



The ABC's of Wraparound Resilience

Combining Wraparound and Resilience to Improve Our Ability to Support Families at both the Practice and Program Levels

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Resilience and Wraparound

- Both terms are often used, but are hard to pin down
- Resilience is basic characteristic of individuals, families, organizations and communities, but only in the past few decades has research shown that rather than a fixed trait, it can be nurtured and grown
- Wraparound is a value system and planning process that has evolved and spread over time, demonstrating its own resilience but also contributing to its variability across regions and applications
- The goal of this workshop is to bring some clarity to both concepts and show how each can contribute to and strengthen the other

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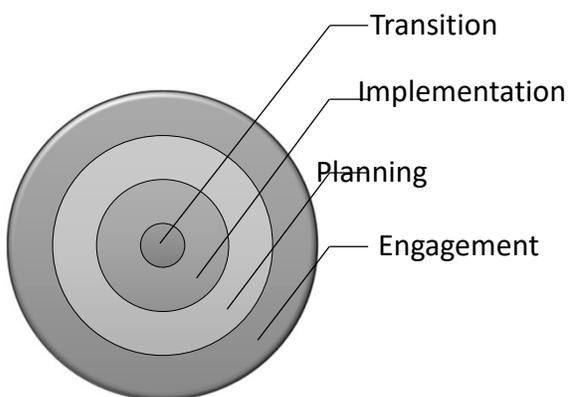
What is that Wraparound Thing, Anyway?

- Started as a possible answer to a problem
- After a while it became a solution searching for a problem
- As it began to be implemented in multiple places and contexts, the focus tended to shift from innovation to replication
- Staff and agencies worked harder and harder to get it “right”
- But as they concentrated on *what* to do and *how* to do it, they sometimes lost sight of *why* they were using wrap in the first place
- Paying attention to resilience can help us keep the *how* and the *why* in balance

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Different Views of Wraparound Continuing to Focus on What Matters

**One Framework: Provider View
(What we do)**



**Emergent Framework: Family View
(What we experience)**



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The Purpose – Process Paradox

The ongoing challenge of translating values into action

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
- Consensus on words not necessarily on meaning
 - More “values” added in over time
 - Wraparound people with values = good; other people without values = bad
 - Caused conflict, competition
 - Resulted in hand-offs of families rather than pitch-ins for families
 - No way to manage the ever-expanding list
 - Created a frame for looking at care, response and results
 - Heavy emphasis on articulated values
 - If you have the right beliefs Wraparound will work out
 - Process people and values people had a hard time getting along

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Why Doesn't Wraparound Die? Maybe It's Resilience.....

- It's what kicks in when life goes sideways.
- We see resilience responses in individuals, families, communities and organizations when they find a way to move forward through adverse events.
- And in the way you continually refine and redefine the agencies and organizations through which you provide this service
- Sometimes in order to learn where we're headed, we must pay attention to where we've been.
- So here's a story about a remarkably resilient administrator

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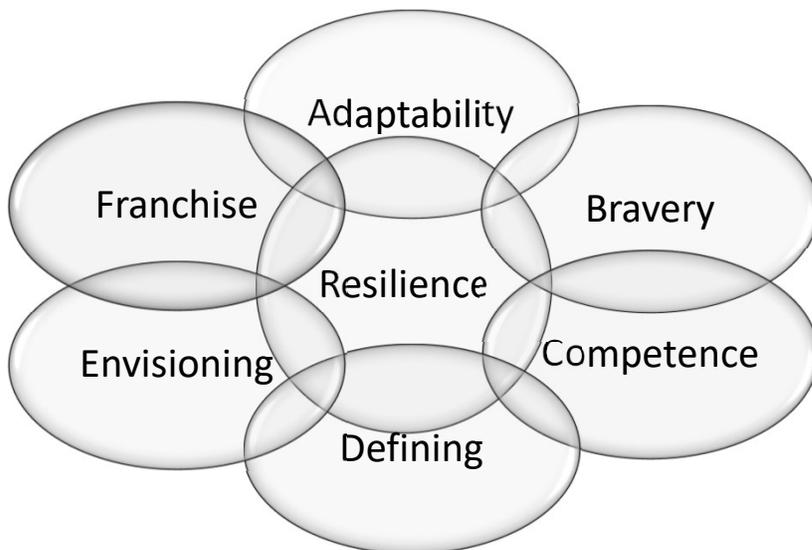
Meet Our Administrator, W.E. Canislatrans

- A master of resilience with a never give up, never say die attitude
- Looking to fill a need in his community he consults his catalog of options. He has three big ideas:
 - **1: Families are remarkably resilient. We should pay attention to that capacity and expand it.**
 - **2: We need to pick an approach that can change & adapt with us...a resilient technology**
 - **3: If we want this to work, we need to change the larger system**
- He turns to the section on resilience in the catalog.



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Here's What He Finds



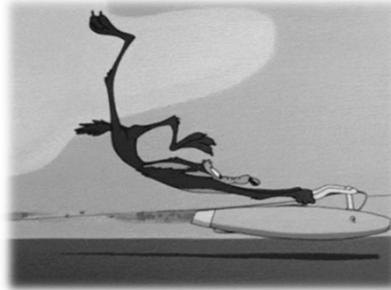
Then he turns to the section on Wraparound and thinks – maybe I can combine them and get a bigger bang for our buck.



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Wraparound and Resiliency in Families

- Wraparound uses collaborative support and creative assistance to help families enhance their resilience response
- While recognizing that every family is resilient in their own way
- Which makes keeping up with family needs a challenge
- We can start by looking at how each of the elements of resilience is expressed not only in the family's story, but also in our practice and our organizations



Bouncing Forward

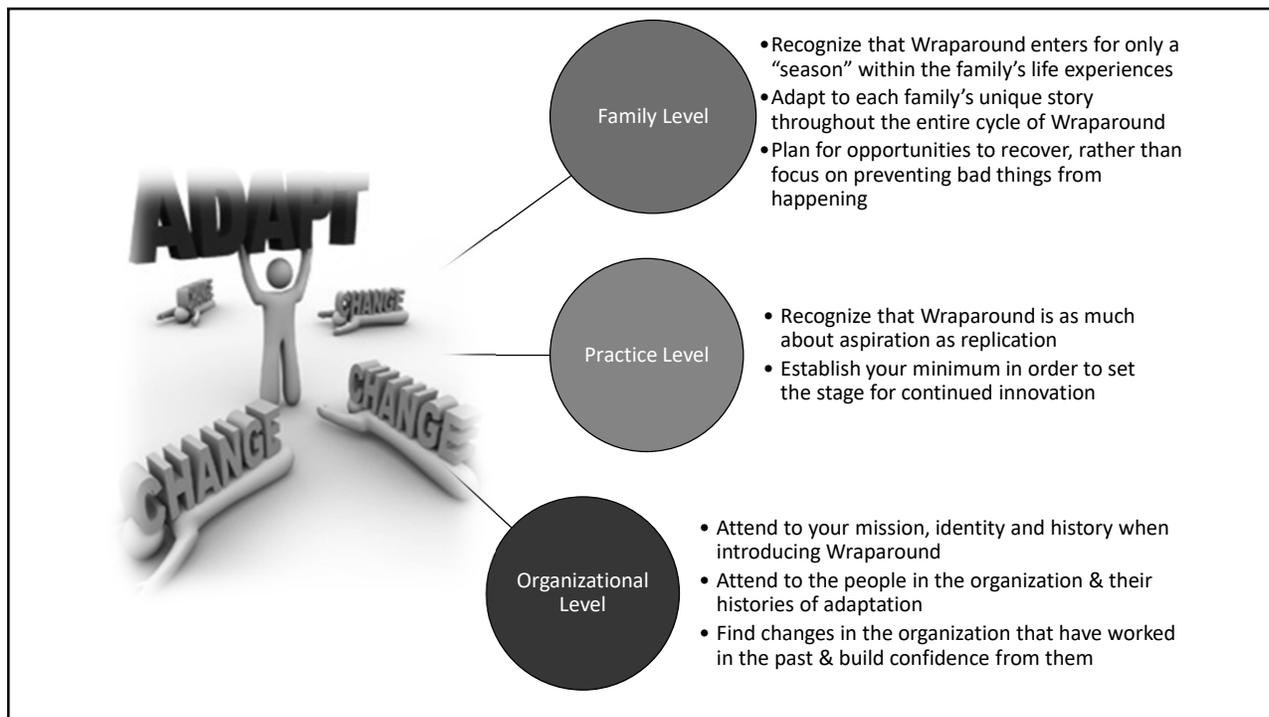
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The ABCs of Wraparound Resilience: Adaptability

- This is the capacity of an individual, family, organization or community to respond flexibly and creatively to events, trends, challenges etc.
- The Wraparound story doesn't begin with service implementation on the family, practice or organizational levels, but how services blend with and build on what's come before
- Challenges that arise when implementing Wraparound
 - Family Level: Based on their experiences and culture, families may have a view of what's helpful that's different from than the way the process is laid out for them
 - Practice Level: Wraparound means so many different things to each person that meaning can be lost across groups.
 - Organizational Level: Wraparound is often experienced as a disruptive technology at the organizational level; this can cause isolation, loss of meaning or dilution of the process.



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The ABCs of Wraparound Resilience: Bravery

- This is the quality of being able to confront something that is potentially difficult, painful or unknown.
- Wraparound sees bravery at all three levels: families who enter, practitioners who try something new & leaders who maintain the commitment
- Challenges with Bravery in Wraparound:
 - Family: Not every family loves Wraparound as much as you, so we judge them.
 - Practice: It’s more complex than simply believing, so we stop working at it.
 - Organization: Keeping Wraparound going in the face of opposition and competition from both within and without the organization

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Bravery

Family Level
Consider the courage that families bring to Wraparound
Reinforce that courage authentically

Practice Level
Get comfortable with challenging the dominant frame by shifting:

- From what's the problem to what's the strength
- From giving more services to finding the right response
- From what can I do to what can we do
- From following the old rules to creating new ones

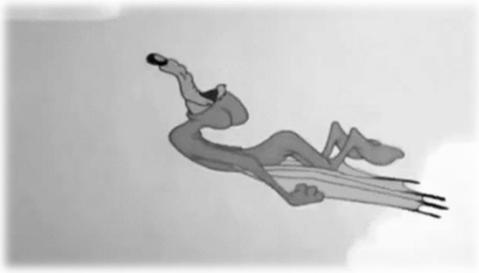
Organizational Level

- Manage up, over and all around
- Build on the challenges your community & organization have had in the past and how you faced them.

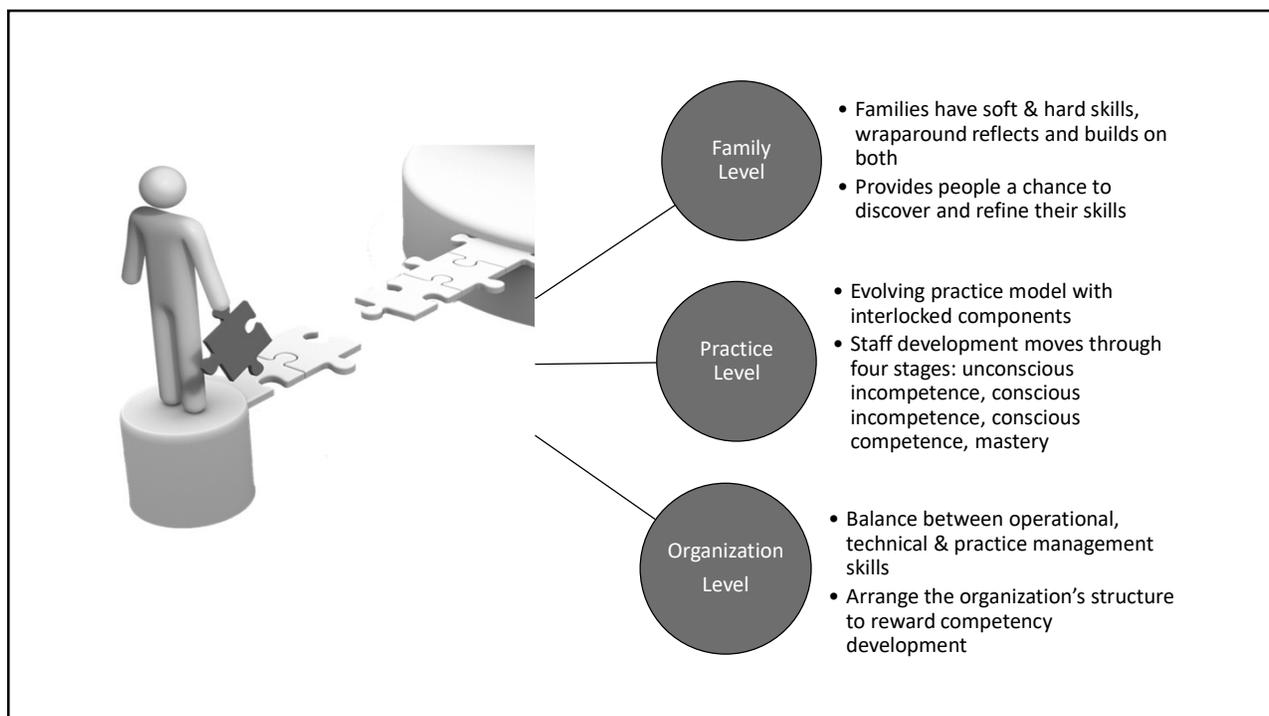
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The ABCs of Wraparound Resilience: Competency

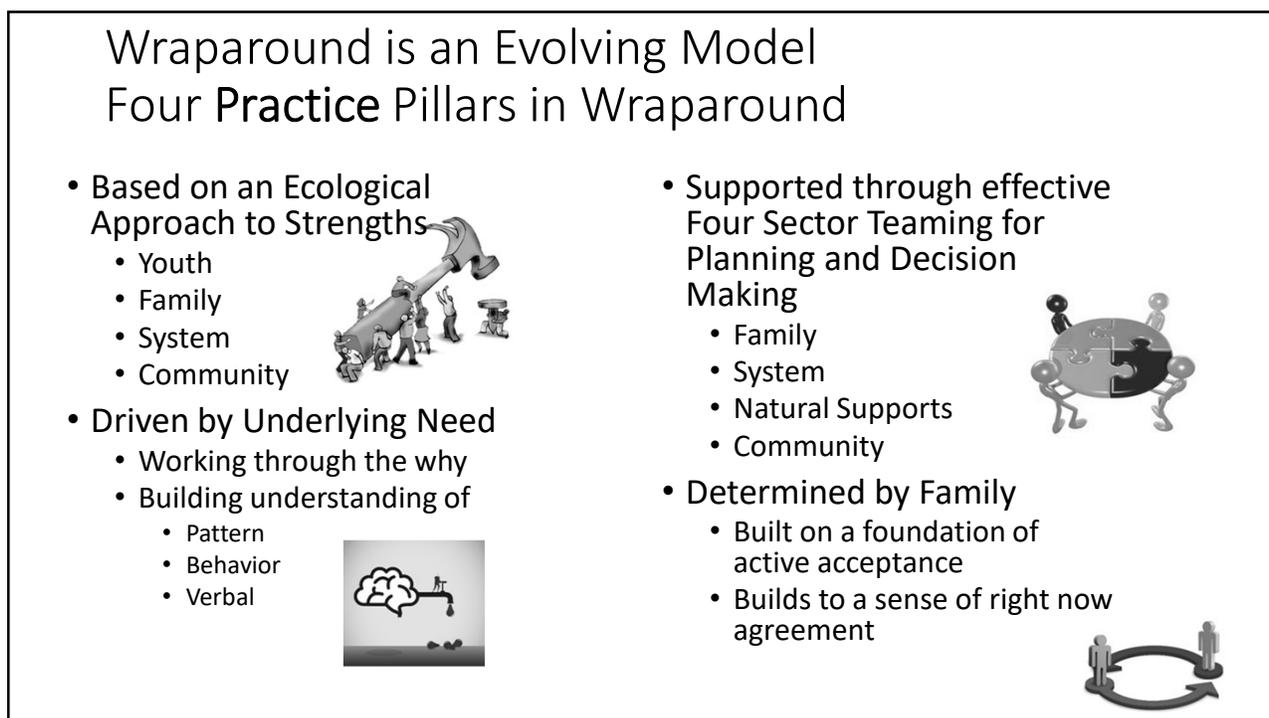
- These are the tools, skills and knowledge that families, practitioners & organizations bring to the table
- Wraparound helps us discover new challenges which cause us to mine for new skills.
- Challenges:
 - Family: One family's competency may be another's challenge
 - Practice: No two families are the same, so you must tailor even as you refine your practice
 - Organization: Frustration may cause you to devolve to the command control approach: "Follow my directions & I'll know you are competent"



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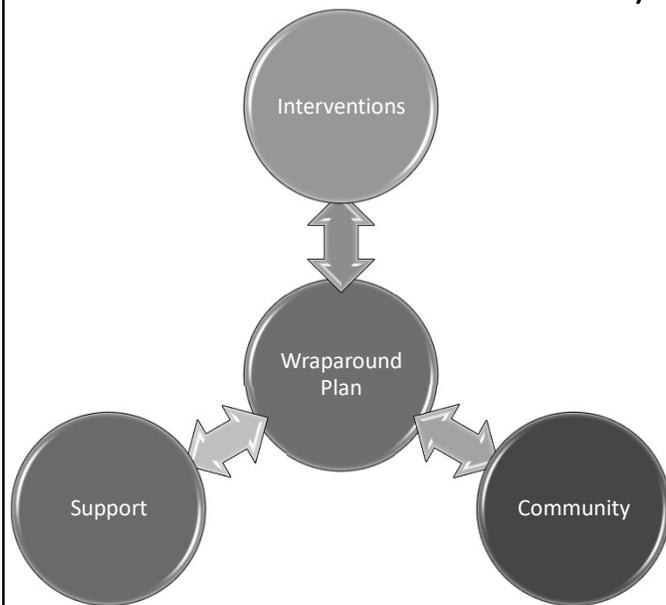


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Dimensions of a Quality Wraparound Plan



- **Wraparound as Process**
 - Set of steps or habits of helping
 - Followed with consistency
 - Leads to result in the form of a plan
- **Wraparound as Product**
 - Blends and integrates intervention, support & community access
 - Regulates dosage, direction and array based on need
 - Includes the entire family
 - Anchored in life outcomes

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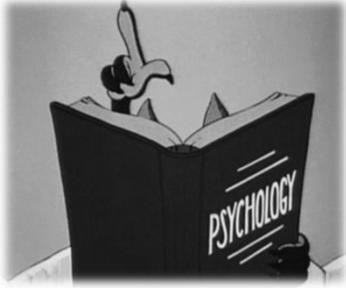
Break into Small Groups

Share the good ideas you've come up with so far to deal with the challenges we're facing, and brainstorm some dazzling new ones

Remember Adaptability, Bravery & Competence in your discussions

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The ABCs of Wraparound Resilience: Defining



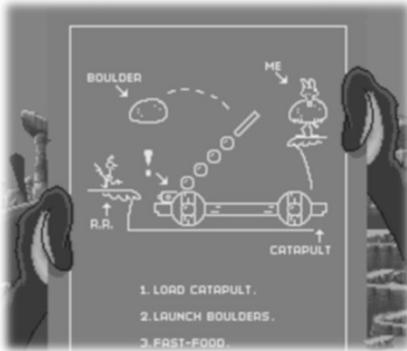
- Defining means you have the ability & license to find your own meaning in your situation...rather than having your situation characterize who or what you are
- Wraparound requires a strategic approach on all three levels. If you don't maintain your definition, it may get defined for you.
- Some Challenges with the Defining component of resilience in Wraparound
 - Family: Moving from a cure orientation to a healing or recovery orientation
 - Practice: Moving from a hero identity to partnership
 - Organization: Moving from Wraparound as the help we offer to Wraparound as a gateway for connecting families with the help they need

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The ABCs of Wraparound Resilience: Envisioning



- This involves having enough hope to develop a target for the future and the internal and external resources to move towards it
- Otherwise Wraparound can become a service at the family level, a recipe at the practice level and a commodity at the organizational level.
- Challenges
 - Family: Buried vision, mixed messaging & expectations
 - Practice: Wraparound as the answer rather than Wraparound as a way to frame the right questions
 - Organization: Right-sizing your vision: not too lofty, not too pragmatic

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Family Level

- Defining your own sense of what's helpful
- Language that is nested in what matters to you: from what's the dose to what kind of childhood are we working for?

Practice Level

- Balance between giving more services versus finding the best fit with needs
- Wraparound as a chapter rather than the book

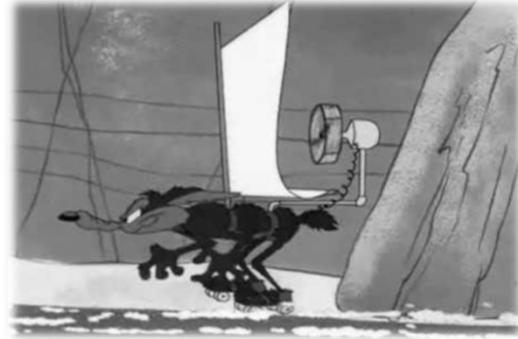
Organization Level

- Hope as an organizational attribute
- Re-envisioning as a constant practice

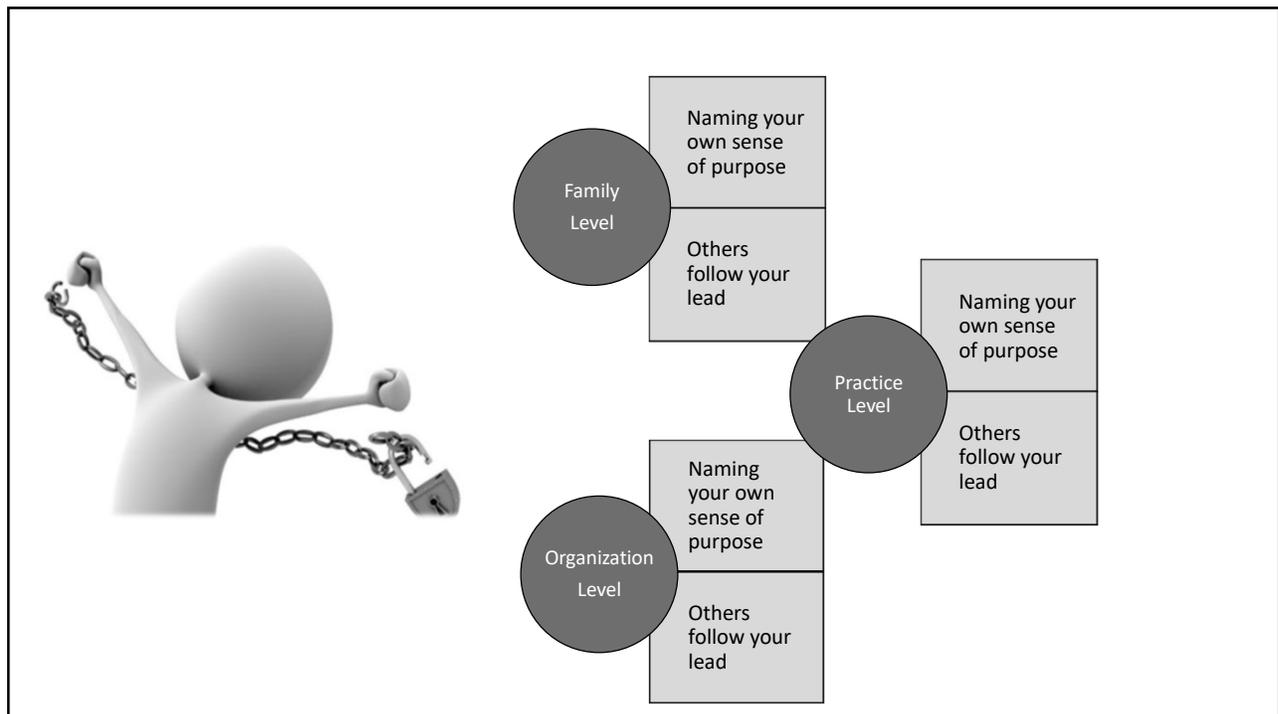
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The ABCs of Wraparound Resilience: Franchise

- This involves giving yourself permission and authority to take the next step toward the future that you've envisioned
- In Wraparound, being heard means more than having a seat at the table.
- Challenges:
 - Family: Feeling heard versus feeling understood
 - Practice: Acceptance versus agreement
 - Organization: Aligning incentives with practice



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Ongoing Wraparound Challenges

- **Shifting Targets**
 - Movement from returning young people from placement to maintaining young people with their families
- **Moving away from a special project funding stream**
 - Medicaid provides a consistent base of funding but can also change practice
- **Picking & Choosing**
 - Wraparound is a nest of ideas rather than a single innovation - this can result in communities selecting those components they like best
- **Habit forming pathways**
 - Because it worked with one family, we'll do the same thing with the next & next & next
- **Loss of focus**
 - From getting what you need to getting what we have
- **A pandemic that impacts everything we have thought about in Wraparound**
 - Getting together, face to face engagement, etc.

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Supporting The ABC's Across Dimensions Where is our administrator?

- We can use Wraparound practice to help Families, Communities and Organizations build resilience throughout their ABC cycles
- But it is important to remember that Wraparound is, at its heart, a way of establishing partnership
- Otherwise, Wraparound can become a commodity, and loses its capacity to grow and adapt



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Wraparound as a Practice Model

- Built in the field rather than the lab
 - Post-hoc design and development
 - Linked to location
 - Changeable based on context
 - Adapts over time
 - Modifies based on individuals
- Represent a series of aspirational concepts
 - Strengths
 - Needs
 - Teams
 - Creativity
 - Plans
 - Community

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Evolution of Wraparound Practice



- Just like families, the nature of Wraparound has also gone through several resilience responses as practitioners faced changing circumstances, gained deeper insights into the nature of the practice, and found out more about what worked and what needed to work better
- With lots of bumps, stops, wrong turns and disasters along the way
- As well as lots of successes

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Sailing On

- What happens if your agency finds itself buffeted by a headwind?
- How can you draw on your organizational resilience to find a course that will carry you forward?
- The ABCs may help you identify the resilience elements that will help you find a successful course.



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An Organizational Resilience Review

- Searching for the heart of who you are...
- And a glimmer of who you might become
- Less formal than a strategic plan
- More of a reflective conversation
- Use the ABCs to guide the discussion
- With the goal of building a shared sense of possibility



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Innovation versus Adaptation in Wraparound

- **Consider your agency's history**

- How has practice changed from your original installation of Wraparound?
 - What is good and what is bad about those changes?
 - What were the drivers associated with those changes?

- **Consider your present**

- What are the major challenges that you face today?
 - Productivity, recruitment, retention, changing family base, mergers or something else
 - Specific challenges with Wraparound: either it sounds too much like everything else you do, or else it isn't linked enough to your overall program model

- **Consider your future**

- What do you expect to be in front of you in the next six months to a year?
 - Next generation of workers, families, communities, needs

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Wrapping Up Thoughts

- **Move from a readiness model to a resilience model in working with families**

- Create space to seek out the ABCs of resilience in every family being served
- Find ways to craft plans to nurture those ABCs

- **Accept that Wraparound is an evolving system of ideas rather than a particular technique or program**

- Consider ways to record your history with Wraparound in order to set the stage for future adaptation
- Recognize that Wraparound is a moving target, make a commitment each day to improve it

- **Incorporate an organizational agenda along with your practice agenda**

- If the host environment isn't resilient Wraparound will cease to move ahead



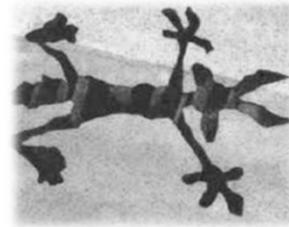
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Finally, Don't be afraid to be like Wiley



Somedays you'll feel
like a hero

Somedays you won't



But if you keep trying....

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You Might Just Catch Your Road Runner



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