

From Hello to Hope:
*Re-imagining Wraparound from the
Family's Perspective*

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Goals for the Workshop

- Share a brief history of Wraparound's evolution
- Present a change in the framework for the model
- Explain why that change was made
- Briefly illustrate how the elements of that change can be reflected in practice

Why Wraparound?

- If you know what to do, do it
- If you don't know what to do, do Wraparound
 - Assemble a group of people (**team**)
 - To build a foundation based on what's right with the story (**strengths**)
 - While agreeing on a common destination (**mission**)
 - Working together to understand what's driving the situation (**underlying need**)
 - And following the process to produce results (**outcomes**)
 - Until success is achieved (**unconditional care**)

How Wraparound Is Nested

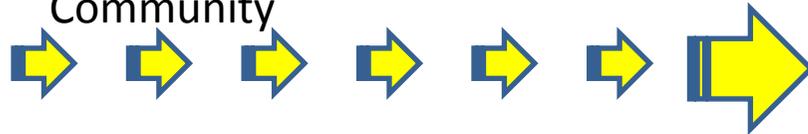
Practice

- Process, Service, Intervention, Strategy,



Support

- Help, Meaning, Navigation, Community



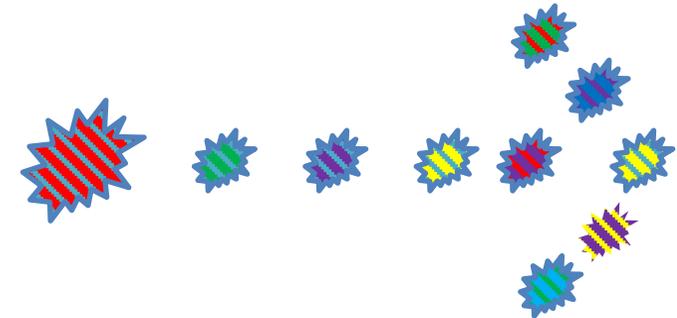
Supervising & Managing

- People, process, outcomes, resources



System

- Funding, Policy, Structure, Meaning



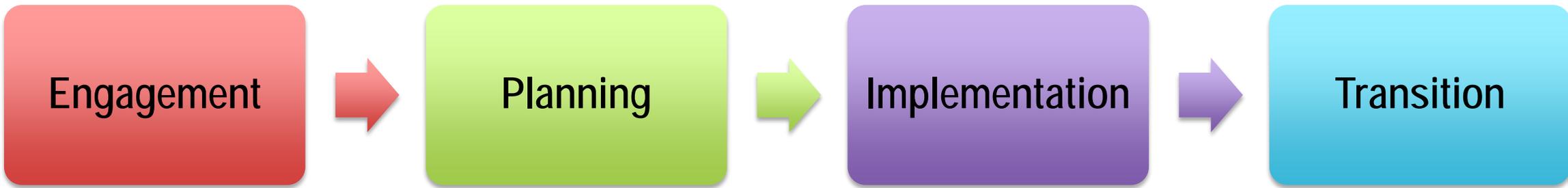
In the beginning there were 8 Steps for Developing a Wraparound Plan but really 10

- **Step 1: Getting to Know You**
- Step 2: Start Meeting with Strengths
- Step 3: Set Mission & Goals
- Step 4: Individual Identifies Needs
- Step 5: Prioritize Needs
- Step 6: Action Planning
- Step 7: Commitments
- Step 8: Evaluation
- **Step 9: Documentation**
- **Step 10: Crisis Planning**

Next Came A Bunch of Values

1. Strengths
 2. Natural Supports
 3. Needs Driven
 4. Individualized
 5. Culturally Competent
 6. Family Driven
 7. Outcome Driven
 8. Unconditional
 9. Community Based
 10. Normalization
 11. Collaboration
 12. System Integration
- Values rich field
 - Consensus on words not necessarily on meaning
 - More “values” added in over time
 - Good Wraparound people with values = bad other people without values
 - Causes conflict, competition
 - Results in hand-offs of families rather than pitch-in for families
 - No way to manage the ever expanding list
 - Created a frame for looking at care, response and result

And then Along Came Phases



- Constructed from the provider's point of view
- Tried to “chunk” Wraparound down to manageable parts
- Designed to make Wraparound more than a meeting
- Easier to remember than 8-10 steps
- Began a movement from “do you have the values” to “are you doing the practice?”
- Created a structure for measurement
 - Things happening outside of team meetings were impacting fidelity ratings of team meetings

Wrap Re-Imagined in Stages

- **Hello**
 - Establish a warm welcome
 - Gather information
- **Help**
 - Moving to action
 - Using strengths to build strategies that meet needs
- **Healing**
 - Review to see if it's working
 - Modify activities until you get the right thing
- **Hope**
 - Establish Confidence



Goals of the New Framework

- Focus on the family's experience of receiving help through the Wraparound process
- Move away from a product view (compliance) to an emphasis on outcome (impact)
- Have process elements build fluidly one **on** the other (cumulative) versus stepping rigidly from one **to** the other (sequential)
- Provide multiple opportunities for a family's input to drive the design of the services and supports they receive

Big Idea of the Hello Stage

Each family and situation should be met in a way that is tailored to their identity, situation, and sense of urgency

When: One or two meetings that happen in time to schedule first team meeting before day 30

- Hello Stage

What's the Frame?

- Who are you?
- What has happened to you?
- What does it mean to you?
- How can I understand this so that I can make sure help occurs?

In the Hello Stage Families Deserve:

- To feel that they are worth listening to
- To be reassured that their opinion counts
- To know this is something different and not business as usual
- To have a sense that the Wraparound staff will do something different
- To see that the Wraparound staff will actually do something different
- To feel confident that the Wraparound staff will take steps to keep the family safe in the shortest amount of time

Why Shift from Engagement to Hello?

- Stopping at Hello
 - No engagement no help
- Event rather than relationship
 - Engagement as a milestone rather than an ongoing process
- Provider goal rather than family reality
 - Caused families to be “handled” rather than understood
- Time focus rather than result focus
 - Taking the same amount of time for engagement for every family even though each family needed help differently

Hello Versus Engagement

Engagement

- Full engagement takes time
- Push for full engagement leads to stalled next step
- Staff will report that “this family can’t engage”
- Engagement pressures families to “commit”
- Staff feel compelled to move through a defined series of steps

Hello

- Time in hello can be tailored to the circumstance and family
- Hello is about welcoming, rather than committing
- Families report this is more accurate description of their experience
- Staff can adjust their approach

During a Well-Constructed Hello

- Seek to understand the family's identity
 - Listen and ask more than tell
 - Include all family members
 - Walk away with a sense of the family's vision, sense of identity
- Actively seek strengths and needs by creating space for the family to tell their own story in their own way
 - Avoid checklists
 - Every family is different and every family story is different, no one technique works for every family
- Identify & respond to any initial health or safety threats
 - Individualize your response to each threat and each family
- Listen for team options & seek out connections embedded in the story from the very first contact

From Engagement to Hello

- If you started with the big idea that each family and situation should be met in a way that is tailored to their identity, situation, and sense of urgency ...
- And believed that families should feel that their stories have been heard and understood and that what's going to happen won't be business as usual ...
- How might your practice approach shift?

Big Idea of the Help Stage

Families deserve to get the best response to their situation in the shortest amount of time. It's not about producing a document or holding a meeting but about establishing the right response.

When: From first minute of a team meeting until something different happens for the family

- The Help Stage: What's the Frame?
 - What will bring people together around a common concept?
 - What will move people to action that is?
 - Coordinated
 - Consistent
 - Different?
 - What does better look like?

In the Helping Stage Families Deserve

- To know this is more than meetings
- To be convinced there is a link between what is decided in meetings and what is delivered outside of meetings
- To feel confident that their opinion will be considered in crafting help
- To have a sense that real help (outcomes) will occur based on who they are (culture), what they need and what is likely to make a difference
- To see the process of coming together as fair and about their priorities

Why Shift from Planning to Help

- High-centered on planning
 - Planning as product rather than planning as gateway
- Meeting as intervention
 - Every contact becomes a meeting
- CFT as entity outside of the people involved
 - “What’s the CFT say?” rather than “How can we work together?”
- Meeting rather than action
 - Counting number of meetings rather than focusing on having just enough meetings to decide the best way to help

Helping Versus Planning

Planning

- Document and product driven
- Focus on staff requirement rather than family need
- Activities often start before initial plan developed anyway, causes staff to lose their way
- How much detail is addressed between meetings?

Helping

- Results and outcome driven
- Reflects family interest
- Planning or meeting is not an intervention
- Focus on action, assists staff with assuring help is right timed

Basic Elements of the Helping Stage

- Gather and orient an initial helping group
- Share strengths, family vision and needs statements
- Prioritize needs
- Brainstorm options
- Choose actions and benchmarks
- Assign tasks and timeline
- Set up communication protocol

From Planning to Helping

- If you were to move to action with the big idea that families deserve to get the best response to their situation in the shortest amount of time ...
- And believed that families should be confident that there is a clear link between what is decided in meetings and what happens in the field ...
- How might your practice approach shift?

Big Idea of the Healing Stage

It will take time to get to the right fit between need and response; adjustments will have to be made until balance is achieved.

When: From when the first different help is offered until positive outcomes start happening

- The Healing Stage: What's the Frame?
 - Is what you're doing working?
 - Do you need more information?
 - Do your benchmarks reflect a change from where you started?
 - Does the family experience a sense of met need?
 - Are team members working smarter?

In the Healing Stage Families Deserve

- To know that their opinion will result in a change
- To see that others are working together on their behalf
- To experience a sense of success from efforts
- To be reassured that what is happening is making a difference
- To feel a sense of possibility & expectancy that things may turn out better
- To have confidence that people will stick with them even when things are difficult
- To feel acknowledged as more than their problems

Key Elements of the Healing Stage

- **Accomplishments:** Good news since last meeting
- **Assessment:** Did it happen, did it help, what did we learn?
- **Adjustments:** Cease, modify, continue?
- **Assignments:** What, who, when, how long?

Why Shift from Implementation to Healing?

- Implementation tends to focus on delivery - Healing focuses on results
- Meetings can get defensive: “this should be working”
- Healing focuses on family feedback: “how might this work better?”
- Implementation meetings can get lost in detail - Healing permits a conversation about ceasing, continuing or modifying a chosen option

Implementation Versus Healing

Implementation

- Planning continues, causes confusion
- Tendency to go back to first plan development over and over
- “Plan is not working” causes “return to go”
- How much detail drives decision making?

Healing

- Smart process focused on whether helping produces a result for the family
- Requires a focus on family feedback
- Empowers a framework to cease, continue or modify activities

From Implementing to Healing

- If you were providing assistance to families with the big idea that it takes time and adjustments to get to the right fit between their need and your response ...
- And believed that families should know that their opinions will result in change, that others are working on their behalf and will stick with them even when things are difficult, and feel assured that what is happening is making a difference ...
- How might your practice approach shift?

Big Idea of the Hope Stage

Families should gain a sense of confidence that they can do what must be done, along with a sense of competence that they can actually do it...no matter what challenges are in front of them.

When: 30 to 60 days, ideally 45

- The Hope Stage: What's the Frame
 - Does the family have an increased sense of:
 - Confidence: that they can respond to what comes next?
 - Connection: that they know where, who or what they can turn when next occurs?
 - Competence: that they know what works, what doesn't?
 - Capacity: to influence what happens next?
 - Do team members have a sense of:
 - Progress: in terms of the initial conditions
 - Adaptability: ability to recognize what interventions they have built?
 - Logic: can identify interventions that produced different results?

In the Hope Stage, Families Deserve

- To have a sense of new hellos rather than a lonely goodbye
- To feel connected to others rather than abandoned
- To know what team members they will stay connected to after this over
- To know that they can manage what comes their way
- To see that things may turn out their way
- To be recognized for what they have accomplished
- To have a sense of their own resiliency rather than having other people talk about their readiness

Why Shift from Transition to Hope

- To focus more on results than on closing
- To leave on a positive note rather than because of system rules or timelines
- To help the group start with the end in mind
- To maintain a framework of “good enough” in hitting benchmarks – “Have we produced enough hope to get by?”

Transition Versus Hope

Transition

- Focus on ending
- Driven by system rules
- Creates a range of challenges
- Timing to goodbye

Hope

- Have you produced enough hope to get by
- Focus on results with families
- Encourages a framework for “good enough”

During a Well-Constructed Hope Stage

- Planning focuses on increasing hopefulness
- Meetings become more frequent
- Benchmarks are reviewed
- Life after wraparound is imagined: progress, hopes, fears
- Concerns are addressed
- “What ifs” are rehearsed
- Follow-up is formalized, if needed
- A post wraparound communication plan is set up
- A commencement ritual appropriate to the family is enacted

From Transition to Hope

- If you were guided by the big idea that families should gain confidence that they will be able to do what must be done and a sense of competence that they can actually do it...no matter what challenges are in front of them...
- And believed that families should gain a sense of their own resiliency, be recognized for what they have accomplished, feel connected with others rather than abandoned, and take their next steps with an attitude of new hellos rather than goodbye ...
- How might your practice approach shift?