



Minnesota System of Care Expansion Grant

Wraparound Minnesota (WrapMN)

December 2020

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Summary of WrapMN

WrapMN is an intensive, individualized care planning process designed to help children and youth with complex mental health or behavioral challenges who are involved with multiple child-serving systems and whose symptoms and needs are impacting functioning and relationships in home, school, or community settings. The process brings together a team of family, friends, community members, professionals, and other supports and results in a Plan of Care that aligns with the family’s vision, story, strengths, and needs. Through the System of Care grant, Minnesota has contracted with the National Wraparound Implementation Center (NWIC) to develop workforce capacity and create the infrastructure necessary to implement the model with fidelity in order to ensure a high-quality process.

The WrapMN process is characterized by the following principles that guide with work with youth and families and that are operationalized through organizational policies and practices:

- Grounded in a strengths perspective
- Driven by underlying needs
- Determined by families
- Supported by an effective team process

WrapMN differs from traditional case management or other types of care coordination in that the family-driven process leads to the development of a single, integrated Plan of Care that is reviewed and advanced collaboratively by the Child and Family Team (CFT) to ensure progress. The process also emphasizes the importance of informal supports to help the family address their identified needs.

WrapMN grantees

Minnesota was awarded a four year SoC grant by the Substance Abuse and Mental Health Services Administration, covering September 2017 through September 2021. The process of reviewing proposals, selecting sub-recipients and executing contracts spanned July of 2018 through March 2019. DHS is currently funding four WrapMN grantees: Hennepin County, Ramsey County, Sherburne County, and Winona County.

This summary highlights grantee implementation efforts, the reach of services, and lessons learned to date. Data will be collected throughout the life of the grant and shared in future reports.

SYSTEM OF CARE

The Minnesota System of Care for children’s mental health is a coordinated network of effective, community-based supports and services designed to meet the needs of children, youth, and young adults with serious mental health challenges, and their parents and caregivers. This innovative initiative exists to create better outcomes for children and youth in Minnesota and their families by bringing together the work of many partners across the state.

An accessible and collaborative network of mental health treatment and support enables families to connect to the right level of care at the right time and place, reducing the need for more restrictive and costly interventions. System of Care values include youth-guided, family-driven, and culturally responsive services.

WrapMN implementation

Capacity building and training

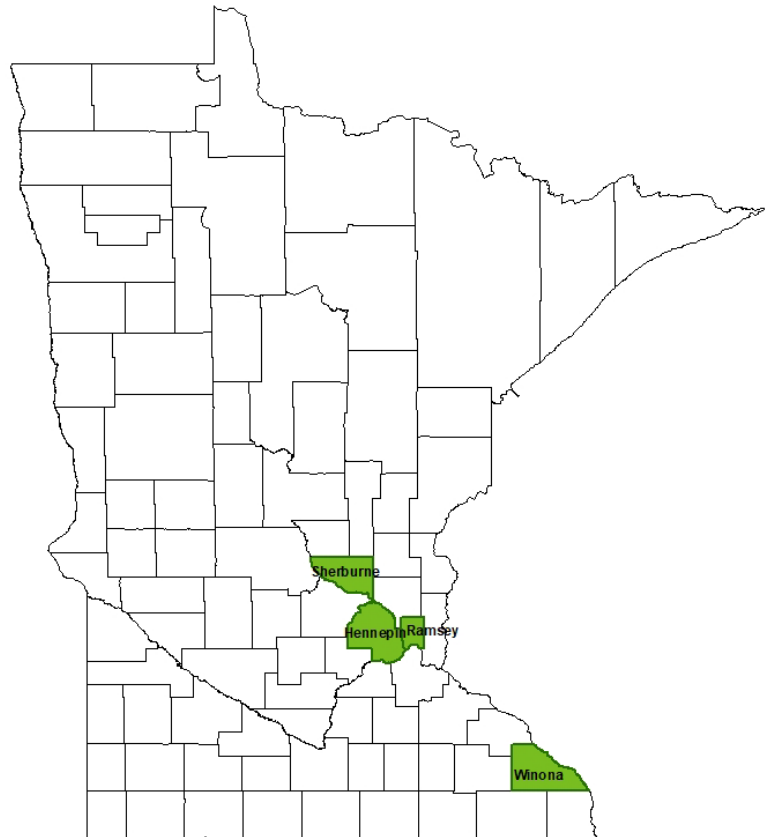
Multiple trainings and ongoing coaching are used to implement the WrapMN model with fidelity and to support skill development among WrapMN Care Coordinators and supervisors. All Care Coordinators and supervisors attend 6 full days of training to complete the initial training series, which is then followed by biannual booster sessions. Supervisors are required to attend two additional days of training and to also participate in meetings twice a month with a Wraparound coach. Minnesota is also receiving technical assistance from NWIC to support state level system design and local Wraparound coaches who will be able to continue providing training after the SoC grant ends to sustain and expand the service.

Readiness to implement Wraparound requires steps at both the individual and organizational level. Care coordinators must have completed the first 3-day Introduction to Wraparound training before beginning to work with families. Ideally, agencies and systems work on pre-implementation capacity building efforts for 6 months before beginning to work with any families. Because of the timelines of the SoC grant, implementation and capacity building efforts have happened concurrently with enrolling families in services.

Fidelity

Multiple tools, developed by NWIC, are used to ensure the WrapMN process is being implemented effectively and with fidelity. These include three coaching tools used to assess and support skill development among WrapMN Care Coordinators and supervisors, and tools used to support adoption of policy and practice standards and the agency- and state-levels. Results from these assessments will be reported in future summaries.

1. System of Care Wrap Grantees



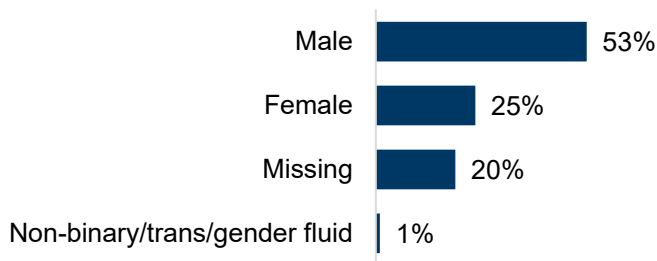
Youth reached

As of mid-August 2020, 83 youth have been determined eligible for Wraparound services through the SoC grant and 54 of these youth had a documented meeting with a WrapMN facilitator, indicating the start of services. There are multiple reasons that not all eligible youth have begun to receive services. A few families have declined participation after learning more about the WrapMN process and its intensity. Staff turnover and disruptions in family schedule with youth moving to remote learning and job changes due to COVID-19 also resulted in delays in the initiation of services for some families. Finally, delays in data entry by provider agencies may lead to undercounting the number of families engaged in WrapMN services.

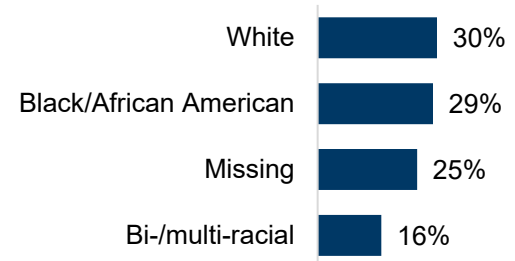
Youth demographics

Among eligible youth for which demographic data have been submitted (N=82), over half are male and all families with a primary language designation speak English. Three in ten youth enrolled in WrapMN are African American. Many of these youth are from Ramsey County, a grantee focusing its SoC efforts on reaching African American youth who have had difficulty in school.

2. Eligible youth by gender



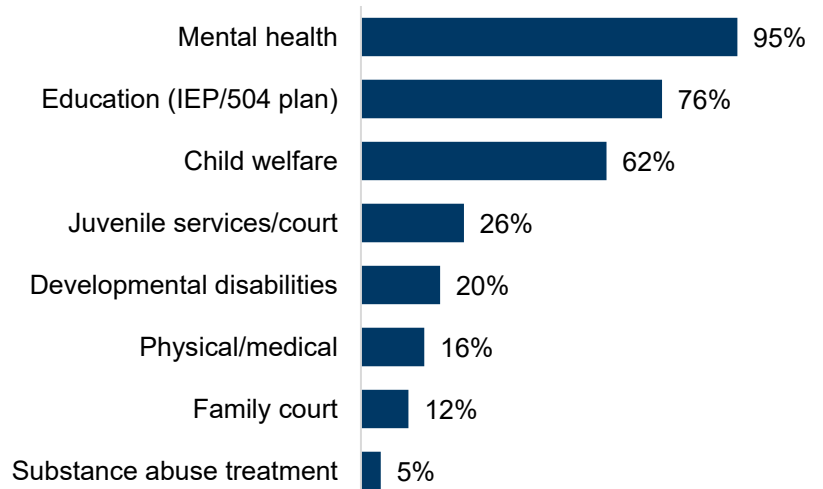
3. Eligible youth by race



Youth system involvement

Providers were asked whether eligible youth had ever been placed out of the home. Among the 60 WrapMN-eligible youth with data currently available, 53% are known to have experienced out-of-home placement. WrapMN-eligible youth have been involved in multiple systems, especially the children's mental health system, special education, and child welfare.

4. System involvement among youth referred to WrapMN



Lessons learned

Information about implementation successes and challenges was obtained from Wraparound grantees through key informant interviews (N = 29), evaluation site visits, and quarterly reports submitted to DHS. The successes and challenges highlighted through the interviews varied, rather than falling into more common themes across grantees. Grantee-specific reports will be released in Fall 2020.

Successes

Examples of successes shared by grantees, including representatives from county agencies, agencies providing WrapMN services, and other local partners, include:

- Providers listening and responding to family needs and youth taking more ownership in CFT meetings.
- Improved collaboration and communication across provider agencies and system partners, including partnerships with agencies with deep experience working with specific cultural communities.
- Creatively adapting to COVID and finding families being receptive of using telehealth to connect with service providers, despite the challenges associated with conducting meetings by phone or video.
- Increased referrals as local stakeholders become more familiar with WrapMN and understand which families are a good fit for services.
- Including a peer specialist or parent support component in the work to help ensure representation of family voices and more opportunities for youth input.
- WrapMN facilitators and supervisors developing the skills and tools they need to be successful through training and coaching.

There's been more of an openness of formal services to listen to what families have to say. I think there's more of an attitude that's developing of we're all a team, rather than there's us and them, you're just the parent and we're the professionals. I think there's been more of an improved attitude of we're all here as a team for your child, and you are part of this.

We see Wraparound as a practice model that engages and empowers the family in a way that case management, as it's currently delivered, does not. [The focus on the family] is a pivotal paradigm shift that has the potential to have a lot more positive outcomes for the youth and families.

Challenges

Examples of challenges shared during site visits, quarterly reports, and key informant interviews include:

- COVID-related challenges, including adjusting to remote work, difficulty engaging youth and families by phone or video, and some families not having access to necessary technology.
- Criteria for WrapMN eligibility potentially limiting referrals, though discussions are ongoing with local partners and DHS to address this issue.
- Staff turnover and the need to continually train new WrapMN facilitators on the model.
- Difficulty integrating the WrapMN process in a way that does not feel fragmented from the larger children's mental health system.
- Challenges developing an efficient approach for gathering and using accurate data drawn from multiple sources (e.g., evaluation data, metrics related to service provision, quality improvement indicators)
- Getting buy-in from county stakeholders and building momentum for change.
- Lack of open communication between all involved agencies, partners, and providers.
- Difficulty with sustaining deep and meaningful engagement from parents or caregivers needed for successful implementation of services and support.
- Service gaps and difficulty accessing available services and supports that adequately address needs identified by youth and families.
- A need for more culturally-responsive services and trainings.
- Lack of clarity about all elements and requirements of the WrapMN model prior to receiving grants, which presented difficulties in planning and smoothly launching services.

When we were first implementing Wraparound and getting it up and running, there were a lot of things that we didn't know. It was like building a bike as we go.

We have to have buy-in that county systems can change. And not only in the way that the county runs...but how the county contracts with community providers and how they engage and listen to family. There just has to be that buy-in across the board.

Sustainability

Key informants were asked two questions about sustainability during interviews—the extent to which Wraparound services will be sustainable beyond the grant, and the extent to which the SoC core values will be sustainable.

- Twenty-two informants (76%) noted that the sustainability of Wraparound services depends on funding (e.g., grant funds, Medicaid reimbursement). In addition to funding, other concerns expressed included ability to show successful outcomes while serving relatively few youth, the ongoing training and coaching needed due to staff turn-over, and the importance of maintaining Wraparound champions. Only one grantee site did not express concerns about sustaining services.
- Twelve Wraparound interviewees felt that the SoC values would be sustainable; another two people shared that they held those core values prior to the grant. Five key informants identified ways they plan to continue to bring parents and caregivers to the table after the grant period ends.

We have a daily conversation about [sustainability...] We're working really hard right now, to see what works and does not work for families, to really improve on our implementation [...] and our process of referral [to reach] as many families as we can, and to really show the community that this is something valuable.

Now that we've identified some things to improve [to integrate SoC values] and we're on a trajectory that - regardless of where we're at - at the end of the grant, we will continue on that trajectory.

My concern is that without grant funding, we can't do the program. Without a grant or reimbursement, our agency can't sustain these positions and all the things to maintain fidelity