Benchmarking in Wraparound
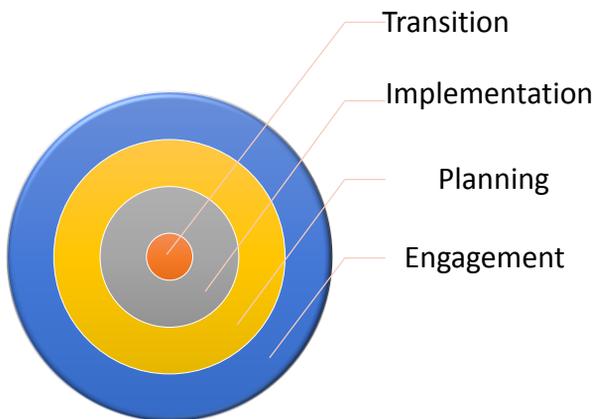
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And then Along Came Phases

Transition

Implementation

Planning

Engagement

- Provider View
- Tried to "chunk" Wraparound down to manageable parts
- Attempt to make Wraparound more than a meeting
- Easier to remember than 8-10 steps
- Moving from "do you have the values" to "are you doing the practice?"
- Create a structure for measurement
  - Things happening outside of team meetings were impacting fidelity ratings of team meetings

Emergent View: Stages of Wraparound

- Focused on the family's experience of Wraparound
- Move away from a product view (compliance) to an outcome focused (impact)
- One builds on another
- Timing is focused on family's experience versus funding structures
- Requires multiple opportunities for family input to drive design
- From rigid process to fluid process

Hello

Help

Healing

Hope

Some things to Consider

- Framework changes from focus on provider to focus on family
  - Providers concerned about engagement, families not so much
- Framework changes to task completion to results orientation
  - Families less concerned about what the plan is to what the help is
- Framework changes from a focus on practice compliance to a focus on results for families
  - Systems concerned about dosage, amount, frequency and duration, families concerned about "is it making a difference"
- Framework changes from a focus on leaving wraparound when it's time to producing enough hope through wraparound
  - Systems concerned about readiness and transition, family concerned about hope and resiliency

Benchmarks & Wraparound

- Benchmark: something that can be used as a way to judge the quality or level of other, similar things   On-line Merriam-Webster Dictionary, August 2014
  - point of reference from which measurements may be made
  - something that serves as a standard by which others may be measured or judged
  - a standardized problem or test that serves as a basis for evaluation or comparison (as of computer system performance)
- In Wraparound
  - Focus on results
  - Increases orientation to facts
  - Increase capacity for family expectancy
  - Models "smart" decision making
  - Mindful of time, effort of providers

Establishing Benchmarks in Wraparound

- Sets the stage for a results orientation
  - Answers the question "if we met this need, we would see this situation"
  - Addresses initial conditions
- Focus on fact
  - Establishes clear "counts"
  - Encourages team to stay on the facts rather than getting lost in the feelings
- Builds family expectancy
  - Success builds on success,
  - Keeping track of progress allows a sense of forward momentum
- Informed decisions
  - Do more of what seems to work
  - Do less of what isn't working
- Respect providers who work between meetings
  - Advantage of a benchmark orientation allows providers to sharpen skills for results
  - Empowers helpers to use a logical approach in problem solving

Effective Benchmarks in Wraparound

- Address initial conditions
  - Pay attention to what brought the family to Wraparound in the first place
  - Address those things in your benchmarks
- Are behavioral and specific
  - Sets the stage for fact based discussion
  - Asks team members to use good judgment without being judgmental
- Create easy counts
  - Count what's easiest to keep track of
  - Report the positive
- Address life worth living
  - Rooted in what matters to the person
  - Links to accomplishments that produce confidence in self competency

Sample Benchmarking Process					
Mission	Need	Benchmark	How You Will Know? Choose One?	How Often Will You Ask?	How Often you Will Review?
Learn, Love and Live together peacefully	**To be convinced that even as my son grows up we can still be close**	If this need were met he would be home on time. Indicator becomes the number of nights home on time.	❑ Mother's report (verbal) ❑ Probation Violations for Curfew ❑ Youth calendar	❑ Weekly ❑ Monthly ❑ Quarterly	❑ Weekly ❑ Monthly ❑ Quarterly

Benchmarks on Two Levels

- Initial Conditions
  - The easy measures are embedded in the initial conditions
  - Families and referral partners have a right to expect progress on initial conditions
  - These counts should be managed and reported to the positive
    - If a behavior is a concern, measure to the desired alternative not to the removal of the concern
  - Example: Jim gets referred because he has violent outburst and hits people
    - Solution: measure the number of days of positive interaction
- Individualizing to the Person
  - Focus on the family
  - Tie to the positives
  - Focus on what has meaning for the person as a way to build a wellness orientation
  - Example: Jim got referred due to violent outbursts but he really cares about working on his motorcycles.
    - Solution: Also measure and report the number of days he gets to work on his motorcycle.

Let's Practice

- Kim, 14, was referred to Wraparound after her sixth hospitalization for cutting and taking pills. This behavior has gone on since she was molested by a family friend at age 8. She lives with her mother and younger brother. Her mother, Betty, has been seeking services since the abuse but gets frustrated with the slow pace of progress. She's wondering if residential might not be the answer for her daughter.
  - Family Vision Statement: To get to grown up with respect and courage
  - Wraparound Team Mission statement: To support the family in moving forward safely and securely.
  - Unmet Need: Betty needs to be reassured that Kim can make the right decisions.
  - If this need were met, what would the behavioral benchmark be?
    - What would you measure?
    - What would you summarize?
    - How often?

Another View

- Kim, 14, was referred to Wraparound after her sixth hospitalization for cutting and taking pills. This behavior has gone on since she was molested by a family friend at age 8. She lives with her mother and younger brother. Her mother, Betty, has been seeking services since the abuse but gets frustrated with the slow pace of progress. She's wondering if residential might not be the answer for her daughter.
  - Family Vision Statement: To get to grown up with respect and courage
  - Wraparound Team Mission statement: To support the family in moving forward safely and securely.
  - Unmet Need: Kim needs to see that she can be in charge of her life.
  - If this need were met, what would the behavioral benchmark be?
    - What would you measure?
    - What would you summarize?
    - How often?

Benchmark Progress Form

Need Statement: (List the need statement that is being addressed here. This could be more than one statement if they share the same goal).							
Benchmarks: (Identify in specific behavioral terms what the change in behavior would be if the need were met.)							
Frequency of Measure (Check how often you will measure)	Time 1 Date:	Time 2 Date:	Time 3 Date:	Time 4 Date:	Time 5 Date:	Time 6 Date:	Time 7 Date:
❑ Weekly ❑ Monthly ❑ Quarterly	Record the Team's assessment of progress in the spaces below for each time. These can be percentages, a number within a range of any other item agreed on by the team.						
Comments:							
Need Statement							
Benchmark:							
Frequency of Measure	Date:	Date:	Date:	Date:	Date:	Date:	Date:
❑ Weekly ❑ Monthly ❑ Quarterly							
Comments:							

Tips for Benchmarking

- Find the easiest counts for success
  - Identify what, how, and when
  - Count the easiest but report on the positive
  - This produces an outcome focus
- Engage in Bi-level Benchmarking
  - Manage to the initial conditions that got the family referred
  - Engage the family in identifying benchmarks that create meaning in each day
  - This produces a wellness oriented lifestyle
- Manage to the facts
  - Summarize to the positives
  - Bring information to the team for review
  - Use logic in reviewing benchmarks at a team level
  - Builds discipline for team decision making rather than crowd decision making