



MASSACHUSETTS CHILDREN'S BEHAVIORAL HEALTH INITIATIVE (CBHI)

Summary of FY 2014 Wraparound Fidelity Monitoring Results

July 31, 2014

Purpose/Agenda



- Introductions
- National research and context
- Follow up from last year
- Review Massachusetts fidelity data
- Discussion
- Conclusions/Next Steps

Wraparound Adherence

What do we want to measure?

Wraparound Principles:

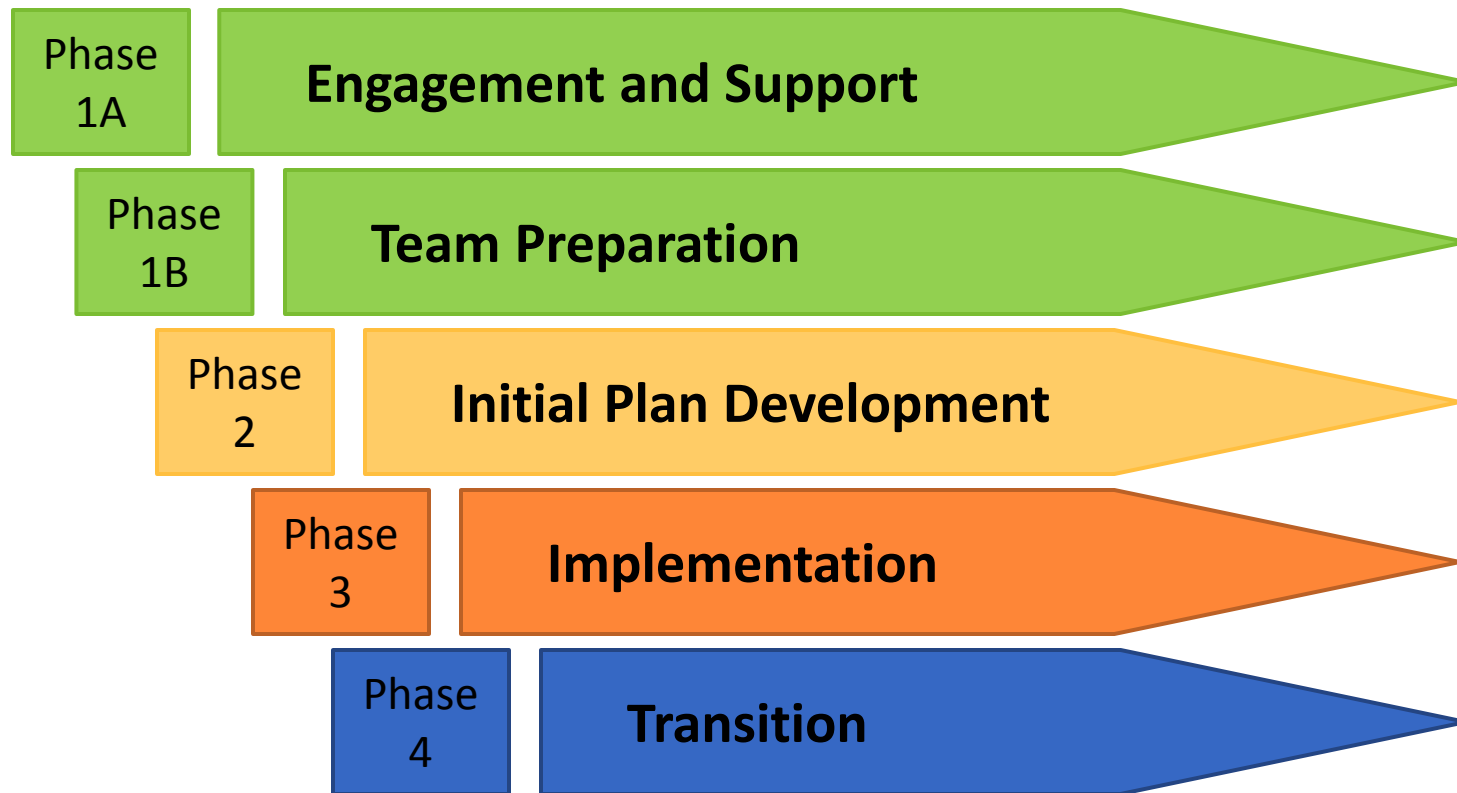
1. Family voice and choice
2. Team-based
3. Natural supports
4. Collaboration
5. Community-based
6. Culturally competent
7. Individualized
8. Strengths-based
9. Persistence
10. Outcome-based

Wraparound Implementation

What do we want to measure?

Implementing the practice model:

The Four Phases of Wraparound



Time

FIDELITY TOOLS

Wraparound Fidelity Index, Version 4 (WFI-4)
Team Observation Measure (TOM)

Wraparound Fidelity Index, v.4 (WFI-4)

Items on the principles and core activities, organized by the 4 phases of wraparound.

- ☐ **ENGAGEMENT:** Did you select the people who would be on your youth and family team?
 - *Principle = Team based*

- ☐ **PLANNING:** Does the plan include strategies for helping your child get involved with activities in the community?
 - *Principle = Community based*

- ☐ **IMPLEMENTATION:** Does the team evaluate progress toward the goals of the plan at every team meeting?
 - *Principle = Outcome based*

- ☐ **TRANSITION:** Will some members of your team be there to support you when formal wraparound is complete?
 - *Principle = Persistence*

Phase 1: Engagement		Yes	Sometimes Somewhat	No
1. CC	When you first met your wraparound facilitator, were you given time to talk about your family's strengths, beliefs, and traditions? <i>Circle one: YES NO</i>	YES to both questions	YES to only the first question	NO to the first question
	Did this process help you appreciate what is special about your family? <i>Circle one: YES NO</i>	2	1	0
2. FVC	Before your first team meeting, did your wraparound facilitator fully explain the wraparound process and the choices you could make?	2	1	0
3. SB	At the beginning of the wraparound process, did you have a chance to tell your wraparound facilitator what things have worked in the past for your child and family?	2	1	0
4. TB	Did you select the people who would be on your wraparound team?	2	1	0
5. TB	Is it difficult to get agency representatives and other team members to attend team meetings when they are needed?	0	1	2
6. OB	Before your first wraparound team meeting, did you go through a process of identifying what leads to crises or dangerous situations for your child and your family?	2	1	0

Team Observation Measure (TOM)

- Consists of 20 items, with two items dedicated to each of the 10 principles of wraparound.
- Each item consists of 3-5 indicators of high-quality wraparound practice as expressed during a care planning team meeting.
- Internal consistency very good
- Inter-rater reliability found to be adequate (Average 79% agreement for all indicators)
- Correlates with WFI scores at project and site level (though not individual team level)
- Recent research shows validity of TOM in terms of association with availability of SOC resources



LATEST RESEARCH/NATIONAL CONTEXT

Wraparound literature review

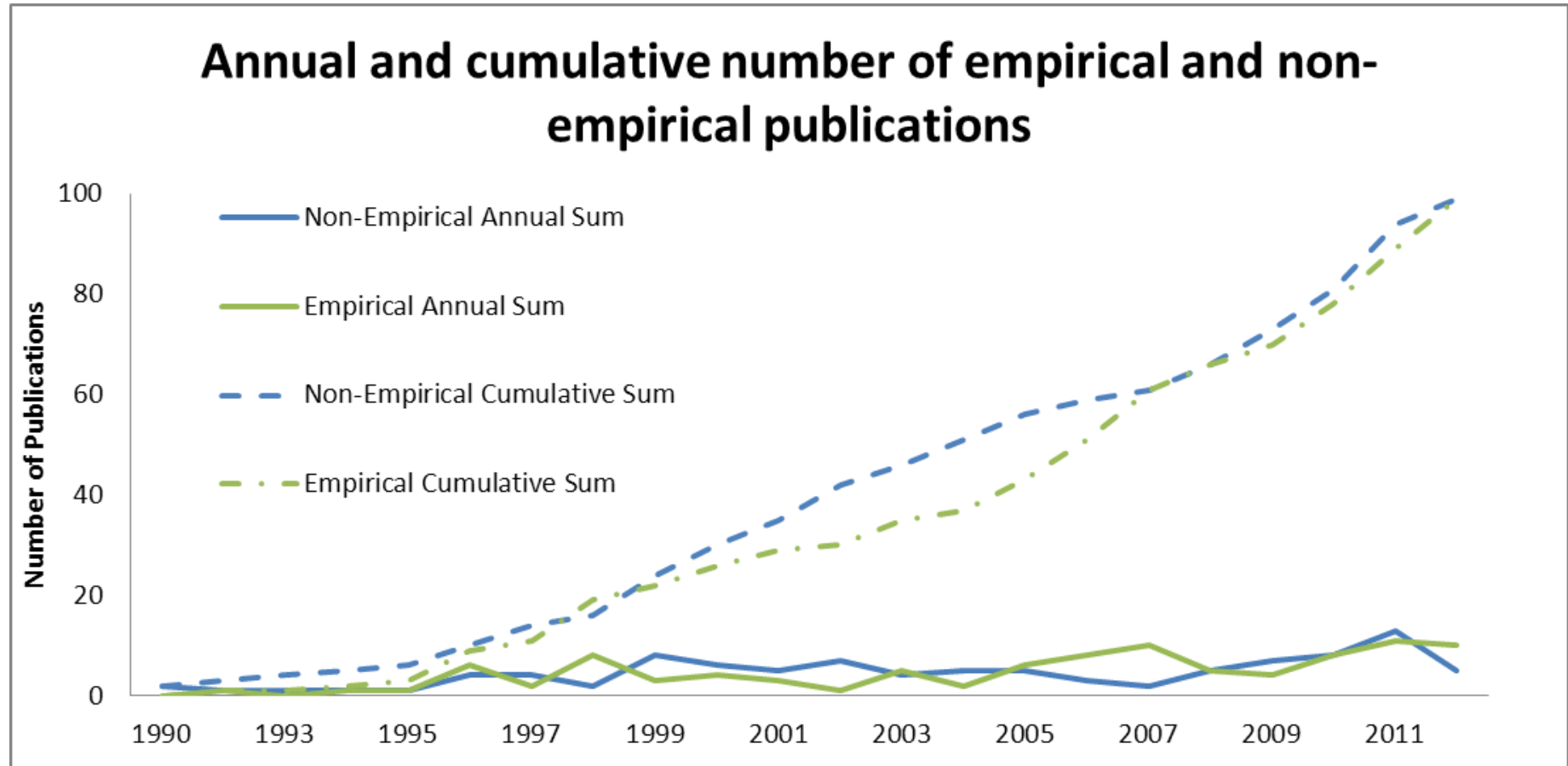
Updates on WFAS Measure

TOM 2, WFI-EZ, WrapSTAR

Enhancing clinical care & teamwork: Wrap-MAP

New study on outcomes of a state initiative

Review of Wrap Literature, 1988-2012



Psychometrics, Reliability, and Validity of a Wraparound Team Observation Measure

Eric J. Bruns • Ericka S. Weathers • Jesse C. Suter • Spencer Hensley • Michael D. Pullmann • April Sather

Journal of Child and Family Studies

- 59 sites found good overall internal consistency ($\alpha = 0.80$), but constrained variability, with the average team rated as having 78 % of indicators of model adherent wraparound present, 11 % absent, and 11 % not applicable.
- A study of $N = 23$ pairs of raters found a pooled Kappa statistic of 0.733, indicating substantial inter-rater reliability.
- A validity study found no correlation between the TOM and an alternate fidelity instrument, the Wraparound Fidelity Index (WFI), at the team level. However, positive correlations between mean program level TOM and WFI scores provide support for TOM validity as a summative assessment of site- or program level fidelity.

Team Observation Form, v. 2 (TOM 2.0)

- Multiple rounds of revisions with Wraparound and evaluation experts at UW, UMB, & PSU
- Clarified language
- Reduced number of indicators from 71 to 40
- Aligned with same 5 “key elements” as WFI-EZ
 - Along with meeting attendance and facilitation skills
- Internally testing this summer; currently engaging external pilot sites for the fall

TOM 2.0 Domains



1. Attendance
2. Effective Teamwork
3. Determined by Families
4. Based on Priority Needs
5. Use of Natural and Community Supports
6. Outcomes-Based Process
7. Facilitation Skills

Wraparound Fidelity Index, Short form (WFI-EZ)

- Fifteen sites across the country have collected a combined total of over 1,000 WFI-EZs
- Official national means were calculated using this first round of data for each respondent and each “key element”
- Currently designing score standardization process to better facilitate the interpretation of EZ scores

Wraparound Fidelity Index – Short Form WFI-EZ

FOR USE BY PROGRAM STAFF ONLY

This form was: ☐ Completed by the caregiver/parent ☐ Completed by program staff as part of an interview

Wraparound Fidelity Index Short Form (WFI-EZ)

This survey is for a caregiver of a youth in wraparound. We want to ask you about the experiences that you and your family have had as part of the Wraparound program. You do not have to answer any questions that you don't want to, and you may stop your participation at any time. At the end, we will also ask you what you thought about this survey, so that we can use your feedback to improve it.

Thank you very much for your time.

If you have any questions, please contact April Sather at (206) 685-2310, or wrapeval@u.washington.edu

Demographics

Youth/Family ID (The person who gave you this survey will give you this ID, or fill it in for you):

Is your child of Hispanic descent?

☐ Yes ☐ No

What is the child's race?

- ☐ American Indian or Alaska Native
☐ Asian
☐ Black or African American
☐ Native Hawaiian or Other Pacific Islander
☐ White
☐ Mixed Race
☐ Other (please specify) _____

Who has legal custody of the child?

- ☐ Two birth parents OR one birth parent and one step parent
☐ Birth mother only
☐ Birth father only
☐ Adoptive parent(s)
☐ Foster parent(s)
☐ Sibling(s)
☐ Aunt and/or uncle
☐ Grandparent(s)
☐ Friend(s)
☐ Ward of the state
☐ Other (please specify): _____

WONDERS ID (If different from Youth/Family ID):

Wrap-Facilitator ID (should match your WONDERS WFID)

What is your child's birthday?

____/____/____ (MM/DD/YYYY)

How old is your child?

Child's Gender:

☐ Male ☐ Female

How many months have you been participating in Wraparound? _____

What is your relationship to the child?

- ☐ Birth parent
☐ Adoptive parent
☐ Foster parent
☐ Live-in partner of parent
☐ Sibling
☐ Aunt or uncle
☐ Grandparent
☐ Cousin
☐ Other family relative
☐ Step parent
☐ Friend (adult friend)
☐ Other (please specify): _____

Section A: Basic Information

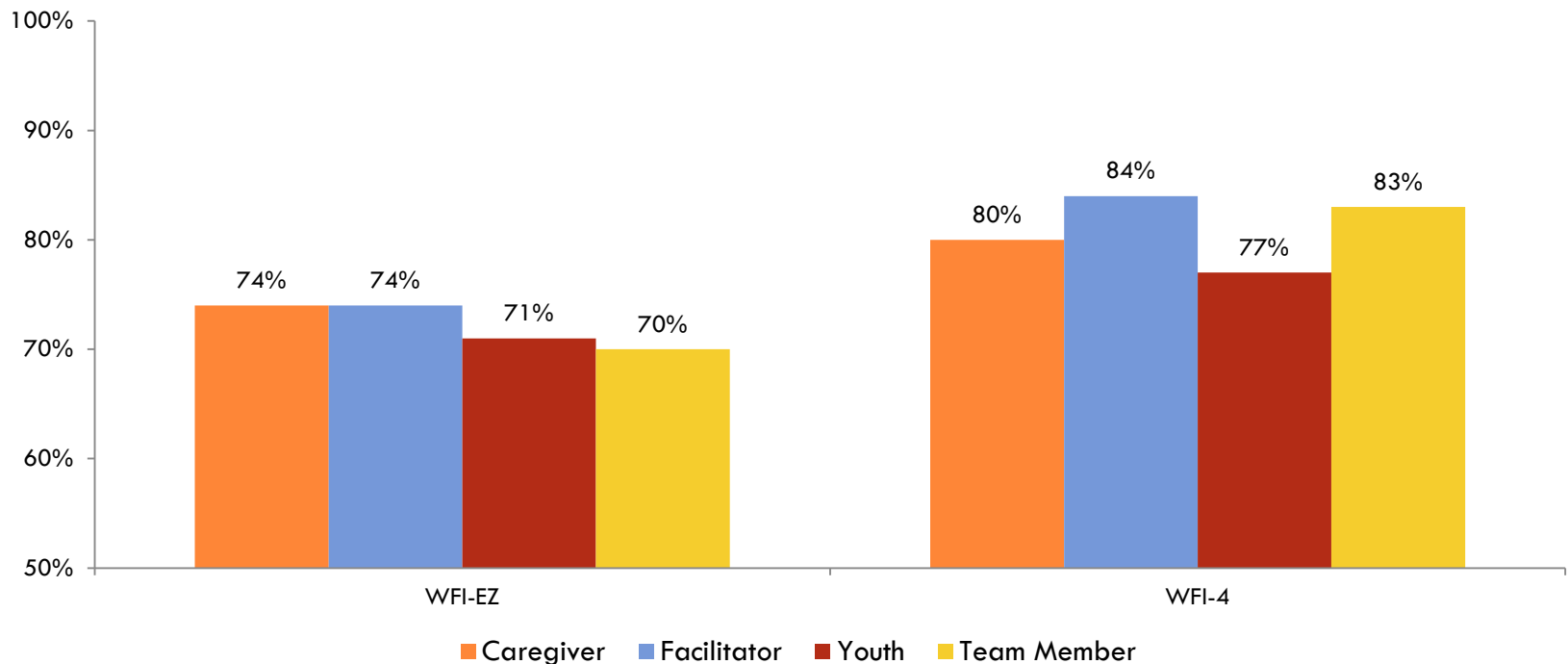
For the following questions, please respond either "Yes," or "No."

	Yes	No
A1: My family and I are part of a team (e.g., "wraparound team," "child and family team"), AND this team includes more people than just my family and one professional.	<input type="checkbox"/>	<input type="checkbox"/>
A2: Together with my team, my family created a written plan (e.g., "plan of care," "wraparound plan") that describes who will do what and how it will happen.	<input type="checkbox"/>	<input type="checkbox"/>
A3: My team meets regularly (i.e., at least every 30-45 days).	<input type="checkbox"/>	<input type="checkbox"/>

WFI-EZ vs. WFI-4

Overall National Means by Respondent Type*

*National means from each tool comes from different samples of families and teams, collected at different times, and the means are estimated grand means from a multilevel model that controls for the size of each



WFI-EZ: National means represent data collected from

N WFI-EZ WF = 9 sites nationally (>260 forms)

N WFI-EZ CG = 13 sites nationally (>530 forms)

N WFI-EZ Y = 8 sites nationally (>115 forms)

N WFI-EZ TM = 6 sites nationally (>250 forms)

WFI-4: National means represent data collected from July 2009 through August 2012.

N WFI WF = 52 sites nationally (>5400 forms)

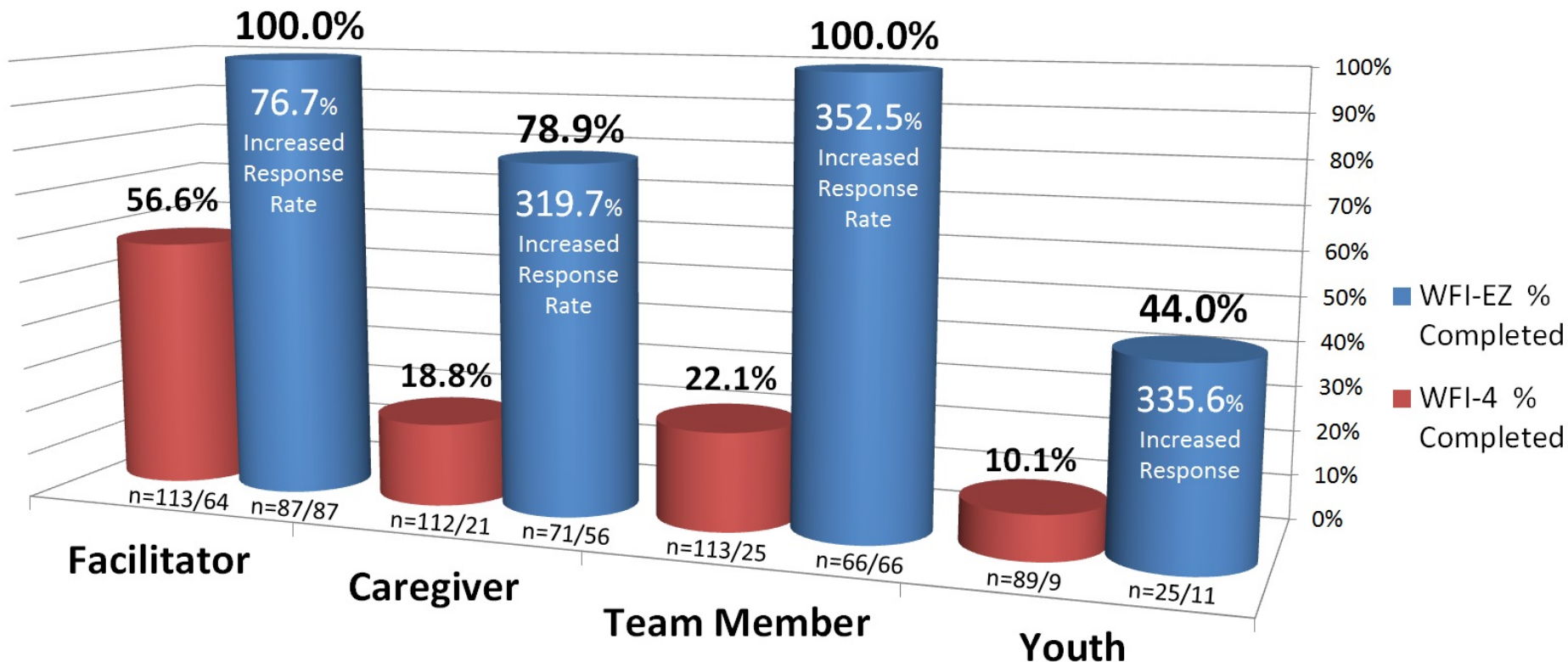
N WFI CG = 52 sites nationally (>4600 forms)

N WFI Y = 48 sites nationally (>2400 forms)

N WFI TM = 32 sites nationally (>1500 forms)

WFI-EZ Response Rates

WFI-4 In-Person/Phone Interview vs. WFI-EZ Self-Report Survey



This slide courtesy of Jonathan Sutter at Clermont FAST TRAC: Courtesy of University of Cincinnati
WFI-4: (Time Frame: 08/01/2010-5/21/2013) WFI-EZ: (Time Frame: 04/25/2013-Present)

Oklahoma WFI-EZ Findings

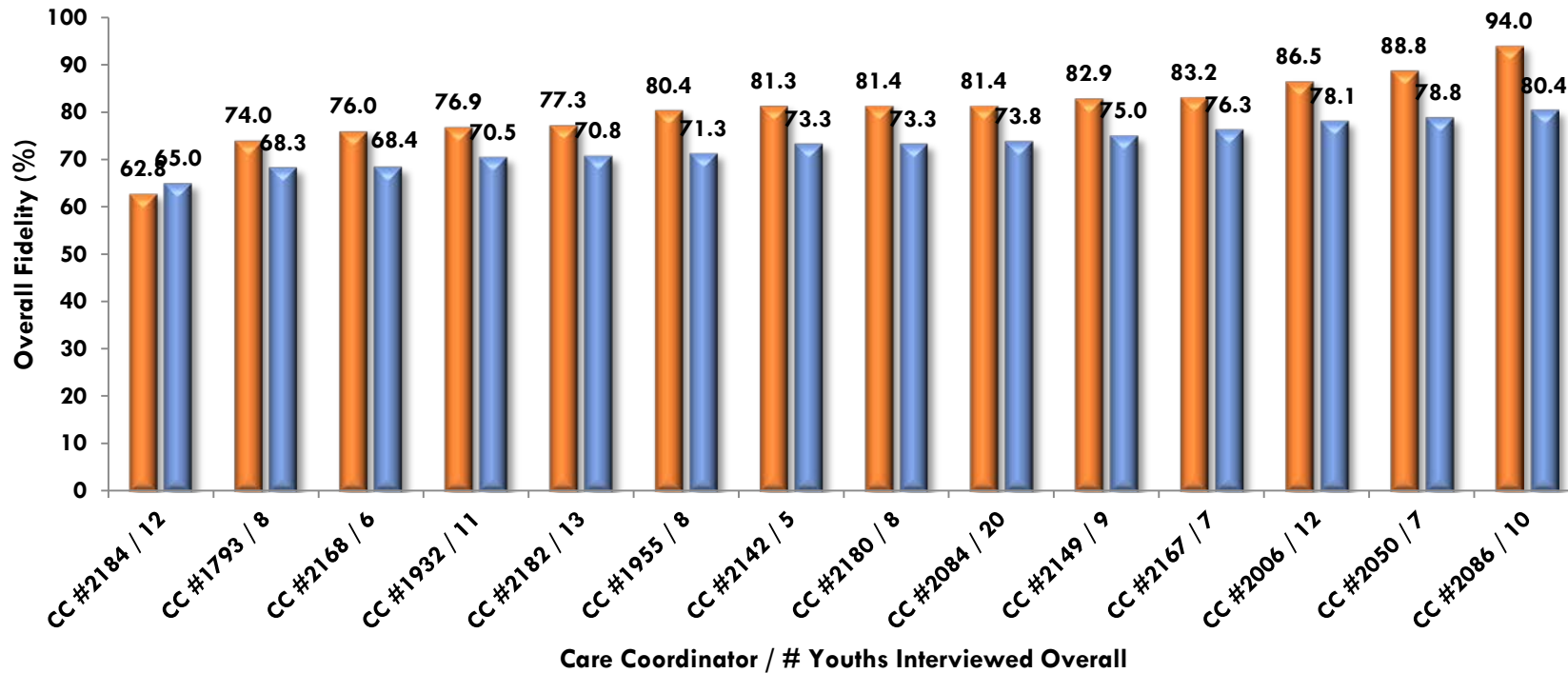
	Fidelity Scores (% of max)			
WFI Count	High	Low	Mean	Completed by
117	100	24	73.60	E-TEAM
11	100	66	81.01	Missing
57	100	48	80.12	Caregiver/parent self admin
56	99	40	82.03	Wraparound staff interview

This slide courtesy of John Vetter at the University of Oklahoma.

Oklahoma WFI-EZ Findings

WFI-EZ Mean Fidelity Scores By Care Coordinator and Interview Context

Staff Interview E-Team Interview



WrapSTAR

Wraparound Structured Assessment and Review

- Comprehensive external evaluation protocol
- Two components:
 1. Fidelity & Outcomes
 - Integration of WFAS Tools (WFI-EZ, TOM, DRM)
 2. Implementation & System Support
 - Assessed via interviews, staff surveys and CSWI
 - National Implementation Research Network framework
- 3-month process, could be modularized
- Currently pilot testing with wraparound initiative in Washington State

What is WrapSTAR?

- A systematic process for collecting and synthesizing a wide variety of information to create a comprehensive snapshot of how Wraparound is working within a community or agency
- Provides an external, objective assessment above and beyond routine quality assurance
- Goal is to inform quality improvement and sustainability efforts

WrapSTAR evaluates organizational functioning in four domains:

1. Fidelity

- How well does the community or organization's Wraparound practice adhere to the Wraparound principles and model?

2. Outcomes

- What impact is Wraparound having on youth and families' lives?
- How sustainable is the Wraparound Initiative?

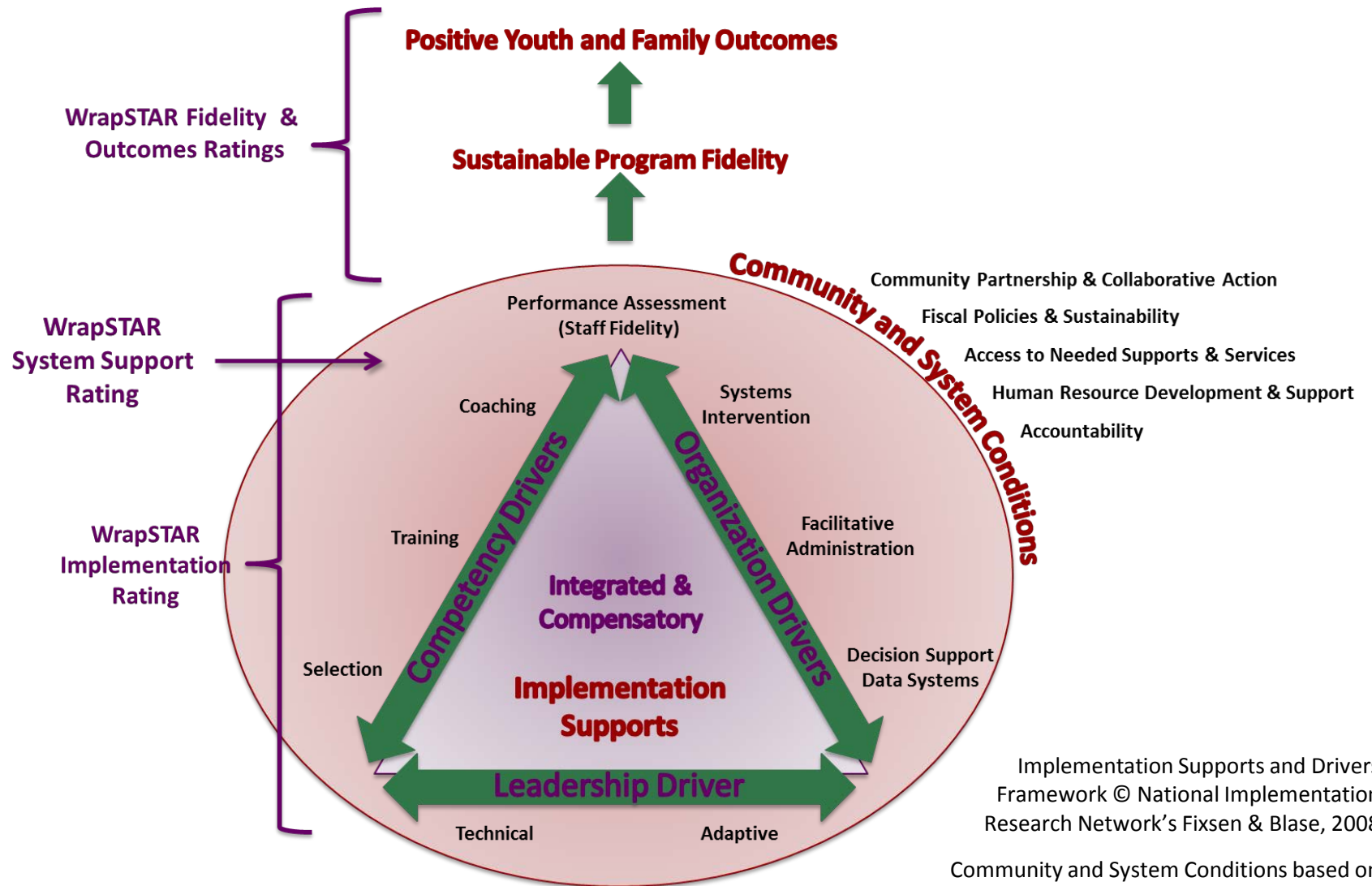
3. Implementation

- How has Wraparound been implemented by the organization?
- Is there enough staff development, leadership, and organizational support to sustain high-quality Wraparound? What are areas of strength and need?

4. System Support

- How well developed are the necessary state and community level supports for Wraparound?

Unique, comprehensive framework



Implementation Supports and Drivers
Framework © National Implementation
Research Network's Fixsen & Blase, 2008

Community and System Conditions based on
Community Supports for Wraparound Inventory ©
National Wraparound Initiative, 2008

Wrap+MAP

(Wrap enhanced with the Managing and Adapting Practice System)

- Implementation and feasibility study underway in 2 Washington sites / 5 counties
 - Trained 15 clinicians and 15 WA facilitators
 - Conducting focus groups and interviews
- Implementation and outcomes study scheduled for this fall
 - Will assess both fidelity and child/youth and family outcomes via standardized measures

Effectiveness of Wraparound Versus Case Management for Children and Adolescents: Results of a Randomized Study

Eric J. Bruns · Michael D. Pullmann ·
April Sather · Ramona Denby Brinson ·
Michelle Ramey

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Abstract In this study, we compared service experiences and outcomes for youths with serious emotional disorder (SED) randomly assigned to care coordination via a defined wraparound process ($n = 47$) versus more traditional intensive case management (ICM; $n = 46$). The wraparound group received more mean hours of care management and services; however, there ultimately were no group differences in restrictiveness of residential placement, emotional and behavioral symptoms, or functioning. Wraparound implementation fidelity was found to be poor. Organizational culture and climate, and worker morale, were poorer for the wraparound providers than the ICM group. Results suggest that, for less-impaired youths with SED, less intensive options such as ICM may be equally effective to poor-quality wraparound delivered in the absence of wraparound implementation supports and favorable system conditions.

approximately half (six to eight million) consider serious emotional disturbance (SED), meaning have one or more diagnosed mental health disorders that cause impaired functioning in home, school, and community (Kataoka et al. 2002; Kazak et al. 2010). Every year, advocates (Cooper et al. 2008; Knitzer 2002), researchers (Burns et al. 1998, 2010b; Farmer 2001; Tolan and Dodge 2005; Weisz et al. 2005), and federal reports (New Freedom Commission on Mental Health 2003; US Public Health Service 2000) have called for the need to provide care management to these children and adolescents (hereinafter called youth), particularly those with the most serious and persistent behavioral health problems.

Care management is recommended for youth with SED because youth with SED typically present with multiple mental health diagnoses, academic and behavioral challenges, and family stressors and risk factors that necessitate multiple interventions, which may

2013 FOLLOW-UP REVIEW

After last year's presentation, we answered some additional questions related to the findings in Massachusetts. Here's a review of those items.

Review of last year's questions/ideas

- **How have other sites increased their use of Natural Supports?**
 - Initial Ideas:
 - Schedule a call with Three Rivers Wraparound to discuss their best practices in engaging and involving natural supports
 - Start a task-force or a forum to involve sites nationwide in discussion about best practices in wraparound implementation (Tampa Conference?)
 - With the help of many folks from Massachusetts, the idea of building a Learning Collaborative around best practices in Wrap Evaluation and Implementation became a reality!

www.wraplearningcollab.com



Wrap CLC

Wraparound Collaborative Learning Community - Sharing tacit knowledge about the evaluation process

What is this?

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Wraparound Collaborative Learning Community

A place for Wraparound evaluators in sites across the country and internationally to share tacit knowledge around their Wraparound evaluation processes, data collection and techniques, and strategies, and a living repository of support and information for the 60+ collaborating WFAS sites each year.

Tuesday, July 8, 2014

New CHCS Resource on Intensive Care Coordination Using Wraparound! State and Community Profiles.

We are pleased to share with you a brand new resource, *Intensive Care Coordination Using High-Quality Wraparound for Children with Serious Behavioral Health Needs: State and Community Profiles*, developed by the Center for Health Care Strategies with support from the Centers for Medicare & Medicaid Services.

This practical guide profiles a number of states and counties that have implemented intensive care coordination using high-quality wraparound for children and youth with serious behavioral health needs. It outlines key features for established programs with demonstrated cost and quality outcomes, as well as for programs in the early stages of development. The resource is designed to help states and communities that are considering such programs to understand how they can be structured, implemented, and evaluated.

Posted by as at 1:52 PM

No comments:



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▼ 2014 (3)

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New CHCS Resource on Intensive Care Coordination U...

► June (1)

► March (1)



Thursday, June 5, 2014

Family Search and Engagement - Finding Natural Supports for Wraparound Youth and Families

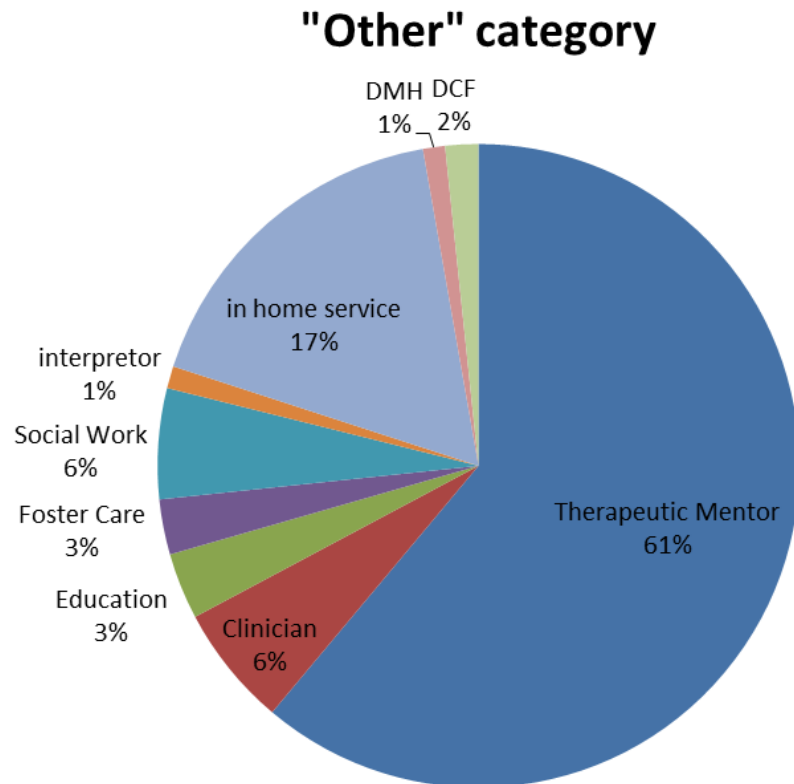
We at WERT often get questions from the field around how to engage local natural supports and ultimately get them to participate on Wraparound teams. It's our aim to create a library of sorts that Wraparound implementers can access to gain knowledge about what others

Other follow-up items

- **For what percentage of team meetings was there discussion of out of community placements?**
- **What is the N for TOM indicator 20B across years?**
 - “When residential placements are discussed, the team chooses community placements for the child or youth rather than out-of-community placements, whenever possible.”*
 - July 1-June 30, 2011: $N=85/686 = 12.4\%$
 - July 1-June 30, 2012: $N=94/784 = 11.9\%$
 - July 1-June 30, 2013: $N=94/717 = 13.1\%$

Other follow-up items

- **Examine TOM Team membership “Other”**
 - 19% reported “other” members in the observed meetings
 - Most often cited:



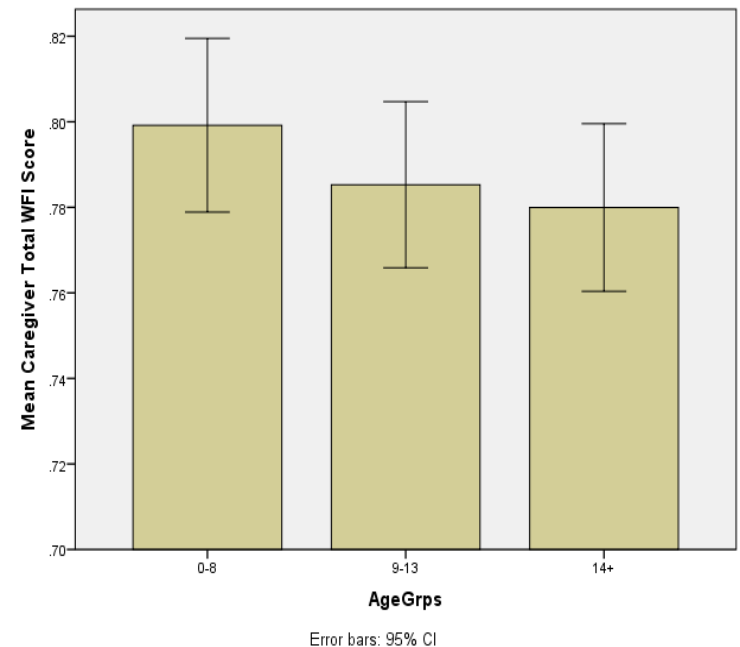
Other follow-up items

□ Do WFI scores vary by age-range?

- E.g., 0-8, 9-13, and 14+

Age	N	Total WFI Score
0-8	138	80%
9-13	232	79%
14+	220	78%

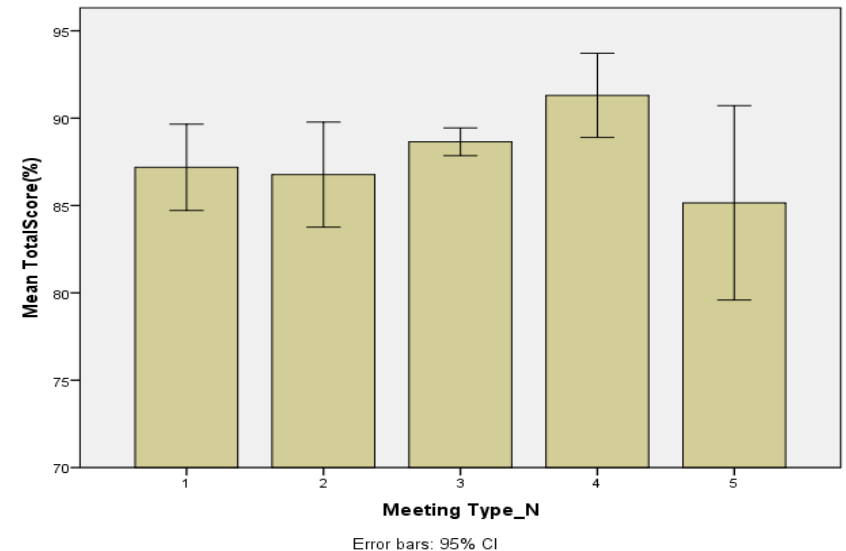
SUMMARY FINDING: No significant differences found in fidelity scores based on age grouping.
 $p=.457$



Other follow-up items

- **Do TOM total scores vary by type of team meeting?**

Meeting Type	N	Mean
1 – Initial Team Meeting	75	87.19%
2 – Initial Planning Meeting	43	86.77%
3 – Follow-up Meeting	507	88.65%
4 – Transition Meeting	49	91.31%
5 – Other	13	85.15%



SUMMARY FINDING: Differences in fidelity scores based on type of meeting observed approach significance at $p = .055$

Other follow-up items

□ Do WFI scores vary significantly by time in CBHI?

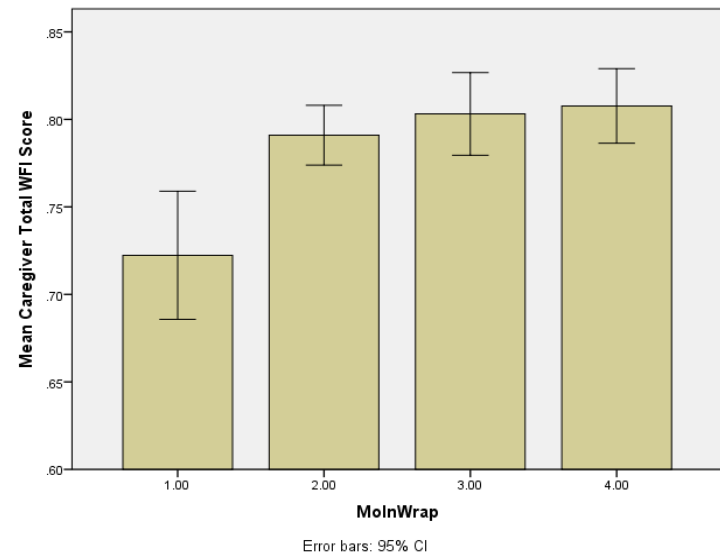
- E.g., 0-3 mos, 3-6, 6-9, 9+ mos

Group	Months in Wraparound	N	Total Score (mean)
1	0-3mo	94	72%
2	4-6mo	231	79%
3	7-9mo	113	80%
4	10+mo	155	81%

p-value for comparing groups (Games-Howell test)

*The mean difference is significant at the 0.05 level.

Group	Comparison group	p-value
1	2	.005
	3	.002
	4	.001
2	3	.843
	4	.622
4	3	.992



Other follow-up items

□ **SUMMARY FINDING:**

- Youth participating in wraparound <3 months have significantly lower WFI total scores than for other time points.
- Given that a youth/family who has been enrolled for <90 days should not actually be administered the WFI-4, these data should probably be removed from future analyses.
- Need to reinforce (to sites/evaluator) that youth need to have been in services >90 days before receiving a WFI-4.

Updated Other follow-up items

□ What is the N for Transition Items?

- Slightly lower than the other 3 phases

		Items							
		4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8
N	Valid N = 604	583	542	575	418	532	569	555	533
	Missing (%)	<u>21 (3.5%)</u>	<u>62 (10.3%)</u>	<u>29 (4.8%)</u>	<u>186 (30.8%)</u>	<u>72 (11.9%)</u>	<u>35 (5.8%)</u>	<u>49 (8.1%)</u>	<u>71 (11.8%)</u>
	N/A	5 (.8%)	48 (7.9%)	13 (2.2%)	170 (28.1%)	5 (.8%)	9 (1.5%)	2 (.3%)	6 (1%)
	Don't Know	12 (2%)	10 (1.7%)	10 (1.7%)	2 (.3%)	55 (9.1%)	11 (1.8%)	38 (6.3%)	56 (9.3%)
Missing		4 (.7%)	4 (.7%)	6 (1%)	14 (2.3%)	12 (2 %)	15 (2.5%)	9 (1.5 %)	8 (1.3%)

Phase 1: average = 13 missing

Phase 2: average = 20 missing (item 2.8 = 35 missing, 2.9 = 69missing)

Phase 3 average = 29 missing (5 items with >39 missing)

Phase 4: average = 66 missing

Other follow-up items

- **Are Voice & Choice scores higher in those CSA's doing Achieve my Plan (AMP)?**
- Seven CSA's did AMP last year. We examined differences for these sites from the state mean in the youth voice/ activities/ engagement items

CSA ID	AREA OFFICE	SITE NAME
42906	Cape and the Islands	Justice Resource Institute
42911	Framingham	Wayside Youth & Family Support Network
42912	Gandara	Gandara Center
42918	Lawrence	Children's Friend and Family Services
42924	Park Street	Home for Little Wanderers
42931	Worcester East	Community Healthlink
42932	Worcester West	Community Healthlink

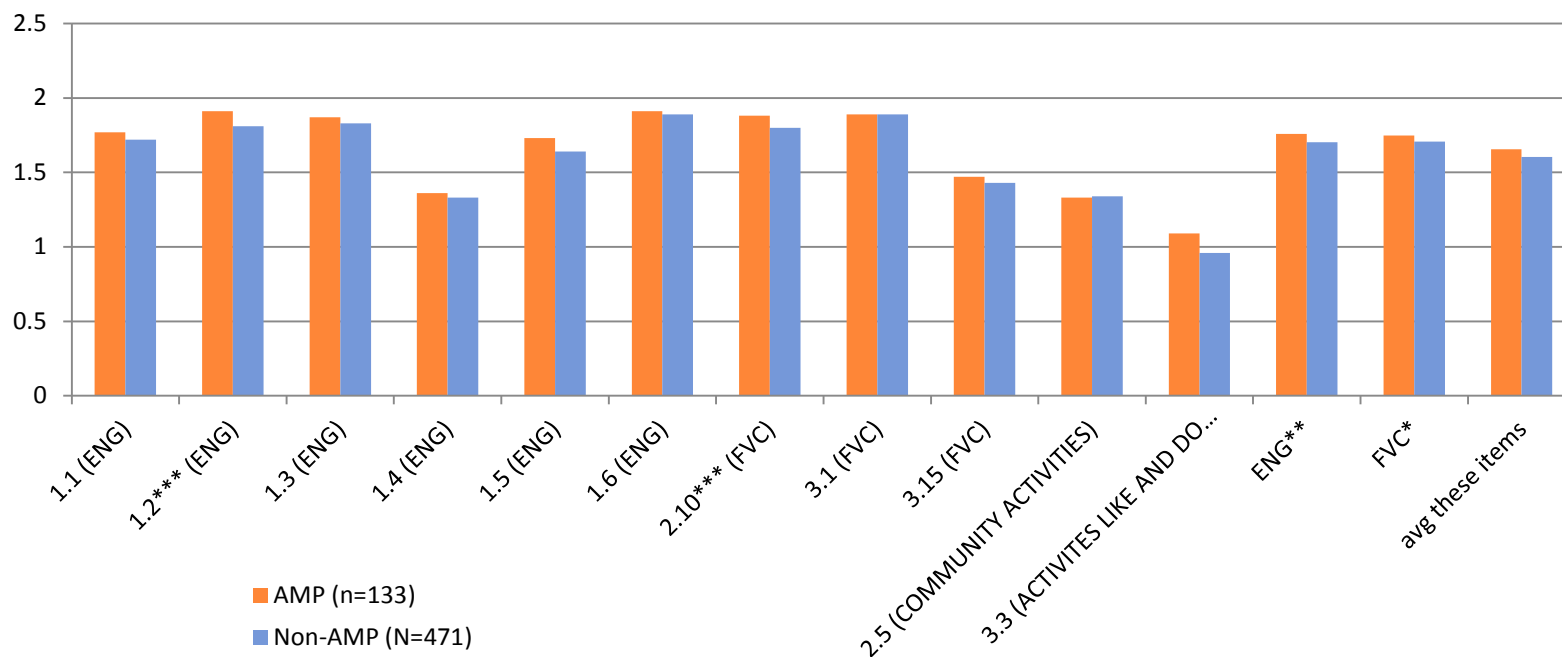
Item	AMP (n=133)	Non-AMP (N=471)
1.1 (ENG)	1.77	1.72
1.2*** (ENG)	1.91	1.81
1.3 (ENG)	1.87	1.83
1.4 (ENG)	1.36	1.33
1.5 (ENG)	1.73	1.64
1.6 (ENG)	1.91	1.89
2.10* (FVC)	1.88	1.80
3.1 (FVC)	1.89	1.89
3.15 (FVC)	1.47	1.43

Item	AMP (n=133)	Non-AMP (N=471)
2.5 (COMMUNITY ACTIVITIES)	1.33	1.34
3.3 (ACTIVITES LIKE AND DO WELL)	1.09	.96
ENG**	1.76	1.70
FVC*	1.75	1.71
Avg. of items above	1.66	1.60
Avg. of ALL items. (Total wfi-4 Score)	1.62 (81%)	1.55 (77.5%)

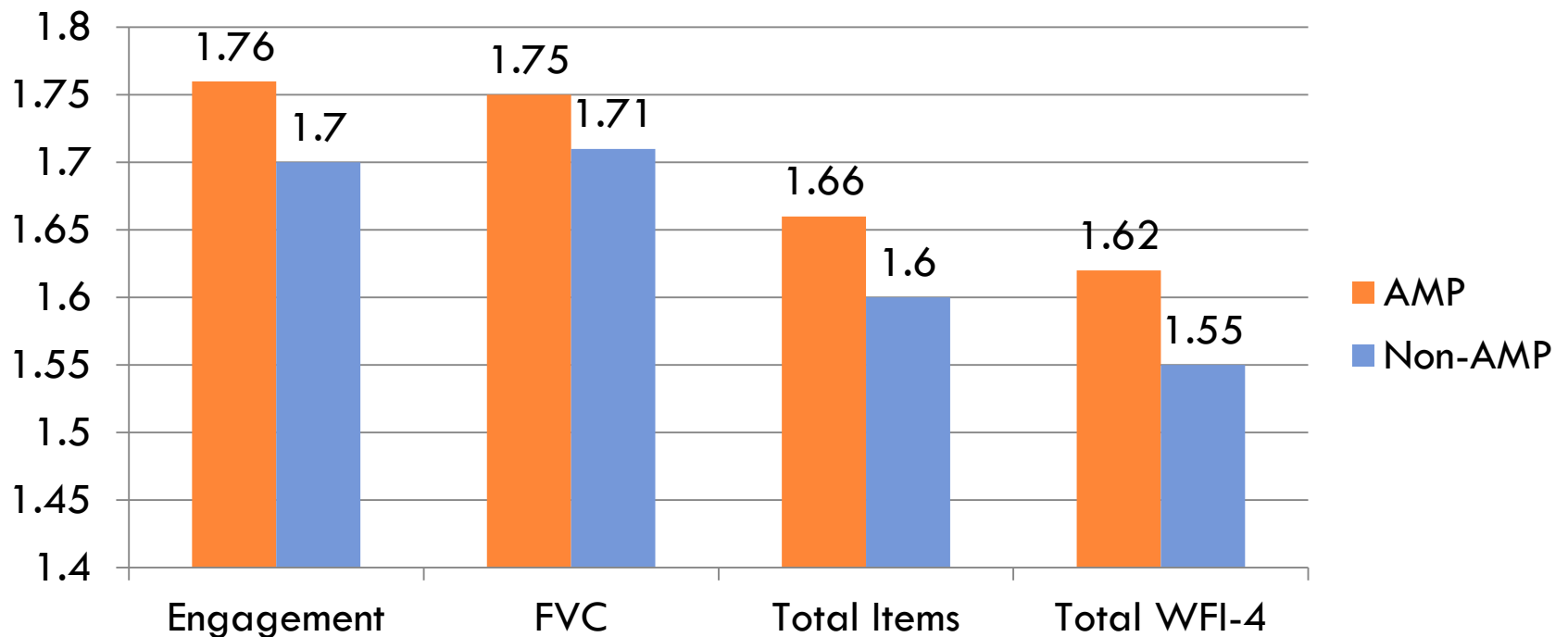
*** $p < .01$

** $p < .05$

* $p < .10$



Other Follow-Up Items



SUMMARY FINDING: Two of the 11 items examined were significantly higher for the AMP group. However, when combined, the Engagement and Family Voice and Choice questions were found to be significant, as was the total score for all items. This is promising for AMP implementation and at the very least deserves continued examination.



RESULTS FROM MASSACHUSETTS

Scores on the WFI-4 & TOM

Massachusetts 2013-2014 Activities



- Focusing on Transition with families
- Teams including natural supports
- Record reviews for CSA's with low Individualized or Community Based indicators.

Youth Summary

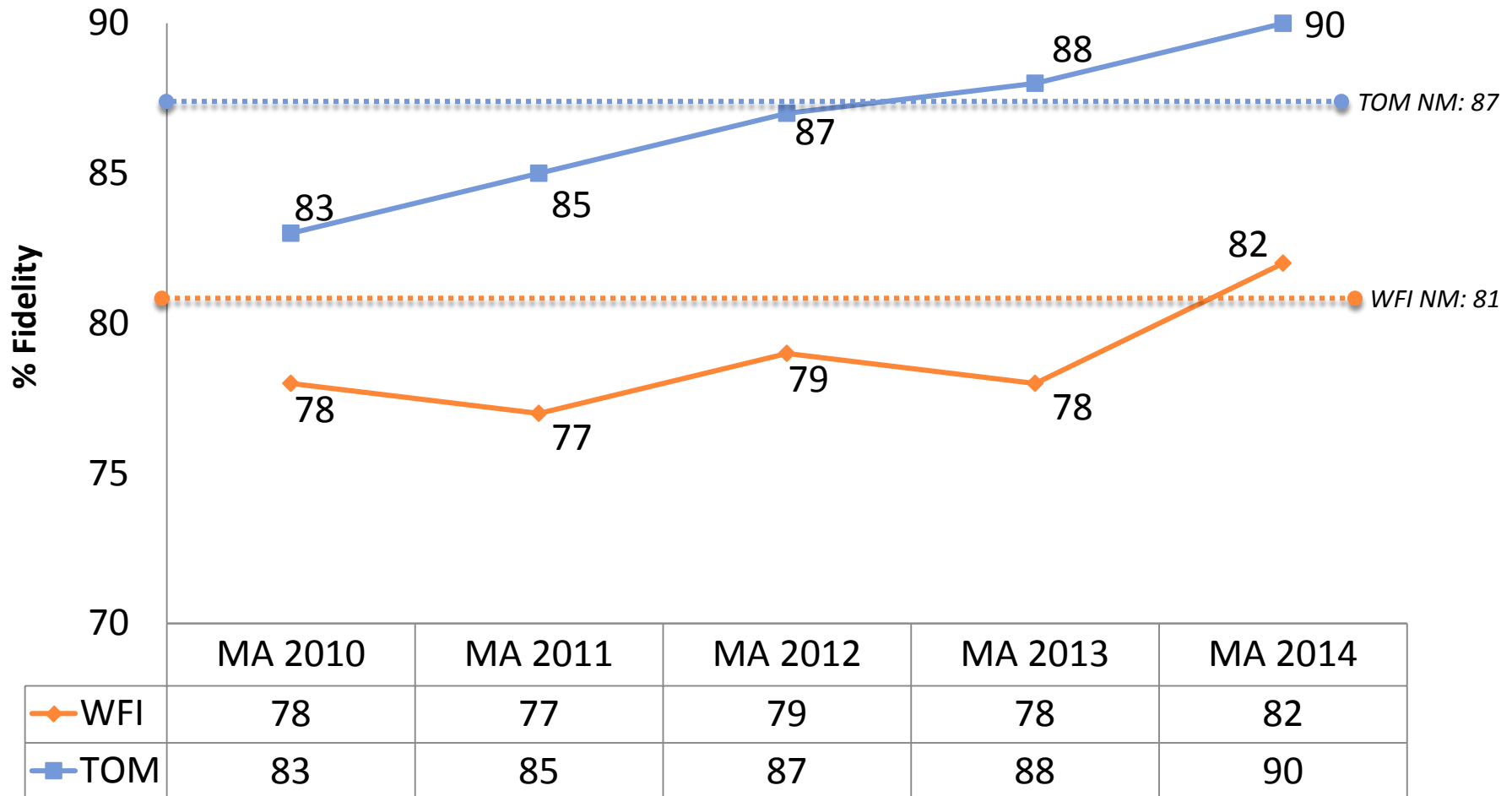
WFI-4		
Number of Youth Assessed	629	
Age of Youth & Frequencies		
Mean (SD)	12 (3.9)	
Range	2-19	
<1	0	
1-4	17	
5-9	179	
10-14	250	
15-18	180	
19 and older	2	
Missing	1	
Gender		
Male	381	(61%)
Female	248	(39%)
Race (Percent of Youth)		
Caucasian	279	(44%)
Hispanic/Latino	160	(25%)
Mixed Race	109	(17%)
African American	67	(11%)
Other	8	(1%)
Native American	3	(0%)
Asian Pacific	3	(0%)

TOM		
Number of Youth Assessed	717 forms for 694 youth	
Age of Youth & Frequencies		
Mean (SD)	12 (4.11)	
Range	1-21	
<1	0	
1-4	10	
5-9	112	
10-14	146	
15-18	138	
19 and older	12	
Missing	276	
Gender		
Male	425	(61%)
Female	269	(39%)
Race (Percent of Youth)		
Caucasian	344	(50%)
Hispanic/Latino	143	(21%)
African American	99	(14%)
Mixed Race	64	(9%)
Other	26	(4%)
Asian Pacific	10	(1%)
Native American	8	(1%)

Types of TOMs Administered

Type of Meeting	Percent
Initial Team Meeting	7.8%
Initial Planning Meeting	7.2%
Follow-up Meeting	70.1%
Discharge Meeting	6.5%
Other	2.2%
Missing	6.1%

MA WFI-4 & TOM Total Scores



NM = National Mean

WFI & TOM Correlations



WRAPAROUND FIDELITY INDEX, V. 4

Massachusetts Overall

WFI-4 Fidelity Scores by Phase

	Total	Phase			
	Mean Overall	Engagement	Planning	Implementation	Transition
MA 2010	78	86	82	79	64
MA 2011	77	85	82	77	64
MA 2012	79	88	84	79	67
MA 2013	78	86	83	77	66
MA 2014	82	90	86	83	71
National Mean (CG only)	81	82	81	85	73

- Strong in Engagement and Planning phases
- Weaker and below the national mean in Implementation and Transition
- Increases in overall score as well as each phase from 2013

WFI Fidelity Scores by Principle

	Total Score	FVC	TB	NS	COL	CB	CC	INDIV	SB	PER	OB
MA 2010	78%	88%	84%	53%	89%	74%	95%	70%	83%	83%	63%
MA 2011	77%	85%	82%	52%	89%	74%	93%	73%	79%	78%	65%
MA 2012	79%	89%	86%	55%	91%	72%	94%	75%	81%	82%	66%
MA 2013	78%	87%	84%	52%	88%	73%	93%	71%	81%	78%	70%
MA 2014	82%	91%	85%	64%	91%	74%	95%	80%	86%	83%	75%
National Avg.	81%	90%	75%	66%	90%	78%	94%	71%	85%	85%	72%
2011-2012 Change	--	↑	↑	--	--	--	--	--	--	↑	--
2012-2013 Change	--	--	--	--	↓	--	↓	--	--	↓	↑
2013-2014 Change	↑	↑	--	↑	↑	--	↑	↑	↑	↑	↑

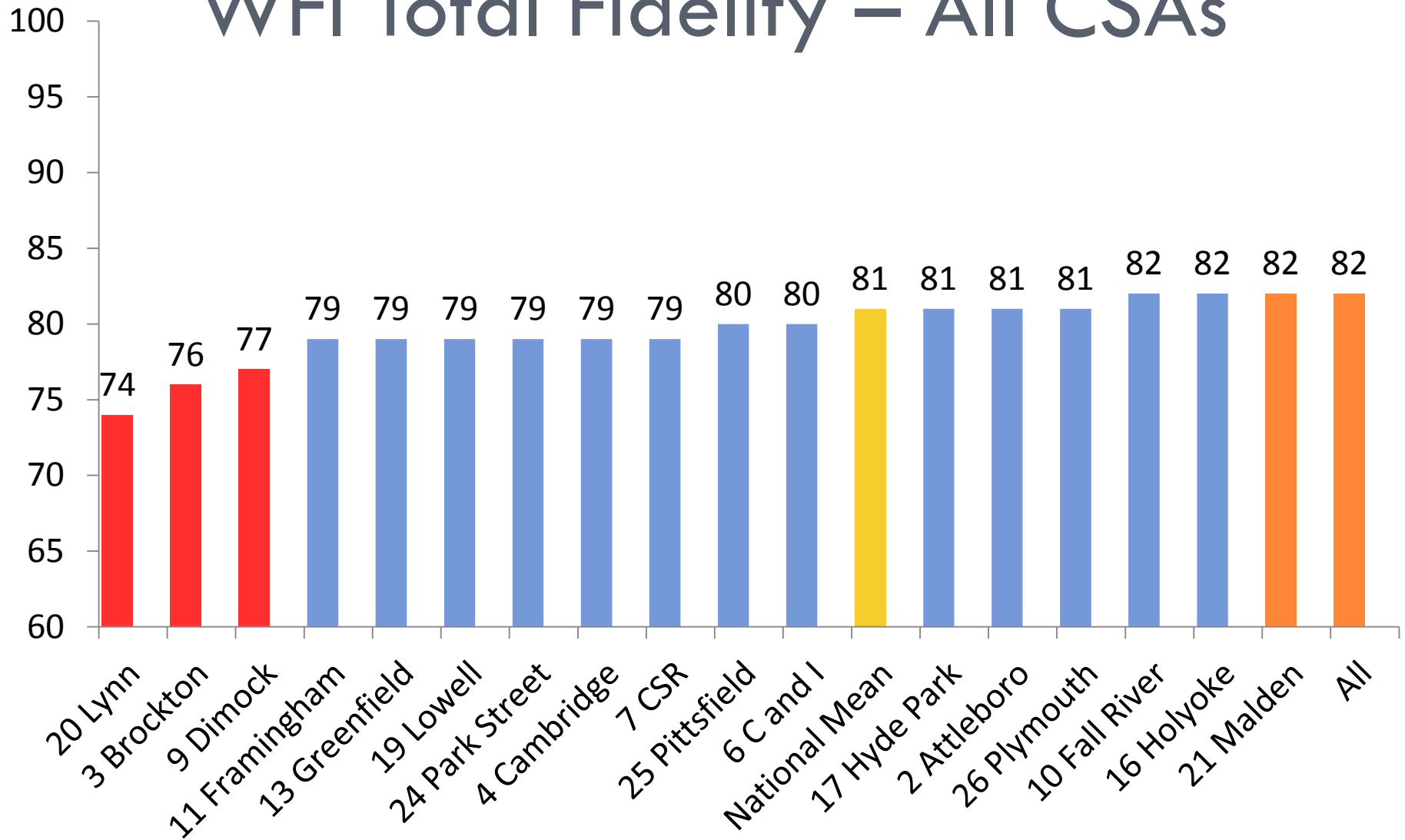
↑	Significant increase
--	No significant change
↓	Significant decrease

Paired T-test for difference of means calculated for each Principle to check whether changes in overall Principle scores for the Community Service Agencies were \neq zero, using a significance level of $\alpha = .05$.

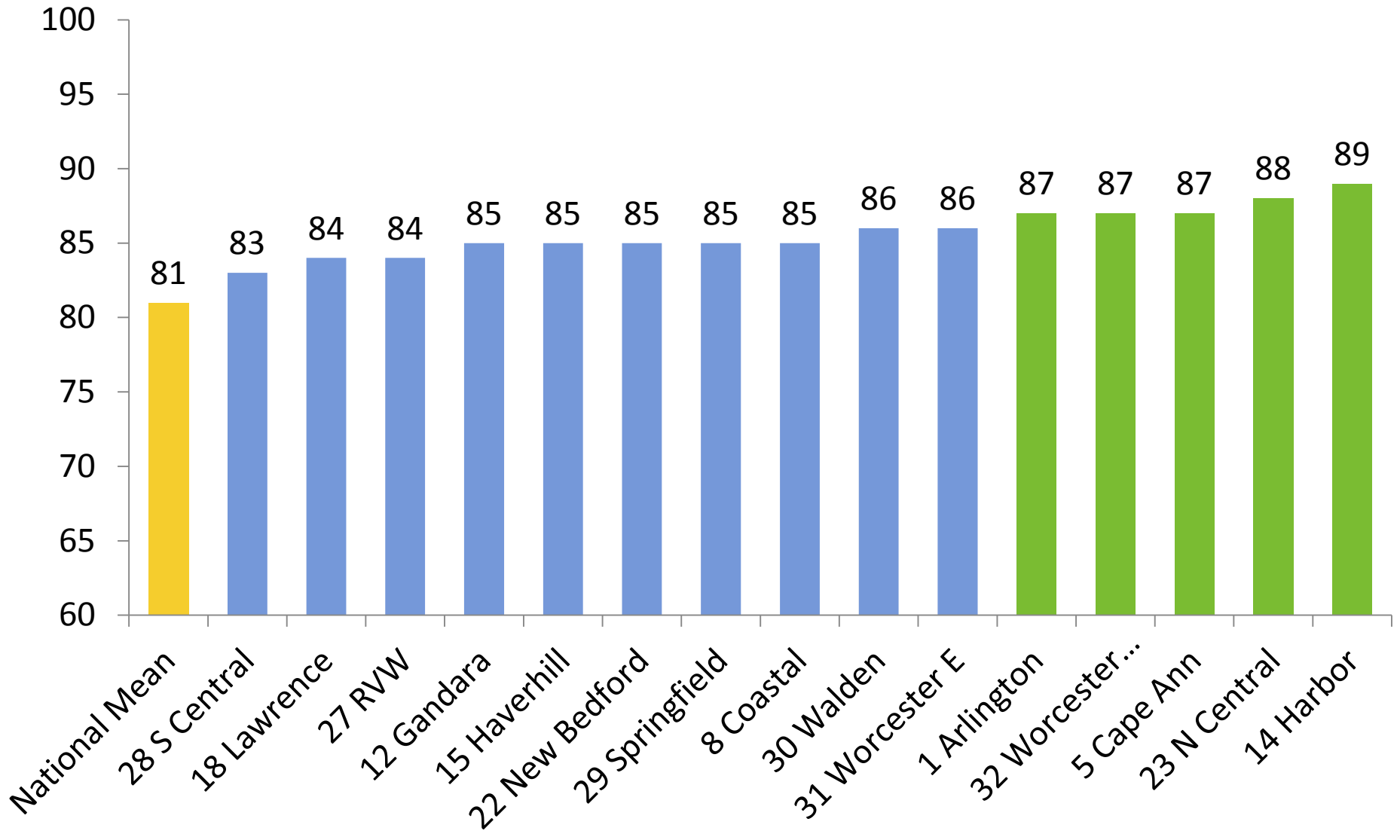
WFI-4 Fidelity Scores by Principle – All CSAs



WFI Total Fidelity – All CSAs



WFI Total Fidelity – All CSAs



Item Level Results

Indicate Strengths, Weaknesses & Trends

- **Strength:**

>.3 SD *above* national mean = green box

- **Weakness:**

>.3 SD *below* national mean = red box

- **Positive trend:**

Green shading 1.84 1.92

- **Negative trend:**

Red shading 1.84 1.79

* = significant change
from 2013-2014

Item Scores: Engagement

All CSAs (.3 SD above/below NM)

ITEMS	2010	2011	2012	2013	2014	NM
CG 1.1 – When you first met ICC, were you given time to talk about strengths AND did this process help you appreciate?	1.78	1.74	1.80	1.74	1.85*	1.82
CG 1.2 – Before your first team meeting, did your ICC fully explain the WA process and the choices you could make?	1.78	1.82	1.89	1.84	1.92*	1.83
CG 1.3 – At the beginning of the wraparound process, did you have a chance to tell ICC what things have worked in the past?	1.83	1.78	1.89	1.84	1.91*	1.81
CG 1.4 – Did you select the people who would be on your WA team?	1.41	1.34	1.40	1.36	1.38	0.93
CG 1.5 – Is it difficult to get team members to attend team meetings when they are needed?	1.66	1.65	1.75	1.67	1.75*	1.64
CG 1.6 – Before your first WA team meeting, did you go through a process of identifying what leads to crises for child & family?	1.81	1.90	1.89	1.89	1.90	1.76

*p < .05

Item Scores: Planning

All CSAs (.3 SD above/below NM)

ITEMS	2010	2011	2012	2013	2014	NM
CG 2.1 – Did you and your team create a written plan that describes how the team will meet your child's needs AND do you have a copy?	1.83	1.87	1.92	1.85	1.93*	1.78
CG 2.2 – Did the team develop any kind of written statement about what it is working on with your child and family AND can you describe what your team mission says?	1.76	1.76	1.88	1.84	1.79	1.63
CG 2.3 – Is there a balance of professional vs. community/informal services?	0.99	1.10	1.23	1.17	1.26	0.74
CG 2.4 – Are the supports and services in your WA plan connected to the strengths and abilities of your child and family?	1.80	1.72	1.73	1.77	1.84*	1.85
CG 2.5 – Does the WA plan include strategies for helping your child get involved with activities in his/her community?	1.31	1.26	1.21	1.33	1.38	1.27
CG 2.6 – Are there members of your team who do not have a role in implementing your plan?	1.73	1.73	1.77	1.73	1.78	1.78

Item Scores: Planning (Cont'd.)

All CSAs (.3 SD above/below NM)

ITEMS	2010	2011	2012	2013	2014	NM
CG 2.7 – Does your team brainstorm many strategies to address your family's needs before selecting one?	1.79	1.79	1.84	1.79	1.82	1.84
CG 2.8 – Is there a crisis plan AND does this plan specify how to prevent crisis?	1.48	1.57	1.63	1.52	1.74*	1.67
CG 2.9 – Do you feel confident that, in crisis, your team can keep your child in the community?	1.57	1.58	1.51	1.61	1.71*	1.74
CG 2.10 – Do you feel like other people on your team have higher priority than you in designing your wraparound plan?	1.83	1.73	1.83	1.82	1.86	1.71
CG 2.11 – During the planning process, did your team make enough time to understand your values AND is your wraparound in tune with your family's values?	1.89	1.84	1.88	1.82	1.85	1.85

Item Scores: Implementation

All CSAs (.3 SD above/below NM)

ITEMS	2010	2011	2012	2013	2014	NM
CG 3.1 – Are important decisions made about your child or family when you are not there?	1.90	1.86	1.89	1.89	1.89	1.77
CG 3.2 – When your team has a good idea, can they find resources/make that idea happen?	1.58	1.54	1.51	1.59	1.75*	1.82
CG 3.3 – Does your WA team get your child involved with activities they like and do well?	1.05	0.95	0.93	0.98	1.23*	1.18
CG 3.4 – Does the team find ways to increase the support you get from friends and family?	1.09	1.13	1.31	1.13	1.49*	1.43
CG 3.5 – Do the members of your team hold each other responsible for doing their part?	1.73	1.73	1.77	1.71	1.79*	1.84
CG 3.6 – Is there a friend/advocate of your child or family who actively participates on your WA team?	0.68	0.66	0.62	0.70	0.94*	0.96
CG 3.7 – Does your team come up with new ideas when something is not working?	1.75	1.70	1.78	1.72	1.82*	1.85
CG 3.8 – Are the services and supports in your WA plan difficult for your family to access?	1.61	1.66	1.63	1.54	1.64*	1.72

Item Scores: Implementation (Cont'd.)

All CSAs (.3 SD above/below NM)

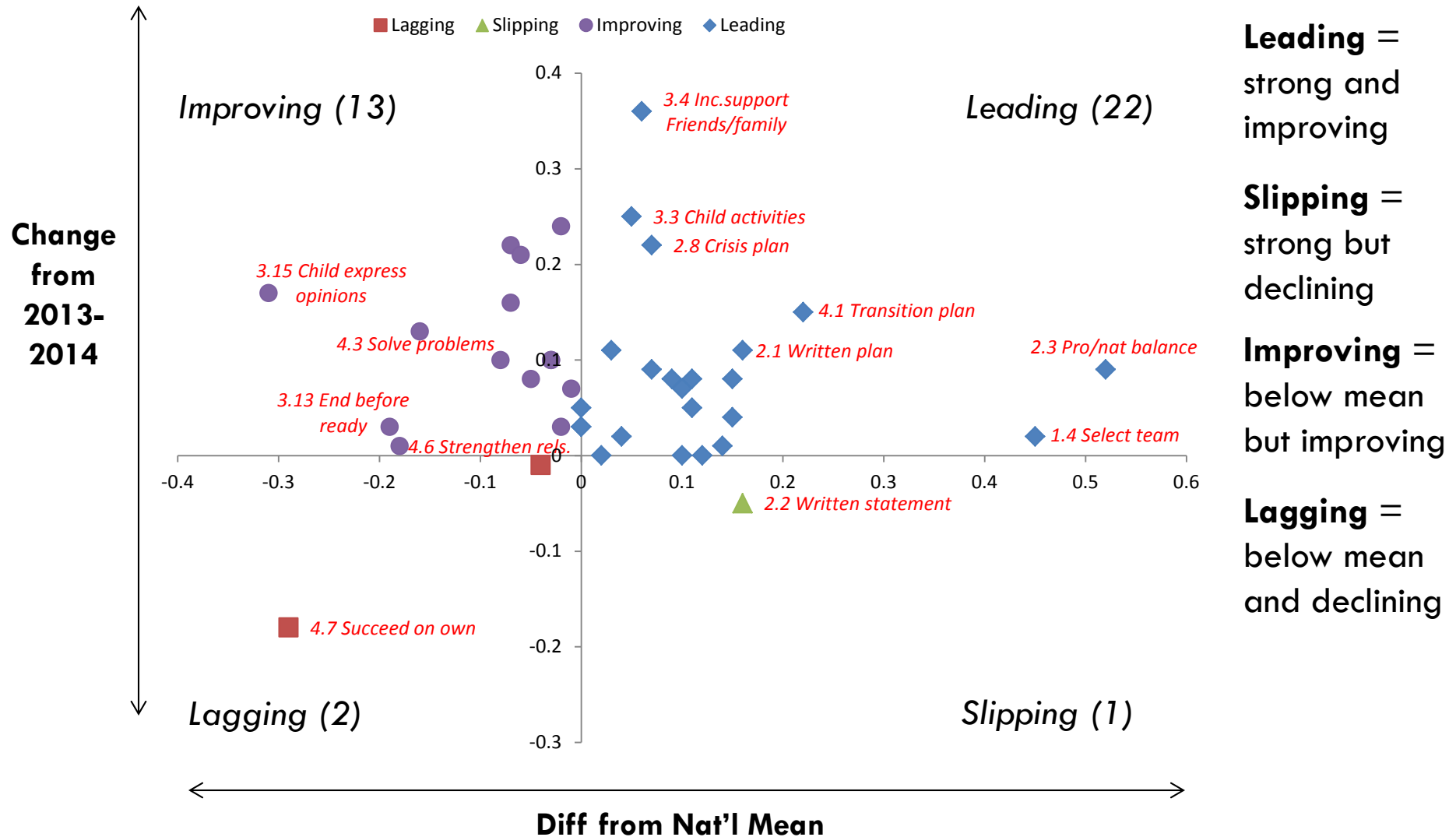
ITEMS	2010	2011	2012	2013	2014	NM
CG 3.9 – Does your team assign specific tasks to all team members at the end of each meeting AND does the team review each person's follow-through at the next meeting?	1.67	1.63	1.69	1.71	1.80*	1.73
CG 3.10 – Do members of your team always use language you can understand?	1.96	1.94	1.97	1.95	1.97	1.93
CG 3.11 – Does your team create a positive atmosphere around successes and accomplishments at each team meeting?	1.88	1.91	1.92	1.89	1.92	1.92
CG 3.12 – Does your team go out of its way to make sure all members present ideas and participate in decisions?	1.82	1.84	1.89	1.87	1.87	1.85
CG 3.13 – Do you think your WA process could be discontinued before you're ready?	1.48	1.32	1.42	1.32	1.35	1.54
CG 3.14 – Do all of the members of your team demonstrate respect for you and your family?	1.96	1.91	1.92	1.91	1.90	1.94
CG 3.15 – Does your child have the opportunity to communicate their ideas about decisions?	1.49	1.39	1.48	1.43	1.60*	1.91

Item Scores: Transition

All CSAs (.3 SD above/below NM)

ITEMS	2010	2011	2012	2013	2014	NM
CG 4.1 – Has your team discussed a plan for how wraparound will end AND does your team have a plan for when?	0.46	0.70	0.70	0.87	1.02*	0.80
CG 4.2 – Has the wraparound process helped your child develop friendships with other youth?	0.94	0.92	0.99	0.98	1.20*	1.27
CG 4.3 – Has the wraparound process helped your child to solve their own problems?	1.09	1.02	1.07	1.17	1.30*	1.46
CG 4.4 – Has your team helped you and your child prepare for major transitions?	1.50	1.64	1.66	1.55	1.66*	1.50
CG 4.5 – After formal wraparound ends, do you think the process will be able to be restarted if you need it?	1.82	1.80	1.89	1.86	1.86	1.76
CG 4.6 – Has the WA process helped your family to develop or strengthen relationships that will support you when wraparound is finished?	1.45	1.42	1.52	1.46	1.47	1.65
CG 4.7 – Do you feel like you and your family will be able to succeed on its own?	1.33	1.41	1.44	1.38	1.20*	1.49
CG 4.8 – Will some members of your team be there to support you when formal WA is finished?	1.60	1.40	1.43	1.41	1.62*	1.68

Interpreting the Mass WFI item scores: Characterizing by mean score and trend



Summary of WFI Results

- Many significant improvements across total score, principles, and items!
- Certain CSAs show meaningful (± 1 SD) differences from state average
 - Higher than the mean = Arlington, Cape Ann, Harbor, N. Central, Walden, Worcester E., Worcester W.
 - Lower = Brockton, Dimock, Lynn


Summary of WFI Results:

Strengths and Improvements

- Continued strength in effective Team-Based process compared to the national mean.
 - Getting team members to the table
 - Team selection
- Much improved in Natural Supports efforts
 - Helping the child develop friendships
 - Friend/advocate of the child and family actively participating on the team.
- Individualized planning process shoots past National Mean for the first year ever.
 - Balance of professional/natural supports
 - Crisis planning
 - Resources to make things happen
- Continued improvement in Outcomes-Based process
 - Transition planning
 - Helping youth solve her/his own problems.

Summary of WFI Results:

Areas of decline



□ Decreases found:

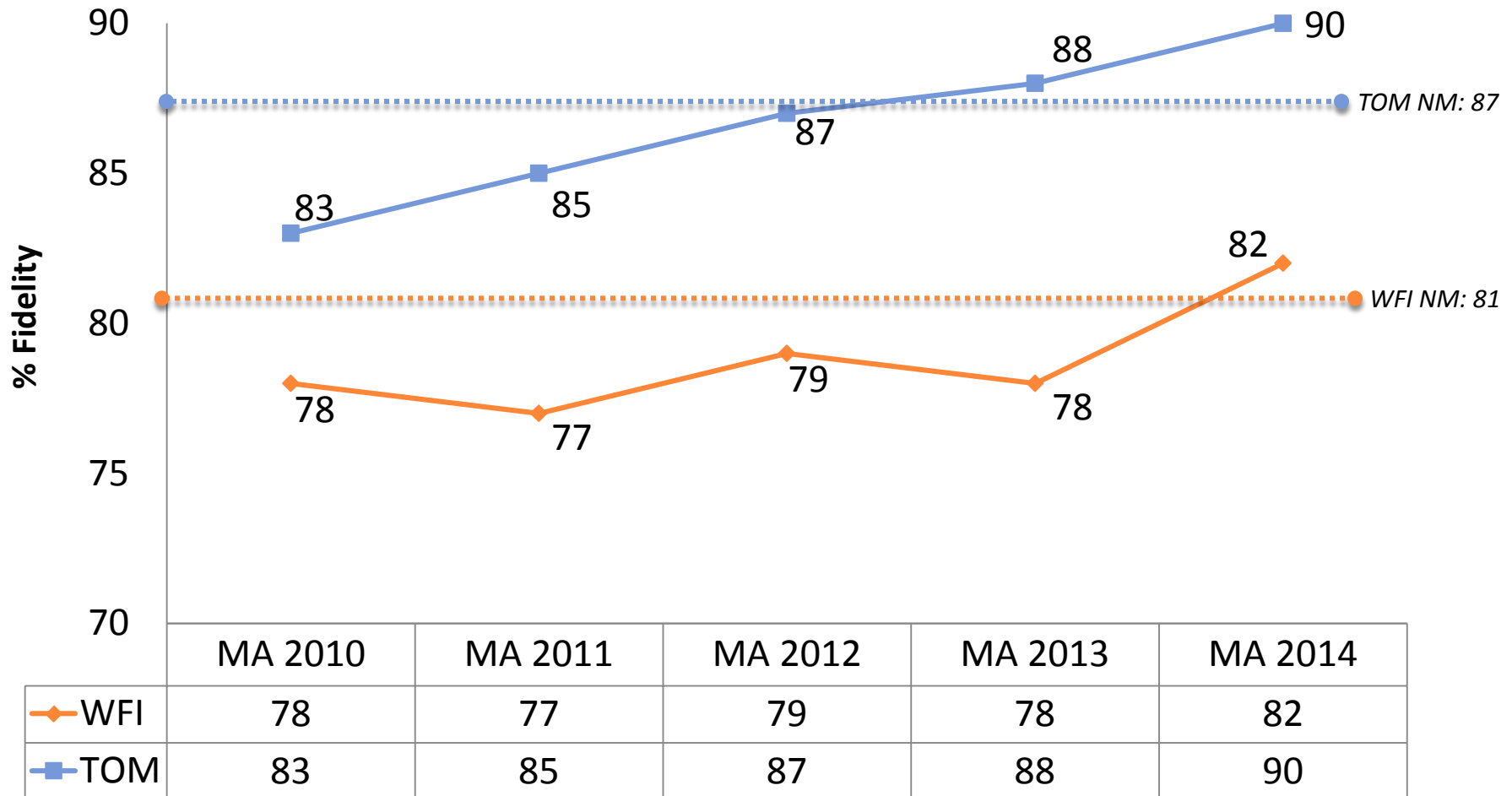
- Nowhere! A few select items decreased ever so slightly.
 - Team mission/written statement of work
 - Feeling that the family will be able to succeed on it's own.



TEAM OBSERVATION MEASURE

Massachusetts Overall

MA WFI-4 & TOM Total Scores



NM = National Mean

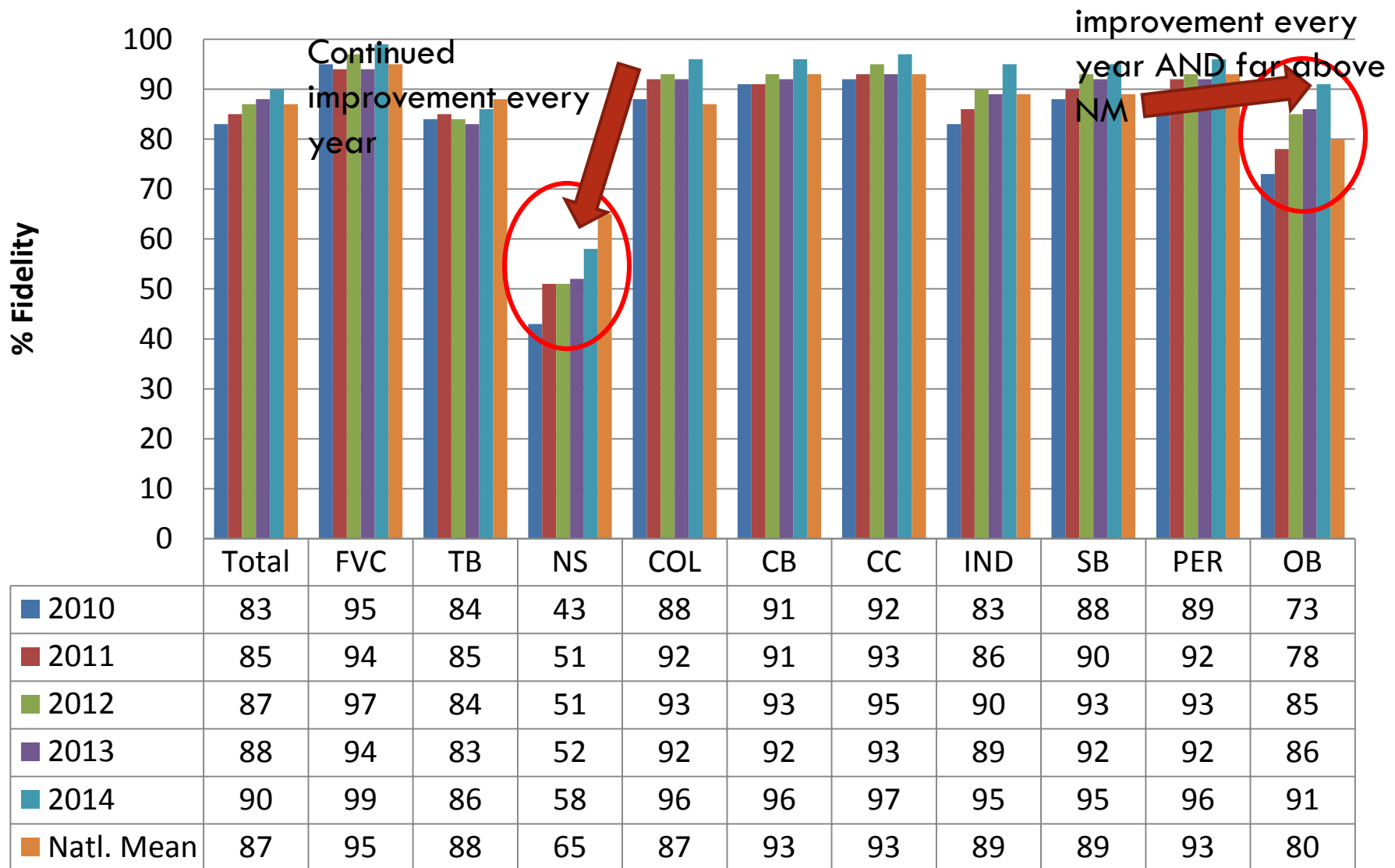
TOM Fidelity Scores by Principle

	Total Score	FVC	TB	NS	COL	CB	CC	INDIV	SB	PER	OB
MA 2010	83%	95%	84%	43%	88%	91%	92%	83%	88%	89%	73%
MA 2011	85%	94%	85%	51%	92%	91%	93%	86%	90%	92%	78%
MA 2012	87%	97%	84%	51%	93%	93%	95%	90%	93%	93%	85%
MA 2013	88%	94%	83%	52%	92%	92%	93%	89%	92%	92%	86%
MA 2014	90%	99%	86%	58%	96%	96%	97%	95%	95%	96%	91%
National Avg.	87%	95%	88%	65%	87%	93%	93%	89%	89%	93%	80%
2011-2012 Change	↑	--	--	--	--	--	--	--	↑	--	↑
2012-2013 Change	--	--	--	--	↓	--	--	--	↓	--	↑
2013-2014 Change		↑						↑			↑

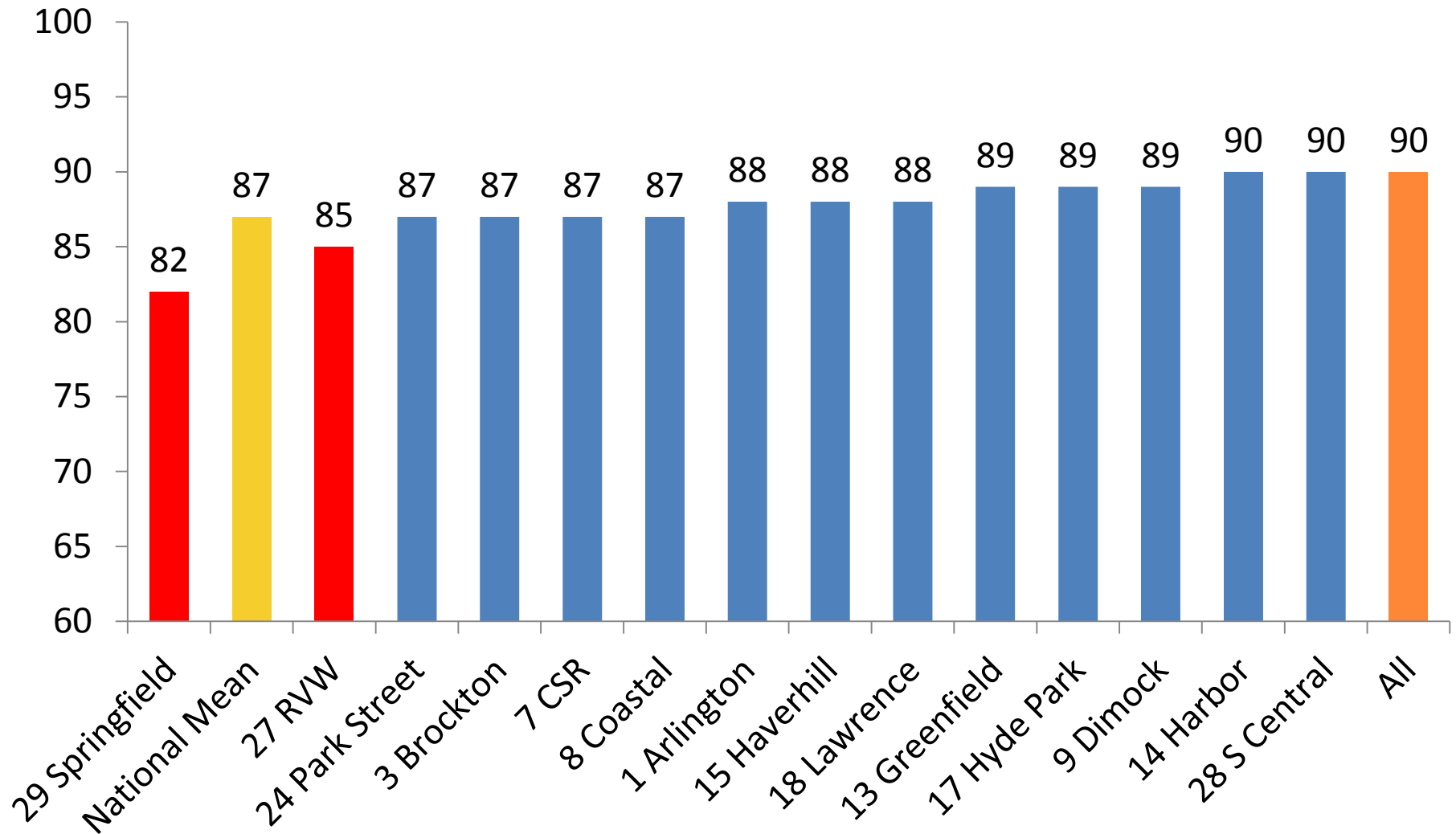
↑	Significant increase
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Paired T-test for difference of means calculated for each Principle to check whether changes in overall Principle scores for the Community Service Agencies were \neq zero, using a significance level of $\alpha = .05$.

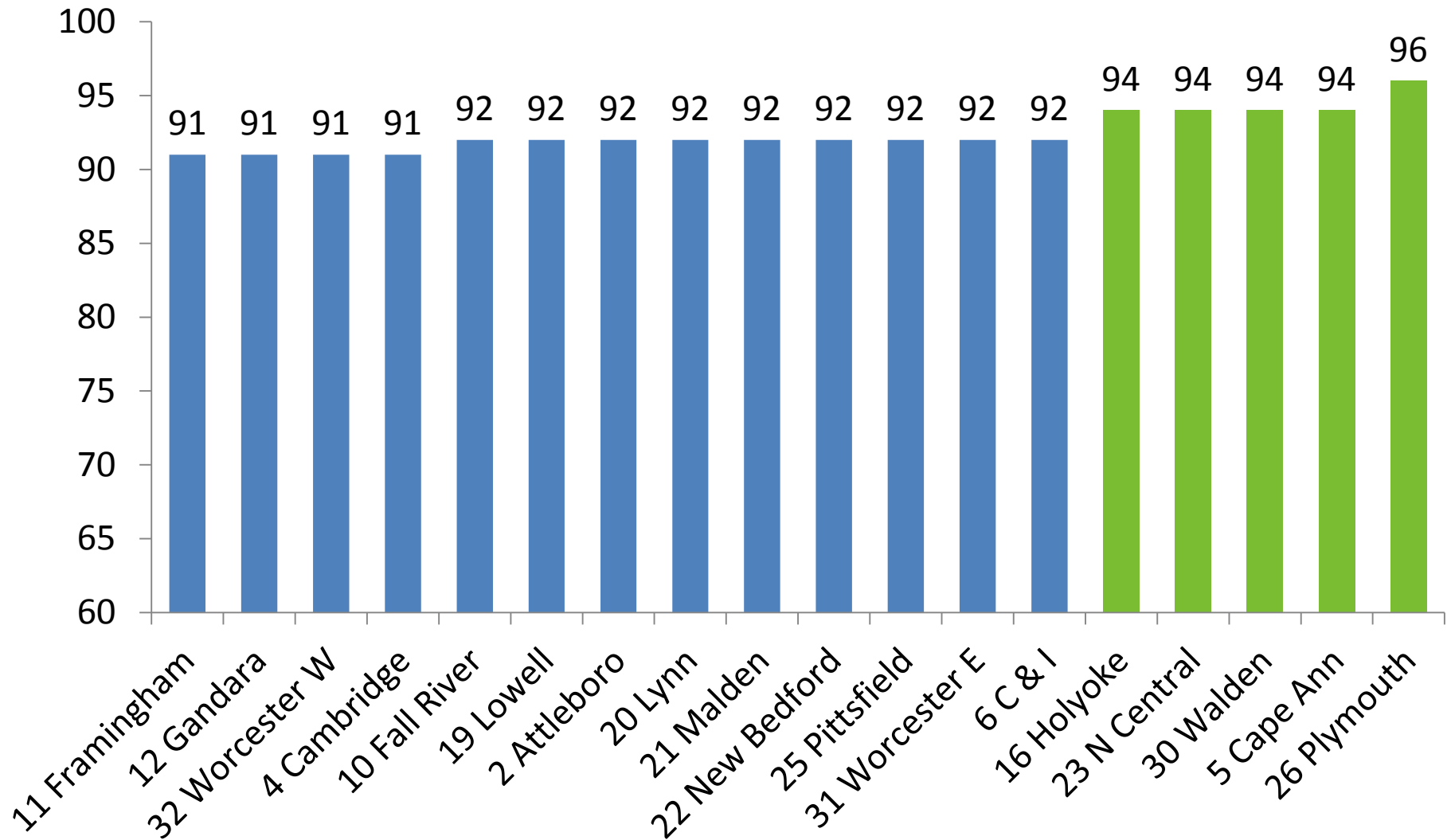
TOM Fidelity Scores by Principle – All CSAs



TOM Total Fidelity – All CSAs



TOM Total Fidelity – All CSAs

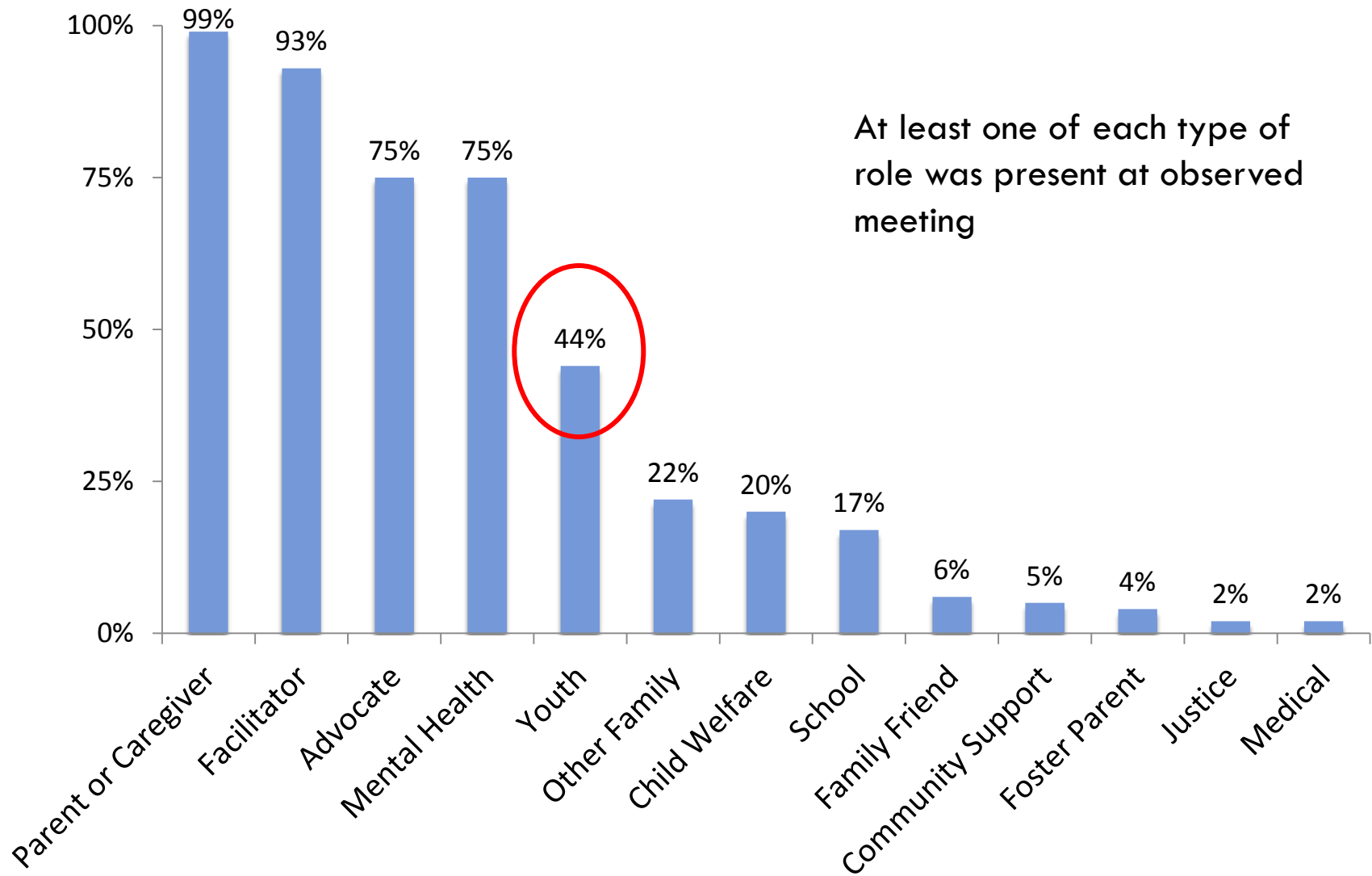


Team Membership & Attendance

Number of Youth Assessed	694	
Number of Meetings Assessed	717	
Youth	315	44%
Parent (birth or adoptive)	633	88%
Foster parent	26	4%
Caregiver (if different from parent or foster parent)	77	11%
Sibling	96	13%
Facilitator	667	93%
Friend of parent/caregiver	39	5%
Friend of youth	7	1%
Extended family member	65	9%
School representative	125	17%
Family support partner or advocate	540	75%
Mental health provider	471	66%
Mental health agency representative	66	9%
Social services representative/social worker	134	19%
Medical provider	13	2%
Juvenile justice representative/probation officer	3	0%
Court appointed special advocate (CASA)	4	1%
Attorney	13	2%
Community support or other natural support	37	5%
Other (<i>please specify</i>)	190	26%

Note: A “1” or “Yes” here signifies that at least one person of this type of role attending the meeting was being observed.

Team Members Present



Item Level Results

Indicate Strengths, Weaknesses & Trends

- **Strength:**

>.3 SD *above* national mean = green box

- **Weakness:**

>.3 SD *below* national mean = red box

- **Positive trend:**

Green shading 3.70 3.80

- **Negative trend:**

Red shading 0.98 0.70

* = significant change
from 2013-2014

TOM Item & Indicator Scores

All CSAs

TEAM BASED	2010	2011	2012	2013	2014	NM
Item 1: Team Membership & Attendance	3.10	3.09	3.04	3.00	3.04	3.42
a. Parent/caregiver is a team member and present at the meeting.	0.99	0.99	1.00	0.99	1.00	0.98
b. Youth (over age 9) is a team member and present at the meeting.	0.61	0.61	0.61	0.55	0.57	0.86
c. Key school or other public stakeholder agency representatives are present.	0.61	0.60	0.52	0.56	0.52	0.52
Item 2: Effective Team Process	3.61	3.71	3.70	3.83	3.86	3.65
a. Team meeting attendees are oriented to the WA process and understand the purpose of the meeting.	0.88	0.91	0.89	0.94	0.95	0.82
b. The facilitator assists the team to review and prioritize family and youth needs.	0.95	0.95	0.95	0.98	0.98	0.95
c. Tasks and strategies are explicitly linked to goals.	0.91	0.95	0.93	0.97	0.96	0.94
d. Potential barriers to the nominated strategy or option are discussed and problem-solved.	0.86	0.91	0.93	0.93	0.96	0.93

TOM Item & Indicator Scores

All CSAs

COLLABORATIVE	2010	2011	2012	2013	2014	NM
Item 3: Facilitator Preparation	3.50	3.68	3.66	3.70	3.80*	3.27
a. There is a clear agenda or outline for the meeting, which provides an understanding of the overall purpose of and major sections of the meeting.	0.86	0.91	0.92	0.91	0.95*	0.84
b. The meeting follows an agenda or outline such that team members know the purpose of their activities at a given time.	0.84	0.91	0.88	0.92	0.94*	0.84
c. The facilitator has prepared needed documents and materials prior to the meeting.	0.90	0.96	0.96	0.96	0.97	0.92
d. A plan for the next meeting is presented, including time and date.	0.89	0.91	0.90	0.91	0.94	0.68
Item 4: Effective Decision Making	3.50	3.69	3.74	3.80	3.86*	3.68
a. Team members demonstrate consistent willingness to compromise or explore further options when there is disagreement.	0.96	0.97	0.96	0.96	0.98	0.91
b. Team members reach shared agreement after having solicited information from several members or having generated several ideas.	0.87	0.95	0.96	0.97	0.97	0.92
c. The plan of care is agreed upon by all at the meeting.	0.94	0.98	0.97	0.98	0.99*	0.95
d. The facilitator summarizes the content of the meeting at the end of the meeting, including next steps & responsibilities.	0.86	0.91	0.93	0.93	0.91	0.93

TOM Item & Indicator Scores

All CSAs

INDIVIDUALIZED	2010	2011	2012	2013	2014	NM
Item 5: Creative Brainstorming & Options	3.11	3.16	3.41	3.57	3.74*	3.34
a. The team considers several different strategies for meeting each need and achieving each goal that is discussed.	0.83	0.87	0.91	0.93	0.97*	0.88
b. The team considers multiple options for tasks or action steps.	0.81	0.86	0.89	0.94	0.96	0.87
c. The facilitator leads a robust brainstorming process to develop multiple options to meet priority needs.	0.67	0.69	0.72	0.78	0.86*	0.72
Item 6: Individualized Process	3.53	3.70	3.76	3.79	3.87*	3.75
a. Planning includes action steps or goals for other family members, not just identified youth.	0.85	0.92	0.93	0.94	0.96	0.96
b. Facilitator and team members draw knowledge about the community to generate strategies and action steps based on unique community supports.	0.85	0.91	0.90	0.90	0.94*	0.88
c. Team facilitates creation of individualized supports or services to meet the unique needs of child and/or family.	0.89	0.96	0.96	0.97	0.98	0.94
d. Youth, caregiver, & family members give their opinions about potential services, supports, or strategies; including describing what has or has not worked in the past.	0.93	0.95	0.96	0.97	0.98	0.97

TOM Item & Indicator Scores

All CSAs

NATURAL SUPPORTS	2010	2011	2012	2013	2014	NM
Item 7: Natural and Community Supports	1.54	1.61	1.64	1.67	1.70	1.89
a. Natural supports for the family are team members and are present.	0.27	0.27	0.28	0.27	0.27	0.41
b. Team provides multiple opportunities for natural supports to participate in significant areas of discussion.	0.75	0.80	0.70	0.77	0.87*	0.83
c. Community team members and natural supports participate in decision-making.	0.72	0.79	0.77	0.79	0.83	0.79
d. Community team members and natural supports have a clear role on the team.	0.72	0.81	0.79	0.85	0.86	0.76
Item 8: Natural Support Plans	1.94	2.47	2.42	2.57	2.95*	3.31
a. Brainstorming of options and strategies include strategies to be implemented by natural and community supports.	0.70	0.77	0.74	0.78	0.87*	0.83
b. The plan of care represents a balance between formal services and informal supports.	0.45	0.58	0.56	0.57	0.65*	0.71
c. There are flexible resources available to the team to allow for creative services, supports, and strategies.	0.21	0.58	0.49	0.67	0.78	0.97

TOM Item & Indicator Scores

All CSAs

UNCONDITIONAL/PERSISTENCE	2010	2011	2012	2013	2014	NM
Item 9: Team Mission and Plans	3.44	3.61	3.68	3.72	3.77*	3.66
a. The team discusses or has produced a mission/vision statement.	0.84	0.90	0.93	0.96	0.97	0.94
b. The team creates or references a plan that guides its work.	0.91	0.96	0.97	0.97	0.99	0.96
c. The team has confirmed or is creating a crisis plan.	0.78	0.90	0.84	0.81	0.84	0.80
d. The team plan contains specific goals that are linked to strategies and action steps.	0.92	0.96	0.95	0.97	0.98	0.96
Item 10: Shared Responsibility	3.66	3.72	3.76	3.86	3.90	3.79
a. The team explicitly assigns responsibility for action steps that define who will do what, when, and how often.	0.87	0.91	0.91	0.95	0.96	0.93
b. There is a clear understanding of who is responsible for action steps and follow up on strategies in the plan.	0.92	0.92	0.93	0.97	0.97	0.95
c. Providers and agency representatives at the meeting demonstrate that they are working for the family and not there to represent a different agenda or set of interests.	0.96	0.98	0.98	0.97	0.99*	0.97

TOM Item & Indicator Scores

All CSAs

CULTURAL COMPETENCE	2010	2011	2012	2013	2014	NM
Item 11: Facilitation Skills	3.55	3.62	3.69	3.76	3.83*	3.58
a. Facilitator is able to impart understanding about what the WA process is, how it will work for this family, and how individual team members will participate.	0.83	0.88	0.87	0.91	0.94	0.80
b. Facilitator reflects, summarizes, and makes process-oriented comments.	0.89	0.92	0.93	0.95	0.96	0.91
c. Facilitator is able to manage disagreement & conflict and elicit underlying interests, needs, and motivations of team members.	0.92	0.92	0.93	0.91	0.94	0.90
d. Talk is well distributed across team members and each team member makes an extended or important contribution.	0.93	0.92	0.95	0.95	0.97*	0.95
Item 12: Cultural and Linguistic Competence	3.76	3.86	3.92	3.92	3.96*	3.85
a. The youth, caregiver, and family members are given time to talk about the family's values, beliefs, and traditions.	0.87	0.95	0.97	0.96	0.99*	0.92
b. The team demonstrates a clear and strong sense of respect for the family's values, beliefs, and traditions.	0.95	0.97	0.98	0.98	0.99*	0.94
c. Meetings and meeting materials are provided in the language the family is most comfortable with.	0.97	0.98	0.99	0.98	0.98	0.98
d. Members of the team use language the family can understand (i.e., no professional jargon/acronyms).	0.97	0.98	0.99	0.99	0.99	0.99

TOM Item & Indicator Scores

All CSAs

OUTCOMES BASED	2010	2011	2012	2013	2014	NM
Item 13: Outcomes Based Process	2.88	3.06	3.35	3.58	3.64	3.21
a. The team uses objective measurement strategies.	0.67	0.76	0.81	0.87	0.89	0.77
b. The team assesses goals/strategies using measures of progress.	0.72	0.77	0.81	0.89	0.90	0.75
c. The team revises the plan if progress toward goals is not evident.	0.84	0.88	0.93	0.95	0.97	0.89
Item 14: Evaluating Progress and Success	2.99	3.15	3.43	3.52	3.68*	3.24
a. The team conducts a systematic review of members' progress on assigned action steps.	0.78	0.84	0.90	0.91	0.93	0.88
b. The facilitator checks in with the team members about their comfort and satisfaction with the team process.	0.74	0.79	0.82	0.85	0.92*	0.79
c. Objective or verifiable data is used as evidence of success, progress, or lack thereof.	0.72	0.78	0.84	0.88	0.89	0.76

TOM Item & Indicator Scores

All CSAs

VOICE AND CHOICE	2010	2011	2012	2013	2014	NM
Item 15: Youth and Family Voice	3.89	3.86	3.89	3.89	3.95*	3.92
a. The team provides extra opportunity for caregivers to speak and offer opinions, especially during decision making.	0.98	0.98	0.99	0.99	0.99	0.99
b. The team provides extra opportunity for the youth to speak and offer opinions, especially during decision making.	0.93	0.93	0.91	0.92	0.96*	0.97
c. Caregivers, parents, and family members are afforded opportunities to speak in an open-ended way about current and past experiences and/or about hopes for the future.	0.98	0.98	0.99	0.98	0.99	0.99
d. The youth is invited to speak in an open-ended way about current and past experiences and/or about hopes for the future.	0.96	0.93	0.94	0.91	0.97*	0.96
Item 16: Youth and Family Choice	3.72	3.69	3.82	3.81	3.92*	3.70
a. The youth prioritizes life domains, goals, or needs on which he or she would like the team to work.	0.78	0.79	0.81	0.81	0.90*	0.80
b. The caregiver or parent prioritizes life domains goals, or needs on which he or she would like the team to work.	0.93	0.96	0.97	0.97	0.99*	0.94
c. The family and youth have highest priority in decision making.	0.97	0.95	0.99	0.98	0.99	0.97

TOM Item & Indicator Scores

All CSAs

STRENGTHS BASED	2010	2011	2012	2013	2014	NM
Item 17: Focus on Strengths	3.31	3.47	3.64	3.71	3.78	3.50
a. Team members acknowledge or list caregiver/youth strengths.	0.92	0.95	0.96	0.95	0.97	0.94
b. Team builds an understanding of how youth strengths contribute to the success of team mission or goals.	0.78	0.85	0.87	0.91	0.93	0.84
c. In designing strategies, team members consider and build on strengths of the youth and family.	0.82	0.89	0.93	0.94	0.95	0.89
d. Facilitator and team members analyze youth & family member perspectives and stories to identify functional strengths.	0.78	0.87	0.89	0.91	0.93	0.84
Item 18: Positive Team Culture	3.70	3.69	3.80	3.77	3.87*	3.62
a. The team focuses on improvements or accomplishments throughout the meeting.	0.91	0.92	0.94	0.93	0.97*	0.92
b. The facilitator directs a process that prevents blame or excessive focus on or discussion of negative events.	0.97	0.95	0.96	0.96	0.98	0.91
c. The facilitator encourages team culture by celebrating successes since the last meeting	0.88	0.93	0.93	0.93	0.96*	0.90
d. There is a sense of openness and trust among team members.	0.94	0.93	0.96	0.95	0.96	0.89

TOM Item & Indicator Scores

All CSAs

COMMUNITY BASED	2010	2011	2012	2013	2014	NM
Item 19: Community Focus	3.41	3.45	3.62	3.66	3.74	3.57
a. The team is actively brainstorming and facilitating community activities for the youth and family.	0.82	0.85	0.88	0.90	0.91	0.84
b. The team prioritizes services that are community-based.	0.82	0.86	0.88	0.89	0.92	0.89
c. The team prioritizes access to services that are easily accessible to the youth and family.	0.93	0.94	0.96	0.96	0.98*	0.94
Item 20: Least Restrictive Environment	3.92	3.86	3.93	3.91	3.92	3.93
a. The team's mission and/or identified needs support the youth's integration into the least restrictive residential and educational environments possible.	0.99	0.97	0.99	0.99	0.98	0.99
b. When residential placements are discussed, team chooses community placements for the child or youth rather than out-of-community placements, wherever possible.	0.87	0.88	0.94	0.88	0.93	0.97
c. Serious challenges are discussed in terms of finding solutions, not placement in more restrictive residential or educational environments.	0.95	0.94	0.96	0.98	0.97	0.97

SUMMARY OF TOM FINDINGS

Massachusetts Overall

TOM Scores continue to rise and have exceeded the national mean

□ Significant improvement areas:

- Family Voice & Choice
 - Opportunity for youth to speak in an open ended way
 - Youth prioritized goals, needs and domains of plan
- Individualized
 - Considers multiple strategies
 - Robust brainstorming
 - Draw on knowledge of community
- Outcomes Based
 - Objective measurement strategies
 - Facilitator checks in with team
 - Plan revision when necessary

Needs for improvement

- Only two principles are below the National Mean
 - Team based process (though improved from last year and barely below the NM).
 - Key school and other stakeholder agency staff are present (about 1/2 the time)
 - Youth are present (just over 1/2 the time)
 - Natural supports (historically difficult and low scoring principle, which improved significantly from last year)
 - Plan represents a balance between formal and informal supports and services
 - This aligns well with the CG WFI-4 with 63% saying yes to item 2.3: Is there a balance of pro vs. informal services.
 - Flexible resources
 - Again, although these are below the NM, Mass has seen trends moving in the right direction on both these items.



SITE LEVEL FIDELITY

WFI AND TOM

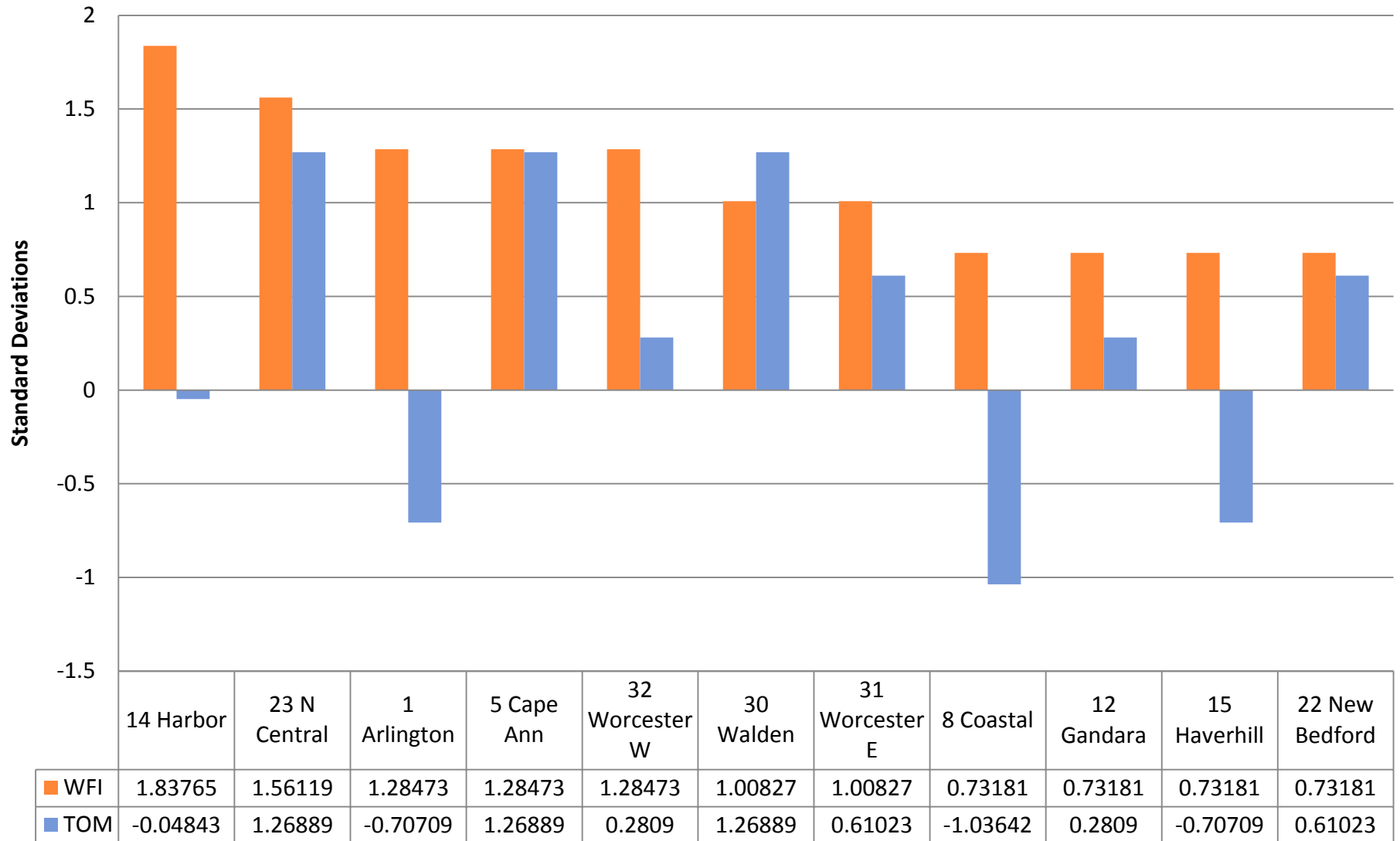
Z Scores

- A z-score tells us how many Standard Deviations the original observation falls away from the mean, and in which direction.
- We compared each CSA with the state average.

Z Scores 2014

	WFI	TOM		WFI	TOM
Site	Z Score	Z Score	Site	Z Score	Z Score
1 Arlington	1.28473	-0.70709	17 Hyde Park	-0.37404	-0.3776
2 Attleboro	-0.37404	0.61023	18 Lawrence	0.45535	-0.70709
3 Brockton	-1.75634	-1.03642	19 Lowell	-0.92696	0.61023
4 Cambridge	-0.92696	0.28090	20 Lynn	-2.30926	0.61023
5 Cape Ann	1.28473	1.26889	21 Malden	-0.09757	0.61023
6 C & I	-0.65050	0.61023	22 New Bedford	0.73181	0.61023
7 CSR	-0.92696	-1.03642	23 N Central	1.56119	1.26889
8 Coastal	0.73181	-1.03642	24 Park Street	-0.92696	-1.03642
9 Dimock	-1.47988	-0.37776	25 Pittsfield	-0.65050	0.61023
10 Fall River	-0.09757	0.61023	26 Plymouth	-0.37404	1.92755
11 Framingham	-0.92696	0.28090	27 RVW	0.45535	-1.69508
12 Gandara	0.73181	0.28090	28 S Central	0.17889	-0.04843
13 Greenfield	-0.92696	-0.3776	29 Springfield	0.73181	-2.68307
14 Harbor	1.83765	-0.04843	30 Walden	1.00827	1.26889
15 Haverhill	0.73181	-0.70709	31 Worcester E	1.00827	0.61023
16 Holyoke	-0.09757	1.26889	32 Worcester W	1.28473	0.28090

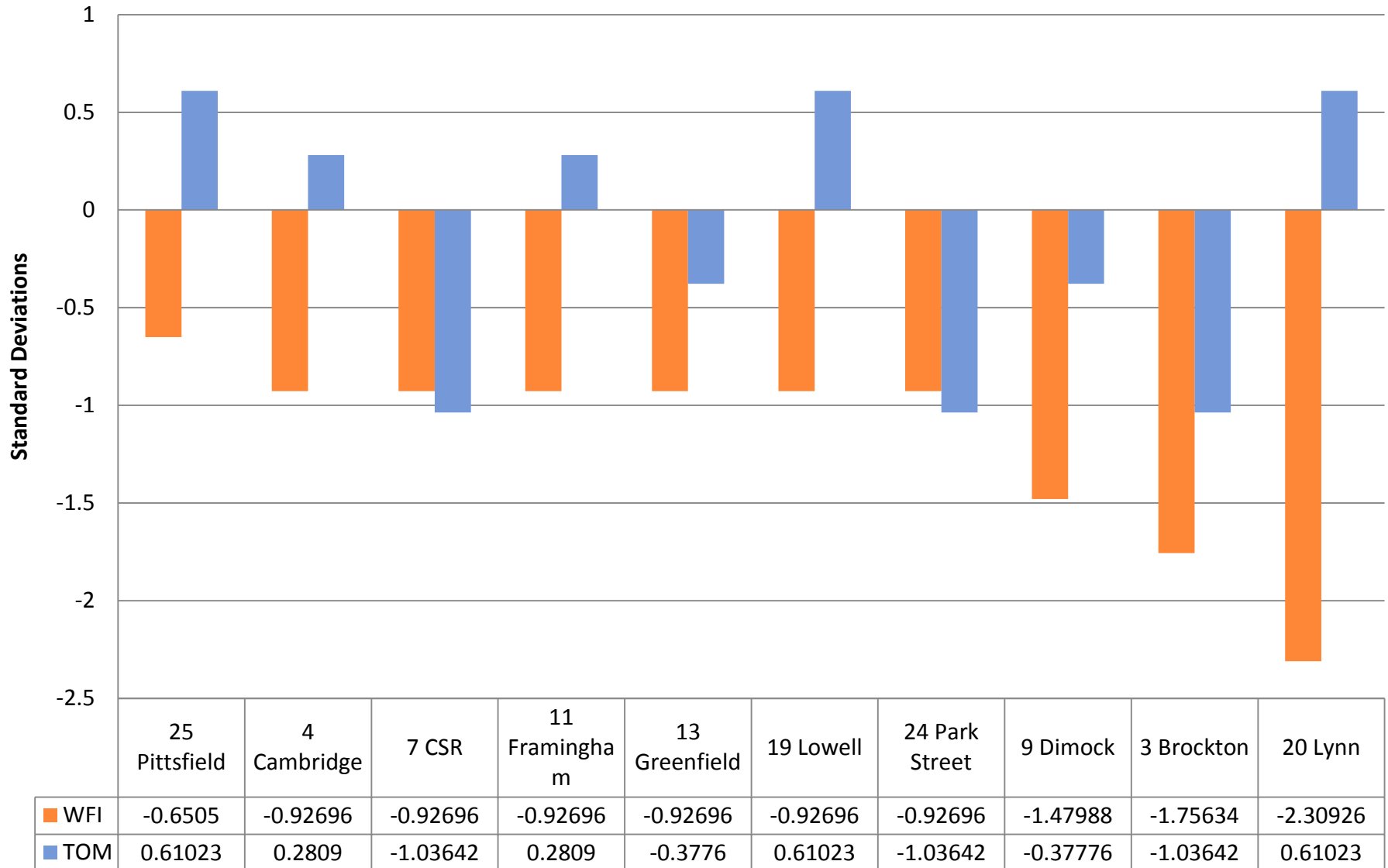
Z Scores by CSA



Z Scores by CSA



Z Scores by CSA



WFI

Top Performers

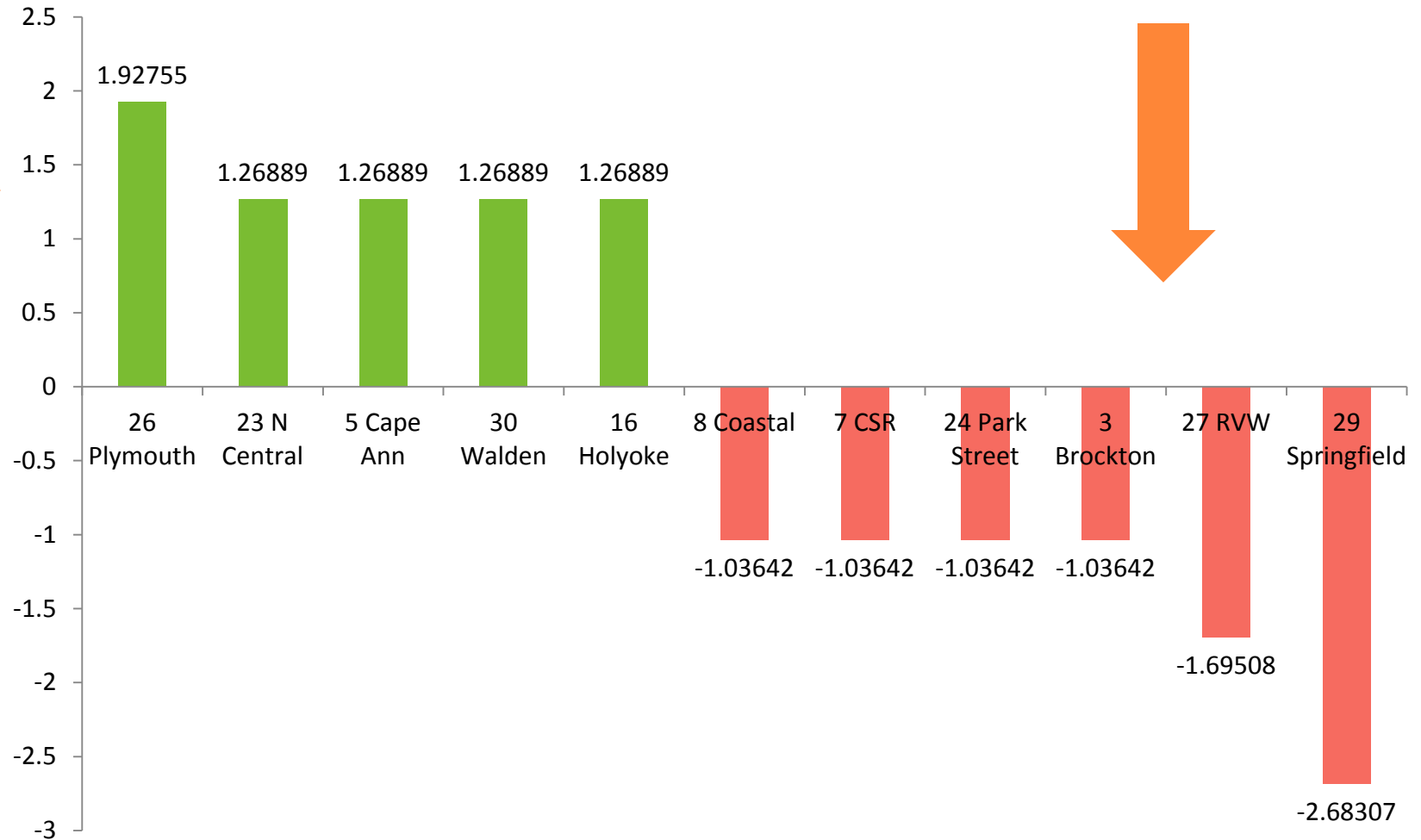
Room for Growth



TOM

Top Performers

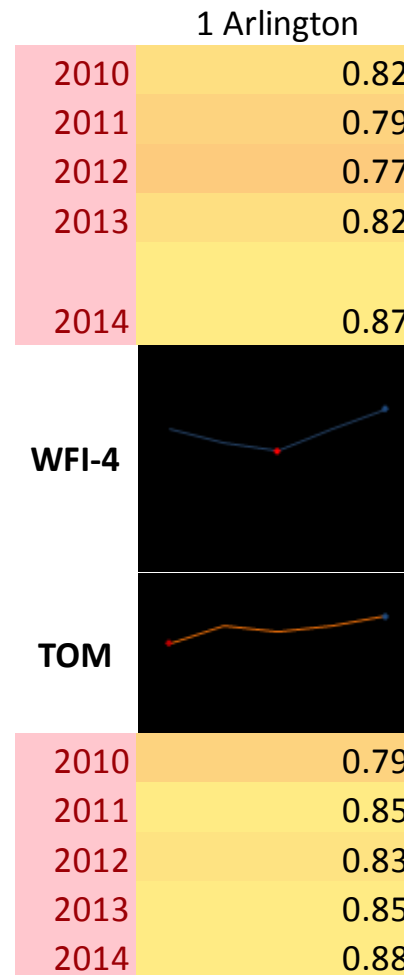
Room for Growth



5 Year Trends for Top and Bottom Performers – WFI-4

□ TOP 5 WFI

- ▣ 1 – Arlington
- ▣ 5 – Cape Ann
(Also top TOM)
- ▣ 14 – Harbor
- ▣ 23 – N. Central.
- ▣ 32 – Worcester W.

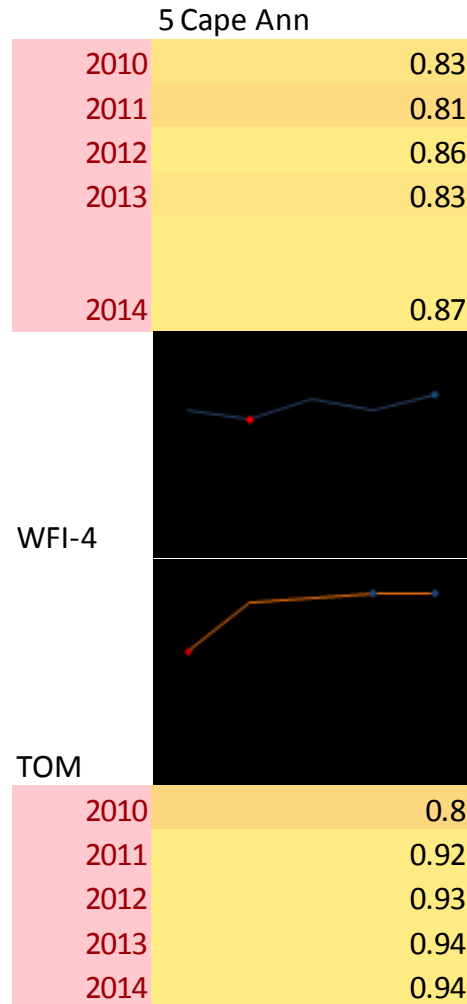


Summary: While they dropped slightly in WFI from 2011-2012, Arlington has been on the rise since 2013 in the WFI-4, and 2012 in the TOM.

5 Year Trends for Top and Bottom Performers – WFI-4

□ TOP 5 WFI

▣ 5 – Cape Ann (Also top TOM)

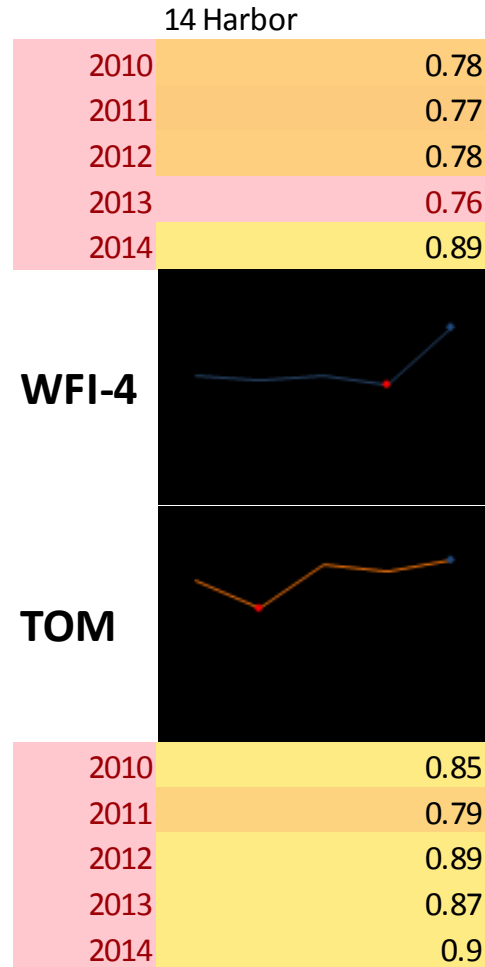


Summary: Cape Ann has been a consistent top performer in TOM across all years. However, WFI scores have varied some, but remained fairly high (>81%) over time.

5 Year Trends for Top and Bottom Performers – WFI-4

□ TOP 5 WFI

▣ 14 – Harbor

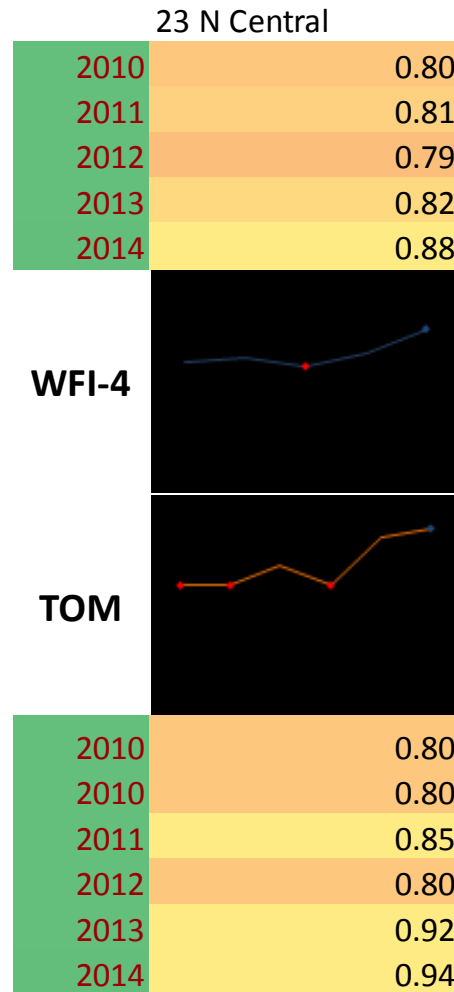


Summary: While Harbor struggled with the TOM in 2011, most other years have been an improvement. 2014 saw an extreme jump in WFI score (+.13)

5 Year Trends for Top and Bottom Performers – WFI-4

□ TOP 5 WFI

▣ 23 – N. Central (also top TOM)

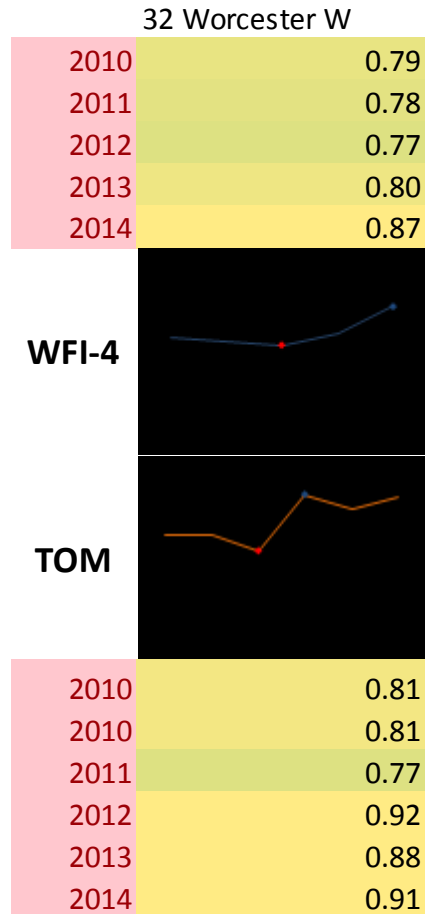


Summary: Both TOM and WFI showed similar trends across each year (slight dip in 2012). However, 2013 and 2014 showed remarkable improvement in WFI, and was 2nd highest scoring in the TOM.

5 Year Trends for Top and Bottom Performers – WFI-4

□ TOP 5 WFI

▣ 32 – Worcester W.

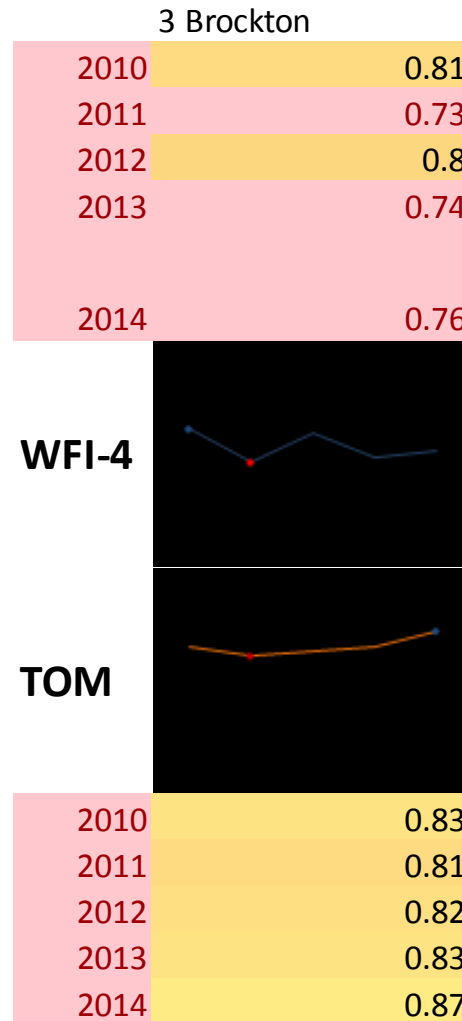


Summary: Worcester W has shown nearly perfect improvement across all years, while TOM has not been quite as consistent, there was improvement from 2013, and the score is very high and above the NM.

5 Year Trends for Top and Bottom Performers – WFI-4

□ BOTTOM WFI

- ▣ 3 – Brockton (also bottom TOM)
- ▣ 9 - Dimock
- ▣ 20 – Lynn

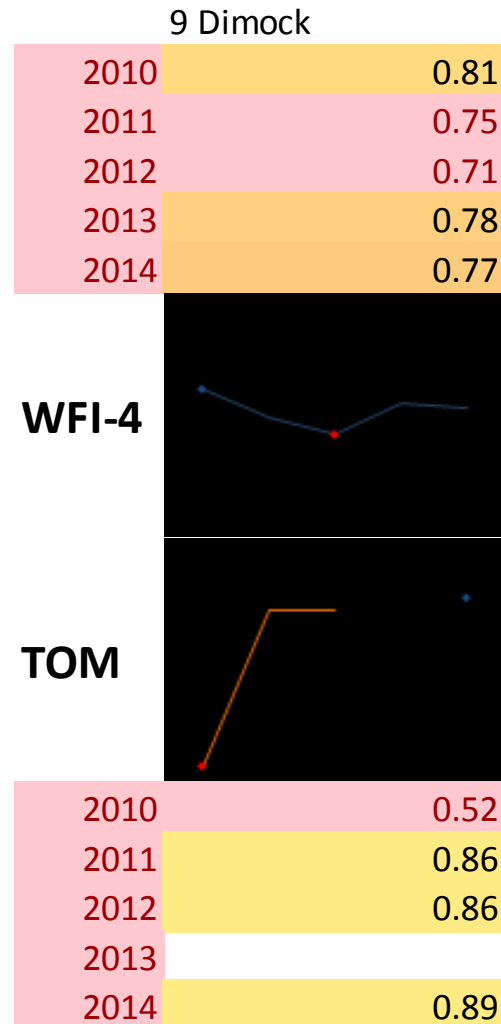


Summary: Although there has been steady improvement in the TOM scores, the WFI reflects a less consistent rate of improvement and a lower score – significantly lower than the national mean.

5 Year Trends for Top and Bottom Performers – WFI-4

□ BOTTOM WFI

▣ 9 - Dimock

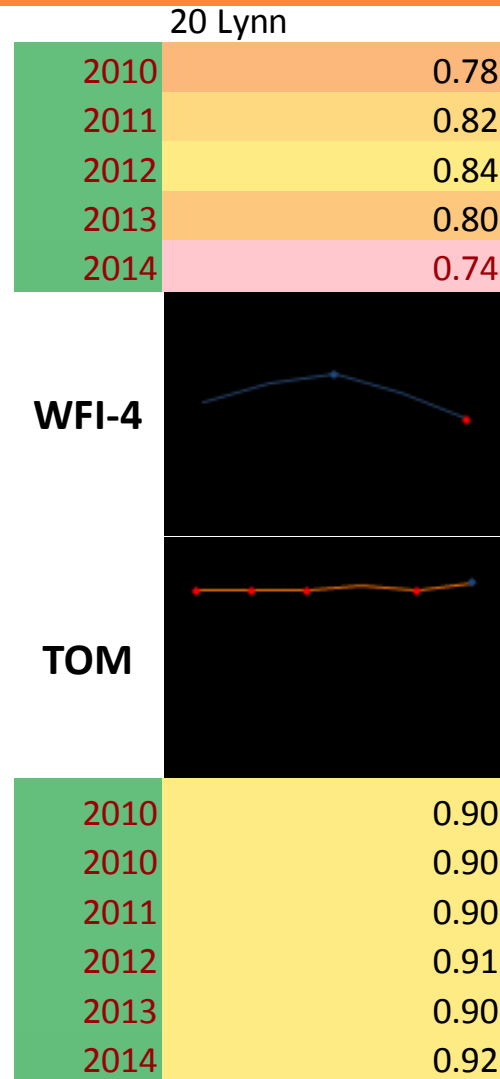


Summary: Dimock has remained towards the lower end of the CSA averages for WFI over the 5 year span. The same goes for TOM, although there was a small jump from 2012, and no TOMs were collected in 2013.

5 Year Trends for Top and Bottom Performers – WFI-4

□ BOTTOM WFI

■ 20 – Lynn



Summary: One of the only large decreases across all sites, Lynn went down .06 in the WFI, while remaining consistently high in the TOM across all years. Further examination of several particularly low scoring forms may be warranted.

5 Year Trends for Top and Bottom Performers – TOM

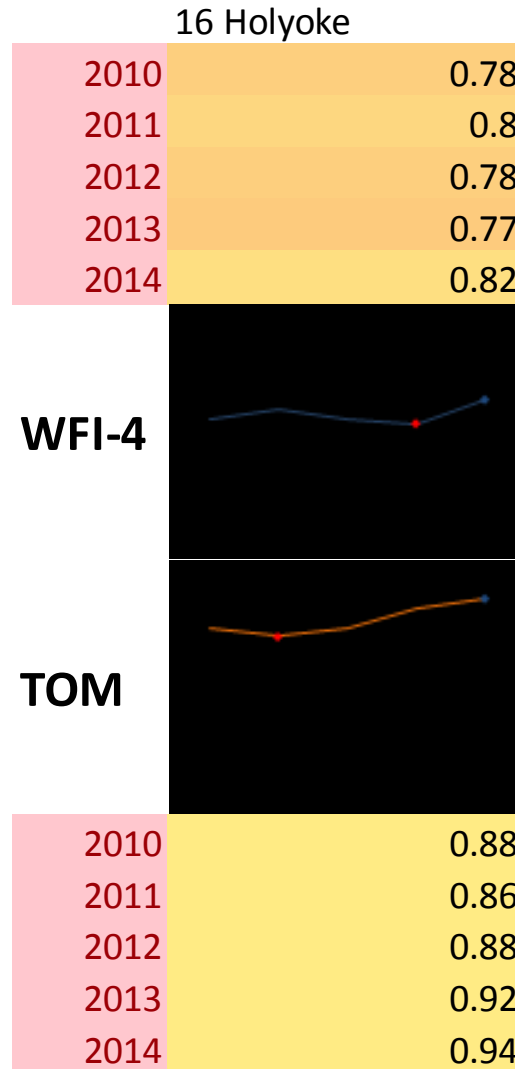
□ TOP 5 TOM

- ▣ 5 – Cape Ann (Also top WFI so we won't display again here.)
- ▣ 16 – Holyoke
- ▣ 23 – North Central (Also top WFI so we won't display again)
- ▣ 26 – Plymouth
- ▣ 30 – Walden

5 Year Trends for Top and Bottom Performers – TOM

□ TOP 5 TOM

■ 16 - Holyoke

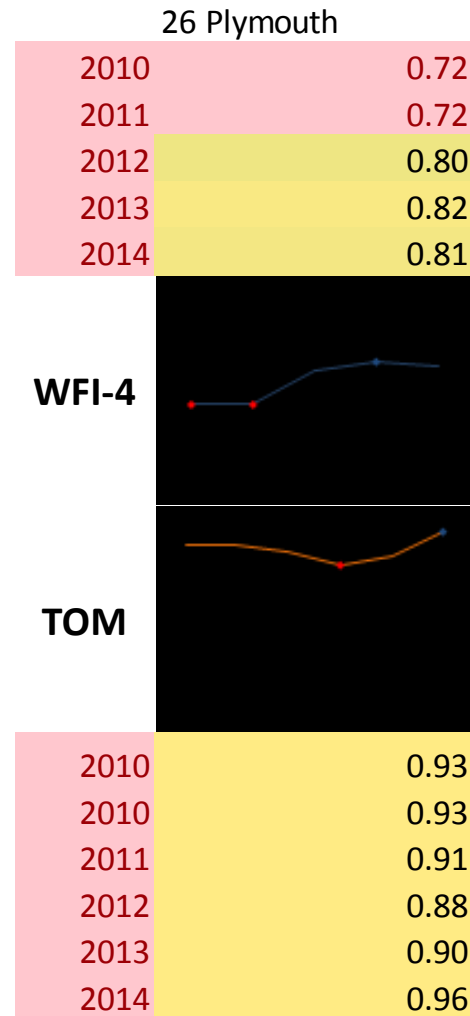


Summary: Although on the lower side for WFI, the TOM scores showed consistent improvement since 2011, and now stands at one of the highest scoring TOM sites.

5 Year Trends for Top and Bottom Performers – TOM

□ TOP 5 TOM

▣ 26 – Plymouth

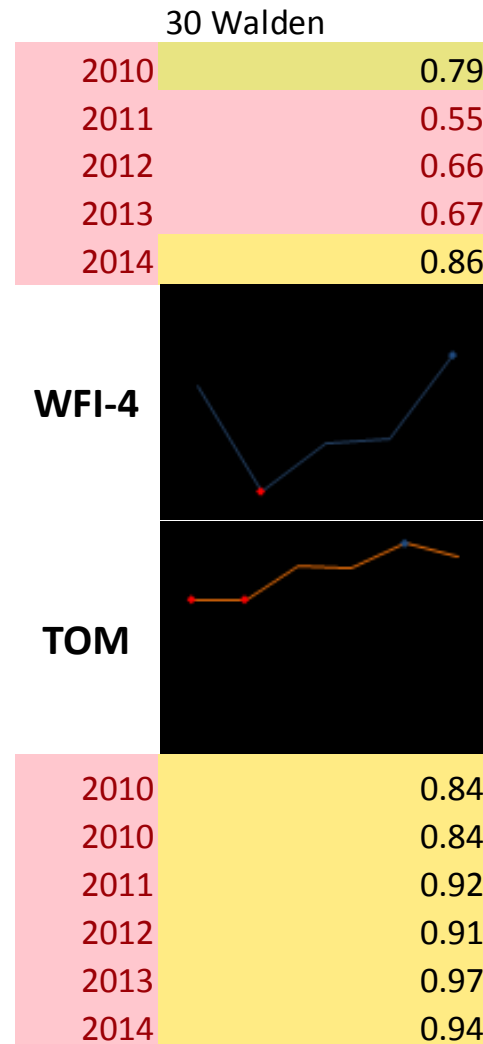


Summary: Although Plymouth has been consistently high scorers in the TOM, in 2014, they broke out as the highest level TOM scores across all CSA's by increasing their total score by .06.

5 Year Trends for Top and Bottom Performers – TOM

□ TOP 5 TOM

▣ 30 – Walden



Summary: WFI scores suffer from well known inconsistencies due to the difficulty in direct translation of the tool to ASL. The TOM, however, has had a steady growth across each year, with a minor .03 dip in 2014.

5 Year Trends for Top and Bottom Performers – TOM

□ BOTTOM TOM

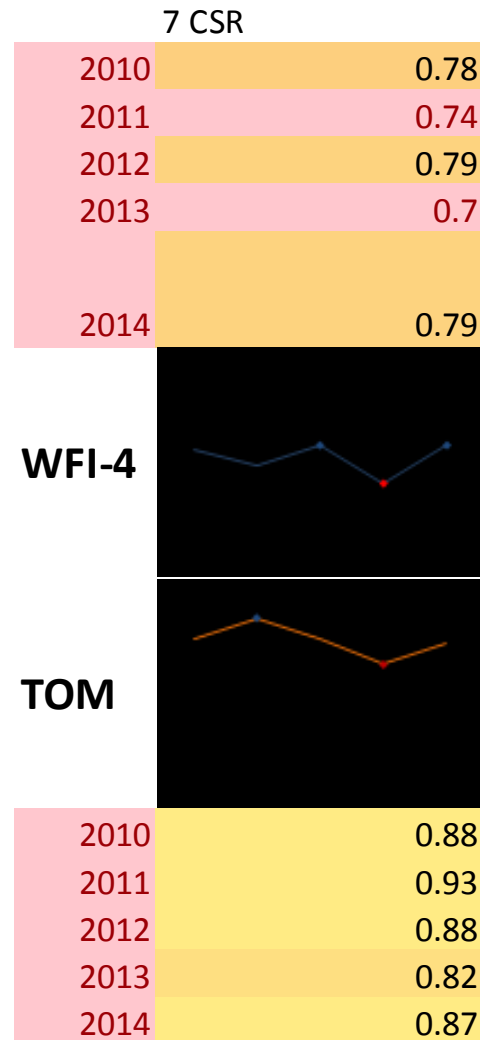
- 3 – Brocton (Also bottom WFI so we won't display again)
- 7 – CSR
- 8 – Coastal
- 24 – Park Street
- 27 – RVW
- 29 – Springfield

While there are six sites that are more than one Z score below the mean, only one site falls below the total national mean scores.

5 Year Trends for Top and Bottom Performers – TOM

□ BOTTOM TOM

▣ 7 – CSR

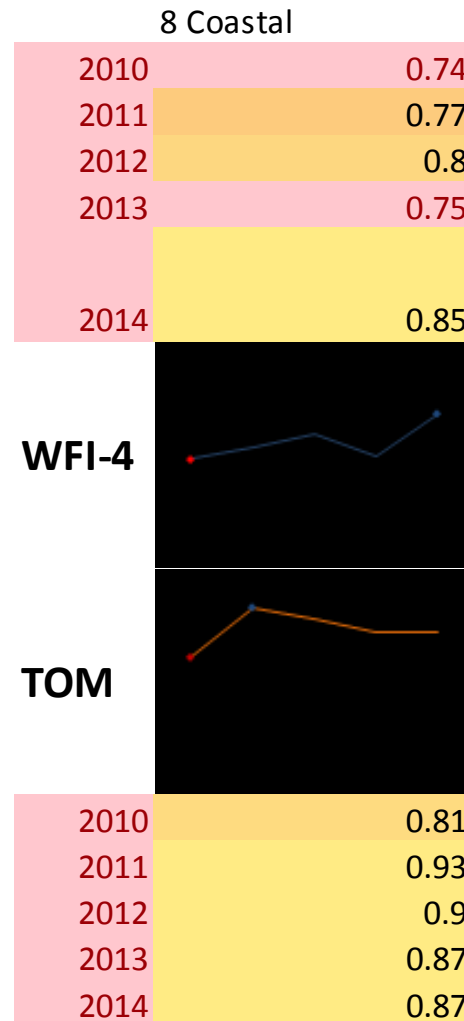


Summary: While CSR may be one of the lower scoring TOM CSA's, their total score still remains .02 above the NM, and is .05 above their score from 2013.

5 Year Trends for Top and Bottom Performers – TOM

□ BOTTOM TOM

▣ 8 – Coastal



Summary: As with CSR, Coastal is one of the lower CSA's but remains above the national mean. They are also above the NM in WFI, with a .10 jump from 2013.

5 Year Trends for Top and Bottom Performers – TOM

□ BOTTOM TOM

▣ 24 – Park Street

24 Park Street		
2010		0.78
2011		0.82
2012		0.79
2013		0.80
2014		0.79

WFI-4

TOM

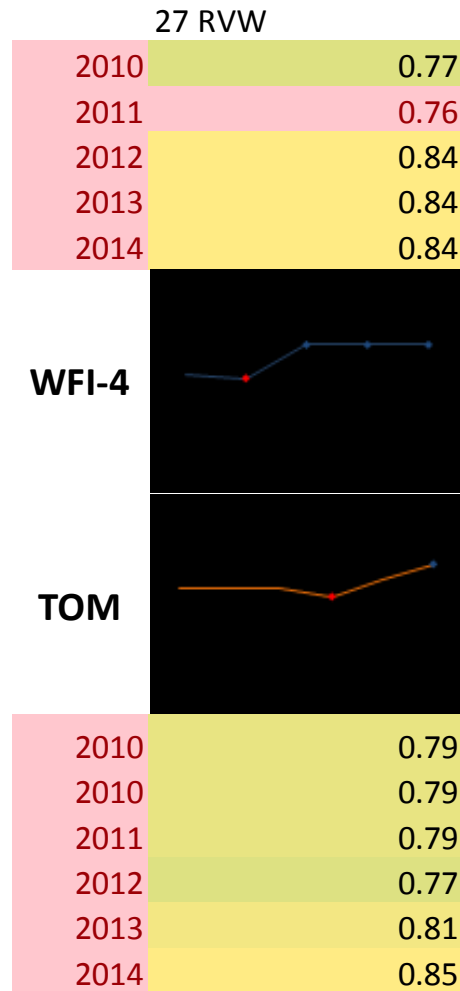
2010		0.86
2010		0.86
2011		0.75
2012		0.92
2013		0.86
2014		0.87

Summary: Being one of the lower scoring WFI sites is probably a better indicator of this CSA's fidelity to the model than the TOM mean, which is .02 above the NM.

5 Year Trends for Top and Bottom Performers – TOM

□ BOTTOM TOM

▣ 27 – RVW



Summary: Even though RVW has the second lowest TOM score for 2014, they tied the NM and have been showing steady improvement since 2012 in the TOM and real consistency in the WFI at .84.

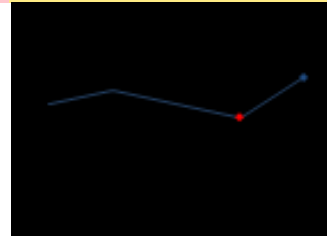
5 Year Trends for Top and Bottom Performers – TOM

□ BOTTOM TOM

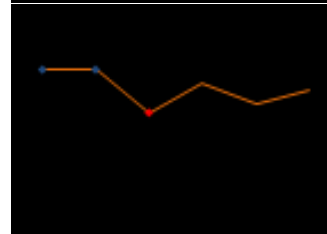
▣ 29 - Springfield

29 Springfield		
2010		0.79
2011		0.82
2012		0.79
2013		0.76
2014		0.85

WFI-4



TOM



2010		0.87
2010		0.87
2011		0.77
2012		0.84
2013		0.79
2014		0.82

Summary: Springfield is the only low scoring TOM which actually falls below the NM.

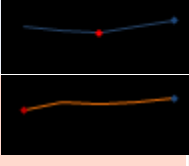
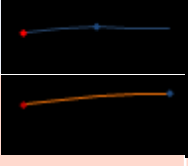
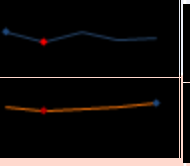
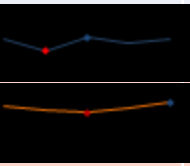
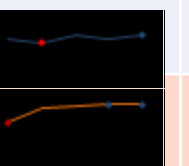
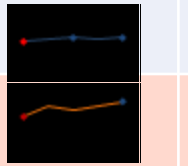
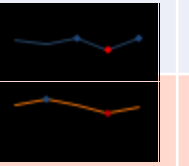
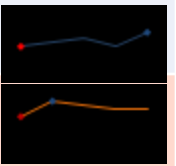
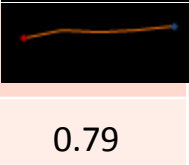

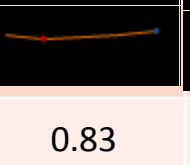
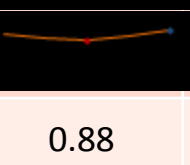



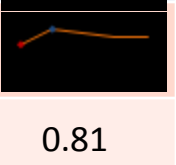
CSA Summary 2010-2014

Site	WFI-4					TOM				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
1 Arlington	0.82	0.79	0.77	0.82	0.87	0.79	0.85	0.83	0.85	0.88
2 Attleboro	0.77	0.81	0.82	0.80	0.81	0.83	0.86	0.90	0.91	0.92
3 Brockton	0.81	0.73	0.80	0.74	0.76	0.83	0.81	0.82	0.83	0.87
4 Cambridge	0.79	0.70	0.80	0.76	0.79	0.88	0.85	0.83	0.86	0.91
5 Cape Ann	0.83	0.81	0.86	0.83	0.87	0.80	0.92	0.93	0.94	0.94
6 C & I	0.77	0.79	0.80	0.79	0.80	0.80	0.89	0.85	0.88	0.92
7 CSR	0.78	0.74	0.79	0.70	0.79	0.88	0.93	0.88	0.82	0.87
8 Coastal	0.74	0.77	0.80	0.75	0.85	0.81	0.93	0.90	0.87	0.87
9 Dimock	0.81	0.75	0.71	0.78	0.77	0.52	0.86	0.86	N/A	0.89
10 Fall River	0.77	0.80	0.78	0.75	0.82	0.90	0.93	0.90	0.92	0.92
11 Framingham	0.78	0.76	0.77	0.74	0.79	0.85	0.91	0.91	0.91	0.91
12 Gandara	0.84	0.82	0.80	0.87	0.85	0.76	0.73	0.86	0.92	0.91
13 Greenfield	0.80	0.76	0.80	0.78	0.79	0.80	0.83	0.90	0.91	0.89
14 Harbor	0.78	0.77	0.78	0.76	0.89	0.85	0.79	0.89	0.87	0.90
15 Haverhill	0.81	0.74	0.86	0.77	0.85	0.90	0.85	0.92	0.86	0.88
16 Holyoke	0.78	0.80	0.78	0.77	0.82	0.88	0.86	0.88	0.92	0.94

CSA Summary 2010-2014

Site	WFI-4					TOM				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
17 Hyde Park	0.83	0.69	0.84	0.72	0.81	0.80	0.83	0.91	0.87	0.89
18 Lawrence	0.81	0.86	0.77	0.80	0.84	0.89	0.85	0.84	0.81	0.88
19 Lowell	0.71	0.78	0.73	0.75	0.79	0.75	0.79	0.80	0.95	0.92
20 Lynn	0.78	0.82	0.84	0.80	0.74	0.90	0.90	0.91	0.90	0.92
21 Malden	0.77	0.75	0.77	0.77	0.82	0.91	0.91	0.90	0.92	0.92
22 New Bedford	0.76	0.81	0.81	0.84	0.85	0.90	0.91	0.90	0.92	0.92
23 N Central	0.80	0.81	0.79	0.82	0.88	0.80	0.85	0.83	0.92	0.94
24 Park Street	0.78	0.82	0.79	0.80	0.79	0.86	0.75	0.80	0.86	0.87
25 Pittsfield	0.74	0.79	0.76	0.79	0.80	0.70	0.82	0.92	0.92	0.92
26 Plymouth	0.72	0.72	0.80	0.82	0.81	0.93	0.91	0.88	0.90	0.96
27 RVW	0.77	0.76	0.84	0.84	0.84	0.79	0.79	0.77	0.81	0.85
28 S Central	0.77	0.80	0.81	0.71	0.83	0.81	0.83	0.87	0.89	0.90
29 Springfield	0.79	0.82	0.79	0.76	0.85	0.87	0.77	0.84	0.79	0.82
30 Walden	0.79	0.55	0.66	0.67	0.86	0.84	0.92	0.91	0.97	0.94
31 Worcester E	0.79	0.76	0.80	0.84	0.86	0.82	0.86	0.89	0.92	0.92
32 Worcester W	0.79	0.78	0.77	0.80	0.87	0.81	0.77	0.92	0.88	0.91

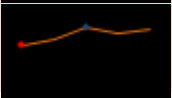
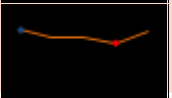
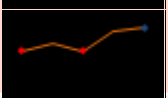
CSA Trends in WFI-4 & TOM Scores

	1 Arlington	2 Attleboro	3 Brockton	4 Cambridge	5 Cape Ann	6 C & I	7 CSR	8 Coastal
2010	0.82	0.77	0.81	0.79	0.83	0.77	0.78	0.74
2011	0.79	0.81	0.73	0.70	0.81	0.79	0.74	0.77
2012	0.77	0.82	0.80	0.80	0.86	0.80	0.79	0.80
2013	0.82	0.80	0.74	0.76	0.83	0.79	0.70	0.75
2014	0.87	0.81	0.76	0.79	0.87	0.80	0.79	0.85
WFI-4								
TOM								
2010	0.79	0.83	0.83	0.88	0.80	0.80	0.88	0.81
2011	0.85	0.86	0.81	0.85	0.92	0.89	0.93	0.93
2012	0.83	0.90	0.82	0.83	0.93	0.85	0.88	0.90
2013	0.85	0.91	0.83	0.86	0.94	0.88	0.82	0.87
2014	0.88	0.92	0.87	0.91	0.94	0.92	0.87	0.87


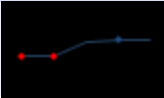
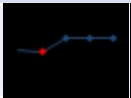

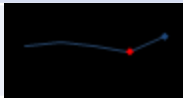

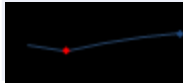
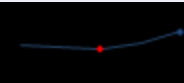
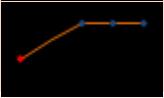
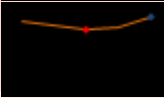
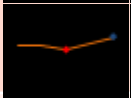
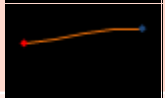
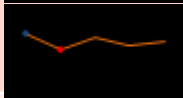
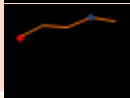
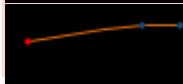
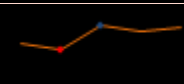
CSA Trends

	9 Dimock	10 Fall River	11 Framingham	12 Gandara	13 Greenfield	14 Harbor	15 Haverhill	16 Holyoke
2010	0.81	0.77	0.78	0.84	0.80	0.78	0.81	0.78
2011	0.75	0.80	0.76	0.82	0.76	0.77	0.74	0.80
2012	0.71	0.78	0.77	0.80	0.80	0.78	0.86	0.78
2013	0.78	0.75	0.74	0.87	0.78	0.76	0.77	0.77
2014	0.77	0.82	0.79	0.85	0.79	0.89	0.85	0.82
WFI-4								
TOM								
2010	0.52	0.90	0.85	0.76	0.80	0.85	0.90	0.88
2011	0.86	0.93	0.91	0.73	0.83	0.79	0.85	0.86
2012	0.86	0.90	0.91	0.86	0.90	0.89	0.92	0.88
2013		0.92	0.91	0.92	0.91	0.87	0.86	0.92
2014	0.89	0.92	0.91	0.91	0.89	0.90	0.88	0.94

CSA Trends

	17 Hyde Park	18 Lawrence	19 Lowell	20 Lynn	21 Malden	22 New Bedf.	23 N Central	24 Park Street
2010	0.83	0.81	0.71	0.78	0.77	0.76	0.80	0.78
2011	0.69	0.86	0.78	0.82	0.75	0.81	0.81	0.82
2012	0.84	0.77	0.73	0.84	0.77	0.81	0.79	0.79
2013	0.72	0.80	0.75	0.80	0.77	0.84	0.82	0.80
2014	0.81	0.84	0.79	0.74	0.82	0.85	0.88	0.79
WFI-4								
TOM								
2010	0.80	0.89	0.75	0.90	0.91	0.90	0.80	0.86
2011	0.83	0.85	0.79	0.90	0.91	0.91	0.85	0.75
2012	0.91	0.84	0.80	0.91	0.90	0.83	0.80	0.92
2013	0.87	0.81	0.95	0.90	0.92	0.92	0.92	0.86
2014	0.89	0.88	0.92	0.92	0.92	0.92	0.94	0.87

CSA Trends

	25 Pittsfield	26 Plymouth	27 RVW	28 S Central	29 Springfield	30 Walden	31 Worcester E	32 Worcester W
2010	0.74	0.72	0.77	0.77	0.79	0.79	0.79	0.79
2011	0.79	0.72	0.76	0.80	0.82	0.55	0.76	0.78
2012	0.76	0.80	0.84	0.81	0.79	0.66	0.80	0.77
2013	0.79	0.82	0.84	0.71	0.76	0.67	0.84	0.80
2014	0.80	0.81	0.84	0.83	0.85	0.86	0.86	0.87
WFI-4								
TOM								
2010	0.70	0.93	0.79	0.81	0.87	0.84	0.82	0.81
2011	0.82	0.91	0.79	0.83	0.77	0.92	0.86	0.77
2012	0.92	0.88	0.77	0.87	0.84	0.91	0.89	0.92
2013	0.92	0.90	0.81	0.89	0.79	0.97	0.92	0.88
2014	0.92	0.96	0.85	0.90	0.82	0.94	0.92	0.91

WFI Fidelity by Principle – All CSAs

	n	Total Score	FVC	TB	NS	COL	CB	CC	IND	SB	PER	OB
1 Arlington	21	87	93	89	70	95	80	98	84	93	86	85
2 Attleboro	20	81	90	84	64	96	75	92	73	88	84	69
3 Brockton	20	76	84	88	53	84	71	90	68	77	80	69
4 Cambridge	20	79	87	85	51	90	72	92	81	80	80	75
5 Cape Ann	20	87	94	91	72	95	80	95	85	91	88	75
6 C & I	21	80	93	83	56	91	76	92	78	82	76	72
7 CSR	21	79	91	77	61	88	76	91	76	80	80	72
8 Coastal	20	85	94	86	57	98	77	98	81	90	86	81
9 Dimock	21	77	87	83	54	90	66	95	70	81	86	68
10 Fall River	20	82	90	78	66	89	72	93	84	87	84	79
11 Framingham	21	79	89	79	57	89	76	93	78	84	73	73
12 Gandara	22	85	93	87	71	95	77	98	80	89	82	79
13 Greenfield	18	79	90	89	49	94	70	89	77	84	84	68
14 Harbor	20	89	94	92	78	100	76	99	85	94	86	87
15 Haverhill	20	85	92	87	68	91	82	96	85	88	87	73
16 Holyoke	20	82	92	96	56	93	70	97	76	84	88	75
ALL	629	82	91	85	64	92	75	95	80	87	83	75
National Mean		81	90	75	66	90	78	94	71	85	85	72

WFI Fidelity by Principle – All CSAs

	n	Total Score	FVC	TB	NS	COL	CB	CC	IND	SB	PER	OB
17 Hyde Park	20	81	88	78	69	90	71	96	82	86	80	71
18 Lawrence	21	84	93	84	73	90	71	95	77	92	88	79
19 Lowell	21	79	83	81	59	87	62	95	76	86	81	76
20 Lynn	20	74	93	70	58	82	65	93	71	78	77	66
21 Malden	22	82	89	80	70	97	68	96	83	88	78	73
22 New Bedford	17	85	95	86	70	93	79	99	83	89	80	81
23 N Central	20	88	95	96	77	94	75	99	89	87	90	78
24 Park Street	20	79	85	82	59	83	78	91	77	87	77	72
25 Pittsfield	20	80	89	82	55	81	74	89	82	87	88	72
26 Plymouth	17	81	90	82	59	87	78	91	76	83	84	78
27 RVW	21	84	91	87	73	89	77	93	86	83	83	76
28 S Central	21	83	96	89	57	95	78	95	78	83	83	77
29 Springfield	20	85	92	87	74	94	71	96	86	88	81	83
30 Walden	4	86	94	84	71	100	84	93	71	100	94	63
31 Worcester E	20	86	94	86	66	96	79	98	86	91	88	75
32 Worcester W	20	87	95	91	67	98	81	98	83	90	88	80
ALL	629	82	91	85	64	92	75	95	80	87	83	75
National Mean		81	90	75	66	90	78	94	71	85	85	72

TOM Fidelity by Principle – All CSAs

	n	Total Score	FVC	TB	NS	COL	CB	CC	IND	SB	PER	OB
1 Arlington	22	88	98	83	51	97	91	97	95	97	96	84
2 Attleboro	23	92	98	94	49	99	92	100	98	98	98	99
3 Brockton	23	87	97	86	32	97	89	99	94	95	98	89
4 Cambridge	18	91	96	81	63	93	97	97	92	96	99	97
5 Cape Ann	24	94	99	86	78	97	100	99	98	96	96	96
6 C & I	29	92	100	89	62	98	92	96	97	99	100	90
7 CSR	51	87	96	81	57	92	94	96	91	90	92	88
8 Coastal	16	87	96	85	47	95	96	96	95	96	92	84
9 Dimock	19	89	100	88	51	95	96	99	97	94	98	98
10 Fall River	33	92	100	91	55	92	100	98	100	98	97	98
11 Framingham	10	91	100	96	44	96	78	99	97	98	99	100
12 Gandara	12	91	98	90	54	98	100	98	97	96	92	92
13 Greenfield	28	89	97	85	54	97	91	98	95	93	96	92
14 Harbor	22	90	97	88	53	94	100	96	93	98	95	95
15 Haverhill	29	88	99	88	65	86	91	94	94	97	90	86
16 Holyoke	13	94	100	92	68	98	97	100	99	95	98	96
ALL	717	90	93	86	56	88	92	91	85	87	92	76
National Mean		87	95	88	65	87	93	93	89	89	93	80

TOM Fidelity by Principle – All CSAs

	n	Total Score	FVC	TB	NS	COL	CB	CC	IND	SB	PER	OB
17 Hyde Park	20	89	98	77	66	92	97	95	93	94	91	93
18 Lawrence	15	88	100	81	67	94	99	96	93	87	85	84
19 Lowell	9	92	100	81	63	96	94	97	99	96	94	100
20 Lynn	17	92	100	86	52	99	99	99	100	99	98	98
21 Malden	46	92	96	89	58	94	97	98	99	97	98	95
22 New Bedford	23	92	98	86	65	97	99	96	98	96	98	91
23 N Central	31	94	100	88	73	99	99	100	99	99	92	98
24 Park Street	24	87	100	74	52	97	98	92	92	91	94	85
25 Pittsfield	49	92	99	91	55	99	93	99	96	98	100	95
26 Plymouth	18	96	98	89	90	97	100	99	96	99	99	98
27 RVW	11	85	98	89	39	95	96	93	90	85	94	77
28 S Central	26	90	98	83	60	96	90	96	94	97	96	94
29 Springfield	14	82	100	90	32	90	96	97	81	83	90	66
30 Walden	6	94	100	88	75	98	100	100	98	100	98	92
31 Worcester E	13	92	99	91	61	100	100	100	91	96	98	90
32 Worcester W	23	91	99	80	68	100	99	98	94	95	99	82
ALL	717	90	99	86	58	96	96	97	95	95	96	91
National Mean		87	95	88	65	87	93	93	89	89	93	80

Findings and questions

- Remarkable increases borne of thoughtful practice enhancements
 - ▣ Fidelity monitoring and feedback
 - ▣ Use of CANS in teamwork
 - ▣ Achieve My Plan (AMP)
- What about outcomes and costs?
- What additional areas of data exploration would you like to suggest?

Measurement Issues

- Getting closer and closer to maxing out on the TOM (90% average).
 - TOM 2.0, currently being piloted, is more efficient, better aligned with practice model, and gets better variability
 - External TOM observation is more reliable and valid than using sups/coaches
- WFI-4 also demonstrating ceiling effect
 - WFI-EZ may require less resource, be more objective, and get better variability

Measurement Issues

- Deeper drill downs using more objective methods (e.g., WrapSTAR) may be warranted as system reaches maturity
- Any thought to matching the youth across WFI and TOM?
 - ▣ In order to decrease the noise and variability, we recommend a system by which youths are matched across WFI and TOM sampling.
 - ▣ Consider using our case load report as a way of doing this

Additional implications

- Perhaps time to revisit approach to adherence monitoring
 - ▣ Simpler measures, tied to practice
 - ▣ Objective “drill downs” for low and high performers
 - ▣ Examination of where costs are being saved (redirect) and possibly not bending the right direction
- Additional practice enhancements?
 - ▣ Use of measurement feedback systems to maintain focus on outcomes and “treat to target”
 - ▣ Take AMP to greater scale
 - ▣ Enhancement of skill building and clinical care

Statewide system issues to consider as CBHI matures

- Focus on outcomes, quality, and costs
 - ▣ Emphasis on treat to target (CANS)
 - ▣ Deeper drill downs for possible problem areas; use of high performers as leaders
 - ▣ Examination of where costs are being saved (redirect) and possibly not bending the right direction (focus on that)
- Alignment between level of youth/family need and care intensiveness
 - ▣ E.g., use CANS data to examine level of need and appropriateness of referral and enrollment

Statewide system issues to consider as CBHI matures (cont'd)

- Examine statewide workforce development and support model ?
- Training and guidance on staff recruitment, selection, and career ladders