Implementation Research Supporting Moving Wraparound to Scale

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Challenge of Evidence Based Practices

- Outcomes are based on Fidelity
- Fidelity is hard to get in real world settings
- Fidelity is especially hard to get in large scale implementation
- All youth and families deserve fidelity
- Need local sustainable resources to achieve and sustain fidelity

Core Components in the Implementation of High Fidelity Wraparound

- Community Context and Readiness
- Staff Selection
- Organizational Support
- Staff Evaluation
- Staff Coaching
- Staff Supervision

Community Readiness

- Commitment of leadership
- Implementation plan and refinement
- Well defined (manualized) process
- Case load size
- Job requirements
- Time for supervision and coaching
- Barrier busting
- Flexible financial support
Staff Turnover

- Method
  - Formative exit interviews in four sites
  - Surveys of exit interviews in six sites
- Poor job match
  - Job was not what staff expected
  - Role was not what staff expected
  - Personality traits that do not match job
- Promotion

Staff Selection

- Required and preferred qualifications
  - Facilitators, family support partners
  - Supervisors, coaches, purveyors
- Process for selection for Facilitators
  - Information on position and benefits
  - Specific Requirements of Wraparound Job
  - Interview
  - Vignettes – role play
  - Feedback and expectation of change
  - References

Impact of Enhanced Hiring at 5 Sites

- Regular Hiring: Lost = 34.8, Retained = 65.2
- Enhanced Hiring: Lost = 17.7, Retained = 82.3

Core Components in the Implementation of High Fidelity Wraparound

- Community Context and Readiness
  - Staff Evaluation
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  - Staff Selection
- Training
  - Supervision
  - Coaching

Training

- Train and Hope does not work
- About behavior and system change
- Not satisfaction with training
- Research on information provision and training
- Factors that influence
  - Initial motivation and engagement
  - System and organizational support
  - Organizational climate and control
  - Methods of training

Impact of Training on Fidelity

- Pre Training: Low = 50, Middle = 60, High Fidelity = 70
- Post Training: Low = 70, Middle = 80, High Fidelity = 90

- Percent of Employees: 0% - 100%
- Average WR Scale: 50 - 100
**Behavioral Rehearsals**

- An enhanced form of role play
- Focused on the skill sets over the roles
- Stop and start the rehearsal to enhance learning and clarify points and skills
- Revolves around a scenario, scripted scenarios are best.

**Training Skills and Behavioral Rehearsal**

- Chart showing the impact of training alone, skill sets, and behavioral rehearsals on skill sets.

**“Errorless” DVDs**

- Chart comparing baseline, training DVDs, and “errorless” local DVDs on engagement, wrap planning, and crisis plans.

**Core Components in the Implementation of High Fidelity Wraparound**

- Diagram showing the core components: community context and readiness, staff selection, organizational support, training, supervision, coaching, and evaluation.

**Need for Coaching**

- Newly-learned behavior is crude compared to performance by a master practitioner.
- Newly-learned behavior is incomplete and will need to be shaped to be most functional in a service setting.
- Newly-learned behavior is fragile and needs to be supported in the face of reactions from consumers and others in the service setting.

**Impact of Training and Coaching**

- Bar chart showing the impact of pre-training, training only, and training and coaching on the average Wraparound fidelity score.
**Skills Sets and Certification**

- General coaching focuses more on the priorities of the mentor or staff.
- Skill set coaching focuses on skill sets but does not consistently measure progress.
- Certification coaching does both.

**Coaching Functions**

- Supporting Staff Recruitment and Selection
- Orienting Wraparound Staff
- Providing Shadowing Staff
- Supporting Training
- Behavioral Rehearsals
- Direct Individual Coaching
- Group Coaching
- Peer to Peer Coaching

**Time for Coaching & Supervision**

**Initial Support for Certification**
- Orientation: Coach/Supervisor 2 hours
- Shadowing: Coach 36 hours
- Observation: Coach 24 hours
- Document Review: Coach 12 hrs

**Ongoing Support**
- Individual Supervision: Supervisor 1.5 hrs per wk
- Group Supervision: Supervisor/Coach 1.5 hrs per wk
- Consult and Review: Coach 2 to 4 hrs mo
- Collaterals: Supervisor 3 hrs per mo

**Core Components in the Implementation of High Fidelity Wraparound**

- Community Context and Readiness
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- Staff Selection
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- Supervision
- Coaching

**Supervision Impacts Time to Fidelity**

- Inconsistent supervision is more crisis and reactive.
- Low frequency supervision meets less than weekly and rarely does in-vivo supervision.
- Proactive supervision implements plans for professional development.

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Professional Development Plans

- Use of Wrap-like Professional Development Plans
- Learning Styles
- Frequent Assessment of skills
- Small steps with frequent review
- Significantly decreases time to fidelity and increases staff self efficacy and job satisfaction

Creating a Learning Culture

- Focus and provide feedback on performance of wraparound process
- Build on the strengths and diversity of the staff
- Create regular opportunities for growth and support
- Focus on process as much as family situations
- Regularly celebrate success and improvement

Coaching and Credentialing Tools
Support Development of Fidelity

- Observation Tools
- Document Review Tools

Conclusions

- Create a purveyors learning culture for taking evidence based practices to scale
- Develop data bases to support learning
- Identify the important questions for taking EPB to scale
- Create a research environment that supports applied research
- Create researcher learning communities that support and monitor the work being done