Vroon VanDenBerg states that the **Theory of Change (TOC)** is the theoretical foundation of the wraparound process, it's *why wraparound works*. It shows how the wraparound process will create sustainable outcomes and why it's different from other services. The TOC grid is broken out into four key components. The chart offers examples of wraparound activities that align with the TOC. This tool should be used in supervision and regular practice for CCs and FPs to ensure that families attain long-term success.

Wraparound Activities	Four Components of the Theory of Change (TOC)			
	Prioritized Needs	**Self-Efficacy**	**Natural Supports**	**Integrated Plan**
Initial Engagement: We meet with the youth and family and actively listen to their concerns and needs to let them know this process focuses on what they need.	When the youth and family identifies their own needs, progress is more sustainable.	People who identify their own needs and goals are more likely to take ownership and feel more confident in achieving the goals.	Actively listening to the youth and family's priority concerns and priority needs may identify potential relationships to family members, social networks, communities and cultural connections.	For the youth and family to focus on needs within each life domain with an integrated plan improves outcomes.
Orient the Youth and Family to Wraparound: Explaining how wraparound works and how it brings systems together (including natural supports).	Letting the youth and family know that they identify the needs to be addressed which helps them take responsibility for those needs.	Sharing stories of success of other families with similar challenges helps build optimism that the youth and family can succeed and at the same time, show them that it is a time-limited process.	Start assessing the current status and needs for natural supports and planting the seed that natural supports are important to sustaining success.	Let the youth and family know that service providers can be part of a team and that when ready the family will manage own team.
Stabilizing Crises: Often the youth and family entering wraparound have immediate crisis or urgent needs. This activity develops a plan for the need using a simplified wraparound process.	Supporting the youth and family to recognize the needs in crisis situations helps them to manage future crisis situations.	Setting short and reachable goals for crisis stabilization and celebrating success builds confidence that they can deal with future crisis situations.	While building natural supports into safety plan, talk about how involving social networks is a good way to get natural supports involved.	Help the youth and family understand how an integrated plan can be developed using multiple resources.
Strengths, Needs and Culture Discovery: This process engages all core family members in identifying strengths, culture, and needs and develops a vision, priority needs and team.	By first setting their sights on a long-range vision and having them identify the needs that must be met to achieve it, the family develops strategies for doing this for themselves.	Using the youth and family's strengths and culture to create a unique plan to reach their vision affirms personal values and confidence.	The SNCD offers many opportunities to identify natural supports and the current or past reciprocal relationships.	During the discovery part of the SNCD, people who are supporting the youth and family are identified and often engaged; these people may be a part of the family's team.
Preparing for the First Meeting: In this activity, the youth and family reaches consensus on all SNCD elements, plans the first meeting, and plans to engage team members.	Identifying needs to develop and manage their own plan helps the youth and family to begin this process in manageable steps.	Describing the process in planning agendas and goals teaches the youth and family through manageable tasks builds confidence.	Spending time to address concerns about natural support involvement and encouraging the youth and family to define roles for natural supports strengthens these connections.	Partnering with the youth and family on team member's engagement builds integration.

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Engaging the Team: In this activity, the youth and family and wraparound staff engage and prepare team members for the first meeting.	Identify needs to engage team members throughout the process, helps improve the outcome of Wraparound.	Learning that people care enough to come together and are willing to help the youth and family and be on their team can build self-efficacy.	The wraparound team experience can serve as a model for interactions outside the team setting and thus strengthen social networks for the youth and family. Taking time to engage natural supports prior to their first team meeting will enhance their feeling of being valued and commitment to the process.	Anticipating and minimizing conflicts is an important part of preparing team members. While disagreement is often healthy, conflict can harm the process.
Team Introductions: The family introduces the team noting each members' strengths and what they bring to the team.	By valuing what each team member brings to the team and what they need from Wraparound, the team process will be strengthened.	The focus on strengths builds self-efficacy for the whole team.	Recognizing the strengths and contributions of natural supports increases their sense of value and the value given to them by team members.	Identifying the strengths of team members helps them to appreciate each other and improves team cohesion.
Team Process: The team develops ground rules to define how they will work together, agreements on confidentiality, and consensus on how they will make decisions.	Identifying needs of the team to ensure meaningful youth and family participation in planning to prepare them to take over the process.	Having the youth and family central to establishing meeting norms builds confidence in the process and their preferences.	Assigning natural support team members roles in the team (timekeeper, identifying jargon, etc.) can help build them into more substantial team members later.	Developing consensus on how they interact and enforce the plan when conflict arises builds team cohesion and success for the youth and family in the future.
Determining the Vision and Needs: Working as a team, a vision, mission, and priority needs are agreed upon by the team.	The focus of planning is addressing and meeting the needs that are prioritized by the youth and family. This is a key skill for them to be successful in transition.	Having a team affirm their support for the youth and family vision and agreeing on prioritized needs creates positive momentum and hope that things can change.	Reaching consensus on goals with all team members can help natural supports focus on interactions around primary needs.	Demonstrating how all team members can support the youth and family in achieving their vision by focusing on priority needs through short-term goals.
Developing the Care Plan: The strengths and culture of the family are the basis for brainstorming multiple options from which the youth and family choose.	Teaching the youth and family to brainstorm multiple options to meet needs, including natural and community supports, creates sustainable strategies in the plan.	Supporting options based on strengths and culture of the youth and family provides confirmation of team support and confidence in success.	Identifying action steps by natural supports strengthens their commitment to the team and sustains support for the youth and family.	Teams are more likely to be effective when they generate multiple options before developing plans.

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Functional Assessment: The youth and family and supportive team define the crisis or behavior, triggers, signs it is beginning and functional alternative.	Youth and family prioritize needs related to crisis and behavior challenges to understand the function of the behavior.	The functional assessment provides a framework to understand crisis situations and builds confidence on how to respond.	Natural supports provide different perspectives and that can lead to a better understanding of crisis situations that lays the foundation to the crisis response plan.	The diverse perspectives of the people who know and care about the youth and family provide a better and integrated plan.
Safety Planning: From the functional assessment, a plan is developed to prevent, intervene early, teach alternative behaviors, and respond to crisis and behavior challenges.	Safety planning provides concrete steps to prevent crisis and behavior challenges to reduce the intensity and duration when or if they occur. Teaching the youth and family the process prepares them for future crisis.	The youth and family feels in control to manage a crisis through prevention, de-escalation and response.	When natural supports consistently follow through on the prevention, early intervention and crisis response strategies, and encourage the youth and family to do so too, results can be greatly enhanced.	The creation of an integrated safety plan across providers and natural supports reduces the occurrence and intensity of crisis and behavior challenges.
Debriefing: Debriefing satisfaction with the plan and process and ensuring needed support is used to refine future planning and implementation management.	When debriefing with the family and team, make sure the youth and family's prioritized needs were addressed improves outcomes.	By confirming with the youth and family the intent to create a process that works for them and their input is necessary to ensure success and their pivotal role in that success.	Debriefing natural supports increases their sense of value, commitment, and connection to the youth and family and planning process.	This ensures the process is working for all team members, which increases integration of effort and commitment to the team process.
Manage Implementation: The youth and family and wraparound staff monitor and support implementation.	The plan is adjusted as indicated to ensure the youth and family's prioritized needs are met.	Identify and celebrate successes in action steps and goal achievement. The youth and family will feel the positive momentum and increase confidence in reaching their vision.	Following up with natural supports on implementation and providing them with needed support to implement and be successful with their action steps strengthens their support for the youth and family.	Following up with all team members on plans reinforces the importance of the team's plan and build team cohesion.
Evaluate Success: during implementation, management there is a focus on outcomes.	Frequent monitoring of success promotes fine-tuning plans to better meet needs.	Monitoring success and ensuring success promotes the assumption that the youth and family can enjoy success.	Monitoring success by natural supports can identify when things are working and when they are not, to refine strategies. Both strengthen their willingness to participate and sustain the youth and family in the future.	Frequently measuring progress towards goals strengthens team cohesion and results in better outcomes.

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Refine Plan as Needed: Planning is an ongoing process and the plan is refined and expanded as revealed through implementation management.	Continually refining the plan to reprioritize needs and to revise plans will improve outcomes moving the youth and family towards transition.	Refining the plan often with more short-term goals produces more success and thus increased confidence.	Listening to natural supports as important team members and refining plans to increase activities and tasks done by the natural supports, strengthens the youth and family system.	Refining the plan when needed builds team commitment and cohesion.
Move to Culture of Support: Defining the youth and family's culture of support and changing the process to reflect this.	The way a plan utilizes family's supports system to meet their needs increases long-term sustainability and outcomes.	Moving to a culture of supports increases confidence the youth and family can sustain progress and address new needs after transition.	Defining and moving to a structure the youth and family is comfortable with increases natural support involvement after wraparound ends.	The final transition to the sustainable family support system will enable the ongoing integration of plans.
Nurture Team Cohesion & Trust: The youth and family and wraparound staff continually work to engage and nurture team member commitment and engagement.	Needs are addressed through the help received from others. Needs are best met through consistent simplified plans from teams who work well together.	Holding everyone accountable, be willing to address and resolve conflict when it arises and talk honestly about barriers and never giving up creates a 'can do' environment.	All of the activities to build and strengthen team cohesion directly impact the strength of the natural support system for the youth and family.	All of the successful strategies for increasing team cohesion strengthen support for the integrated plan.
System of Care Development: Wraparound staff support and model system of care development.	Some options to meet needs for the youth and family must be developed at the system of care level.	Living in and being part of a system of care community gives the youth and family hope and confidence that they have access to resources and community champions.	Strong systems of care integrate efforts of multiple community supports and natural supports.	Systems of care are focused on different programs, agencies, and groups working together at the system and individual family level.
Transition: This phase summarizes transition readiness, progress, and ensures the youth and family are ready for graduation.	Transition plans focus on the needs the youth and family will have after formal wraparound ends.	Making sure the family has a plan for sustaining gains and they have already taken over planning and implementation management give them the confidence to succeed after transition.	Celebrating the accomplishments and contributions of natural supports and defining their support roles post wraparound strengthens the natural support system of the youth and family.	Celebrating the accomplishments and contributions of team members and celebrating youth and family progress solidifies wraparound efficacy.