

## California Wraparound Standards (Draft 2022)

### Key Principles and Elements

These Wraparound Standards were created to articulate and operationalize the principles, phases, and key elements that are the foundation of the Wraparound process.

### Wraparound Principles:

1. Family Voice and Choice
2. Strengths-Based
3. Individualized
4. Natural Supports
5. Community-Based
6. Culturally Respectful and Relevant
7. Team-Based
8. Collaboration
9. Outcomes-Based
10. Persistence

### Wraparound Phases:

1. Engagement
2. Plan Development
3. Implementation
4. Transition

### Wraparound Team:

The Wraparound Team is comprised of the child/youth, the family, the Wraparound staff, and the formal, informal, and natural supports that support the child/youth and family and participate in the implementation of the Wraparound plan of care. While the Wraparound team and Child Family Team (CFT) are often the same for Wraparound involved children/youth and families, not all children/youth who require CFTs will be enrolled in Wraparound. Additionally, Wraparound Teams are held to higher standards to meet the needs of our most vulnerable children/youth and families, which include meeting the mandates of CFT and the ICPM. Therefore, the term “Wraparound Team” is used throughout this document to refer to all team members who participate in the teaming process and the implementation of the Wraparound plan of care, including members of the CFT.

### The Wraparound Standards are organized into the following domains:

#### I. Program/Practice

- Program Fidelity Indicators
- Program Outcomes
- Operationalization of the Four Phases
  - Engagement
  - Plan Development
  - Implementation
  - Transition

## II. Facilitative Organizational/System Support Standards

- Wraparound Program and Community Leadership
- Fiscal
- Workforce Development and Human Resource Management
- Utility-Focused Data and Outcomes Processes

The goal of this document is to ensure quality and to support increased uniformity in practices related to the development, implementation, and support of Wraparound, while continuing to encourage innovation in our work with children and families. It is a living document that will change over time to reflect our best thinking and expanded knowledge of best practices.

## I. PROGRAM and PRACTICE STANDARDS

### OVERVIEW

The Program and Practice section contains standards to assure high-fidelity practices in direct service delivery with children, youth, and families (and tribes, for an Indian child). At its core, fidelity is defined as adherence to the four phases and ten principles of the Wraparound process. This section builds upon this definition by further defining the program and practice elements that are necessary to achieving fidelity, which in-turn promotes the achievement of consistent positive outcomes for youth and families participating in Wraparound throughout California.

The standards are organized into three sections: Program Fidelity Indicators, Program Outcomes, and an operationalization of The Four Phases of Wraparound: Engagement, Planning, Implementation, and Transition.

### 1. Program Fidelity Indicators:

**1.1 Timely Engagement and Planning.** Wraparound staff engage families early and often. First contact with families should be made within 10 days; teams should complete a Wraparound plan of care within 30 days; and teams should review the plan within the context of a CFTM at least every 30-45 days.

**1.2 Led by Youth and Families.** The Wraparound Team prioritizes the child/youth's and family's perspectives and voices in developing and modifying the mix of strategies and supports to assure the best fit with their preferences. The child/youth's and family's values, culture, expertise, capabilities, interests, and skills are elicited, fully understood, and celebrated. They are viewed as critical to a successful process and are the basis for decision making and problem-solving. (Principle 1: Family Voice and Choice)

**1.3 Driven by Strengths.** Functional strengths of the child/youth, family, all team members, and the family's community are collectively reviewed and utilized when developing and choosing strategies. Identified strengths are functional in nature and describe how the individual successfully copes with challenging situations. Team members avoid blaming and remain focused on solutions, rather than dwelling on negative events. (Principle 2: Strength Based)

**1.4 Needs Driven.** Wraparound services and supports are focused on addressing the high priority underlying needs of the youth, as well as their family members. Needs statements refer to the underlying reasons why problematic situations or behaviors are occurring, not simply stated as deficits, problematic behaviors, or service needs. The Wraparound process continues until needs are sufficiently met.

**1.5 Individualized.** The Wraparound team is committed to finding creative, highly individualized strategies that are customized to match each child/youth and family's needs, strengths, values, culture, and preferences. The Wraparound plan is uniquely tailored to fit the family and capitalize on the assets of their community and informal networks. (Principle 3: Individualized)

**1.6 Use of Natural and Community Supports.** Natural supports are integral team members. Wraparound Teams strengthen the support provided by natural and community supports. Wraparound teams prioritize strategies in the Wraparound plan of care that utilize informal and natural supports, and take place in the family's community, to reduce reliance on formal support while fostering sustainability within the child/youth and family's community. (Principles 4, 5: Natural Support, Community Based)

**1.7 Culturally Respectful and Relevant.** Wraparound Teams recognize that a family's traditions, values, and heritage are sources of great strength. Wraparound Teams use strategies that are relevant to and respectful of the child/youth and family's culture. Wraparound Teams work to connect families with individuals and organizations that share their cultural identity and can be essential sources of culturally relevant support after the family transitions from formal Wraparound services. (Principle 6: Culturally Respectful and Relevant)

**1.8 High-quality Team Planning and Problem Solving.** Wraparound Teams are comprised of formal and natural supports who work together to develop, implement, and monitor individualized service plans that meet the unique needs of the child/youth and family. All team members take ownership over their assigned tasks and collaborate to meet the child/youth's and family's needs. Teams experience optimism, commitment, and energization. (Principles 7, 8: Team Based, Collaboration)

**1.9 Outcomes Based Process.** The Wraparound Team monitors the success of the Wraparound plan—including progress toward meeting needs, strategy implementation, and task completion. These are measured objectively, reviewed routinely, and used to inform changes to the plan as needed. Needs statements are linked to measurable outcomes and data from standardized instruments are integrated into the planning process. (Principle 9: Outcomes-Based)

**1.10 Persistence.** The Wraparound Team views setbacks and challenges not as evidence of a child/youth or family failure, but as an indicator of a need to revise the plan. The Wraparound Team is committed to implementing a plan that reflects the Wraparound Principles, even in the face of limited system capacity. (Principle 10: Persistence)

**1.11 Intentional Transitions.** Transitions are planned for in advance and celebrated with full youth and family participation. Transitions only happen when the youth and family have sufficiently met their needs, not due to an adverse event or an administrative requirement.

## 2. Program Outcomes:

**2.1 Child/Youth and Family Satisfaction.** Children/Youth and families are satisfied with their Wraparound experience and their progress.

**2.2 Improved School Functioning.** Children/Youth experience improved educational and vocational functioning as a result of their involvement in Wraparound. They have more consistent attendance and are performing at or above grade level and/or are developing needed vocational experience.

**2.3 Improved Functioning in the Community.** Children/Youth experience improved functioning in the community as a result of their involvement in Wraparound. Youth have not experienced or have reduced the frequency of ER visits and police contact, and they are participating in community activities.

**2.4 Improved Interpersonal Functioning.** Children/Youth experience improved interpersonal functioning as a result of their involvement in Wraparound. There is less stress and strain at home attributed to them and they are able to develop or maintain positive family relationships and friendships.

**2.5 Increased Caregiver Confidence.** Families have access to effective, needed services. Caregivers feel increased confidence in their ability to manage future problems; they know how to find and access services and effectively address crises.

**2.6 Stable and Least Restrictive Living Environment.** Children/Youth experience permanency and stability in their community-based living situation. Children/Youth do not experience a new placement in an institution (such as detention, psychiatric hospital, treatment center, or group home) and/or have not moved between residential settings.

**2.7 Positive Exit from Wraparound.** Children/Youth and families exit the Wraparound Program based on stabilization and adequate progress in meeting needs; youth and families are not removed from the Wraparound Program due to an adverse event.

## Operationalization of the Four Phases:

### 3. Engagement

**3.1 Orientation.** The Wraparound Teams orients children/youth, and families to the Wraparound process, including explaining the Wraparound principles and phases, addressing legal and ethical considerations, and explaining the role of each member on the team including the family's role and the role of natural supports (including tribes if applicable).

**3.2 Crisis Stabilization.** The Wraparound Team addresses pressing needs and concerns so that the family and team can focus on the Wraparound process. If immediate response is necessary, the Wraparound Team formulates a plan for immediate intervention and stabilization, including development of a written safety plan and ensures access to 24/7 crisis response when needed.

**3.3 Strengths, needs, culture and vision discovery.** The Wraparound Team facilitates conversations/activities with the child/youth and family to identify individual and family strengths, needs, culture, and their vision for a better future. The facilitator prepares a written summary document to clearly communicate strengths, needs, culture and vision to all team members, to orient new team members as they are added to the process, and to support the initial plan development process.

**3.4 Engage all team members.** The Wraparound Team engages the participation of team members (including formal, informal, and natural supports (and tribes, if applicable)) who care about and can aid the youth/child and family. The Wraparound Team encourages and facilitates their active participation by clarifying their roles and responsibilities on the team. The facilitator engages the team in intentional activities to ensure a positive and collaborative team culture.

**3.5 Arrange meeting logistics.** The Wraparound Team ensures that meetings take place in a location that is convenient and accessible to all team members with priority given to family needs and family voice and choice, taking into consideration family schedules, culture, and history of trauma, and ensuring equitable access for all children, youth, and families.

#### **4. Plan Development**

**4.1 Develop and document team agreements, additional strengths, and team mission.** Building upon the activities completed during engagement, the facilitator leads the team in (1) developing formal agreements on how the team will engage during meetings and make decisions, (2) identifying and documenting additional strengths of the child/youth, family, other team members, and the community, and (3) creating a team mission statement that defines the overall purpose of the Wraparound team in alignment with the family vision.

**4.2 Describe and prioritize needs, develop goals, and assign strategies.** The facilitator guides the team in reviewing needs identified during engagement, adding any additional needs, and prioritizing them. The Wraparound Team uses the prioritized needs to develop specific, measurable goals and outcomes. The facilitator engages the team in brainstorming multiple creative strategies to meet the prioritized needs, goals, and outcomes before selecting strategies and assigning responsibility in the form of action items.

**4.3 Develop an individualized child/youth and family plan.** The Wraparound Team develops a comprehensive initial plan of care that is based on the prioritized needs, goals, and strategies of the family and child/youth. This is accomplished via a high-quality team process that elicits multiple perspectives, builds trust and shared vision amongst team members, and demonstrates the Wraparound principles. The facilitator leads the team to ensure:

**1.** The plan is in alignment with the family vision and team mission and is based on the strengths, needs, and culture of the child/youth and family.

**2.** Strategies and action items are clearly documented and include who is responsible for each strategy/action item, due dates are established, and each team member understands their role. Strategies are culturally relevant and include a balance of formal services and informal community and family resources, with greater reliance on informal supports over time.

**3.** The plan includes an array of services and supports that are well-coordinated, tailored to meet the child/youth and family's individual needs, and delivered in the community in

which the child/youth and family live.

**4.** Natural supports and sustainable community resources are included in the plan, or the plan includes strategies to identify and develop community and natural supports before the child/youth and family transition out of the Wraparound Program.

**5.** Transition from formal services is graduated; plans set benchmarks for transitioning to less restrictive, less intrusive, and less formal services throughout the Wraparound Process, taking into consideration the ability of families to move through the process at their own pace.

**4.4 Develop a safety plan.** The facilitator leads the team in developing a written safety plan that identifies and prioritizes safety needs, potential risk and crisis situations, as well as highly individualized proactive and reactive strategies for the child/youth, family, and team members to respond effectively. Identified strategies should be chosen by the child/youth and family, should be culturally relevant, and should maximize the use of natural supports wherever possible.

## **5. Implementation**

**5.1 Implement the plan of care.** The Wraparound Team carries out the initial plan of care, monitoring completion of tasks and strategies and their success in meeting needs and achieving outcomes in a manner consistent with the Wraparound principles. Teams celebrate successes as they occur.

**5.2 Review and update the plan of care.** The facilitator engages the team to continually review the plan; assess the progress and the effectiveness of strategies; update the plan as needed to reflect successes; meet new needs; or adjust strategies and assign new action items. The facilitator documents and communicates, via meeting minutes and other forms of communication, completion of tasks and new assignments, team attendance, use of formal and informal supports, expenditures, and updates to the plan.

**5.3 Build supports while maintaining team cohesiveness and trust.** The facilitator continually assesses and addresses team cohesion, trust, and commitment to ensure effective collaboration. When appropriate, teams seek and develop potential informal and natural supports, adding them to the team. Teams orient and engage new team members as they are added.

## **6. Transition**

**6.1 Develop a transition plan.** When the family has reached pre-determined benchmarks indicating sufficient progress towards completing the team mission and goals, and the child/youth, family, and team agree the family is ready for transition, the Wraparound Team will begin developing a formal transition plan. Led by the facilitator, the Wraparound Team will outline a purposeful transition process which identifies needs, services, and supports that will persist past formal Wraparound and includes strategies to transition any remaining support being provided by Wraparound staff to those ongoing supports.

**6.2 Develop a post-transition safety plan.** The facilitator leads the team in developing a written safety plan (or adjusting the current safety plan) that identifies potential crisis situations that may occur after transitioning from formal Wraparound. The plan includes

individualized proactive and reactive strategies for the child/youth, family, and other supports who will remain after Wraparound commences. The child/youth and family play a pivotal role in identifying these strategies, which should be culturally relevant, and maximize the use of natural and community supports.

**6.3 Create a commencement and celebrate success.** The team ensures that the cessation of formal Wraparound is celebrated in a manner that reflects a positive transition, is culturally relevant, and is meaningful to the child/youth and family.

**6.4 Follow-up with the family.** A formal member of the Wraparound Team connects with the child/youth and family 3-6 months after transition to ensure improvements have been maintained, that the child/youth is stable, and the family is adequately supported. If new needs have emerged that require a formal response, Facilitator and/or other team members may aid the child/youth and family in accessing appropriate services, possibly including a reconvening of the Wraparound team.

## II. FACILITATIVE ORGANIZATIONAL SUPPORTS/SYSTEMS STANDARDS

### OVERVIEW:

The Administration section of the standards pertains to the organizational and systems leadership functions supporting the Wraparound implementation. This includes the Wraparound organization's internal priorities and their relationship to the community and system of care. The emphasis is on the creation of effective operational environments for the development and delivery of quality supports and services. Included in this section are standards relating to Organizational, Systems, and Community Leadership, Fiscal, Workforce Development and Human Resource Management, and Utility-Focused Data and Outcomes Processes

### 1: Wraparound Program and Community Leadership

**1.1 Youth and Family as Key Decision-Makers.** Active involvement of children/youth and families as influential members in the decision-making processes at all levels of the Wraparound Program including service planning and implementation, policy and procedure development, workforce development, and quality improvement of the Wraparound model.

**1.2 Eligibility and Equal Access.** Wraparound eligibility and referral criteria and processes ensure adequate, appropriate, and equitable access to Wraparound services and do not exclude families because of the severity or nature of their needs. Wraparound is adequately publicized, available, and accessible so that youth and families who would benefit are able to participate if they wish. There is adequate program planning to ensure that once enrolled, families have access to an adequate array of services and 24/7 support to meet complex needs.

**1.3 Philosophy of Care.** Leadership has a written philosophy of care statement that operationalizes the Wraparound process and an operational plan that includes stakeholder involvement at program design, service planning, implementation, and evaluation.

**1.4 Community Leadership Team.** The county establishes a Community Leadership Team

who works collaboratively and engages in shared decision-making to ensure the above standards are met at the organizational and systems level. In addition, the Community Leadership Team works to:

1. Ensure relevant child serving agencies (e.g., mental health, child welfare, juvenile justice, schools, and courts) participate actively and “buy in” to the Wraparound initiative.
2. Actively identify and remove interagency and system barriers that interfere with interagency collaboration and effective service delivery to families that is characterized by creativity and individualization, the use of family-driven strategies, and the engagement natural supports.
3. Identify and support cross-agency training and community collaboration to promote family-centered and culturally relevant practices and support fidelity to the Wraparound model.
4. Ensure there is a process in place to review family plans on the community and systems level based on the values, principles, and activities of the Wraparound process.
5. Ensure there is a process in place to regularly review the use of, access to, and policies around flex funds to ensure individualized family needs are being met.
6. Ensure there is a process in place to regularly review Wraparound data at the organizational, community, and systems levels, and to use data to inform Continuous Quality Improvement efforts that reflect Wraparound values, Wraparound implementation standards, and a commitment to diversity, equity, and inclusion.

## **2: Fiscal**

**2.1 Fiscal Alignment with Wraparound Values and Principles.** The Wraparound Program has developed fiscal strategies that ensure accountability, fairness, efficiency, and that support the provision of services in alignment with Wraparound values and principles.

**2.2 Funding Supports High-Fidelity Wraparound.** The Wraparound Program is well-funded. Budgets (at all levels regardless of county or provider-based service provision) are created with funding for both Wraparound operations which include required staffing, workforce development processes, and effective data collection and data management systems and the costs of services which include accessing needed supports and services to meet the immediate individualized needs of children, youth, and families.

**2.3 Equitable Funding Across System Partners.** The Wraparound Program has a process in place for identifying federal, state, local, or private resources available across system partners that ensures funding and resources across the Children’s System of Care are leveraged to the maximum extent to meet the needs of children and families served by Wraparound. This process includes a mechanism to ensure collaboration and equitable contribution across systems partners in funding Wraparound services.

**2.4 Availability of Flex Funds.** The Wraparound Program has a process to ensure families have access to flexible funds to meet their urgent and individualized needs when these needs are not readily met by other resources.

**2.5 Timely Access to Flex Funds.** There is a defined approval process that ensures timely access to funds based on the dollar amount (e.g., within 24 hours for requests under \$500)

and an appeals-process for denied requests which incorporates communication with teams, youths, and families regarding why the funds were denied.

**2.6 Approval of Flex Funds.** Requests for flexible funds should be evaluated based on approval/recommendation of the CFT and whether the use of funds (1) adds value to the team mission and supports the individualized care plan, (2) builds on family strengths, (3) meets identified child, youth, and family needs, (4) is culturally relevant, (5) builds on natural support and/or community capacity, and (6) represents a good deal for the investment.

**2.7 Collaborative Oversight of Flex Funds.** There is collaboration and shared oversight amongst funders and providers regarding the use and availability of flexible funds. A process is in place ensure flexible funds are pooled and held to meet the needs of all families served. Tracking and accounting for flexible funds includes the amount, purpose, and related life domain need of the request.

**2.8 Funding Sources and Program Requirements do not Limit Flex Funds.** The Wraparound Program ensures the requirements of any single funding source (e.g., Medi-Cal, Title IV-E, CalWORKs, etc.) shall not limit the availability of flexible funding or the resources developed to meet the needs of the children, youth, families, and communities served by Wraparound.

**2.9 Cost Savings are Reinvested.** Savings achieved by Wraparound programs (i.e., total annual revenues in excess of total expenditures) are reinvested to expand or enhance services and resources for children and families. There is a process to track the use of these reinvested funds that includes program description(s), budget(s), and reporting of outcomes achieved.

### **3: Workforce Development and Human Resource Management**

**3.1 Culturally Responsive Workforce.** Wraparound Programs attempt to staff accordingly to meet the racial, diversity, and equity needs of youth and families. Staffing reflects the cultural diversity and language needs of the children, youth, families, and communities served.

**3.2 Flexible and Creative Work Environment.** There is a high degree of collective responsibility for program quality and improvement, cohesion among staff members, open communication, and a clear sense of mission and alignment with Wraparound. Programs and its leaders create structures that promote staff creativity and flexibility, such as creative arrangements with other organizations, flexible contracting, or the capacity to reassign staff roles to meet the needs of families.

**3.3 Hiring, Performance Evaluation, and Job Descriptions.** Programs have rigorous hiring practices and use meaningful performance assessments. Job descriptions for all positions reflect best practices regarding Wraparound skills and expertise and have clear expectations for performance. The following roles must be met:

1. Youth Partner
2. Parent Partner
3. Facilitator

4. Family Specialist
5. Wraparound Fidelity Coach
6. Clinical Supervisor (licensed)
7. Wraparound Supervisor/Manager (license not required)

**3.4 Workforce Stability.** Programs implement strategies to maintain a stable workforce and reduce turnover, including matching wages according to the community the program is in, maintaining manageable workloads for staff, implementing promotion/advancement structures, and providing wage increases or leadership opportunities that do not require a position change to achieve.

**3.5 High-Fidelity Training Plan.** Programs have a written High-Fidelity training plan that incorporates initial, ongoing, and booster trainings for all required Wraparound roles (see ADM 3.3 for list). The training plan utilizes both general Wraparound training and role-specific training for all roles, including specific training for all Clinical Supervisors and Wraparound Supervisors/Managers.

**3.6 Community-based Training Program.** Administer the training plan in collaboration with community members and families, including using children, youth, and families with Wraparound experience as part of the training team. Ensure efforts are inclusive of and promoted to system and community partners to ensure comprehensive support within the system of care and that team members from other systems have a context for Wraparound participation.

**3.7 Coaching and Supervision.** Programs provide team members with initial apprenticeship and ongoing coaching that emphasizes Wraparound values, principles, phases, and activities, as well as the effective use of flex funds to meet family needs. Leaders will ensure that staff have access to coaching and supervision 24/7, reflective of the flexible scheduling and crisis response needs of families and the community.

#### **4: Utility-Focused Data and Outcomes Processes**

**4.1 Systematic Evaluation Process.** There is an evaluation process for the system, for the program, and for the individual child/youth and family, to monitor the overall quality of the Wraparound initiative routinely and reliably. Children, youth, parents, stakeholders, and staff are involved in systematic evaluation processes that inform and improve practice locally, assure accountability for achievement of desired outcomes, and contribute to state-wide data collection and information.

**4.2 Evaluation Metrics & Outcomes.** Programs implement an evaluation plan that supports the ongoing collection, analysis, and reporting of current and accurate data on:

1. Demographic information regarding the children, youth, and family population(s) served
2. Wraparound Fidelity to minimally include:
  - a. Adherence to the 10 Principles and 4 Phases of Wraparound
  - b. Timely Engagement and Planning
  - c. Team Composition, Including Ratio of Formal, Informal, and Natural Supports Participating in the CFT
3. Outcomes to minimally include:

- a. Youth and Family Satisfaction
  - b. Improved School Functioning
  - c. Improved Functioning in the Community
  - d. Improved Interpersonal Functioning
  - e. Increased Caregiver Confidence
  - f. Stable and Least Restrictive Living Environment
  - g. Positive Exit from Wraparound
4. Positive System of Care Outcomes
- a. Improved system collaboration and integration
  - b. Improved maximization of resources and cost effectiveness
  - c. Improved program-specific outcomes
  - d. Decrease in racial disparity or improved social equity

**4.3 Informed Program Practice.** Program evaluation results are routinely communicated to stakeholders (including staff, administrators, families, community partners, etc.). Data is integrated into coaching, supervision, training delivery, and program management and is used to improve performance over time.

## Glossary

### California Wraparound

An intensive, individualized, strengths-based care planning and services management process. The Wraparound process aims to achieve positive outcomes by providing a structured, creative, and individualized set of strategies that result in plans and services that are effective and relevant to the child, youth, and family.

### Child and Family Team

A group of people who are involved in supporting the child and family to achieve their goals and successfully transition out of the formal child and family systems of care. Individuals working as part of the CFT each have their own roles and responsibilities, but they work together as members of an integrated team to plan, implement, refine, and transition services. The CFT is an integral part of Wraparound.

### Child and Family Plan

A plan tailored to each child, youth, and family based on their specific needs and goals. The plan should be strengths-based, needs-driven, and culturally relevant to the family. The plan should identify specific, incremental steps that move the child, youth, and family toward their specific goals and away from involvement with child welfare or probation agencies. The roles and responsibilities of each team member should be identified in the plan. The plan should address needs across life domains and include strategies to meet the needs.

### Community Leadership Team

An interagency team convened at the county level that provides leadership of the Wraparound

Program in the form of a formal collaborative structure that includes empowered leaders from child serving systems and community agencies. Relevant child serving agencies (e.g., mental health, child welfare, juvenile justice, schools, and courts) participate actively and “buy in” to the Wraparound Program. The representatives must be able to collectively take responsibility for task oversight, have relevant expertise with representatives that are able to participate in decision making, and the authority to make decisions that are followed in terms of program design. Potential team members include:

- » Families
- » System Partners
- » Community Representatives
- » Business leaders
- » Cultural Leaders

#### Cost Savings

Unspent assistance payment funds that would have been spent to place a child in a more restrictive setting had Wraparound not been available.

#### Family Engagement

A strengths-based approach to partnering with families in making decisions, setting goals, and achieving desired outcomes. The goals are intended to ensure children, youth, and families are active and influential participants in identifying their needs and finding solutions to their unique and very personal issues and concerns.

#### Family Voice and Choice

Child, youth, and family perspectives are intentionally elicited and prioritized during all phases of the Wraparound process. Planning is grounded in family members' perspectives, and the team strives to provide options and choices such that the plan reflects family values and preferences.

#### Family-Centered Practice

A way of working with families, both formally and informally across service systems to enhance their capacity to care for and protect their children. The practice focuses on children's safety and needs within the context of their communities and builds on families' strengths to achieve optimal outcomes. Families are defined broadly to include birth, blended, kinship, foster, and adoptive families.

#### Flexible Funds

Money available to each child and family team to meet needs identified in the child and family plan. Funds can be used for nontraditional purposes. Flexible funds are supported by written policies that address how funds are accessed, tracked, and managed, and include a process for accessing funds quickly for emergencies.

#### High-Quality Teaming Process

The collaborative process that the team uses to coordinate and communicate their work where all team members take ownership and experience optimism, commitment, and energization towards achieving the team mission and meeting the child/youth and family's needs.

#### Life Domains

Aspects or areas of a person's life that may be addressed in the child and family plan. Life domains include safety, family, a place to live, school, work, emotional well-being, culture, spiritual beliefs, social/fun, legal, medical health, mental health, developmental health, finances, relationships, and independent living skills.

### Natural Supports

Individuals and resources who are not connected with formal systems and are accessible to a child, youth, and family through normal means, i.e., friends, neighbors, relatives, community groups, and others. The child and family team actively seeks out and encourages the use of natural supports in the Wraparound process and draws from family members' own networks of interpersonal and community relationships.

### Team Meeting

A meeting where planning occurs, decisions are made, and celebrations are held.

### Transition

The process of moving from formal services and supports to informal supports.

### Wraparound Program

The implementation effort or initiative within each county. This term does not distinguish between county-based provision of services and county-contracted community-based organization (CBO) provision of services. Rather it refers to both models of implementation as a whole with shared accountability amongst county and county-contracted providers when CBOs are utilized.

### Wraparound Team

A group of people including the child/youth, the family, the Wraparound staff, and the formal, informal, and natural supports that support the child/youth and family and participate in the implementation of the Wraparound plan of care.