Collaboration & Partners on the Journey: Children, Families and Systems Together

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Setting the Stage

- I've come to learn….
  - Change is part of your system culture
  - This is not your first rodeo
  - Change unmanaged is change unrealized
  - Change impacts everyone whether we know it or not
- Take a few minutes and list all of the change initiatives that are currently underway in your system and community

What is Changing In Your System

- Consider the following stakeholders:
  - Workers
  - Supervisors
  - Administrators
  - Lawyers
  - Advocates
  - Community Partners
  - Judges
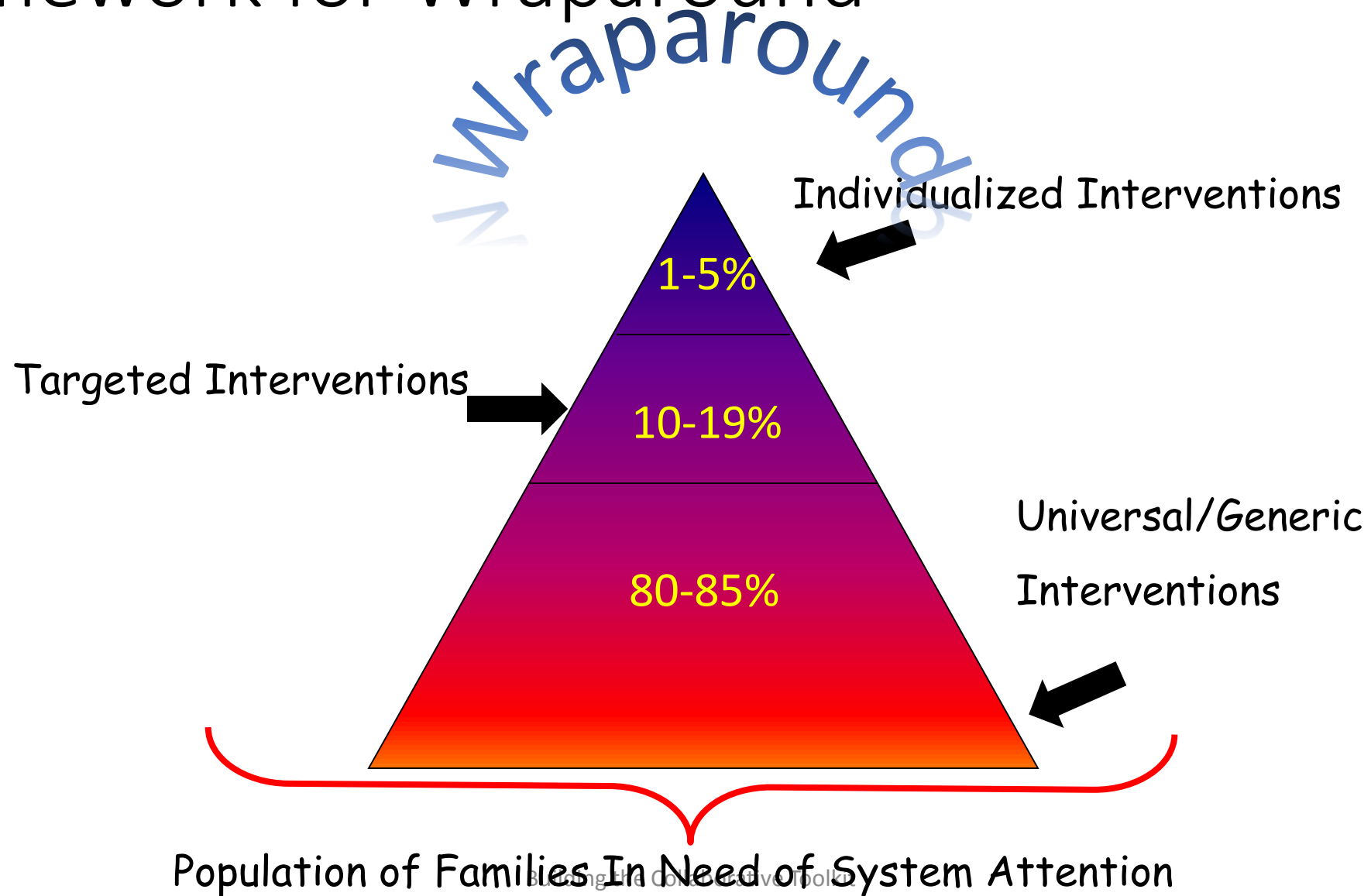- How does your current change feel to each of them

Wraparound as One Change Approach

- Roots as an alternative
  - Target Population: Those young people who were spending lengthy periods in highly restrictive settings
  - Outcome: Full inclusion: home, family & community
  - Techniques: Working together to create, coordinate and tailor individual responses
  - Big Ideas: No child is too ill to have a family

Underlying Logic

- If you know what to do, do it
- If you don't know what to do, do Wraparound
  - Assemble a group of people (**team**)
  - To build a foundation based on what's right with the story (**strengths**)
  - While agreeing on a common destination (**mission**)
  - Working together to understand what's driving the situation (**underlying need**)
  - And following the process to determine results (**outcomes**)
  - Until success is achieved (**unconditional care**)

Framework for Wraparound

Wraparound

Individualized Interventions

1-5%

Targeted Interventions

10-19%

Universal/Generic
Interventions

80-85%

Population of Families In Need of System Attention

The Amazing Exploding Triangle

Phase One:

Targeted Innovation

- Small pilot project
- Concentrated resources
- Strong entry barriers

Population | | Funding

1-5% | | 33%

10 - 20% | | 33%

75 - 85% | | 33%
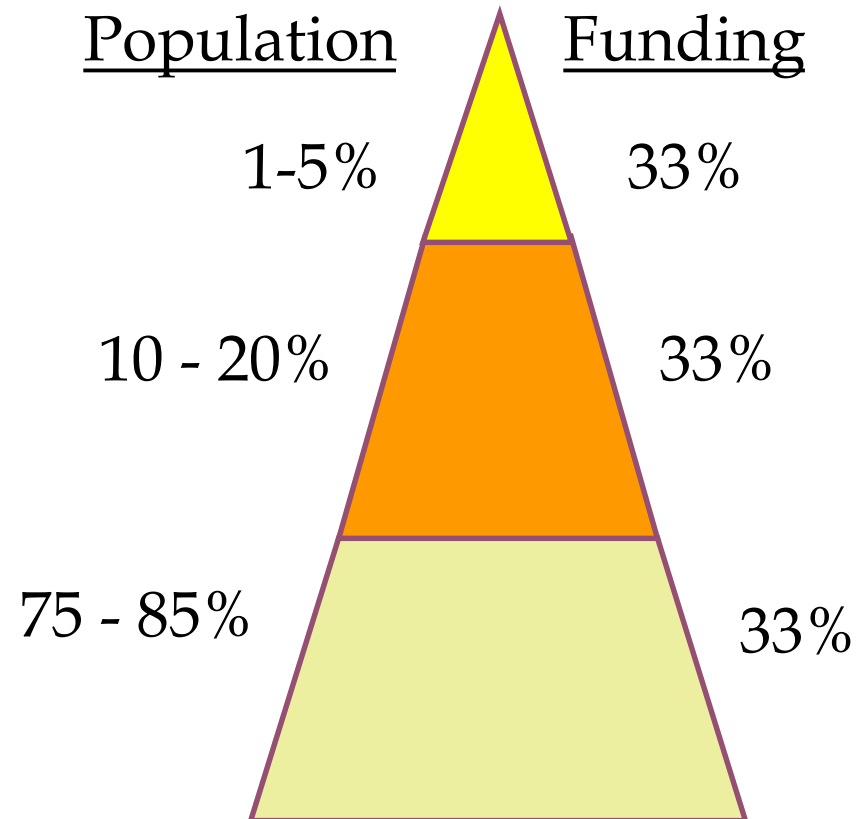
The Amazing Exploding Triangle

Phase Two: Targeted Innovation

- ▸ Clients seek access to limited services
- ▸ Upper barrier causes waiting lists
- ▸ Mid-level services over-burdened
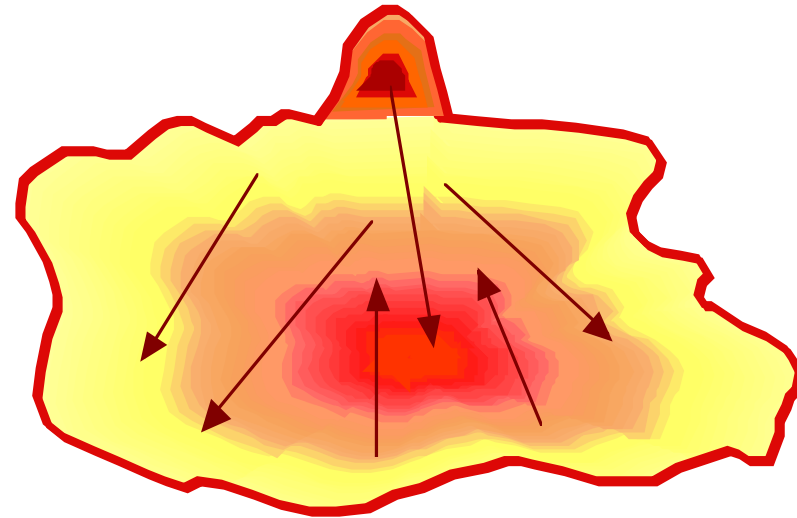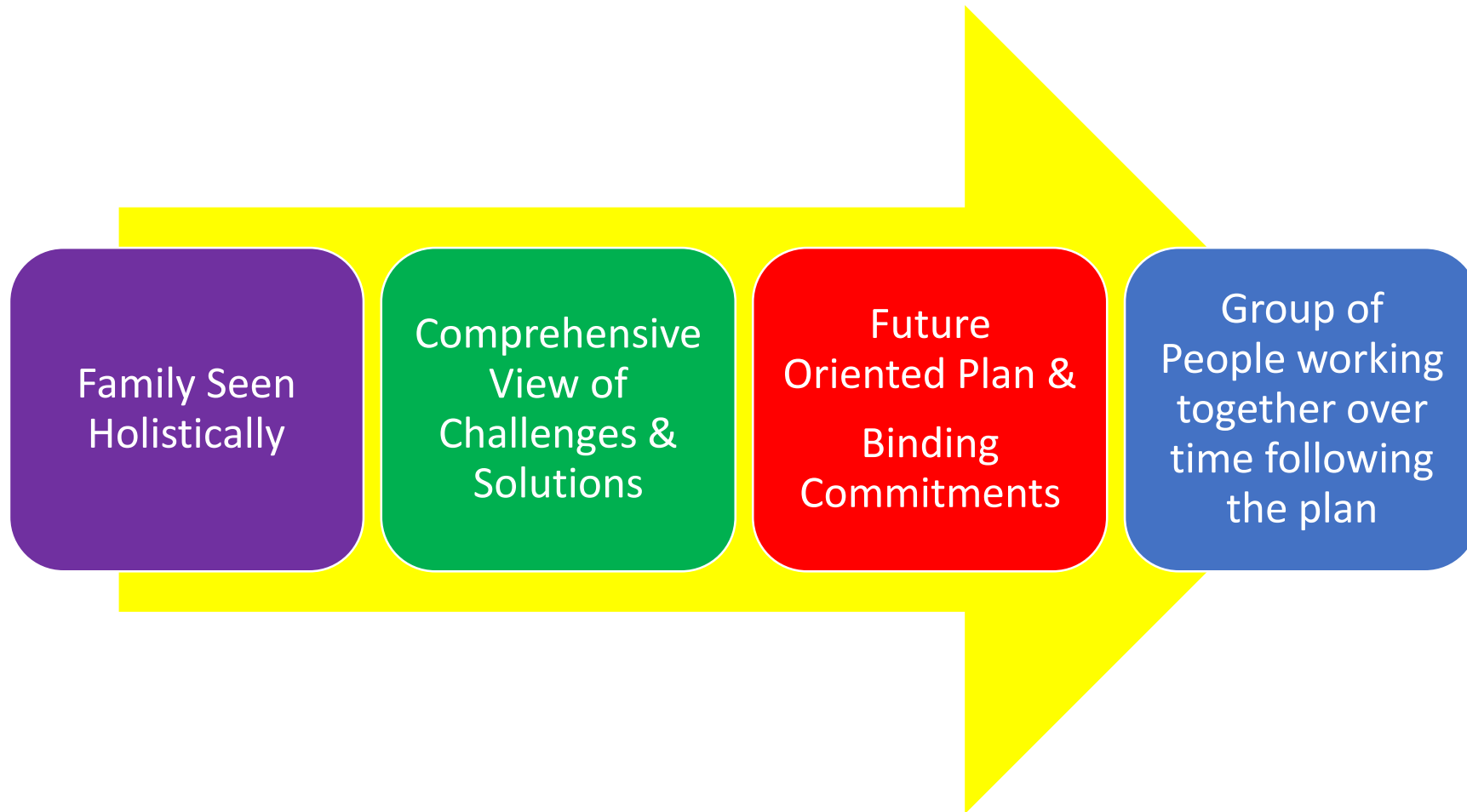- ▸ Base of care eroding
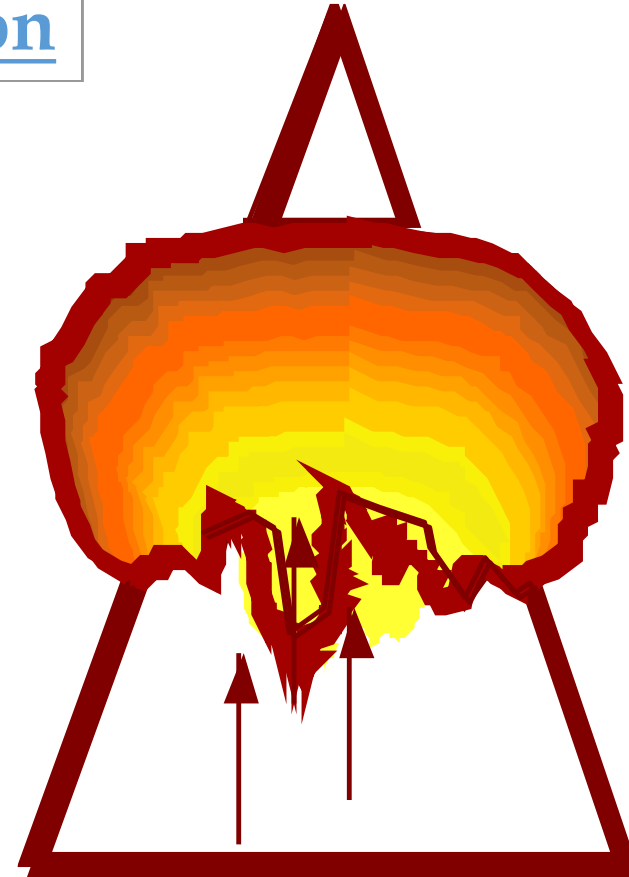
The Amazing Exploding Triangle

Phase Three: System Implosion

- Base of care destroyed
- Mid-level services in chaos
- Client's experience random access to services
- Loss of mission, vision and value

Minimally Wraparound Must Include

Family Seen Holistically

Comprehensive View of Challenges & Solutions

Future Oriented Plan & Binding Commitments

Group of People working together over time following the plan

# How Does Change Feel in Your System?

Big Idea: Systems undergoing change impact families too

The Family's Journey Through Wraparound

- Starts with a simple focus of hello
  - Warm Welcome

- Moves to a framework of "helping"
  - Which may be experienced by the family as helping or not
  - Which may be experienced by systems partners as adding value or not

- If done well constructs a sense of Healing
  - Families report that things seem better
  - Progress rather than perfection

- Leading to a foundation of durable hope
  - Sense of expectancy
  - Sense of confidence

What Does Becoming Hopeful Feel Like in Wraparound?
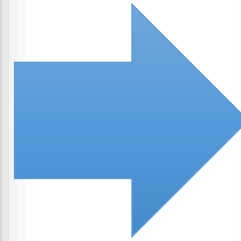
The Hero's Journey

- Found in nearly every movie from the Finding Nemo to Star Wars to Harry Potter

- In this sequence
  - The hero leaves the ordinary world
  - Partners with one or more mentors or guides
  - Endures life changing tests
  - Returns with new insights and confidence

- All of us experience these journeys throughout our lives, both as travelers and as helpers

One Big Question....

How Does a Family's Journey in Wraparound Resemble the Hero's Journey?

The Hero's Journey & Wraparound

- Families also follow the hero's journey
  - Leave the ordinary world to enter the service world
  - Find individuals designed to help
  - Endures life changing trials and tests such as intake, assessment, court hearings, placements, other services and other system processes
  - Sometimes it works
  - Sometimes it doesn't
  - Enter Wraparound.....

Big Idea: Workers, helpers, advocates and communities are also part of the family's heroic journey

One Example of a Relative Placement

- 90% of all American children not living with their parents are living with other kin

- 24% of child welfare foster placements involves relative placement

- Families have worked out various arrangements in a multitude of ways

- Let's see how the family we travel with today are working it out

Take a few minutes and consider this Family

- The Pessimistic View
  - Describe what is wrong with the family?
  - Identify what conclusions you would draw about the family?
  - What is their destination or outcome likely to be?
  - What reform effort would work for this family?
  - What does this view say about you or your system?

How Does a Family Get to Wraparound

- Things have stayed stable for a while

- Issues are mounting

- Response to service isn't working well

- Partners are frustrated

- Blame is abundant

- Over to the pessimistic side

Everyone Has Strengths Activity: Part Two

- Wraparound is trained to seek out and search for strengths
- Antidote for pessimism, loss of hope
- Rigorous optimism and dogged determination to keep hope alive
- Revisit Dorothy and her family
- What's right with them?

Hello in Wraparound

- Real help happens with a balance between strengths and needs
- Too much optimism involves not attending to suffering
- Too much pessimism means avoiding triumph, skill or strengths
- The heroic journey starts with a choice of hope
  - Families who dare to hope make the first investment
- And it's always best to start at the beginning

Strengths in Wraparound

- All family members strengths are "mined"
  - Including siblings, parents and individuals not present
- Strengths are considered and connected throughout the process
- Strengths move on three levels
  - Descriptive: Adjectives and Features
  - Contextual: Understanding the story, environment & application
  - Functional: Skills that can be used to offset vulnerabilities
- Strengths are foundational to everything else in Wraparound
- But as good a place as they are to start, they aren't enough to finish

Core Concept in Wraparound: Teams

Start with a Question….

1. When people work together to build a house, it will
   A. Get Done Faster
   B. Take Longer to Get Done
   C. Not Get Done

Source: Fourth Grade Standardized Test in Ohio

Teaming, Team Work, Teams

- Assumptions
  - Working Together Works
  - Working Together Works Better
  - Working Together Creates More Options
  - Working Together Unleashes Creativity
  - Working Together is just good business
- Research suggests
  - Teams often underperform
  - Coordination issues chip away at productivity
  - Motivation among members is often uneven
  - Competition can exist with other teams

Some Definitions

- System Supports: Paid, often professionally trained to provide goal oriented services to families
  - Examples: Mental Health Centers, Schools, Clergy,
- Community Supports: services, organizations, people, groups that are available to members of the community
  - Examples: Churches, PTAs, Clubs, Neighborhood Centers,
- Natural Supports: Individuals who are connected to families by relationship rather than role or goal
  - Examples: Friends, Family, Buddies, Pets, Extended Family

- Informal Supports =Natural Supports and Community Supports

Consider this situation

- Your father and mother live about 200 miles away. They are elderly. Dad's memory has been slipping recently and sometimes when you call home you recognize that things with either of them aren't so hot.

- You go home for long weekend and discover that your dad has been identified by the local memory clinic, following a fall in the home that required a short stay at the ER. They have a Wraparound program for people with dementia to reduce caregiver strain.

- Their staff have met with your parents, looked at strengths, looked at needs and developed a plan of care. Staff have been meeting regularly with your parents.
  - The plan includes people coming in to provide respite for your mother and assisting your mother with getting your dad loose clothes to wear. Additionally, doors outside have been "alarmed" due to your dad wandering. Other services include medicine for memory, visiting home nurse and some self care activities for your mother.

- This is the first you heard of it. When you asked the staff, they indicated that they thought it was really important to get the process going and they had to get the safety plan done right away. You're welcome to sit in for the meeting they're having….

Let's Look at the System Side of Dorothy's Team

- Three systems represented
  - Mental Health
    - Focus on Expertise
      - "If we just get Dorothy the right treatment everything will be okay"
  - Juvenile Justice
    - Focus on Compliance
      - "If we just get Dorothy to do what she's supposed to do, then everything will turn out"
  - Child Welfare
    - Focus on Control
      - "If we can just manage this risk we won't have bad things happen"
- Don't forget the tornado of change is also occurring

The Shift from Hello to Help

How Do Families Experience Effective Help?

Access Valid option for inclusion in decision making process.

Voice Feel heard, listened to at all junctures of planning.

Ownership Agree with and are committed to any plan concerning them.

Holistic Reframing
Start of a facilitated, participatory, ongoing process in which the person/family voice their needs & begin to take ownership for their problems & solutions along with the gathered community

Life Domains
• Place to Live
• Family
• Social
• School/Work
• Emotional
• Legal
• Safety
• Cultural/Ethnic
• Other

Planning Process
"Bundling" of the reframing options tied to life domains to produce an individual based, in-depth plan with various levels of crisis contingency planning for anticipated possible crises or problems

Team Building
A critical interaction of process & environmental elements in which the person, family & other hands-on representatives of formal & informal community agents having contact with this person & family work together over time to support the child in the community

Think About A Family That Surprised you and Did Well

- Consider their experience of
  - Access: Being included at the point and place where and when decisions were made
  - Voice: Feeling heard and understood
  - Ownership: Commit and own whatever the actions and decisions were that had to be made
- Let your success be your guide
  - What does this tell you about how to build more opportunity for other families?
  - What can it help you learn about creating the next best response?

Helping Versus Planning

Planning

- Document and product driven
- Focus on staff requirement rather than family need
- Activities often start before initial plan developed anyway, causes staff to lose their way
- How much detail between meetings?

Helping

- Results and outcome driven
- Reflects family interest
- Planning or meeting is not an intervention
- Focus on action, assists staff with assuring help is right timed

Good Help Involves

- Multiple Perspectives
  - No one answer but looking at a situation from all sides
  - Multiple solutions offered by multiple people
- Orientation to Expectancy
  - Families deserve to have a sense that things can turn out okay
  - Organized around a reasonable future
- Autonomy & Self Sufficiency
  - Reflective of the family's ability to influence, choice
  - Respectful of the family's existing skill or strengths
- Continuous Engagement
  - Rather than event based, ongoing process
  - Collective engagement to assure meaningful team involvement
- Dual Level Customization
  - Tailor services, supports and interventions to functional strengths & unique needs
  - Tailor process to fit with the family preferences and identity

When Does Help Happen on the Heroic Journey?

- Often when you least expect it…
- Connections between
  - Existing resources
  - Tailored Resources
  - Created resources
- Opportunities to deliver help come to teams often before teams are ready to figure it out
- Making connections can be an important type of good help

Core Wraparound Concept: Needs

How Needs are Not Defined in Wraparound

- Needs are not something wanted
- Needs are not something required
- Needs are not something physically lacking
- Needs are not something sought

Rapid Research: Identify at least five examples from each of these four categories that often come up in court rooms or service plans. Give an example of something wanted, something required, something lacking or something sought.

Needs as Defined in Wraparound

- Underlying causes that can be related to current conditions
  - "The holes in our hearts that cause us to do the things we shouldn't and keep us from doing the things we should"

- Focus on Needs Can lead to INSIGHT
  - Platform for team members to create a different Meaning about the situation
- Insight leads to CONFIDENCE
  - That instead of the situation defining them team members can actually do something about the situation
- Confidence leads to COMPETENCE
  - As confidence grows, family members, team members and everyone are supported to try new things until they find the right thing
- Competence leads to EMPOWERMENT
  - As competence increases team members including children and parents begin to take control over the lives and the direction of the plan and response

Rapid Research: Meet Bill 14

- Bill swears, stomps, threatens to hit, breaks things and sometimes even hits his father.
- In his Wraparound "Crisis" plan this behavior is identified as times when he's unsafe.   Triggers have been identified as:
    - When he's told "no"
    - When he feels like people are riding him and they don't understand him
    - When he is disappointed
- What would you expect to be the typical response to Bill's situation?
- Be prepared to report out.

Typical Answer to Bill's Situation

- A crisis plan was developed around his "triggers"
- Does this plan build **insight** about why things happen this way?
- Does this plan increase **confidence** that you can do something about the underlying cause?
- Does this plan create a sense of **competence** among all team members?
- Will this plan likely lead to **empowerment**?

Proactive	Reactive

When he wants to hit, Bill has agreed to:
     Step Back
     Go to another room in the house
     Take Deep breaths
     Ask to call his therapist
 His parents have agreed to;
     Check with him while he's in his room
     Try to be clear and not confusing (no means no, but not now can often mean probably)
	If he does strike, parents will call therapist or 911

Some BIG ideas associated with Wraparound

- Big behavior comes from unmet need
- The biggest unmet need is often loneliness
- All behavior is communicative
- Getting a service doesn't necessarily needs are met
- It's easier to institutionalize children then new ideas
- If you address the need well, you should expect to see a change in the behavior

Trials on the Journey for the Wraparound Team

- Wraparound Teams struggle with needs
  - We all are searching for answers
    - Impatience
    - Compassion
    - Fear
    - Concern
- So on the journey teams get more focused on the destination than the meaning

The Surprise at Arrival

- Sometimes families get to the destination
- Access and outcome are two different things
- Families and team members have to be prepared for what they may encounter
- System boundaries can begin to feel like system barriers
- Systems are changing as the change tornadoes continue
- Risking the return to pessimism

Consider this story

- J has been in out of home care for several years. Diagnosed with a bipolar disorder, he gets physical and hits staff, destroys property and yells. His mother has stayed connected and through Wraparound he has come home.

- Needs selected for action include:
  - He needs to know that he can manage his feelings and not have his feelings manage him
  - His mother needs to feel confident that she can be in charge
  - His mother needs to be reassured that she can keep all of her children safe

- Now for the rest of the story four months into the Wraparound process. What needs would you change? Why?

The Role of Courts in the Wraparound Journey

- Court can enhance or detract from engagement
  - One option is through shared trauma
  - Another option is through shared understanding
- Shared understanding
  - Risk
    - What are the potential difficulties, and how will they be managed?
  - Restoration
    - What was the harm, and how will it be addressed?
  - Rehabilitation
    - What are the needs, and how will they be met?
  - Reconnection
    - Who must be included, and how will they be engaged?
  - Regret
    - How can families and communities be empowered to build new stories?

Stage Three: Help to Healing

Healing Versus Cure

- Families and Partners begin to learn critical lessons along their journey through the System of Care
    - It's not what you get but how you get it
    - Nothing will work if you do it alone
- We are all part of the System of Care
- How You're Seen Can be as Important as How You're Served
    - Finding Needs is one way to impact how people are "seen"

Families Deserve in Healing Stage

- To know that their opinion will result in a change
- To see that others are working together on their behalf
- To experience a sense of success in efforts
- To be reassured that what is happening is making a difference
- To feel a sense of possibility & expectancy that things may turn out better
- To have confidence that people will stick with them even when things are difficult
- To feel acknowledged as more than their problems

The Hope Stage in Wraparound

Elements of Sustainable Hope

- Families have some sense of what comes next (**forecast rather than dread**)
- Families have increased **confidence** in their own abilities to make their own vision real
- Families have a sense of **connection** to various team and community members
- Families know what to do if things go wrong (**reliability**)
- Families are able to chart & **recognize** their sense of progress since the beginning of their journey

What Can We Learn From Dorothy's Journey?

- Transformation occurs in all of us if we expect it to occur in families
  - From Expertise to Understanding
  - From Compliance to Capacity
  - From Control to Compassion
  - Systems need families as much as families need systems
- There aren't easy answers
  - Ask the right questions to find the right solutions
  - Understanding is foundational to right reaction
  - Solutions are found along the way rather at the destination
  - There is always another tornado of change around the corner
- There are always results
  - Consequences to children
  - Benefits to all of us
  - Systems need families as much as families need systems

Taming the System to Improve the Family's Journey

- Get clear on the concept
  - Pay attention to your FIRST assumption
- Keep track of the important stuff
  - Dump the junk
- Build the tool kit
  - Create a more than adequate array of skills and system processes
- Balance practice & procedure
  - Create more tools not more than rules
  - Manage rules as they become barriers
- Be true to the spirit
  - Reinvent without losing the meaning of the movement
- Learn to listen & listen to learn
- And always remember….

I have always believed that I could change the world, because I have been lucky to have adults around me who did.

Marion Wright Edelman