



Welfare Peer TA Network Webinar

Chippewa Cree TANF Webinar

Friday, March 9, 2012 ❖ 2:00 – 3:30 p.m. Eastern Time

Presenter:

- ◆ Dr. Geni Cowan, Eagle Blue Associates ◆

Lisa Washington-Thomas, Moderator, Office of Family Assistance,
Administration for Children and Families

Welcome! The session will start momentarily.



Webinar Learning Objectives:

- To describe wraparound services and how to use them effectively.
- To identify and describe the 10 principles associated with wraparound services.
- To facilitate discussion on the various phrases of practice when implementing wraparound services.
- To review the Six Themes of Implementation.



Welfare Peer TA Network Webinar

Agenda:

- | | |
|------------------|--|
| 2:00 – 2:05 p.m. | Welcome and Webinar Logistics (Lisa Washington-Thomas, Welfare Peer TA Network, Office of Family Assistance) |
| 2:05 – 2:10 p.m. | Opening Remarks (Elaine Topsky, Chippewa Cree Tribal TANF Program) |
| 2:10 – 2:15 p.m. | Presenter Introduction (Elaine Topsky, Chippewa Cree Tribal TANF Program) |
| 2:15 – 3:20 p.m. | Dr. Geni Cowan, Eagle Blue Associates |
| 3:20 – 3:30 p.m. | Question and Answer Session (Dr. Geni Cowan and Kamille Beye, WPTA Team) |
| 3:30 p.m. | Closing Remarks (Kamille Beye) |



Welfare Peer TA Network Webinar

How Do I Ask a Question?

A screenshot of a Microsoft Office Live Meeting window titled "Microsoft Office Live Meeting - livemeeting.com - NHMRC July Webinar Practice Session". The interface shows a "Q&A" tab selected in the top navigation bar. Below the navigation bar is a large text input area with the placeholder text "Type your question here." and an "Ask" button to its right. Three numbered instructions are overlaid on the screenshot: 1. A yellow box with the text "1. Click on the word 'Q&A'" and a yellow arrow pointing to the "Q&A" tab. 2. An orange box with the text "2. Type your question in the top box" and an orange arrow pointing to the text input area. 3. A green box with the text "3. Click on the word 'Ask' to submit your question" and a green arrow pointing to the "Ask" button. The bottom of the window shows a taskbar with "Internet" and "100%" zoom level.

IMPLEMENTING WRAPAROUND SERVICES IN TRIBAL TANF

Geni Cowan, Ph.D.
Facilitator/Instructor

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What is “WrapAround?”

A team-based planning process that provides individualized, coordinated, client-driven care to meet the complex needs of tribal TANF clients who may need the support of multiple systems

What is WrapAround?

- *According to the National WrapAround Initiative:*

“a planning process that is used to coordinate, create, tailor, and individualize services and supports to fit the unique needs of the child and family while also building on their strengths”

Keys to Effective WrapAround

- **Creativity**
- **Flexibility**
- **Wide range of options**
- **Open doors**
- **Pace and urgency**
- **Timeliness**



10 Principles

- 
- A woman in traditional attire, including a dark blue top and a colorful, patterned shawl, is carrying a young child on her back. The child is looking towards the camera. The background is a soft, light blue gradient.
1. Family Voice and Choice
 2. Team-based
 3. Natural Supports
 4. Collaboration
 5. Community-based
 6. Culturally Competent
 7. Individualized
 8. Strengths-based
 9. Unconditional Care
 10. Outcome-based

1. Family Voice and Choice

- **Family perspectives are intentionally solicited**
- **Family members should be coached and encouraged to speak for themselves**
- **Family members must have a safe environment in which to express their needs, frustrations and views**

1. Family Voice and Choice: Practices

- Promote communication
- Ensure that the family's voice is heard, not the case manager's or other advocates
- Help family reach consensus
- Educate other team members on the importance of the family's voice/choice
- Develop complete understanding of family circumstances and perspectives

2. Team-based

Team members. . .

- **are agreed-upon by the family/ participant**
- **are committed through informal and formal support relationships to the family and their success (self-reliance, well-being)**

2. Team-based: Practices

- **Case manager coaches the family to understand who might be potential team members**
- **Case manager helps family select team members**
- **Sometimes, the family has no choice as to team members; case manager helps them understand why**

2. Team-based: Practices

- **Case manager must be knowledgeable about community resources and services (the little black book)**
- **Case manager helps family understand both contributions and challenges brought by different team members**

3. Natural Supports

- Utilizes sources of support that are separate and independent
- Sources of natural support often are very important to and influential with the family
- These interpersonal relationships bring value to WrapAround by broadening the diversity of support, knowledge, skills, perspectives, and strategies available

4. Collaboration

- **Cooperation**
- **Shared responsibility**
- **Blending of team members' perspectives, mandates, and resources**
- **Team decisionmaking – with consideration for constraints**
- **Balance between team goals and participant/family goals**

5. Community-based

- All involved must be able to see the *entire* community as a resource
- Promotes integration of participant/family into home and community
- Seeks to utilize services that are locally accessible
- Requires community development to establish a community system of care

6. Culturally Competent

- **Demonstrates respect for and builds on the values, preferences, beliefs, culture and identity of the participant, family, and their community**
- **Recognizes that a family's traditions, values, and heritage are sources of great strength**
- **Embraces that shared cultural identity can be essential and “natural,” likely to endure after formal services have ended**

7. Individualized

- **Case planning is customized to the participant/family**
- **One size does not fit all!**
- **Each participant's case plan is uniquely tailored to fit the participant/family**
- **The process is consistent for all participants; the plan is unique to each**

8. Strengths-based

- **Identify, build on, and enhance the capabilities, knowledge, skills, and assets of the benefit group**
- **Interactions among team members demonstrate mutual respect and appreciation for the value each person brings to the team**
- **Success based on efforts to utilize and increase benefit group's assets**

9. Unconditional Care

- **Keep working toward the goals included in the plan until the team reaches agreement that a formal WrapAround process is no longer required**
- **Sticktuitiveness**
- **Undesired behavior, events, or outcomes are not seen as evidence of “failure”**

9. Unconditional Care

- **Make sure care and support do not stop in the face of barriers and challenges**
- **Frame undesired or unachieved outcomes as deficiencies in the plan, NOT as weaknesses or failures of the family or any member of the team**
- **Use strengths and flexibility to modify the plan immediately when something is not working as anticipated**

10. Outcome-based

- Ties the goals and strategies of the plan to observable or measurable indicators of success
- Monitors progress in terms of these indicators
- Desired outcomes should include self-reliance and self-advocacy
- **Accountability**

How does it work?

- Case manager can be the “facilitator” or “family partner”
- The WrapAround Team is made up of 4 – 10 professionals and family/friends/ community who know the participant best
- Caution! The team should be no more than 50% professionals

How does it work?

Case manager is the “facilitator” or “family partner” that works with the family to

Assess

- **discover their strengths**
- **determine major needs**

Develop (Case) Plan

- **set goals**
- **develop strengths-based options**

Phases of Practice

Phase 1: Engagement and Preparation

- Orient family (*intake*)
- Gather perspectives on strengths and needs (*assessment*)
- Stabilize family safety; address emergency needs (*crisis intervention*)
- Identify, invite and orient Child and Family Team members
- Complete strengths summaries and inventories (*assessment*)
- Arrange initial WrapAround planning meeting

Phases of Practice

Phase 2: Plan Development

- Hold a meeting to introduce process and team
- Present assessment results
- Ask for additional information re: strengths from group
- Lead team in creating mission
- Introduce needs; get more information
- Lead team in prioritizing needs
- Lead team in brainstorming solutions
- Solicit and assign volunteers
- Document and distribute plan to team members

Steps to WrapAround

Phases 1 and 2 (first 2 weeks)

- **Engagement of family**
- **Immediate crisis stabilization and safety planning**
- **Strengths, needs, culture and vision discovery (assessment)**

Phases of Practice

Phase 3: Plan Implementation & Refinement

- Hold regular team meetings to get information on accomplishments and challenges
- Lead team assessment of follow-through and impact of plan
- Modify plan:
 - Adjust
 - Stop
 - Maintain
- Solicit volunteers to help make changes
- Document team meetings and distribute record

Phases of Practice

Phase 4: Transition

- **Hold meetings to:**
 - Solicit team's sense of progress
 - Chart met needs
 - Discuss life after WrapAround
- **Review presenting circumstance; assess for change**
- **Identify who else can be involved**
- **Facilitate approach to post-WrapAround resources**
- **Facilitate “what-if” rehearsals**

Steps to WrapAround

Phases 3 and 4 (ongoing)

- **Family and team formation and Family Team Plan**
 - Preparing for and facilitating the meeting
 - The WrapAround Plan
- **Ongoing crisis and safety planning**
- **Tracking and Adapting (the WrapAround Plan)**
- **Transition (Out of formal services/ graduation)**

Barriers to Positive Outcomes

- **Co-morbidity/complexity of benefit group needs**
- **Lack of full engagement of families**
- **Not adapting or individualizing plans**
- **Interagency coordination not sufficient:**
 - **Attention to organizational/system context**
 - **Applying technologies for high-quality implementation of effective practices**

Why Participants Quit

- **Stressors associated with the plan**
- **Irrelevance of plan or activities**
- **Poor relationship with case manager**
- **Triple threat: poverty, single parent status and stress**
- **Concrete obstacles: time, transportation, child care, competing priorities**
- **Previous negative experiences with human services programs/agencies**

6 Themes for Implementation

1. Community Partnership
2. Collaborative Action
3. Fiscal Policies and Sustainability
4. Access to Needed Supports and Services
5. Human Resource Development and Support
6. Accountability

1. Community Partnership

- *Defined as*
“collective community ownership of, and responsibility for, wraparound that is built through collaborations among key stakeholder groups”
- Requires community participation
- Key stakeholder group

1. Community Partnership

- **Characteristics and capacities needed:**
 - **Ability to collectively take responsibility for oversight**
 - **Relevant expertise**
 - **Authority to make commitments and decisions**
 - **Effective participation: more than just attending meetings**
 - **Buy-in!**

1. Community Partnership

- **Start with what you have**
- **Invite stakeholders to participate**
 - **Orientation**
 - **“Rules of engagement”**
 - **Create detailed descriptions of the role and responsibility of each team member and the team as a whole**
 - **Who are the key stakeholders?**
- **Have a clear statement of purpose**

2. Collaborative Action

- **“...policy makers, in collaboration with community and system partners as well as practitioners and families, must work together to take the steps that are needed to achieve the goals...”**
- **WrapAround needs a champion!!**
- **A “guiding plan”**
- **Focus on coordinated planning**

Why Collaborate?

- **Eliminates fragmentation and duplication of services**
- **Can eliminate distrust among people**
- **Is a way to use scarce resources wisely**
- **Increases ability to address multiple needs and risk factors across domains**
- **Improves effectiveness of intervention**
- **Improves capacity**
- **Enhances staff and community safety**

3. Fiscal Policies & Sustainability

- **Can you do WrapAround without additional funding?**
- **Depends on:**
 - **how much use you will make of WrapAround**
 - **how flexible your current resources are**
- **Ensure that adequate resources are available for staffing so that key tasks are done efficiently and effectively**

3. Fiscal Policies & Sustainability

- **What has to be paid for:**
 - **Facilitation of teams, meetings and plans**
 - **Care coordination, including organizing, arranging and modifying services, supports and interventions**
 - **Management infrastructure**
 - **This may require revision of position descriptions/duty statements**
 - **Make a distinction between current case management practice and wraparound case management practice**

3. Fiscal Policies & Sustainability

For example:

- If the plan calls for Medicaid to pay for a medically-necessary service, can tribal TANF funds be used to pay for a cleansing ceremony?
- If the plan calls for chemical dependency services, can vocational rehabilitation pay for the AOD assessment and tribal TANF pay for counseling? Or vice versa?

4. Access to Needed Supports and Services

- What do your families need?
- Include formal existing services and *informal* community-based supports
- Be creative!
- A wide range of options should be available
 - Some already exist
 - Some will have to be developed
- Ensure “open doors”

4. Access to Needed Services and Supports

- **Unconditional Care:**
 - If something does not work, the family did not fail; the plan did not work out.
- **Timeliness**
 - Services available when needed, shut off when not
 - Family does not stay in a service if they no longer need it
- **Create a service provider network**

5. Human Resource Development and Support

- **Anticipate how WrapAround will affect program functioning and align staff roles**
- **Develop these capacities:**
 - **Facilitator/care coordinator**
 - **Family support partner**
 - **Advocates**
 - **Direct support services (not available on tribal TANF staff)**
 - **Supervisors**

5. Human Resource Development and Support

- Establish baseline performance expectations
- Adequate support for WrapAround staffing:
 - Do not just add wraparound to current position descriptions or staff roles
 - Manage work and caseload
 - Assess staff training needs; develop individualized training/development plans

6. Accountability

Establish indicators of success and failure

- **Establish clear outcomes**
 - **Are you getting the right results for your effort?**
- **Set process elements**
 - **Are you following the appropriate processes and procedures?**

6. Accountability

- **Gather satisfaction and other data directly from families**
 - Are individual families satisfied with your implementation of WrapAround?
- **Monitor costs**
 - Is your investment of time, money, personnel, space, etc., worth it?

Barriers

- **Categorical funding**
- **Deficit-based**
- **Create multiple plans**
- **Specialized language**
- **Limited collaboration**
- **Natural supports not used**
- **Family voice and choice not heard**

-- Deb Painte, Native American Training Institute

Practice Requirements

- **Community collaborative structure**
- **Administrative and management organization**
- **Referral mechanism**
- **Resource coordinators**
- **Strengths and needs assessment**
- **Formation of family team**

Practice Requirements

- **Interactive team process and formation of a partnership to develop individualized plan**
- **Development of a crisis/safety plan**
- **Measurable outcomes monitored on a regular basis**
- **Review of plans by the community collaborative structure**



Q & A

Implementation Planning

- **Develop the community collaborative structure**
 - **Who?**
 - Identify the stakeholders
 - **How?**
 - Getting stakeholders engaged
 - **When?**
- **Establish tribal TANF program as administrative/management organization for community wraparound**

Implementation Planning

- **Administration/Management (continued)**
 - What changes need to be made within tribal TANF program to manage the wraparound process?
 - Roles and responsibilities defined
 - Define the referral mechanism:
 - How do you get participants into wraparound services?
 - Fiscal concerns: who pays for what?
 - Identify costs and resources

Implementation Planning

- **Administration/Management (continued)**
 - **Staff development needs**
 - What skills and knowledge do stakeholders need to effectively participate?
- **Resource Coordinators**
 - Identify potential Family Team members
 - Identify service providers that may be needed
 - Role of case managers?

Tasks/Activities Timeline

- **What tasks do you need to work on immediately?**
- **What will you have done in the next 30 days? Six months? Nine months?**
- **How will you know when a task/activity has been completed? A change to your administrative structure has been made? Have you made progress toward organized implementation of WrapAround?**



Yakoké!



Question and Answer Session



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How Do I Ask a Question?

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Ask

No questions have been answered yet.

1. Click on the word "Q&A"

2. Type your question in the top box

3. Click on the word "Ask" to submit your question

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Welfare Peer TA Network Webinar

THANK YOU for attending the Webinar!

A transcript and audio recording will be available in 5-10 days on the Welfare Peer TA Network Web site.

Please help us to expand our network and reach a greater number of people by directing interested colleagues to <http://peerta.acf.hhs.gov>.

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