



Results Oriented Wraparound

Moving from Process to Impact

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Into the Mainstream

- Wraparound started with instinct, values, energy, hope ...
- And an assumption of beneficence –
- But continued growth will require
- A consistent demonstration of effectiveness

Four Effectiveness Questions

- Are we clear on what the job is?
- Are we doing what we said we would do to get the job done?
- Is it helping?
- Are we finding ways of doing the job better?

Does Wraparound Have a Business Model?

- Clayton Christensen defines a business model as an interdependent system composed of 4 elements:
 - a value proposition,
 - the resources needed to deliver the value proposition to the targeted customers,
 - the processes used to transform resources into the desired results, and
 - a funding model for sustaining the effective operation of the system

» Christensen (2009) *The Innovator's Prescription*. New York: McGraw Hill

What is Wraparound's Value Proposition?

- Christensen defines the value proposition as:
- “A product or service that can help targeted customers do more effectively, conveniently and affordably a job that they have been trying to do”
- In human services the nature of the job to be done, as well as the means for accomplishing the job are often ambiguous

What is Wraparound's Job?

- The job has several levels:
 - What has your community hired wraparound to accomplish?
 - What has this particular family hired this particular wraparound team to accomplish?
 - What task has this particular team meeting been hired to carry out?
- We'll concentrate on the first level for this workshop, but all are important

Exercise

- In your small groups think about the kinds of jobs wraparound has been hired to do in your communities
- What is it that the customers who are paying for the work want to have done more effectively, conveniently and affordably?
- What is similar and different in the jobs sought by the various primary customers?
- Complete this sentence: “Overall, the main job that wraparound has been hired to accomplish is our community is ...”

Adding the How and Why to the What

- Defining the job tells us **what** is to be done
- But a value proposition has two other elements:
 - A description of **how** the job will be done
 - An hypothesis of **why** doing it that way will produce better results for a more reasonable price
- Wraparound's how has been defined in detail
- To sustain wrap as a business model, we need to clarify the why and prove the hypothesis




Unpacking the Why

- We can use a simple logic model to explain why we use a given human service approach:
 - A. For a group of people with a certain set of **needs**
 - B. If we provide a particular set of **interventions** and **supports**
 - C. Then we should see these measurable **results**
 - D. For the following **reasons**

So Why Do We Do Wrap?

- Given the job description that you developed for wraparound in the last exercise
- In your small groups prepare a brief explanation of why we use the practices and procedures of wraparound to get that job done
- See if you can use the 4 step Logic Model in the chart on the next page to formulate your answer
- Concentrate on the results and reasons sections

Explaining Why We Do Wraparound

When children and families have these needs		
We respond using these core elements of wraparound		
In order to produce these results		
For these reasons		

Becoming Results Oriented

- Once you know the job you are being asked to do,
- How you are going to do the job, and
- Why you are doing it that way,
- Then the next steps are to focus on doing the job well and showing that it is accomplishing the value proposition

Four Characteristics of Effective Practice

- **Responsive** – Good help builds on good relationships and good relationships start with good listening
- **Reasoned** – Combining understanding of the customer's needs with knowledge about what works when to produce a good match between help and need
- **Reflective** – Always putting the response in a larger context, keeping the what, how and why in mind
- **Results Oriented** – Helping everyone focus on the change, monitoring and adjusting to improve fit and impact

Adding a Results Orientation

- Each of wraparound's 4 phases has two jobs or tasks that are linked to the progression of results that wraparound has been designed to accomplish
- Each task should produce results that the next task can then build upon
- Both the family and the facilitator should experience these interim results as the tasks are completed
- Focusing on these intermediary tasks and their results helps facilitators guide child and family teams through the overall arc of care from welcoming to closure.

The Phase → Tasks → Results Progression

Phase	Tasks	Practitioner Results	Family Results
Engagement	Listening	Understanding	Feeling welcomed
	Exploring	Identifying key driving forces strengths, needs mission	Feeling heard
Planning	Brainstorming	Learning how to make a difference	Feeling supported
	Matching	A good fit between need and help	Feeling recognized
Implementation	Starting	Seeing help start to happen	Feeling momentum
	Monitoring	Documenting what works & what doesn't	Feeling the fit
Transition	Adjusting	Help keeps up with insight and growth	Feeling resilient
	Closure	Support becomes natural and informal	Feeling confident

Listening

- How do you welcome new families during engagement?
- How do you measure whether or not you starting to understand their point of view?
- What do you do if it you're not?
- How do you learn whether the family is feeling heard and understood? What do you do if they don't?
- How do you document the results?

Exploration

- How do you explore strengths, needs, vision and mission with the family?
- How do you measure whether or not you are accurately identifying these elements?
- What do you do if that isn't happening?
- How do you learn whether the family thinks that authentic needs are being identified?
- How do you document the results?

Brainstorming

- How do you develop an action plan with the family and team?
- How do you help teams generate creative solutions to the challenges they face?
- How do you balance formal and informal resources in the plan?
- How do you know whether the family has a sense of access, voice and ownership with the process and plan?
- How do you document the elements and intended results of the plan?

Matching

- What strategies do you use to make sure the proposed actions in the plan fit well with the needs, strengths, culture, situation and preferences of the family?
- How do you measure goodness of fit so that actions are more likely to help the family meet needs?
- How do find out whether the family thinks the plan will work?
- How do you document the links between the plan's elements and the results the plan is intended to accomplish?

Exercise

- Every human services professional has to deal with the tension between structure and heart
- Too much structure undermines the relationship
- Too much heart and its easy for the train to go off the tracks
- Looking at the tasks in the first two phases of wraparound, in your small groups discuss what it will take to have a good balance of heart and structure while maintaining a results orientation.
- Select three tips to share with the large group

Starting the Action Plan

- How do inspire or reinforce follow through by team members?
- How do you keep track of whether the actions in the plan are being carried out?
- How do you insure that parallel actions are coordinated?
- How do you find out if the family has an initial sense of satisfaction with the plan as it begins to roll out?
- How do you document implementation?

Monitoring

- How do track the impact that the actions in the plan are having?
- How do you measure the progress that the family is making?
- How do you learn whether the family feels like they are making progress, and if so, how much?
- How do you make adjustments if progress isn't happening?
- How do you document progress and adjustments?

Adjusting

- How do you guide the team in adjusting the nature, level, intensity and balance of formal, informal and natural support in the context of the progress that is occurring?
- How do you learn whether the family is feeling stronger and more able to take on challenges?
- How do you maintain consistency and continuity of care during a transition to new or informal and natural supports and services?
- How do you document your transition plan?

Closure

- How do you say goodbye?
- How do you decide whether sufficient ongoing support and assistance is in place?
- What do you do if it isn't?
- How do you learn from the family whether they think they have sufficient natural and informal resources?
- How do you document the overall progress that has happened during the arc of care?

Understanding the Arc of Care

- An important element of a results orientation is seeing flow and change in context
- The arc of care captures the flow of the helping relationship from hello to goodbye
- The point is not that it goes smoothly
- But that you see the overall progression beneath the natural ups and downs of the recovery process
- And share that vision with the family

Exercise

- In your small groups, compare and contrast the arcs of care that you have experienced with the teams you have facilitated
- What factors have influenced your teams to move through all of the phases of care to closure?
- What factors have impeded that flow?
- What have you learned about keeping the team process moving forward toward results?
- Capture this learning in 4 principles for effective practice and prepare to present them to the large group

Becoming a Results-Oriented Practitioner

- Adult learning tends to move through 4 stages:
 - Unconscious incompetence
 - Conscious incompetence
 - Conscious competence
 - Unconscious competence
- Becoming results oriented doesn't happen overnight
- Of the points we've covered which ones do you think you can apply in your own practice?

Exercise

- In your small groups, review the 8 tasks in the wraparound arc of care
- For each task design or select one simple tool or technique a results oriented practitioner could use to document that the element has been addressed
- Use the chart on the next page to summarize your suggestions so you can share them with the large group

Demonstrating Results

Phase	Task	Tools or Tips for Effectiveness
Engagement	Welcoming	
	Exploration	
Planning	Solutions	
	Matching	
Implementation	Initiating	
	Monitoring	
Transition	Modifying	
	Closure	

One Last Exercise

- Assume that your small group has been invited to a county where there is no wraparound resource
- The child welfare and juvenile justice system managers ask you to make a presentation about how installing wraparound in their system of care will help them get better results
- Prepare a 5 minute marketing talk based on what you have learned today and prepare to deliver it to the large group as if they were the new county's system managers