

MIDD 2 Initiative CD-15: Wraparound Services for Youth

How does the program advance the adopted MIDD policy goals?

This program primarily addresses the adopted MIDD policy goal of “improve health and wellness of individuals living with behavioral health conditions.”

Families with children or youth who have serious emotional and behavioral disturbances face numerous challenges that traditional services models are unable to address. These children or youth often experience profound difficulties with functioning in school, maintaining relationships with family and peers, coping with their emotions, and controlling their behavior. Sometimes these difficulties strain families to the point that they see no other solution than to place their child outside of their home. When families turn to formal systems for support, they may experience a fragmented process that is driven more by system needs than by the needs of the child, youth and family. This fragmented process further isolates these youth and families as they develop a mistrust of professionals and lose hope about their own recovery.

Families who participate in wraparound often describe it as the only approach that truly worked for them. They report feeling heard, and then begin to develop positive working relationships with professionals and systems, while also increasing their own resilience, self-determination and overall well-being.⁹⁷ Throughout the phases of wraparound, youth and their families learn the skills needed to continue this process, informally creating a sustainable plan of care. This reduces reliance on formal systems, helps families to stay together, and to avoid the inappropriate use of more costly resources such as inpatient care, foster care and/or the juvenile justice system.

1. Program Description

◇ A. Service Components/Design (Brief)

Wraparound is a team-based approach to serving youth with complex needs – typically those involved with two or more child-serving systems – and their families. Wraparound’s intensive, strength-based, individualized care planning and management supports youth in their community and within their family culture.⁹⁸ Wraparound is a proven, effective approach to developing and coordinating plans of care that build on the strengths of the child or youth and family. Resulting plans are individualized and based on the needs and goals identified by the family. Plans address the specific cultural needs of the family, with a goal that services and supports occur in the family’s home and community whenever possible. A team of supportive individuals ‘wraps’ around the family to help them achieve their goals. The team is made up of professionals as well as ‘natural’ supports like relatives, neighbors, coaches or clergy who will continue to be involved with the family for years. High-fidelity wraparound follows the guidelines set forth in the National Wraparound Initiative.⁹⁹ Fidelity monitoring includes

⁹⁷ Bruns, E. J., Sather, A., Quick, H., Mudd, R, (2014, 2015, 2016) King County Wraparound Evaluation.

⁹⁸ The National Wraparound Initiative <http://nwi.pdx.edu/>

⁹⁹ Walker, J.S. and Bruns, E. J. “Wraparound Implementation Guide 2008-2014,” National Wraparound Initiative, Portland, OR.

tracking outcomes and continuous observation and verification of the skills and practices of facilitators. Fidelity monitoring also supports continuous quality improvement.

The implementation of Wraparound in MIDD 2 features a blended funding and service model that fulfills the terms of a 2013 legal settlement with Washington State (*T.R. vs. Quigley and Teeter*). That settlement requires the provision of Wraparound with Intensive Services (known as WISE) by all regions in the state to Medicaid-eligible children and youth with complex behavioral health needs.¹⁰⁰ King County WISE implementation began in March 2016; a portion of those youth served by MIDD Wraparound at that time became eligible for WISE. The WISE program, as defined in the settlement agreement, consists of Wraparound, intensive community-based mental health services, and mobile crisis outreach and stabilization services. These services have been available in King County for several years, due in part to MIDD 1 investments in Wraparound and the Children’s Crisis Outreach Response System (CCORS).

While new Medicaid funds will be provided by the state to deliver WISE, the state’s funds do not cover the costs of providing the delivery team and services required of the WISE program, nor do those funds support non-Medicaid activities and services that MIDD funds. MIDD funding allows Wraparound to be provided to children and families not eligible for Medicaid and/or not eligible for WISE services, such as children receiving Behavioral Residential Services (BRS) or receiving long-term mental health treatment in a CLIP¹⁰¹ facility. Under MIDD 1, Wraparound was provided to all families and children who met criteria, without regard to family means and without billing participants’ private insurance.

◇ *B. Goals*

Via a collaborative, facilitated process with an emphasis on family voice and choice, Wraparound brings multiple systems and natural supports together with a youth and family. The process and the system participants work together to create effective crisis and safety planning, support children and their families by addressing behaviors or unmet needs to prevent out of home placement, and help youth get back on track developmentally. As implemented in King County, Wraparound has a specific role in assisting families in avoiding long-term inpatient admission or helping a child rejoin family after a long-term inpatient stay or an institutional placement.

When combined with the state WISE funds described above, MIDD 2 Wraparound supports intensive outpatient mental health services and crisis programs for WISE-eligible youth (Medicaid-eligible individuals, up to 21 years of age, with complex behavioral needs and to their families). The goal of the MIDD/WISE program is for eligible youth to live and thrive in

¹⁰⁰ <https://www.dshs.wa.gov/bha/division-behavioral-health-and-recovery/childrens-mental-health-lawsuit-and-agreement>

¹⁰¹ CLIP stands for Children’s Long-term Inpatient Program.

their homes and communities, as well as to avoid or reduce costly and disruptive out-of-home placements.¹⁰²

◇ C. *Preliminary Performance Measures (based on MIDD 2 Framework)*¹⁰³

1. *How Much? Service Capacity Measures*

An estimated 650 unduplicated youth will be served annually.

2. *How well? Service Quality Measures:*

- Increased use of prevention (outpatient) services
- Education achievement

3. *Is anyone better off? Individual Outcome Measures*

- Reduced behavioral health risk factors
- Improved wellness and social relationships
- Reduction of crisis events

◇ D. *Provided by: Contractors*

Referral management and other coordinating activities will be provided by King County, although county personnel expenditures will now be funded through the WISe Medicaid case rate revenues. Contracted Wraparound Delivery Teams (WDTs) are assigned to specific regions of the county, and eligible referrals are assigned to the appropriate team.¹⁰⁴ The completion of the RFP process may result in a change to which and/or how many agencies contracted to provide Wraparound/WISe in King County.

¹⁰² <https://www.dshs.wa.gov/bha/division-behavioral-health-and-recovery/wraparound-intensive-services-wise-implementation>

¹⁰³ Throughout 2017, review and refinement of Results-Based Accountability (RBA) performance measures for MIDD 2 initiatives will be conducted whenever applicable, in consultation with providers. Updates to performance measures that may result from this collaborative process will be reported in the next MIDD Annual Report in August 2018.

¹⁰⁴ The current five-region geographical allocation of funds and services will be adjusted for MIDD 2, by the 2017 RFP to address current variation in caseload sizes and waitlists in different areas of King County.

2. Spending Plan

Year	Activity	Amount
<i>Program Elements Supported by MIDD 2:</i>		
2017	Five regional Wraparound Delivery Teams to ensure countywide capacity including ability to serve some non-Medicaid/non-WISE children; flexible funds to meet clients' essential needs, including behavioral support aides; training, monitoring, evaluation, and quality management	\$3,075,000
2017 Annual Expenditure		\$3,075,000
2018	Up to six regional Wraparound Delivery Teams to ensure countywide capacity including ability to serve some non-Medicaid/non-WISE children; flexible funds to meet clients' essential needs, including behavioral support aides; training, monitoring, evaluation, and quality management	\$3,154,950
2018 Annual Expenditure		\$3,154,950
Biennial Expenditure		\$6,229,950
<i>Program Elements Supported by Medicaid WISE Funding:</i>		
Annual	Certain Medicaid-/WISE-eligible services per state plan	Supported by WISE case rate
Annual	Assessment survey instrument and implementation	Supported by WISE case rate
Annual	Program management: referral management, coaching, technical assistance, contract compliance	Supported by WISE case rate

3. Implementation Schedule

◇ A. Procurement and Contracting of Services

The RFP is scheduled to be released by the end of the second quarter of 2017. The purpose will be to adjust the catchment areas for the WDTs based on the distribution of Medicaid eligible youth and the experiences from MIDD 1 to increase overall capacity.

There will be a re-configuration of WDT catchment areas based on the number of potential Medicaid eligible youth, increase in service capacity, and potential changes to program components. Changes to these aspects of Wraparound service delivery will at a minimum result in changes to contract terms to reflect the effects of changes to the MIDD contribution level as well as expected revenue from the new WISe case rate funding stream.

◇ *B. Services Start date (s)*

King County BHRD's work to redefine this initiative began in the fourth quarter of 2016. Implementation of the MIDD 2 initiative, including an RFP, will be completed during the second quarter of 2017. Contracts with the current five agencies expire at the end of September 2017. New contracts will be developed and executed by August 2017.

4. Community Engagement Efforts

Data collected by the Wraparound Evaluation Research and Training institute at the University of Washington Evidence Based Practice Institute (including evaluations from caregivers and youth) will be used in preparing the RFP. A stakeholder survey will be conducted to identify potential recommendations for improving Wraparound in King County.