

NM WRAPAROUND CARES

New Mexico

High Fidelity Wraparound

Program Manual and Provider Implementation Guide

December 2019



Children Youth & Families Department

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Part One

Introduction to Wraparound

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INTRODUCTION TO WRAPAROUND

Wraparound “provides a comprehensive, holistic, youth and family-driven way of responding when children or youth experience serious mental health or behavioral challenges. Wraparound puts the child or youth and family at the center. With support from a team of professionals and natural supports, the family’s ideas and perspectives about what they need and what will be helpful drive all of the work in Wraparound.”¹

Wraparound is not a service. It is an approach or process of working with families that makes their existing services more effective. Wraparound supports the services and systems a youth and family already have in place and helps identify new ones that may be needed.

High Fidelity Wraparound utilizes a dedicated, full-time Wraparound Facilitator to provide intensive care coordination for a small caseload of children/youth with serious mental health or behavioral challenges and their families. With this approach, children and youth experience individualized, coordinated services across systems that are family- and youth-driven and incorporate peer support.

When a youth and family’s problems are enduring and complex in nature, addressing the behavior through isolated services may not be enough. Wraparound is most effective when traditional approaches have been unsuccessful for a significant amount of time and at the point when the family and the systems are feeling hopeless and their deeper needs are affecting multiple life domains.

The Wraparound Approach Has a Foundation of 11 Core Values:

1. The prioritization of family voice and choice
2. The incorporation of natural supports
3. The crafting of individualized plans
4. An intent to keep youth at home while using resources their local community offers
5. A strengths based approach
6. Unconditional support through perseverance
7. The intent to yield outcomes
8. The consistent practice of cultural and linguistic humility
9. A holistic approach to seeking solutions and managing crisis
10. The intent to form collaboration between all parties and systems involved
11. An approach towards normalization

In Wraparound these values are the heart of the process. A Wraparound Facilitator is expected to work with a family, providers and system partners while consistently applying these values. When these values are consistently practiced, a youth and family starts to believe that their voice matters,

¹ National Wraparound Initiative, <https://nwi.pdx.edu/wraparound-basics/>

and that there is hope for change. At the same time, providers and system partners experience the power of collaboration and validation.

Wraparound seeks to go to the center of the youth and family’s difficulties and meet them at the most essential place possible. It does this by employing the Wraparound five core elements which are the framework for the implementation of the Wraparound model.

Five Core Elements of Wraparound:

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Team Based – seeks to put together a group of people around the youth and family. Even though most teams start with a majority of formal supports it should evolve to a majority natural/informal support. The purpose of the team is to help the youth/family reach their vision.</p> |
| <p>2. Vision – premises that everyone has hopes and dreams. Regardless if they are perceived as impossible. Wraparound builds on these hopes and dreams as a motivator for change. Defining a vision sets a direction for a Wraparound team and also serves as inspiration to persevere when things get tough.</p> |
| <p>3. Underlying Needs – affirms that behavior is a way in which individuals seek to get their needs met. Consequently, if we truly want to change behavior and help people reach their goals, these unmet needs must be addressed.</p> |
| <p>4. Benchmark – concerned in measuring that a plan is actually making progress towards fulfilling the underlying needs. This element assures that the process is delivering desired outcomes versus only generating activity.</p> |
| <p>5. Strategies – are the hands and feet of the plan of care. They should be related to the functional strengths of the youth/family and should seek to address the underlying needs. Strategies are delegated to team members and coordinated for completion.</p> |

In New Mexico, the Children, Youth and Families Department’s (CYFD) Behavioral Health Services (BHS) is committed to the implementation of High Fidelity Wraparound throughout the state. In New Mexico the practice of Wraparound, as established by CYFD is called NM Wraparound CARES. “CARES” stands for “Comprehensive, Accessible, Responsive, Effective, and Strengths-Based”.

WRAPAROUND POSITIONS

The implementation of High Fidelity Wraparound requires two positions: The Wraparound Facilitator and the Wraparound Supervisor-Coach; their roles and expectations are defined below.

Wraparound Facilitator

Job Description

The Wraparound Facilitator provides intensive, supportive interventions for identified families using Wraparound values, principles and practices. Interventions include facilitating team meetings, coordinating care with other agencies, developing and utilizing informal/formal supports and identifying and making use of family strengths.

Position Requirements

Wraparound Facilitators must be certified or be actively enrolled as a Facilitator in Training (FIT) to begin serving families. They must become certified in Wraparound by the New Mexico Credentialing Board for Behavioral Health Professionals (NMCBBHP) between six to eighteen months from completing the “Foundations of Wraparound Practice” training.

1. Certification Requirements: Upon completion of the Facilitator in Training Track facilitators will sit for an exam. Certification is valid for two years, upon which an application for re-certification is required. More information regarding certification can be found on page 11 of this document.
2. Facilitator in Training requirements:
 - a. Immediately upon hire new facilitators should enroll as a Facilitator in Training.
 - b. Complete Introductory Training: *Foundations of Wraparound Practice* including specified pre-requisite components within three months of being hired.
 - c. Attend all required follow-up trainings and log required coaching hours within eighteen months. (*see Appendix B, Facilitator in Training Track*)

Until the *Foundations of Wraparound Practice* training is successfully completed a new facilitator’s role in Wraparound **is limited as follows**:

- i. New facilitators cannot independently facilitate a Wraparound team meeting; and
- ii. New facilitators cannot engage youth or families alone. New facilitators must be accompanied by a Wraparound Endorsed Coach or a certified Wraparound Facilitator.

Exception: Limitations may be lifted after 30 days from hire if a provider can offer (via an approved introductory training to new facilitators on the NM Wraparound CARES values and core elements. Lifting of limitations must first be approved by CYFD-BHS in writing.

3. Expectations:
 - a. Implementing the NM Wraparound CARES model to a degree of high fidelity.

- b. The use of materials developed by CYFD-BHS: forms, tools, procedures, protocols.

Changes to the forms, tools, and procedures by providers shall be limited to the addition of provider's logo and/or information to the forms/tools. Additional changes must be approved by CYFD-BHS to ensure adherence to NM Wraparound CARES standards.

4. Ratios: The number of individuals assigned to a single facilitator is limited to a maximum of ten (10). This is a national Wraparound standard that New Mexico Wraparound CARES has maintained.
5. NM Wraparound CARES expects a gradual build of a facilitator's assigned youth/families to capacity. A new Wraparound Facilitator's assigned youth/families cannot exceed 60% of the maximum capacity until the NM Wraparound Endorsed Coach, in consultation with the provider, completes the NM Wraparound CARES Facilitator Capacity Form. (*See Appendix B-1: Facilitator Capacity Form*)

Facilitator Position Responsibilities

1. Engagement

- Meet, greet and make child/youth and family feel welcome
- Explain and clarify the Facilitator's role, the Wraparound process and the role of services
- Work closely with the family and other team members to help them understand the purpose and value system of the Wraparound approach and to encourage them to effectively participate in the process
- Assess immediate risk for safety and coordinate resources for stabilizing that risk
- Arrange for the collection of relevant information regarding the family's story, current situation, strengths, needs and vision
- Clarify and communicate the initial conditions that initiated referrals to the agency
- Begin identifying and contacting team membership for planning team
- Complete regulatory documents and outcome measures in a timely manner

2. Planning

- Organize team members for a planning team
- Engage team members in developing an overall plan of care that includes a vision statement, addresses initial conditions that brought the child/youth/family for help, builds on strengths, addresses needs, documents safety contingencies, details actions and specifies an evaluation process
- Guide the team members towards open, strengths-based, family-friendly problem solving
- Enlist the support and engagement of team member in meeting needs of the youth and family
- Locate, engage and coordinate services and resources across systems
- Coordinate and maintain necessary paperwork

3. Implementation

- Facilitate communication among all team members in planning meetings regarding the follow through, timeliness and outcomes of planned interventions
- Coordinate and allocate resources (e.g. Flex Funds) needed to implement the interventions outlined in the plan of care
- Coordinate additional services (e.g. health, medication, psychological testing) and provide linkages/referral to these services as identified in plan of care
- Involve team members in decisions to make changes as needed
- Maintain a healing and helpful relationship with child/youth and family
- Guide team to implement the interventions of the plan and update as necessary based on an ongoing feedback and evaluation process
- Address issues of team conflict and engagement in a timely manner
- Work with families to identify natural and informal supports to join their team

4. Transition

- Empower team members to assess the appropriateness of a shift into the transition phase
- Analyze progress toward the meeting of service goals
- Review existing crisis response strategies
- Empower family members to revisit and revise safety plan as needed
- Prepare and distribute a written transition plan that communicates schedules for ending formal services and follow-up and community resources available
- Prepare all necessary reports for referring and participating agencies related to the close of service

5. Other

- Exercise tact and sensitivity in performance of job duties
- Proactively work to ensure that all information is appropriately communicated
- Treat all team members with respect, including arriving punctually to scheduled meetings; exhibiting flexibility in scheduling; following through on all assignments; communicating both honestly and positively; and avoiding gossip or participating in denigrating conversations
- Develop trust and respect with all staff members with whom he/she interacts
- Work cooperatively with all staff
- Provide and accept communication and feedback to strengthen overall programs and activities
- Seek assistance and advice when appropriate
- Complete all required reports and documentation in a timely manner; ensure integrity of documentation
- Actively seek to solve problems
- Maintain all ethical and legal requirements

Wraparound Supervisor-Coach

Job Description

The Wraparound Supervisor-Coach develops and manages individuals and a team of Wraparound Facilitators. It is the Supervisor-Coach's responsibility to coordinate the implementation to fidelity of the NM Wraparound CARES model at their agency.

Exceptions to this structure must be approved by the CYFD-BHS Wraparound Unit and will be temporary in nature.

Position Requirements

A new Supervisor-Coach must be a Certified Wraparound Facilitator and be enrolled in the Coach in Training (CIT) track to receive coaching endorsement.

- 1. Supervisor Expectations:** Manage and coordinate mechanisms to adhere to the NM Wraparound CARES model including:
 - Forms, tools, documentation, protocols
 - NM Wraparound CARES FIT and CIT tracks
 - Data collecting (*See Outcome Measures and Performance Tools Section, page 23*)
 - Adhere to internal agency expectations
- 2. Coaching Expectations:** Provide coaching/technical assistance to Wraparound Facilitators in their implementation of the NM Wraparound CARES model. A coaching endorsement from CYFD-BHS is necessary to engage in coaching activities. An endorsed Wraparound Coach must follow the NM Wraparound CARES coaching model including:
 - Provide individual and group coaching and technical assistance
 - Provide side by side coaching in the Wraparound practice
 - Provide technical assistance to address systemic barriers
 - Develop facilitators to competency
 - Be familiar with and be able to train the NM Wraparound CARES training curriculum
 - Attend all periodic coaching consultations
- 3. Ratios:** A Wraparound Supervisor-Coach should supervise a maximum of eight facilitators.

Exceptions to this ratio must be previously approved by CYFD-BHS Wraparound Unit in writing and be temporary in nature

If a Supervisor-Coach is directly assigned youth/families, the number of assigned youth/families should be in compliance to the following capacity grid:

Capacity Grid for Coaches Who Are Also Directly Serving Families as a Facilitator

Number of Facilitators being Coached	Range of Youth/Families assigned to a Supervisor-Coach
1	7-8
2	5-7
3	4-6
4	3-4
5	2-3
6	0-1
7	0
8	0

FACILITATOR IN TRAINING TRACK

CYFD-BHS is committed to developing Wraparound Facilitators who are skilled in delivering a High Fidelity Wraparound process to New Mexico children, youth and their families. Any individual wishing to become a Wraparound Facilitator sanctioned by NM Wraparound CARES must enroll in the Facilitator in Training (FIT) track.

Wraparound Certification

Wraparound Facilitators are expected to complete the Wraparound Certification path credentialed by the NMCBBHP (*See Appendix O: Wraparound Certification Path*). The certification requirements are as follows:

In a six (6) to eighteen (18) month period a Wraparound Facilitator is required to:

1. Complete 40 hours of the NM Wraparound CARES training curriculum and 60 hours of individual and group coaching by an endorsed NM Wraparound CARES coach;
2. Implement the NM Wraparound model with a minimum of three enrolled youth/families;
3. Complete a minimum of three Team Observation Measures (TOM) in accordance with the NM Wraparound CARES parameters and expectations of fidelity evaluation tools;
4. Complete a minimum of two Wraparound Fidelity Index (WFI) assessments in accordance to the NM Wraparound CARES parameters and expectations of fidelity evaluation tools;
5. Remain in good standing by fulfilling all expectations of the NM Wraparound CARES model and as articulated in its code of ethics; and
6. Upon completion of the above requirements, submit an application via NMSU-BHS to sit for the NMCBBHP exam. (*See Appendix O: Wraparound Certification Path*).
7. Pass exam

Process:

1. Petitioners submit an application to CYFD-BHS on the NMSU-BHS website (bhs.nmsu.edu) to enter the FIT track **prior** to participating in the “Foundations of Wraparound Practice” training;
2. Complete “Foundations of Wraparound Practice” training including any pre-requisites and all follow up trainings;
3. A facilitator should be enrolled in the FIT track no later than fourteen (14) calendar days from the scheduled date of the “Foundations of Wraparound Practice” training;
4. A provider must guarantee that the facilitator enrolling in the FIT will be assigned youth/families immediately following the “Foundations of Wraparound Practice” training;
5. Fulfill all requirements for Wraparound Certification within six (6) to eighteen (18) months after completion of “Foundations of Wraparound Practice” as detailed below in Wraparound Certification.
6. Demonstrate satisfactory progress in the FIT track;
7. Apply for Wraparound Certification on the NMSU-BHS website after completion of FIT track requirements;

8. Application will be reviewed by CYFD-BHS and approved by CYFD-BHS Director to sit for the exam.
9. Register for the NMCBBHP Certified Wraparound Facilitator Exam.

Recertification

Wraparound certification will expire two years from the date of issue by the NMCBBHP. The Wraparound Facilitator is responsible to meet the following requirements for recertification by the expiration date of the certification:

- Forty (40) Continuing Education Units (CEUs) accumulated within the two-year certification period. These CEUs must include:
 1. Six (6) hours in professional ethics and responsibilities in a behavioral health field OR in cultural humility, AND
 2. Twelve (12) hours of the NM Wraparound CARES training curriculum OR approved Wraparound specific trainings approved by CYFD-BHS.
- Maintain the NM Wraparound CARES model while serving families including, but not limited to: processes, protocols, forms, tools, data collection and fidelity assessment expectations.
- During the re-certification period an applicant must:
 1. Facilitate the Wraparound process for a minimum of three families for a minimum of three months each; OR
 2. Maintain their NM Wraparound CARES coaching endorsement if obtained; OR
 3. Must be involved in efforts to systematically expand and maintain the practice of the NM Wraparound CARES model in New Mexico. (A written description of these efforts must be submitted along with recertification application and will be reviewed and approved by CYFD-BHS)

Process:

1. The NMCBBHP will notify facilitators via post-card to their address on file with NMSU-BHS 45 days prior to the expiration of certification. An email will also be sent with recertification application and checklist.
2. Applications for recertification will be submitted to NMSU-BHS along with all required back up documentation. (*See Appendix O: Wraparound Certification Path*)
3. Complete applications will be reviewed and approved by CYFD-BHS and NMCBBHP will be notified.
4. Upon receipt of complete and approved recertification application packets, the NMCBBHP will issue new Two-Year Certified Wraparound Facilitator certificate.

NOTES: Wraparound Certification is owned by the Facilitator, not the provider agency. A Facilitator may transfer place of employment and take their certification with them.

Currently exam registration and recertification fees are paid for by CYFD-BHS. CYFD-BHS reserves the right to change this practice.

COACHING ENDORSEMENT/COACH IN TRAINING TRACK

Ongoing and regular coaching of Wraparound Facilitators is required to meet and maintain the standards of High Fidelity Wraparound in New Mexico. All providers/agencies wishing to provide the NM Wraparound CARES model in their community must be coached by a CYFD-BHS endorsed coach. If agencies do not have an endorsed coach available internally or within their community, they can work with CYFD-BHS to identify a coach in the interim.

NM Wraparound CARES has developed an endorsement process for coaches sanctioned by CYFD-BHS. The Coach in Training Track (CIT) ensures that individuals only receive an endorsement if they can demonstrate the necessary comprehension and skills demanded of the position.

Coach in Training Track

Wraparound Facilitator certification by the NMCBBHP is a pre-requisite to apply for the CIT track. (*See Appendix C - Coach in Training Track for complete description*)

Summary of CIT Track:

- Submit an application to CYFD-BHS to enter the CIT Track and receive a provisional endorsement.
- Fulfill all requirements of the CIT Track within a nine-month time frame, including but not limited to:
 - Conduct individual and group coaching
 - Conduct fidelity assessments
 - Participate in trainings
 - Develop competencies

Exceptions to the nine-month time frame must be petitioned in writing to CYFD-BHS and approved by CYFD-BHS

- Apply for Wraparound Coaching Endorsement from CYFD-BHS.

Coaching Endorsement

Once a coaching endorsement is awarded by CYFD-BHS, the recipient is responsible to maintain the endorsement by:

- Coaching at least one Wraparound Facilitator for the majority of the time the endorsement is valid; or
- Participating in the learning community or in the advancement and promotion of the NM Wraparound CARES model in New Mexico; and
- Remain in good standing by fulfilling all expectations and fidelity standards of the NM Wraparound CARES model and as articulated in its ethical standards.

TRAINING CURRICULUM

The NM Wraparound CARES training curriculum was developed to teach the model, philosophy, method and skills needed to practice High Fidelity Wraparound in New Mexico. It meets the training requirements for the FIT track and NMCBBHP Wraparound certification/recertification. The curriculum is also part of the CIT track for Coaches to receive and maintain the CYFD-BHS Coaching Endorsement.

- A training will only be considered valid for FIT and CIT requirements if officially scheduled in the NM Wraparound CARES training calendar through NMSU;
- A Facilitator should be enrolled in the FIT track no later than fourteen (14) calendar days prior to the scheduled date of the “Foundations of Wraparound Practice” training;
- A provider must guarantee that the Facilitator enrolling in the FIT will be assigned youth/families immediately following the “Foundations of Wraparound Practice” training;
- The training must be fully completed in order for the Facilitator to receive credit for the training; and
- A non-FIT enrolled individual must receive an invitation from CYFD-BHS or NMSU to participate in any trainings.

Curriculum

- **Foundations of Wraparound Practice Training (15 hours):** Describes the value based philosophy that differentiates Wraparound from other practices. The Wraparound process according to its core elements and their implementation towards practice is explored. Wraparound Facilitators will be equipped with the necessary skills and knowledge to begin working with youth and families.
(Required for FIT/Certification)
(Option for re-certification)
- **Wraparound Follow-Up Training I: Engagement and Crisis and Stability Planning (6 hours)** Engagement is the foundation and the first phase of the Wraparound process. In this training, a Wraparound Facilitator will learn key skills to enhance the practice of engagement and learn how to manage crisis in conjunction with a youth, family and system partners. Participants will learn how to use the Wraparound model to build a strength based Crisis and Stability plan that is both proactive and reactive.
*Prerequisite: Foundations of Wraparound Practice Training
(Required for FIT/Certification)
(Option for re-certification)
- **Wraparound Follow-Up Training II: Deepening Our Understanding of Vision, Needs and Benchmarks (6 Hours)** The Wraparound elements of Vision and Needs are often grasped well when explained, but can be challenging to discover when working with families. Goals are often mistaken for Vision and services are often mistaken for Needs. The intent of this training is to teach skills to discover Vision and Needs, to differentiate them from other items, and to effectively apply them in an Action Plan. Building on these

skills, the training will explore how to utilize Benchmarks to gage the effectiveness of an Action Plan and honor the outcome-based value of Wraparound.

*Prerequisite: Foundations of Wraparound Practice Training

(Required for FIT/Certification)

(Option for re-certification)

- **Wraparound Follow-Up Training III: Teaming and Conflict Resolution (6 Hours)**

Youth and families often rely on teams that are composed of mostly, if not only, formal supports. However, natural and informal supports are key in transitioning and maintaining families out of systems. The first part of this session will focus on teaching effective strategies in developing diverse Wraparound teams. The second part will address the conflict that occurs in teams, especially as they grow. Participants will explore how to manage conflict in the context of the Wraparound approach and how to use it to build an effective Action Plan.

*Prerequisite: Foundations of Wraparound Practice Training

(Required for FIT/Certification)

(Option for re-certification)

- (Under Development) **Wraparound Follow-Up Training IV: Ethics Training: (3 hours):**

The core of the Wraparound process is the model's values that both check intentions and guide behavior. More often than not, the methodology for the application of these values is clear. However, there are events that a Wraparound facilitator faces when the values appear to contradict each other, stopping the process from going forward. This training is designed to help a Wraparound facilitator discern a course of action under this circumstance that is consistent with the Wraparound model.

*Prerequisite: Foundations of Wraparound Practice Training

(Required for FIT/Certification)

(Option for re-certification)

- **Documentation/Tools/Process/Protocol/Expectations Training (DTPPE):**

Teaches the documentation and tools developed by NM Wraparound CARES to aid in the fidelity implementation of the Wraparound process. In addition, this training will instruct on the processes, protocols and expectations that guide the NM Wraparound process.

*Prerequisite: Foundations of Wraparound Practice Training

(Required for FIT/Certification)

- **Evaluation Training**

CYFD-BHS uses instruments to evaluate fidelity and outcome measures: The WFI EZ, the TOM, the DART, and the Tracker. Training is designed to orient Wraparound Facilitators and other agency staff on the domains these tools measure and on the expectations for the administration of these instruments.

*Prerequisite: Foundations of Wraparound Practice Training

(Required for FIT/Certification)

- **Evaluation Training for Coaches:**

Training is designed to instruct Coaches who have completed the FIT track, received Wraparound certification and are enrolled in the CIT track on how to administer the NM Wraparound CARES fidelity assessments (WFI, TOM, DART) and outcome measurement tools.

*Prerequisite: Foundations of Wraparound Practice Training

- (Under Development) **Cultural Competency Training (6 hours):** NM is home to incredibly diverse and versatile populations. Training teaches Wraparound Facilitators how to discover and address the cultural and linguistic needs of the youth and families they work with in Wraparound.

(Option for recertification)

- **Flexible Funding Training (recorded webinar):**

For some federal grant funded providers flexible funding may be available. To be approved to access those funds provider staff must first receive training on state and federal policy on how flex funds can be used. This training will be provided on an as needed basis or upon request from provider agencies.

Part Two

Wraparound Practice

Eligibility

Referrals

Process

Forms

Fidelity Evaluation

Outcome Measure Tools

ELIGIBILITY CRITERIA

NM Wraparound CARES serves New Mexico's children/youth and their families who tend to use a disproportionate amount of behavioral health services and incur the largest portions of behavioral health costs. NM Wraparound CARES uses the following guiding eligibility criteria for children and youth to be enrolled in Wraparound:

- Range of age between 4-21 years; and
- Diagnosis of Serious Emotional Disturbance (SED); and
- Current or historical multi-systemic involvement in at least two of the following systems: child welfare, juvenile justice services, behavioral health services, and/or special education services; and
- At-risk of or in an out-of-home placement; OR previous out-of-home placement, incarceration, or acute hospitalization within a two-year period prior; OR is precariously housed.

NM Wraparound CARES uses the following eligibility criteria for young adults to be enrolled in Wraparound:

- Range of age between 18-25 years; and
- Current or historical diagnosis of SED or Serious Mental Illness (SMI); and
- Current or historical multi-systemic involvement in at least two of the following systems: child welfare, juvenile justice services, behavioral health services, special education services, adult protective services; OR functional impairment in at least two of the following domains: education, vocation, social, legal, or having an intellectual and developmental disability; and
- At-risk of or have had an out-of-home placement, incarceration, or acute hospitalization within a two-year period prior to evaluation; OR is precariously housed.

Exception: In order to accommodate funding sources, CYFD-BHS can be petitioned to make adaptations to these criteria.

REFERRAL PROCESS

NM Wraparound CARES is dedicated to serving New Mexicans with the most complex behavioral health needs as illustrated by a number of unsuccessful treatment services, out of home and restrictive placements, and “reluctant” to engage providers. By the time a referral comes to a Wraparound provider, the intensity of the behavior is acute and may be leading to a higher restrictive placement such as detention, hospitalization, or institutionalization. A provider must respond to the referral in a timely and individualized manner that reflects the NM Wraparound CARES values.

Referral Path

Provider should identify a referral pathway that fits their infrastructure. The pathway should incorporate:

1. The use of the NM Wraparound CARES Referral Form (*See Appendix F - NM Wraparound CARES Referral Form*);
2. An identified intake coordination and tracking process for the management, vetting and assignment of referrals;
3. The ability to host Referral Review Team Meetings (See Review Process below), ideally in person, but also via audio/video conference.
 - a. A provider should schedule a Referral Review Meeting to be held within two business days of the receipt of a Wraparound Referral Form.

Exception: In order to accommodate specific needs of youth/families the time frame to hold a Referral Review Meeting can be extended but cannot exceed five business days.

The Referral Review Team

A team based approach to a referral review process is consistent with NM Wraparound CARES values. The preferred vehicle for a Wraparound review process is a Referral Review Team.

1. A Referral Review Team is composed of:
 - a. The provider’s designee(s);
 - b. CYFD-BHS Wraparound Unit designees (After three months from program launch CYFD-BHS Wraparound Unit will assess, in partnership with the provider, further need for their participation in the referral review process);
 - c. Those involved with the referred person (See Family/Caregiver/Support Information section on the Wraparound Referral Form); and
 - d. System stakeholders that are relevant (See Agency/System Involvement section on the Wraparound Referral Form)
2. A provider should schedule a Referral Review Meeting to be held within two business days of the receipt of a Wraparound Referral Form (If the individual referred is a minor, the legal guardian must be present at the Referral Review Meeting).
 - a. In the event potential Referral Review Team members cannot be contacted or are not available to be part of the Review Process, it is the discretion of the Wraparound

provider to define whose attendance is necessary to proceed with the Review Process. (The attendance of a guardian of a minor and CYFD-BHS Wraparound Unit designee are still mandatory).

The Review Process

The review process is intended to ensure that the referred person meets eligibility criteria and that the referred person's needs make them a good fit for High Fidelity Wraparound based on the continuum of care options. The Referral Review Team should:

1. Confirm Wraparound eligibility criteria;
2. Consider the following Wraparound compatibility characteristics:
 - a. History of unsuccessful behavioral health services;
 - b. Increasing intensity of unhealthy behavior;
 - c. "Reluctance" to engage behavioral health providers;
 - d. History of out of home placements or precarious housing; and
 - e. Multi system involvement creating family burden
3. Discuss the following topics:
 - a. The benefits of Wraparound for the referred person;
 - b. The team based approach of Wraparound;
 - c. Potential Wraparound team members (natural, informal, formal)
 - d. The "Gathering the Story" process; and
 - e. Safety and Stability planning.
4. Commit to a trauma informed approach through the Wraparound process: Team Based, Strengths Based, Vision Led, Needs Driven, and Outcomes Based.

The Referral Outcome

Acceptance or denial of the Wraparound referral is decided by the provider's designees and the CYFD-BHS Wraparound Unit designees, while CYFD-BHS remains involved.

1. If approved:
 - a. The assigned Wraparound Facilitator is expected to make contact with the referred person within twenty-four business hours of approval to schedule an in-person appointment.
 - b. The assigned Wraparound Facilitator should follow the NM Wraparound CARES process from this point forward (See NM Wraparound CARES Facilitator Practice Flow Chart).
2. If denied:
 - a. The Referral Review Team should suggest alternative services.

PROCESS AND FORMS

Facilitator Practice Flow Chart

To help navigate the Wraparound process, NM Wraparound CARES provides a **Facilitator Practice Flow Chart** (*See Appendix E*). The purpose of this chart is to provide a step by step guide that facilitators should follow in order to ensure fidelity. Wraparound is not a linear process and Facilitators may need to revisit phases as a new Action plan emerges.

The chart is composed of four columns or categories that apply to each phase of the Wraparound process. The first column describes the phase of the process. The second column describes the activity that should be taking place at each phase and a time frame for completion. The third column identifies the form or tool the Wraparound Facilitator should use to conduct the activity and assure fidelity to the Wraparound practice. The fourth column identifies the evaluation requirement that should match phase of the process.

NM Wraparound CARES Forms/Tools

CYFD-BHS has developed a number of forms and tools to help Wraparound Facilitators practice to high fidelity.

- **NM Wraparound CARES Referral Form:** used by referral sources to refer an eligible individual to Wraparound. It includes biographical information, cultural and linguistic needs, service history, and perspective questions. (*See Appendix F*)
- **NM Wraparound CARES Consent Form:** informs a youth/family enrolling into Wraparound about their rights, acknowledgement to be involved in the evaluation portion of NM Wraparound CARES (when applicable), and gives the youth/family's consent to participation in Wraparound. (*See Appendix G*)
- **NM Wraparound CARES Gathering the Story Guide and Form:** used to approach an individual from a holistic perspective. It aids in understanding a youth/family's needs through the lens of a set of several life domains. (*See Appendix H*)
 - Release of Information: Each respective agency should use their own form
- **NM Wraparound CARES Team Meeting Prep Form:** used to interpret the information collected from Gathering the Story into the necessary Wraparound core elements needed to start Wraparound team meetings. This form must be reviewed and approved by the Wraparound Facilitator's Coach before a Wraparound team meeting can be scheduled. (*See Appendix I*)

- **NM Wraparound CARES Team Meeting Guide:** offers a list of steps and skills needed to facilitate a Wraparound team meeting. This includes a template of an agenda for a Wraparound team meeting. It names and describes the agenda items that should be included in this form. *(See Appendix J)*
- **NM Wraparound CARES Action Plan:** plan for care used in the Wraparound process. It is designed to implement the Wraparound core elements in a team context. It does this by connecting each element in a process flow that is measured for effectiveness by benchmarks. *(See Appendix K)*
- **NM Wraparound CARES Safety and Stability Guide and Form:** aids in the creation of a safety and stability plan while using Wraparound values and core elements. *(See Appendix L)*
- **NM Wraparound CARES Discharge Procedure and Form:** offers a procedure for the different type of discharges of a Wraparound child/youth and their family. *(See Appendix M)*
- **NM Wraparound Weekly Reporting Guide and Form:** serves as a progress note that also includes key elements to achieve and maintain High Fidelity Wraparound. *(See Appendix N)*

FIDELITY EVALUATION & OUTCOME MEASURE TOOLS

NM Wraparound CARES is committed to the practice of High Fidelity Wraparound in New Mexico and employs the use of fidelity evaluation and outcome measurements in Wraparound implementation. Fidelity is defined as a practice being carried out as outlined in its model.

New Mexico has been approved by the Wraparound Evaluation and Research Team (WERT) at the University of Washington to use three of their nationally recognized fidelity measurement instruments. Our fourth and fifth instruments are data collection/assessment tools aimed at measuring outcomes.

Evaluation Instruments

1. **Wraparound Fidelity Index, Short Version (WFI-EZ).** The WFI-EZ is a brief (ten minute) survey that measures adherence to the Wraparound principles. Wraparound team members complete the WFI-EZ survey at a team meeting. They answer questions in three categories: Experiences in Wraparound (25 items), Satisfaction (4 items), and Outcomes (9 items). The WFI-EZ is administered at different intervals within a Wraparound framework. WFI-EZ data are aggregated across teams and results are used to identify areas of strength and areas that need further training and support.

2. **The Team Observation Measure (TOM)** is designed to assess adherence to standards of high-quality Wraparound observed during team meeting sessions. It consists of 36 indicators, organized into seven subscales: five dedicated to the key implementation elements of Wraparound (as trained by the National Wraparound Implementation Center and assessed by the WFI-EZ), one that evaluates meeting attendance, and one that assesses facilitation skills. The TOM is collected by an observer that has been trained in Wraparound principles, Wraparound team meeting components, and use of the TOM measure. The TOM is administered by a member of the NM Wraparound CARES coaching team, and/or another trained coach/supervisor.

3. **The Documentation Assessment and Review Tool (DART)** was designed to look for critical elements in documentation that match fidelity standards as defined by the National Wraparound Initiative and that are routinely included in family case records, such as intake and assessment paperwork, plans of care, progress notes, safety plans, etc. It consists of nine main fidelity sections with a total of 42 items, plus a 7-item clinical and functional outcomes section and a single global outcome question.

4. **The Child and Adolescent Needs and Strengths (CANS)** is a multi-purpose tool that can be used to support care planning, care decision-making, facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services.

5. **The New Mexico Wraparound CARES Tracker** has a bimodal purpose, to track census information and measure outcome changes. It is composed of three sections to track referrals, enrolled individuals and discharges. Within each section outcome measures are tracked from baseline to discharge.

NOTE: In addition to the Fidelity Assessment and Outcome Measures and Tools discussed above, CYFD- BHS reserves the option to replace and add fidelity assessments and outcome measurement tools deemed necessary for the sustainability and expansion of High Fidelity Wraparound in New Mexico.

Implementing Fidelity Assessment Tools

NM Wraparound CARES uses a random selection process to schedule and select the child/youth and their family that will be evaluated through fidelity assessments. Fidelity assessments will be scheduled per calendar quarters. Providers will be notified of required fidelity assessments and selected families within 30 days of the start of the calendar quarter. The following outlines the expectations and parameters with which the fidelity evaluation tools will be administered:

Tool	(WFI)	TOM	DART
Frequency:	<ul style="list-style-type: none"> • At least two per quarter on every facilitator. • Should be administered on a family team who has been enrolled for at least 3 months & has had a minimum of 3 team meetings. • The family evaluated should ideally have a WFI administered only once in a 12-month period • Requirement for Certification: Minimum of two (2) • CYFD-BHS may require additional WFIs to bring facilitators to competency or to address competency needs. 	<ul style="list-style-type: none"> • At least one per quarter on every facilitator • Should be administered on a family team who has held a minimum of two team meeting, • The family evaluated should ideally have a TOM administered only once in a 12-month period • Requirement for Certification: Minimum of three (3) • CYFD-BHS may require additional TOMs to bring facilitators to competency or to address competency needs. 	<ul style="list-style-type: none"> • CYFD-BHS encourages providers to conduct internal DART reviews: 1 Per facilitator per quarter or five total charts per quarter • CYFD-BHS will conduct a minimum of 5 DARTS per year per agency. • CYFD-BHS can increase the frequency if significant deficits identified. • CYFD-BHS may require additional DARTs to bring facilitators to competency or to address competency needs.
Evaluation Conducted by:	Wraparound Coach or designee who has completed the WERT Observer Certification Process for the WFI	Wraparound Coach or designee who has completed WERT Observer Certification Process for the TOM	Wraparound Coach or designee who has completed WERT Observer Certification Process for the DART
Collection:	These evaluation must be returned to CYFD-BHS to be entered into WERT's data base to signify their completion to track facilitator and program fidelity and to fulfill requirements of CIT and FIT tracks		

Part Three

Wraparound

Policy, Procedure and Protocol

Safety and Stability

Flexible Funding

Grievances

Appeals

Fidelity

WRAPAROUND SAFETY & STABILITY PROTOCOL

NM Wraparound CARES works with children, youth and their families that have complex needs. These needs can overwhelm the individual's coping mechanisms and supports leading to a crisis that jeopardizes their safety and stability. The Safety and Stability Guide (*See Appendix L*) addresses these needs. Providers who are delivering Wraparound in their communities must incorporate the Guide into their Wraparound practice as well as develop a process to address safety and stability crisis events. The process should include at a minimum:

- Expectations for every Wraparound Facilitator to evaluate for the need of a Safety and Stability plan every 30 days, from point of enrollment, using the NM Wraparound CARES Safety and Stability Guide;
- A method for youth/families enrolled in Wraparound to be able to contact qualified staff, from within the agency, outside of business hours to address safety and stability crisis events;
- Staff responding to the safety and stability crisis event should be versed in the Wraparound Values and approach and how to utilize them when responding to a safety and stability crisis event with the least restrictive options considered first; and
- A method for Wraparound staff to be included in the event that restrictive options are being considered (i.e. emergency room, acute care, out of home placement etc.). Wraparound staff should be included in the decision making process to support the family according to the Wraparound model.

FLEXIBLE FUNDING

Providers who are funded through a federal SAMHSA grant that allows Flexible Funding must use the following process:

Flexible Funding is a mechanism to access funds for services and supports that are customized to fit the unique strengths and needs of a child/youth and family. There are two main parameters that guide the eligibility for Flexible Funding:

- Flexible Funding must be limited to designated enrolled individuals
- Flexible Funding must be linked to a specific purpose described in an action plan

In order to be able to request Flexible Funding, a Wraparound Facilitator must:

- Participate in the Flexible Funding Training offered by CYFD-BHS
- Submit the Flexible Funding Quiz and receive a passing score
- Submit the Flexible Funding Verification Form
- Receive approval from CYFD-BHS

The NM Wraparound CARES Flexible Funding Procedure (*See Appendix D*) outlines the complete parameter and procedure for the request of funds.

All providers of NM Wraparound CARES are encouraged to develop a plan for development and sustainability of internally funded Flexible Funding.

GRIEVANCE PROCEDURE

NM Wraparound CARES is committed to implementing a process that holds in high regard the inherent value of all involved and is transparent, equitable, effective and just through the high fidelity implementation of the NM Wraparound values and core elements. However, there may be instances when an individual has a grievance in the Wraparound facilitation process. **Each Wraparound provider must form a grievance procedure that explains the agency's grievance process.**

In the event an individual(s) feels their grievance has not been satisfied through the provider's internal process, they can file a grievance to CYFD-BHS through the NM Wraparound CARES Grievance Form (*See Appendix P*):

- CYFD-BHS will respond to the grievance within 30 days of receipt.
- The assigned CYFD-BHS Wraparound Coordinator will inform the Provider of the recommendations and, when applicable, will also coordinate action steps to rectify the grievance.

PROCESS TO PETITION AN APPEAL

CYFD-BHS is committed to expanding Wraparound throughout New Mexico in a manner reflective of its commitment to ethical and high fidelity practice. NM Wraparound CARES has several processes that require individuals and providers to submit an application, and upon acceptance, maintain their eligibility. These processes are tied to specific criteria and eligibility requirements.

In an effort to ensure equity and objectivity, NM Wraparound CARES has created a process to petition an appeal in the event that an application is denied or ongoing eligibility is revoked by CYFD-BHS. This process should be used when petitioning an appeal to, but not limited to:

- Provider Application to be a NM Wraparound CARES approved provider
- Facilitator in Training Track Application and Suspension
- Coaching in Training Track Application and Suspension

An individual or provider can petition an appeal to a decision to the NM Wraparound CARES Review Committee (NMWCRC). The NMWCRC is chaired by CYFD-BHS Division Director, or designee, and composed of at least two additional members selected by the Committee Chair.

To petition an appeal:

1. File a written petition to the NMWRC Chair, or designee. The petition must outline:
 - a. The process and decision that is being appealed
 - b. A corresponding response to each denial reason identified by NM Wraparound CARES
2. The NMWRC Chair will provide a written decision to the request for reconsideration no later than 30 days from:
 - a. Receiving the petition for reconsideration OR
 - b. Receiving additional collateral as requested by the NMWRC Chair

NM WRAPAROUND PROTOCOL OF FIDELITY

CYFD-BHS reserves the right, at its discretion, to change, modify, add, or remove portions of the NM Wraparound CARES Implementation Guide without prior notice. In the event any changes are made, CYFD-BHS will communicate these changes to all participating Wraparound Providers within thirty days of final approval by CYFD-BHS.

Any and all changes to the NM Wraparound CARES Implementation Guide will follow the following protocol:

- Needed change/modification/addition/subtraction item(s) is identified.
- The CYFD-BHS Wraparound team considers action to the item(s) and will choose to either dismiss the item(s) or it will draft a recommendation(s) to enact the change.
- The CYFD-BHS Wraparound team makes the recommendation(s) to the CYFD-BHS executive team.
- The CYFD-BHS executive team makes a determination on recommendation(s)
- In the event a change/modification/addition/subtraction is enacted, NM Wraparound CARES Providers will be notified within thirty days of the changes approved by the CYFD-BHS executive team.

CYFD-BHS Team: CYFD-BHS Wraparound Coordinators, CYFD-BHS Clinical Manager, NMSU designee, and designated CYFD Wraparound consultant(s).

CYFD-BHS Executive Team: CYFD-BHS Director or designee, CYFD-BHS Deputy Director or designee, CYFD-BHS Clinical Manager or designee.

Part Four

A First Hand Account
of the Benefits of Wraparound

A FIRST HAND ACCOUNT OF THE BENEFITS OF WRAPAROUND

My name is Arturo R. Calderon and I am a Wraparound Coordinator with CYFD-BHS. Seven years ago I had just finished my initial Wraparound training when I received a phone call from a parent whose family I had worked with as a service provider. Her son, who had been my identified “client,” had been arrested and was in detention. This parent was scared and called asking for help. It was through the journey of working with this family that I came to understand the value and uniqueness of Wraparound.

Equipped with my recent Wraparound training, I offered to help the worried parent who called me for help. I was the first dedicated Wraparound Facilitator in my agency and they were to become my first Wraparound family. To be honest, I was intimidated because I only knew Wraparound in theory and now it was time to start practicing. So I gathered all my training material, reviewed it as needed, and started down the road of Wraparound with a family who I had asked to give this new process a chance. Now that I reflect on it, this family took a leap of faith because they had already experienced all the services available to them without lasting success.

My prior training had taught me that when I worked with a family I needed two things, a mental health diagnosis in one hand and set of services on the other hand. However, as was the case of my first Wraparound family, this approach often does not work. When a youth and family’s problems are enduring and complex in nature, addressing the behavior through isolated services may not be enough. It is like giving someone Tylenol for the pain when their appendix has ruptured. At the point when the family and the systems are feeling hopeless, their deeper needs are affecting multiple life domains and have gone inadequately addressed for a significant amount of time. This is where Wraparound works best: It supports the services and systems a youth and family already have in place, and helps identify new ones that may be necessary. It works best at this stage because it seeks to go to the center of the difficulties and meet the youth and family at the most essential place possible. It does this by employing the Wraparound five core elements:

My first Wraparound youth was released from detention and we went to work for almost a year. This second time around working with this youth and family I used Wraparound values to engage the youth, the family and others working with them. I spoke to everyone who was significant to them and could provide insight and support. I dedicated more time to discovering their strengths than focusing on deficits. I asked the providers and systems involved to slow down the deluge of solutions and consider why they have not worked in the past. I asked what was important to the youth and family and prioritized those items. I sought to understand the youth’s responsibilities to the systems involved. When confronted with a negative behavior, I asked why was that behavior there, what was driving it? Finally, I kept showing up and supporting the youth and family.

I also utilized the Wraparound core elements to guide the process. As I facilitated their care using the Wraparound process, I came to appreciate Wraparound for several reasons. It provided a model that I could reflect back on to help me understand what to do when things stagnated or did not work. It built a team who was willing to help, think out of the box and believed in the vision

of the family. It gave me a range of people to delegate tasks to that I would normally have to do myself. Most importantly, it allowed me to enter into a real relationship with the family at a deep enough level to name and address the hurts/unmet needs that kept them stuck, thus freeing them to discover their own hope for their own future.

Wraparound is not a short term approach, it takes time to address deep and complex hurts in people's lives. Over a year went by before I discharged my first Wraparound family. Being my first family I was not sure when to end my time with them, lucky for me they told me when it was time. They were in a different place than when we started, with less services and no formal system involvement. They were within grasp of their vision and felt they could take it from there.

My favorite definition of Wraparound is how I've heard a number of young people describe Wraparound:

“Wraparound is where they listen to you.....Wraparound is when they bring people around you to help... Wraparound is where everyone agrees to work together to help us....Wraparound is when we all know what to do next... Wraparound is where no one quits on you.”

Calderon A., (2017), Supporting Youth to Thrive: A Manual to Guide Compassionate Supports for Youth and Families Experiencing Trauma, Substance Use or Mental Health Issues. CYFD (2017)

APPENDICES

Appendix A: NM Wraparound CARES Coaching Guide

Appendix B: Facilitator in Training Track

Appendix B-1: Facilitator Capacity Form

Appendix C: Coach in Training Track

Appendix D: NM Wraparound CARES Flexible Funding Procedure

Appendix E: NM Wraparound CARES Facilitator Practice Flow Chart

Appendix F: NM Wraparound CARES Referral Form

Appendix G: NM Wraparound CARES Consent Form

Appendix H: NM Wraparound CARES Gathering the Story Guide and Form

Appendix I: NM Wraparound CARES Team Meeting Preparation Form

Appendix J: NM Wraparound CARES Team Meeting Guide

Appendix K: NM Wraparound CARES Action Plan

Appendix L: NM Wraparound Safety and Stability Guide and Form

Appendix M: NM Wraparound CARES Discharge Procedure and Form

Appendix N: NM Wraparound Progress Note Guide and Form

Appendix O: NM Wraparound Certification Path

Appendix P: NM Wraparound CARES Grievance Form