



New Hampshire's Wraparound Workforce System

The NH Wraparound Workforce Model

The people who provide wraparound to families and youth are facing complex, stress-filled, and difficult circumstances, and they need to be well-prepared, well-trained, and well-supported. There are several direct-support roles in NH's Wraparound model, including 1) the Wraparound Coordinator, the 2) Family Peer Support worker, and, 3) the Youth Peer support worker. The people in each of these roles are supported by a Wraparound Coach, who provides training and guidance in the Wraparound process, use of the Wraparound tools, problem-solving in the wraparound process, and general support. The Wraparound Coach is not the individual's supervisor, however, the Coach is critical to the effective implementation of the practice.¹

Each of these roles in NH's Wraparound workforce system has its own set of competencies, training, and certification requirements (<https://iod.unh.edu/projects/new-hampshire-wraparound-practice-model>).

Development of NH's Wraparound Workforce Model

The NH Wraparound model was developed by a collaborative that included family- and youth-voice, providers, experts in workforce development, researchers, and policymakers. A small Wraparound Workforce subgroup formed in 2013, tasked with investigating and choosing a specific Wraparound model and expert trainers to bring to New Hampshire. The group chose to contract with Pat Miles, nationally recognize wraparound expert and one of the original developers of the wraparound process, and Mary Jo Meyers, Deputy Director of Wraparound Milwaukee, which is one of the most successful wraparound programs in the country. Pat Miles and Mary Jo Meyers trained three individuals to be Wraparound Coordinators, two Family Support workers, and two Wraparound coaches in New Hampshire in 2014. The first families were enrolled in NH's Wraparound model Shortly after the training, and the NH Collaborative engaged in a continuous evaluation and quality improvement. Wraparound Milwaukee provided guidance and coaching to the Wraparound Coordinators, family support

¹ Bruns, E. J. (2017). Wraparound Care Coordination for Youth with Complex Needs: Myths, Realities, and the Research Base. Presentation for Judge Baker Children's Center, Boston.

workers and NH Wraparound Coaches for a year, helping them to work through difficult situations and gain fluency in the model.

The NH Wraparound Workforce Workgroup (led by the Institute on Disability at the University of New Hampshire) has defined the key elements of NH's Wraparound model and workforce requirements. These elements include staff competencies, a modularized training curriculum, a Wraparound Coordinator manual and tools, a competency evaluation and observations process to ensure that wraparound is delivered to youth and families as it was intended, and a coaching model for supporting the direct service staff. In addition, the Workforce Workgroup worked with YouthMOVE NH to create a youth peer support model and competencies for youth peer support staff.

The Training and Support Provided to NH's Wraparound Workforce

The NH Wraparound Workforce Workgroup has created an inclusive, collaborative process to develop and continuously improve rigorous training and competency evaluation with every individual who provides direct services to families and youth in NH Wraparound. Wraparound Coordinators must complete the 3-day Foundational training sessions, shadow experienced Wraparound Coordinators, and engage in 1:1 Wraparound coaching sessions with a Wraparound Coach. A similar process is in place for family and youth peer supporters. Research indicates that these workforce support elements result in better quality of services and adherence to the model.²

Systems Support for the Wraparound Coordinators, Peer Supporters, and Coaches

It is critical to the success of the Wraparound process that the community organizations involved in Wraparound align their services with the core principles of a System of Care. Wraparound Coordinators need organizational stability and community support as well. A Wraparound Oversight Team is a collaborative that includes the Wraparound Coordinator's employer, Wraparound collaborators, the family and youth peer support partners, and individuals with authority representing community providers such as the community mental health center, child protection and justice, representatives from the schools, and other stakeholders who are critical to the success of the wraparound effort.

² Fixsen, D., Naoom, S.F., Blase, D.A., Friedman, R.M., & Wallace, F. (2005). Implementation research: A synthesis of the literature. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network.

The Wraparound Oversight Team plays a key role in the successful implementation of NH's Wraparound model, including supporting the Wraparound implementers, including:

- Ensure that Wraparound Coordinators receive the training and coaching they need to achieve fluency and competency in the NH Wraparound model.
- Identify services that are critical to families, identify community resources and gaps, and work to develop supports based on “what works” for families.
- Continuously use data and build data systems for decision-making at the family, agency and systems level and continuous quality improvement.
- Build communication and collaboration across systems in the Team's region.
- Ensure the sustainability of Wraparound implementation.

