CSA Wraparound Training and Coaching: Family Partner Skill Sets

Overview

In the fall of 2019, the statewide coaching team began a review of the skill sets. The goal was to create a product that was clear in content and organized in a manner that would be accessible at all levels for coaching and training. It was also important that the skill sets reflect the Massachusetts model given the decade of practice to date. The coaches began with a review of several iterations of the skill sets as produced in *The Foundations of High Fidelity Wraparound: The Family Support Partner Textbook.*[1] The goal was not to rewrite the individual skill sets; rather, the intention was to refine the content and format. The grid below outlines the overall organization and structure of the Family Partner skill sets.

Number (#) Assigned from 1 to 123	Phase When it is done	Rationale Why it is important to do	Initial Training** *Focus area for new staff*	Activity *What needs to be done*	Skill Sets *How best to do it*
The skill sets are numbered for easy reference but they are not always done in chronological order, as the process is fluid.	All*	Coach through the Wraparound Process	Engage the Family	Implement the SNCD process	Discrete skills based upon those published in The Foundations of High Fidelity Wraparound: The Family Support Partner Textbook by Vroon VDB LLC.
	Engagement	Expand Support	Work with Caregiver	Mentor/Educate/Model	
	Planning	Promote Self-Efficacy	Gather Information: SNCD	Share with Intent and Purpose	
	Implementation	Develop Skills	Agenda Preparation/ Care Plan Meeting	Strengthen Natural or Community Supports	
	Transition	Support Family Voice and Choice	Core Skill Sets***	Utilize Engagement and Communication Skills	

*All: These skills are not linked to a particular phase and are important to do at all points in the course of care.
** Shaded cells in the tables below indicate a skill set that has not been identified in the Initial Training category.
***Core Skill Sets: Five skill sets that are to be done across all activities and phases.

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[1] Adapted with permission from: Rast, J. & Rastsmith, B. (2015). *The foundations of high-fidelity wraparound: The family support partner textbook.* Aurora, CO: Vroon VDB.

Access to Resources

The skill sets have been formatted in several ways in order to meet the various objectives. The skill sets embedded in this document are organized by phase. They have also been formatted in an excel document in order to allow for sorting by phase, activity, etc. Finally, laminated cards have been created for practice of the most critical initial training activities. The training cards are given to anyone who completes the Wraparound Fundamentals Training Program or the Training and Coaching Wraparound for Supervisors training series.

Questions

We welcome questions about implementation as well as any feedback. Please feel free to contact Amanda Tobey at atobey@tacinc.org.

Wraparound Principles

COLLABORATION • COMMUNITY-BASED • CULTURALLY COMPETENT • FAMILY VOICE & CHOICE • INDIVIDUALIZED • NATURAL SUPPORTS • OUTCOME-BASED • UNCONDITIONAL CARE • STRENGTHS-BASED • TEAM-BASED

Phase: All (Engagement | Planning | Implementation | Transition)

#	Rationale: *Why it is important to do*	Initial Training: *Focus area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
1	Expand Supports	Engage the Family	Strengthen Natural/Community Supports	Actively listen to the family's concerns about involving natural supports in the process, and explain how the checks and balances within wraparound can address the concerns.
2	Expand Supports	Work with Caregiver	Strengthen Natural/Community Supports	Brainstorm ways the family can strengthen reciprocal relations with their supports.
3	Expand Supports	Gather Information: SNCD	Strengthen Natural/Community Supports	Help the family think of needs that could be met by natural supports, and identify current supports that could meet each one.
4	Expand Supports	Work with Caregiver	Strengthen Natural/Community Supports	Help the family identify what makes relationships reciprocal (what each person gets from the relationship) to help define and sustain these natural supports.
5	Expand Supports	Work with Caregiver	Strengthen Natural/Community Supports	Do more in-depth work with the family to identify potential natural supports, if they cannot immediately come up with any.
6	Expand Supports	Work with Caregiver	Share with Intent and Purpose	Share from lived experience the reasons why natural supports can be important to families.
7	Promote Self-Efficacy	Agenda Preparation	Mentor/Educate/Model	Help the family understand and articulate their needs and vision for a better future.

#	Rationale: Why it is important to do	Initial Training: Focus area for new staff	Activity: What needs to be done	Skill Set: How best to do it
8	Promote Self-Efficacy	Gather Information: SNCD	Implement the SNCD Process	Focus on the strengths of the family to create hope and motivation for success.
9	Promote Self-Efficacy	Core Skill Set	Mentor/Educate/Model	Check in with the family during and at the end of interactions and activities to determine family satisfaction with the process.
10	Promote Self-Efficacy	Work with Caregiver	Mentor/Educate/Model	Help the family identify their current strengths around areas of self-efficacy and signs of confidence that they can make things work for their family.
11	Promote Self-Efficacy	Work with Caregiver	Mentor/Educate/Model	Educate and support the family in the importance of maintaining and using documentation to advocate and control the process of service and support.
12	Expand Supports	Core Skill Set	Strengthen Natural/Community Supports	Support and encourage positive relationships with immediate and extended family members.
13	Promote Self-Efficacy	Work with Caregiver	Strengthen Natural/Community Supports	Help the family focus on the strengths of their natural supports and the opportunities provided by these supports.
14	Expand Supports	Work with Caregiver	Strengthen Natural/Community Supports	Help the family to plan and reconnect with extended family and natural supports based on family voice and choice.

#	Rationale: *Why it is important to do*	Initial Training: *Focus area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
15	Expand Supports	Work with Caregiver	Strengthen Natural/Community Supports	Help the family and natural supports work through barriers to partnership.
16	Expand Supports		Strengthen Natural/Community Supports	Help the family identify the need for and strategies to develop new natural supports.
17	Develop Skills	Work with Caregiver	Mentor/Educate/Model	Provide as much direct support for the family as is needed for their success, while planning for the fading of support: "Do for, do with, cheer on."
18	Promote Self-Efficacy	Work with Caregiver	Share with Intent and Purpose	Share from your experience working with other families facing similar challenges.
19	Coach through the Wraparound Process	Core Skill Set	Share with Intent and Purpose	Share from your experience of wraparound activities to help the family see how the same activities could work for them.
20	Promote Self-Efficacy	Engage the Family	Share with Intent and Purpose	Share a small sample of your own experience facing similar challenges, to establish a sense of empathy and understanding.
21	Expand Supports	Work with Caregiver	Share with Intent and Purpose	Share examples of how natural supports can help families achieve better or more sustained outcomes.

#	Rationale: *Why it is important to do*	Initial Training: *Focus area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
22	Expand Supports	Work with Caregiver	Share with Intent and Purpose	Share from your own experience an example of how being honest and open helped you to get better support.
23	Promote Self-Efficacy	Work with Caregiver	Share with Intent and Purpose	Recognize when it would be helpful to share personal experiences as a way for the family to reflect on their own situation.
24	Coach through the Wraparound Process	Work with Caregiver	Share with Intent and Purpose	Share briefly from your own story (or another family's story *without names or identifying information)* with purpose and intent.
25	Support Family Voice and Choice	Engage the Family	Utilize Engagement and Communication Skills	When sharing from your own experience, pay active attention to ensure that the family wants to hear the story and that it is addressing a specific need.
26	Develop Skills	Core Skill Set	Utilize Engagement and Communication Skills	Engage the family in reflective conversation about how the experience shared relates to their own situation.

Phase I: Engagement

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
27	Develop Skills	Gather Information: SNCD	Implement the SNCD Process	Recognize and value the differences among families, helping the family discover their unique culture, and use this information to determine how they can best advocate for their family.
28	Develop Skills	Gather Information: SNCD	Implement the SNCD Process	Help family members understand and explain their culture and strengths to get their plans to match their family culture.
29	Develop Skills	Gather Information: SNCD	Implement the SNCD Process	Help the family understand their needs, culture, strengths, and preferences — and support the family in advocating for them.
30	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Assist the Care Coordinator by doing one-on-one orientation and/or by sharing your own experience with wraparound to help the family to understand how wraparound might be a positive opportunity for them.
31	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Be open and welcoming and engage the family in conversation identifying the family's needs before explaining wraparound.
32	Promote Self-Efficacy	Engage the Family	Utilize Engagement and Communication Skills	Explain wraparound for the family in relation to the family's needs and goals that can be met by the process.
33	Promote Self-Efficacy	Engage the Family	Implement the SNCD Process	Ask the family about their hopes and dreams, and help them to believe that they can accomplish their vision.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
34	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Help the family understand what is different about wraparound by explaining wraparound from a family's perspective.
35	Coach through the Wraparound Process	Engage the Family	Mentor/Educate/Model	Provide written materials and other resources to help the family understand wraparound, review these materials with the family, and answer questions.
36	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Explain the family partner role, including what the family partner may do and the limits on the role.
37	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Assist the Care Coordinator in explaining confidentiality and client rights, helping as needed to ease these fears and answer questions from a family perspective.
38	Coach through the Wraparound Process	Work with Caregiver	Utilize Engagement and Communication Skills	If a family member is distrustful of systems and does not want to sign consent and release forms, meet with the caregiver one-on-one to help them understand how sharing could benefit their family.
39	Develop Skills	Work with Caregiver	Utilize Engagement and Communication Skills	Assist in the development of safety plans that are individualized, realistic for the family, and based on voice and choice.
40	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Actively listen to the family and develop an engagement link prior to moving forward with wraparound activities.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
41	Coach through the Wraparound Process	Engage the Family	Utilize Engagement and Communication Skills	Be open, welcoming, and available to the family.
42	Coach through the Wraparound Process	Core Skill Set	Utilize Engagement and Communication Skills	Honor the culture of the family by keeping your own views in check.
43	Develop Skills	Gather Information: SNCD	Implement the SNCD Process	Help different members of the family come up with consensus needs, vision, and options that can be win/win for all family members.
44	Coach through the Wraparound Process	Agenda Preparation	Utilize Engagement and Communication Skills	Prepare the family to take an active role in the wraparound planning process.
45	Expand Supports	Agenda Preparation	Strengthen Natural/Community Supports	Help the family find natural and community supports to help with the planning process.
46	Promote Self-Efficacy	Engage the Family	Share with Intent and Purpose	Share from your experience of wraparound activities to help the family see how the process can be an opportunity for them.
47	Coach through the Wraparound Process	Gather Information: SNCD	Implement the SNCD Process	Help the family prepare for the SNCD by helping them understand why sharing their strengths, needs, culture, and vision from a family perspective can lead to a better wraparound experience.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
48	Promote Self-Efficacy	Gather Information: SNCD	Implement the SNCD Process	Help the family prepare for the SNCD by explaining why wraparound works better when negative concerns are reframed as positive needs.
49	Develop Skills	Gather Information: SNCD	Mentor/Educate/Model	Help the family gather and organize information that they will need to advocate for their child.
50	Develop Skills	Care Plan Meeting	Implement the SNCD Process	Help the family understand and articulate their strengths and needs.
51	Expand Supports	Agenda Preparation	Strengthen Natural/Community Supports	Help the family to identify people, especially natural supports, who can help them achieve their vision.
52	Support Family Voice and Choice	Gather Information: SNCD	Implement the SNCD Process	Help gather the information for the SNCD and ensure that this information truly reflects the opinions and priorities of the family.

Phase II: Planning

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
53	Support Family Voice and Choice	Gather Information: SNCD	Implement the SNCD Process	Take the completed summary document to the family, sit with them, and go over the document to make sure it is correct and represents the family's vision of their strengths, needs, and vision.
54	Support Family Voice and Choice	Agenda Preparation	Mentor/Educate/Model	Spend additional time with the family to prepare them for the initial wraparound meetings, making sure they understand each part of the agenda and are prepared to use their voice and choice.
55	Coach through the Wraparound Process	Care Plan Meeting	Implement the SNCD Process	To prepare the family for the meeting, help them define strengths and culture that relate to priority needs, and brainstorm possible options related to these needs based on their strengths and culture.
56	Promote Self-Efficacy	Agenda Preparation	Mentor/Educate/Model	Work with the family in advance of each meeting to determine the role you will play during the meeting.
57	Support Family Voice and Choice	Agenda Preparation	Mentor/Educate/Model	Work with the CC to make sure family needs are met in the scheduling, location, and agenda for the wraparound planning meetings.
58	Coach through the Wraparound Process	Agenda Preparation	Utilize Engagement and Communication Skills	Support the family in contacting potential team members to engage and orient them in the process.
59	Develop Skills		Mentor/Educate/Model	Model the process of listening to the concerns of the potential team member, explaining wraparound in terms of these concerns and the family vision, and identifying any needs the person has to participate on the team.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
60	Expand Supports		Strengthen Natural/Community Supports	Support the family in identifying areas of need in their natural support work.
61	Coach through the Wraparound Process		Share with Intent and Purpose	Share personal examples with purpose and intent to help the family understand the importance of including providers and custodial agencies on the team.
62	Coach through the Wraparound Process		Share with Intent and Purpose	Share from your experience to help the family understand how wraparound can work better focused on positively framed needs than on deficits or problems.
63	Support Family Voice and Choice		Utilize Engagement and Communication Skills	Actively listen to the family to understand their culture and needs.
64	Support Family Voice and Choice		Utilize Engagement and Communication Skills	Help the family understand the mandates and perspectives of other team members, in order to support effective advocacy and partnership.
65	Promote Self-Efficacy		Mentor/Educate/Model	Help the family to identify areas of need around self-efficacy and to set priorities to improve their confidence and skills.
66	Promote Self-Efficacy		Utilize Engagement and Communication Skills	Help the family set manageable goals and short-term objectives for improving their self-efficacy.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
67	Support Family Voice and Choice		Mentor/Educate/Model	Help other team members to understand the importance of family voice and choice and to feel comfortable with this element of wraparound.
68	Develop Skills		Utilize Engagement and Communication Skills	Help the family understand the needs of other team members and work to find ways for the family to work with these team members.
69	Coach through the Wraparound Process		Utilize Engagement and Communication Skills	Prepare the family to be active participants in developing the team process.
70	Support Family Voice and Choice		Mentor/Educate/Model	Support the family in presenting their vision, and support this vision in the meeting.
71	Support Family Voice and Choice		Mentor/Educate/Model	Support the family in presenting and advocating for their priority needs.
72	Coach through the Wraparound Process		Mentor/Educate/Model	Support the family in identifying and presenting strengths and culture to support robust brainstorming.
73	Expand Supports		Mentor/Educate/Model	Be knowledgeable about available resources within the community, and help the family choose and access those that address their needs and match their culture and strengths.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
74	Expand Supports		Mentor/Educate/Model	Encourage thinking beyond the usual services and supports.
75	Support Family Voice and Choice		Mentor/Educate/Model	Support family voice and choice for needs selection and throughout the planning process.
76	Coach through the Wraparound Process		Mentor/Educate/Model	Agree to take on tasks that are compatible with your role and that you have the time and resources to complete.
77	Develop Skills		Mentor/Educate/Model	Help the family understand the rationale and process of the functional assessment.
78	Develop Skills		Utilize Engagement and Communication Skills	Be careful to ensure that the family understands why the crisis plan is being created.
79	Coach through the Wraparound Process		Utilize Engagement and Communication Skills	Check in with the family to ensure they feel they were heard, and that the plan is both realistic and individualized.

Phase III: Implementation

#	Rationale: _Why it is important to do_	Initial Training: _Focus Area for New staff_	Activity: _What needs to be done_	Skill Set: _How best to do it_
80	Promote Self-Efficacy		Share with Intent and Purpose	Share experience about taking charge and managing their own planning and implementation process.
81	Support Family Voice and Choice		Share with Intent and Purpose	Share examples with purpose and intent of how having voice and choice means taking responsibility for choices.
82	Promote Self-Efficacy		Mentor/Educate/Model	Encourage and model commitment to the family, encouraging the family to believe in their future and to stick with the process.
83	Support Family Voice and Choice		Mentor/Educate/Model	Help the family consider the potential results of their choices and actions, in order to support informed decision-making.
84	Support Family Voice and Choice		Mentor/Educate/Model	Align yourself with the family to support the family's choices.
85	Coach through the Wraparound Process		Mentor/Educate/Model	Engage in strategic and mutually respectful partnerships with the Care Coordinator and other team members.
86	Develop Skills		Implement the SNCD Process	Help the family understand and build on the strengths of their team members.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for New staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
87	Support Family Voice and Choice		Mentor/Educate/Model	Educate and support family members on the importance of using their own voices to express their needs and preferences.
88	Develop Skills		Mentor/Educate/Model	Keep up an ongoing conversation with the family on the current status of their personal advocacy to reflect on effective strategies.
89	Promote Self-Efficacy		Mentor/Educate/Model	Use the "Do for, do with, cheer on" approach to build the family's self-efficacy and transfer control of the process to the family.
90	Promote Self-Efficacy		Mentor/Educate/Model	Help the family consider the reasons for their choices and the potential pros and cons; then support the family in the choices they make.
91	Promote Self-Efficacy		Mentor/Educate/Model	Use various techniques to increase commitment to change.
92	Coach through the Wraparound Process		Mentor/Educate/Model	Observe and interact with the family to help them understand and celebrate their strengths and accomplishments.
93	Develop Skills		Mentor/Educate/Model	Help the family understand how to store and use documentation to support services for their children.
94	Expand Supports		Strengthen Natural/Community Supports	Encourage and help with the development of supportive relationships in the community (friends, neighbors, work, church, clubs, etc.).

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for New staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
95	Expand Supports		Strengthen Natural/Community Supports	Work with the family to plan for contacting and engaging potential natural support team members.
96	Expand Supports		Strengthen Natural/Community Supports	Support the family to meet with natural supports to get them ready for initial or follow-up wraparound meetings.
97	Develop Skills		Mentor/Educate/Model	Model strengths-based interactions by not blaming or shaming others in the presence of the family or other team members.
98	Coach through the Wraparound Process		Utilize Engagement and Communication Skills	Debrief the planning process and plan with the family to determine needed improvements.
99	Support Family Voice and Choice		Mentor/Educate/Model	Review the written plan with the family to make sure they understand it and agree with it, and that they have the resources and supports to implement it.
100	Develop Skills		Mentor/Educate/Model	Encourage the family in completing tasks through motivation, support, and reminders.
101	Support Family Voice and Choice		Mentor/Educate/Model	Work with the family to determine if the plan is working and to decide when they need to ask for changes in the plan.
102	Promote Self-Efficacy		Implement the SNCD Process	Check with the family on emerging needs, helping to determine whether these should be brought to the team and if new strategies are needed.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for New staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
103	Promote Self-Efficacy		Implement the SNCD Process	Help the family identify strengths of the family that will support successful transition.
104	Promote Self-Efficacy		Implement the SNCD Process	Support the youth and family in identifying goals to prepare for sustainable transition.
105	Expand Supports		Mentor/Educate/Model	Help the family determine the support that will work best for them.
106	Promote Self-Efficacy		Mentor/Educate/Model	Support the youth and family to develop a plan to support family goals for transition.
107	Develop Skills		Utilize Engagement and Communication Skills	Keep up an ongoing conversation with the family on the current status of the plan to maintain motivation and to support them in fine-tuning it.
108	Develop Skills		Mentor/Educate/Model	Help the family update documents and information they will use to advocate for their child and family.
109	Expand Supports		Strengthen Natural/Community Supports	Help the family identify the strengths of their natural support systems and communities, identifying ongoing challenges in order to be more connected as needed.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for New staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
110	Promote Self-Efficacy		Utilize Engagement and Communication Skills	Check in with the family about level of support from the team - too much, just right, not enough - or any other concerns.
111	Coach through the Wraparound Process		Mentor/Educate/Model	Work creatively with the family and their team to make sure that progress does not stop when barriers and challenges occur.
112	Coach through the Wraparound Process		Mentor/Educate/Model	Model positive collaboration with all team members to build team cohesion (togetherness).

Phase IV: Transition

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
113	Support Family Voice and Choice		Mentor/Educate/Model	Support the family in identifying needs that will continue to require attention after formal wraparound ends.
114	Coach through the Wraparound Process		Utilize Engagement and Communication Skills	Help the family identify the successes they have had and the lessons they have learned through the wraparound process.
115	Coach through the Wraparound Process		Utilize Engagement and Communication Skills	Check in with the family to ensure that modifications to the wraparound process are understood and are culturally appropriate for the family.
116	Coach through the Wraparound Process		Utilize Engagement and Communication Skills	In a culturally competent manner, ask the family whether and how they would like to celebrate success.
117	Promote Self-Efficacy		Mentor/Educate/Model	Consistent with the goal of remaining with the family as long as needed, and no longer, phase out your support gradually as the family expands their role.
118	Expand Supports		Strengthen Natural/Community Supports	Link the family with other graduates of the process who can be team members and natural supports.
119	Expand Supports		Strengthen Natural/Community Supports	Give the family opportunities to become part of a larger circle of families where they can find support from other parents and caregivers with similar experiences.

#	Rationale: *Why it is important to do*	Initial Training: *Focus Area for new staff*	Activity: *What needs to be done*	Skill Set: *How best to do it*
120	Expand Supports		Strengthen Natural/Community Supports	Connect the family to local family groups and organizations.
121	Promote Self-Efficacy		Mentor/Educate/Model	Model taking the lead in activities to support purposeful transition by the family.
122	Expand Supports		Utilize Engagement and Communication Skills	Help the family understand that support can take many different forms, and that the family will determine what support will look like for them.
123	Expand Supports		Mentor/Educate/Model	Help the family identify their culture of support and support them in transitioning to this.