand the family's values and beliefs? Is plan in tune with values and beliefs? (2.11)	16	0	0	3	0	0
C	Do members of the team always use language the family can understand? (3.10)	16	2	0	3	0	0
D	Do all members of the team demonstrate respect for the family? (3.14)	14	2	2	3	0	0

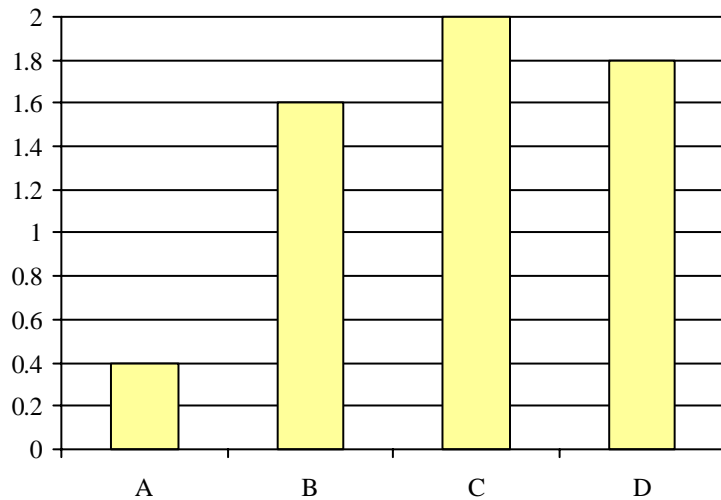


		Team Member n = 7		
		Yes / Sometimes / No		
A	Did the family get ample time to talk about their strengths, beliefs, and traditions? Was this shared with all team members?	4	0	0
B	During the planning process did the team take enough time to understand the family's values and beliefs? Is plan in tune with values and beliefs?	4	1	0
C	Do members of the team always use language the family can understand?	5	1	0
D	Do all members of the team demonstrate respect for the family?	4	2	0

## Element 7: Individualized Montgomery County

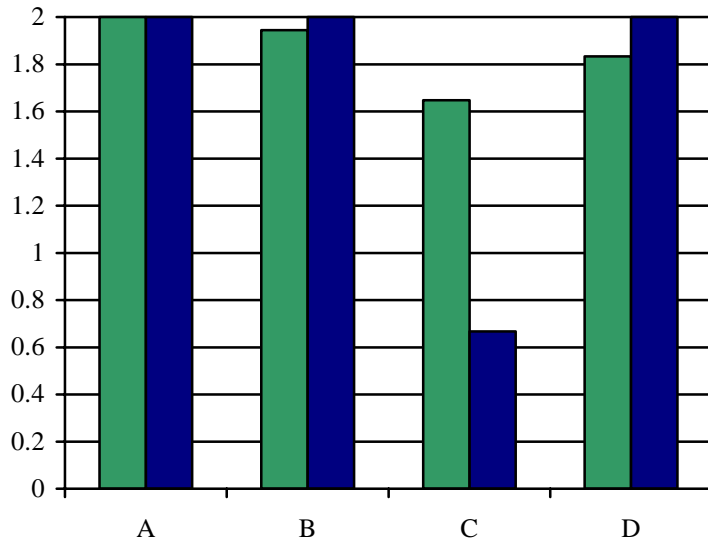


	Care Coordinator n = 15			Caregiver n = 3		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Does the family's wraparound plan include mostly professional services? (2.3)					
	0	7	10	2	0	1
B	Is there a crisis safety plan that specifies what everyone must do to respond to a crisis? How to prevent crises? (2.8)					
	16	2	0	2	1	0
C	When wraparound team has a good idea for a support or service, can it find the resources or figure out some way to make happen? (3.2)					
	13	1	4	2	1	0
D	Has the team helped the child or youth prepare for major transitions by making plans to deal with these changes? (4.4)					
	13	4	0	1	1	1

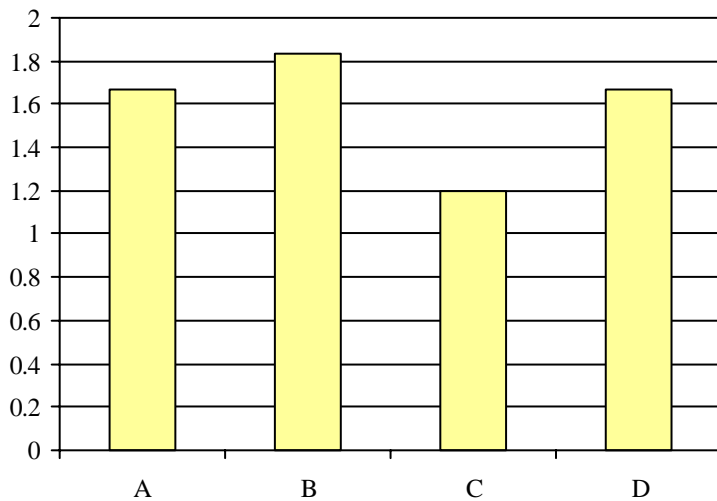


	Team Member n = 7		
	Yes	Sometimes	No
A	Does the team find ways to increase the support the family gets from its family and friends?		
	0	2	3
B	Is there a crisis safety plan that specifies what everyone must do to respond to a crisis? How to prevent crises?		
	4	0	1
C	When wraparound team has a good idea for a support or service, can it find the resources or figure out some way to make happen?		
	6	0	0
D	Has the team helped the child or youth prepare for major transitions by making plans to deal with these changes?		
	4	1	0

## Element 8: Strengths Based Montgomery County

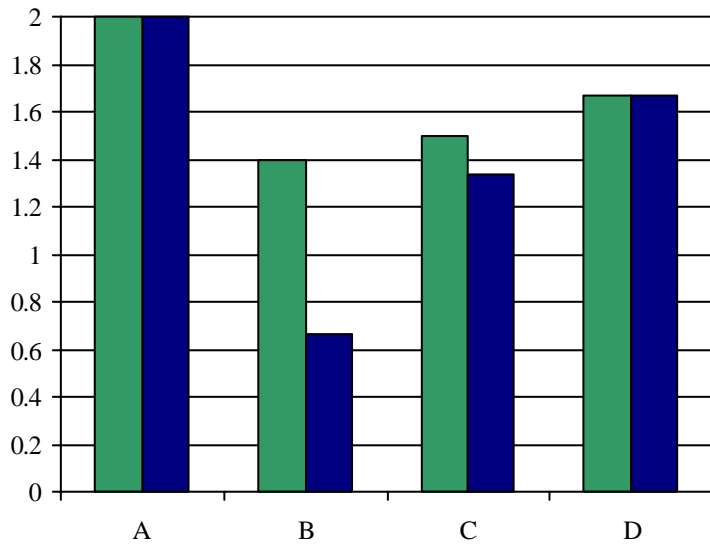


	Care Coordinator n = 15			Caregiver n = 3		
	Yes	Sometimes	No	Yes	Sometimes	No
A At the beginning of the wraparound process, was the family given an opportunity to tell you what things have worked in the past for the child and family? (1.3)	17	0	0	3	0	0
B Are the supports and services in the plan connected to the strengths and abilities of the child and family? (2.4)	17	1	0	3	0	0
C Does the wraparound team get the child involved with activities she or he likes and does well? (3.3)	12	4	1	1	0	2
D Does the team create a positive atmosphere around successes and accomplishments at each team meeting? (3.11)	16	1	1	3	0	0

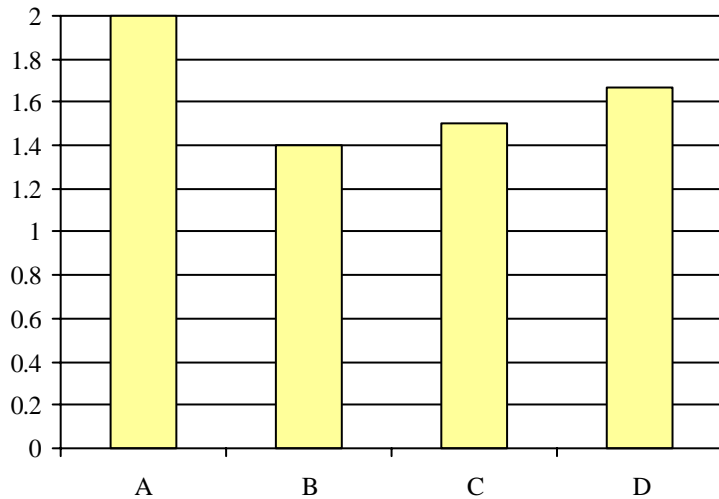


	Team Member n = 7		
	Yes	Sometimes	No
A At the beginning of the wraparound process, was the family given an opportunity to tell you what things have worked in the past for the child and family?	2	1	0
B Are the supports and services in the plan connected to the strengths and abilities of the child and family?	5	1	0
C Does the wraparound team get the child involved with activities she or he likes and does well?	3	0	2
D Does the team create a positive atmosphere around successes and accomplishments at each team meeting?	4	2	0

## Element 9: Persistent Montgomery County

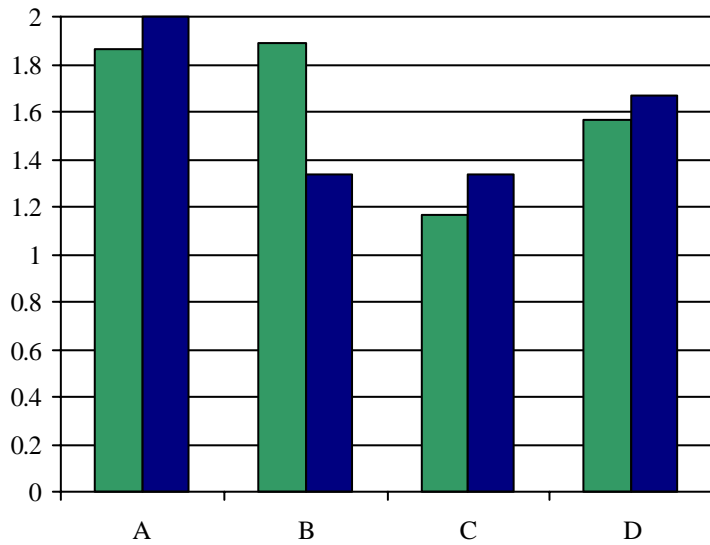


	Care Coordinator n = 15			Caregiver n = 3		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Does the team come up with new ideas for the wraparound plan whenever the family's needs change? Or when the plan is not working? (3.7)					
	18	0	0	3	0	0
B	<b>Do you think the wraparound process could be discontinued before the family is ready for it to end? (3.13)</b>					
	4	1	12	2	0	1
C	After formal wraparound has ended, do you think that the process will be able to be re-started if the youth or family needs it? (4.5)					
	11	4	0	2	0	1
D	Will some members of the team be there to support the family when formal wraparound is finished? (4.8)					
	14	3	1	2	1	0

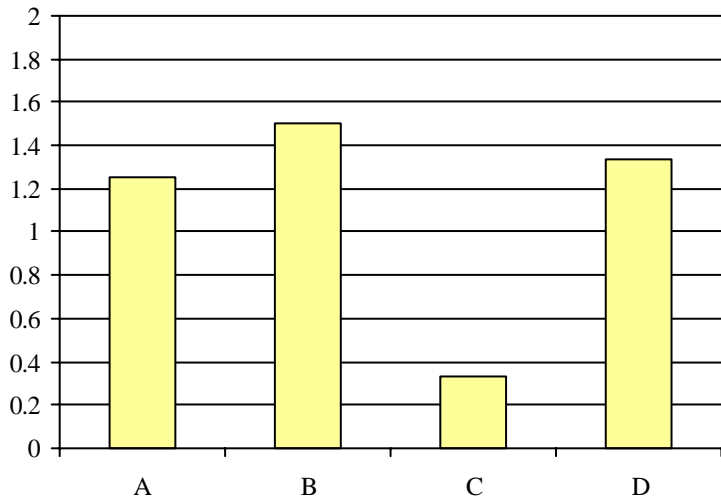


	Team Member n = 7		
	Yes	Sometimes	No
A	Does the team come up with new ideas for the wraparound plan whenever the family's needs change? Or when the plan is not working?		
	6	0	0
B	<b>Do you think the wraparound process could be discontinued before the family is ready for it to end?</b>		
	1	1	3
C	After formal wraparound has ended, do you think that the process will be able to be re-started if the youth or family needs it?		
	1	1	0
D	Will some members of the team be there to support the family when formal wraparound is finished?		
	4	2	0

## Element 10: Outcome Based Montgomery County



	Care Coordinator n = 15			Caregiver n = 3		
	Yes	Sometimes	No	Yes	Sometimes	No
A	Before the first wraparound team meeting, did you go through a process of identifying what leads to crises or dangerous situations for the child and family? (1.6)					
	14	0	1	3	0	0
B	Does the team assign specific tasks to all team members at the end of each meeting? Does the team review the tasks at the next meeting? (3.9)					
	16	2	0	2	0	1
C	Has the team discussed a plan for how the wraparound process will end? Does the team have a plan for when this will occur? (4.1)					
	10	1	7	1	2	0
D	Has the wraparound process helped the child to solve her or his own problems? (4.3)					
	10	5	1	2	1	0



	Team Member n = 7		
	Yes	Sometimes	No
A	Before the first wraparound team meeting, did you go through a process of identifying what leads to crises or dangerous situations for the child and family?		
	2	1	1
B	Does the team assign specific tasks to all team members at the end of each meeting? Does the team review the tasks at the next meeting?		
	3	3	0
C	Has the team discussed a plan for how the wraparound process will end? Does the team have a plan for when this will occur?		
	1	0	5
D	Has the wraparound process helped the child to solve her or his own problems?		
	2	4	0

# POTENTIAL AREAS FOR IMPROVEMENT Baltimore City

Overall, the WFI indicated 79% fidelity and demonstrated adequate adherence to the elements of Wraparound. Youth that were eligible for fidelity monitoring have been receiving services for over 2 months less on average than those families in MC that showed slightly higher adherence to fidelity. Nonetheless, areas for improvement still remain. Listed below are items that fell below 80% of a perfect score (below a 1.6 on the 2 point scale) for either the care coordinator, caregiver, or team member listed in parentheses. This list is intended to suggest areas in which effort toward greater wraparound fidelity might be achieved. Youth input is indicated in the last section of open feedback (n=1).

## Family Voice/Choice

- Ensure that important discussions or decisions about the youth or family are made when they are present. (Caregiver)
- Ensure that the caregiver is given highest priority when making major decisions. (Caregiver and Team Member)

## Team Based

- Have family members and youth select the people on their team. (Team Member and Caregivers)
- Encourage ALL team members to attend child and family team meetings. (Care Coordinators)
- Develop an overall written statement similar to a mission/vision for the team. (All respondents)

## Natural Supports

- Ensure the team focuses on developing opportunities for the Caregiver to receive support from friends and family. (Caregiver)
- Have a friend or advocate of the child or family (beyond paid professionals including family support partners) participate on the team. (All respondents)
- Have the team develop strategies that will assist the youth in developing friendships with other youth. (All respondents)

## Collaborative

- Ensure all team members have a role in implementing part of the plan for the family. (Caregivers only with large discrepancy)

## Community-Based

- Ensure that the team develops strategies that focus on assisting the youth getting involved with activities in his or her community. (All Respondents)
- Ensure easy access to services. (Care Coordinators only)
- Ensure that strategies are developed and practiced that support the families need to be able to succeed on its own without formal wraparound. (All Respondents)

## Cultural Competence

\*\*\* No items fell below 80% \*\*\*

## Individualized Services

- Ensure the team develops and equal mix of professional services and informal services. (All Respondents)
- Ensure the youth is prepared for major transitions by developing, practicing and implementing strategies for those changes. (Caregiver)

## Strengths-Based Services

- Ensure the team develops strategies that focus on the youth's strengths and interests and involve that youth in activities he/she likes and does well. (Team Member and Caregiver)
- Work to create a positive atmosphere at meetings. (Team Members)

## Persistent

- Develop and practice strategies that will ensure the family is ready for the wraparound process to be discontinued. (Caregiver and Team Member)
- System should ensure mechanisms are in place so that families and stakeholders understand the process to restart wraparound if the youth or family needs it. (Team Member)

## Outcome-Based Services & Supports

- Prior to the first team meeting ensure that the family and youth goes through a process of identifying what leads to a crisis or dangerous situation and that a relevant crisis plan is developed and left with the family. (Caregiver)
- Ensure the team has a plan for when and how the wraparound process will end. (All respondents)
- Monitor the strategies that are developed within the wraparound process will support the effort to develop the necessary skills for the youth to begin to take charge of their own process.(All respondents)

# POTENTIAL AREAS FOR IMPROVEMENT Montgomery County

Overall, the WFI indicated 84% fidelity and demonstrated adequate adherence to the elements of Wraparound. Listed below are items that fell below 80% of a perfect score (below a 1.6 on the 2 point scale) for either the care coordinator, caregiver, or team member listed in parentheses. This list is intended to suggest areas in which effort toward greater wraparound fidelity might be achieved. Youth input is indicated in the last section of open feedback (n=3).

## Family Voice/Choice

- Ensure that the caregiver is given highest priority when making major decisions. (All respondents)

## Team Based

- Have family members and youth select the people on their team. (Team Member and Caregivers) Note: None of the few caregivers interviewed answered yes to this question.
- Develop an overall written statement similar to a mission/vision for the team. (Caregivers)
- Facilitate the wraparound process to ensure that ALL team members present ideas and participate in decision making. (Caregivers and Team Members)

## Natural Supports

- Have the team help the caregiver receive support from friends and family. (Caregiver)
- Have a friend or advocate of the child or family (beyond paid professionals including family support partners) participate on the team. (Team Member and Care Coordinator)

## Collaborative

- Make sure all team members have a copy of the plan. (Team Members)
- Make sure that all team members have a role in implementing part of the plan for the family. (Caregivers)

## Community-Based

- Ensure that the team develops strategies that focus on assisting the youth getting involved with activities in his or her community.
- (Team Member and Caregiver)
- Ensure the team has developed a comprehensive group of strategies that will successfully allow the child/youth to be maintained in the community in the event of a crisis. (Team Members)
- Develop processes that ensure easy access to the services and support. (Caregiver)

- Ensure that strategies are developed and practiced that support the families need to be able to succeed on its own without formal wraparound. (All Respondents)

## Cultural Competence

- Ensure that the family is given ample time to talk about their values and beliefs. (Team Members)
- Demonstrate respect for the family at all times. (Team Members)

## Individualized Services

- Ensure the team develops and equal mix of professional services and informal services. (All Respondents)
- Ensure the youth is prepared for major transitions by developing, practicing and implementing strategies for those changes. (Caregiver)
- (Caregiver)

## Strengths-Based Services

- Have the team get the youth involved with activities he/she likes and does well. (Team Member and Caregiver)

## Persistent

- Try to ensure that the family is ready for the process to be discontinued. (All Respondents)
- Make sure the process can be re-started if the youth or family needs it. (All Respondents)

## Outcome-Based Services & Supports

- Try to make sure that before the first team meeting the team goes through a process of identifying what leads to a crisis or dangerous situation. (Team Members)
- Try to ensure the team assigns tasks to all members at the end of the meeting and reviews those tasks later. (Caregivers and Team Members)
- Try to ensure the team has a plan for when and how the wraparound process will end. (Caregiver and Team Members)
- Try to ensure the process is working toward helping the child solve their own problems. (Care Coordinator and Team Member)

# OPEN QUALITATIVE FEEDBACK

Every respondent was given an opportunity at the end of the interview to provide positive and negative feedback on how wraparound is progressing for both the child and family team. The following qualitative feedback is summarized for both jurisdictions.

## What's Working in Baltimore City

WFI qualitative data showed an increase in the connection to family and the community. Youth are returning to the community from more restrictive environments such as hospitalizations and detention centers. Families are being reunited and supported in developing relationships. In one family, the siblings were separated in the foster care system and were all receiving services from Choices. The siblings' care coordinators realized they were working with siblings and helped to reunite them. One sibling is over the age of 18 and may work towards receiving custody of her younger siblings so they can be together as a family again. The siblings did not know each other at all before Choices became involved.

Others reported that Wraparound really works for the family. Families are connected and communicating better. One team member stated that the mother has found a voice and reaches out to others to give them resources to help their family. The mother has become a good advocate for herself and others. Findings also reported improved stability of mental health and behavioral challenges. Respondents stated that school outbursts were minimized, aggressive behaviors decreased, and self-esteem improved.

Caregivers and youth reported satisfaction with the Wraparound process. One caregiver reported, "Wrap and Maryland Choices has been tremendous. The care coordinator is the first to really help my child make good decisions and show respect. The care coordinator has helped me believe I can help this child." One youth stated, "I want to thank my Wrap team for helping me and my family."

## Challenges in Baltimore City

The two primary areas of reported challenges were within the child serving systems and the Wraparound processes. There were numbers of reports of concerns with the involvement and responsiveness of DJS and DSS. There were also reports of challenges in role clarification in the team decision making process. Respondents' confusion included the role of the Local Coordinating Council's (LCC) review of plans and their final decision-making power. Respondents reported concerns that the timelines and deadlines are unrealistic in working with this population of youth and families in conjunction with "high administrative burden." Another common occurrence was the turnover of care coordinators. Respondents reported changes in care coordinators and a lack of communication and consistency in facilitating the Wraparound process during the transition. In regards to process, there were also reports of challenges in sustaining plans because of the high costs of services being paid for by flex funds.

## What's Working in Montgomery County

WFI qualitative data showed satisfaction in the Wraparound process. Respondents described successful team processes that were quick and resourceful about getting supports in place. Others reported that “Maryland Choices is doing a phenomenal job” and “It’s great to see agencies working together and families having a voice in youth’s treatment.”

Respondents reported that families are empowered in the process. Several respondents reported that the youth and family are becoming empowered and have more of a voice in their care. Respondents described “successful kids” who were going to therapy and taking their medication. Another described a youth who is no longer using drugs or running away from home since Wraparound started. One respondent reported that Choices is helping the youth graduate from school and return back home. This same youth was hospitalized and through the team support and experience, the youth decided to take medications again.

Caregivers and youth reported satisfaction with the Wraparound process. One caregiver reported, “I have the highest praise for Wrap and the facilitator; she went above and beyond the call of duty where other agencies don't do that.” One youth stated, “I wish Wrap would continue.” He reported that Wraparound has helped him.

## Challenges in Montgomery County

The two primary areas of reported challenges were within the child serving systems and the transition processes. There were a number of reports of concerns with the involvement and responsiveness of DJS (the courts) and DSS as well as being able to get the education system on board with the Wraparound process and values.

Respondents described a need for flex funds as soon as Wraparound begins with a family to address immediate crisis needs. Respondents also expressed concerns that there are mostly formal services on the teams. Caregivers and youth expressed anxiety around the transition out of formal Wraparound. One caregiver reported that services will end in 6 months; she feels that supports are just getting beginning and described feeling, “afraid that things will go back to where it was.” Another caregiver reported being “afraid” that her child “may be sent to a home for girls if she gets in trouble.” One youth reported that he never received information about the timeframe and was “shocked” to hear about a transition date. A youth reported feeling like he could not tell his care coordinator that he was not ready for transition.

There were reports of challenges role clarification in the team process. Care coordinators and family support partners (interviewed as team members) were unsure of each other's roles and responsibilities. Respondents also reported challenges with the high turnover rate in care coordinators and other system providers.