



*Research-Based Innovations in Wraparound:*  
*Resource Sheet 1*  
**Workforce Development**

Wraparound is a complex intervention that is focused on improving the well-being of children and youth with the highest levels of mental health and related needs, and their families. Wraparound engages the young people and their family members—together with friends, extended family, other supporters and service providers—in a collaborative planning process aimed at improving outcomes. In order to be successful in this complex work, Wraparound practitioners need to acquire a variety of skills and competencies, including those for working in a strengths-based and empowerment-oriented manner with the young people and their families; building collaborative relationships between and among family members and their service and support providers; and guiding their collaborative efforts to create, monitor and carry out a Wraparound team plan.

A well-functioning Wraparound program draws on specially trained staff in a variety of roles. Key staff roles for Wraparound include practitioners—Wraparound facilitators/care coordinators, and family and youth peer partners—as well as staff who provide training, coaching and supervision for Wraparound practitioners. A successful workforce development approach includes strategies to ensure that the Wraparound program has sustainable capacity to:

1. Provide initial training to practitioners so that they are oriented to Wraparound theory, principles and practice, introduced to the skills and competencies required for high quality practice, and given the opportunity to observe and practice the skills.
2. Provide ongoing coaching, training and supervision to ensure that practitioners are progressing toward or maintaining a high level of competence in their roles and that they are providing high-fidelity Wraparound. Assessment of practitioners' competence should be based on reliable feedback from validated measures.
3. Provide specialized training and ongoing support and assessment to ensure that supervisors and coaches/trainers are also progressing toward or maintaining a high level of competence in their roles.

A robust workforce development strategy also includes specialized training for other people whose roles intersect with or support Wraparound, for example, administrators in Wraparound programs, administrators in collaborating child- and family-serving systems, clinicians who work with Wraparound teams, and people who provide mentoring, behavior support or skills training to youth in Wraparound.

## Core Resources Related to Workforce Development

The National Wraparound Initiative ([NWI](#)) and the National Wraparound Implementation Center ([NWIC](#)), as well as the partners in the Technical Assistance Network for Children’s Behavioral Health, have produced a number of resources that provide information and guidance around workforce development for Wraparound. The “core” resources are primarily overviews, key considerations, and information about planning for workforce development.

- [Phases and Activities of the Wraparound Process](#) and [Ten Principles of Wraparound](#)—The NWI’s consensus documents on the elements that are required for high-fidelity Wraparound
- [The NWI’s overview of human resources development and support](#)
- [The Wraparound Implementation Guide](#), particularly [Theme 5: Human Resources Development and Support](#)
- The consensus document created by the NWI and its advisors: [Training, Coaching and Supervision for Wraparound Facilitators: Guidelines from the National Wraparound Initiative](#)
- Information from the NWI on [assessing Wraparound practice fidelity](#)
- [Supporting Workforce Development: Lessons Learned from Wraparound Milwaukee](#)—from the [NWI Resource Guide for Wraparound](#)
- [National Wraparound Local Coaching Candidate Certification Guide](#), NWIC
- [Staff Training and Coaching Process Flowchart](#), NWIC
  - Additional information on [NWIC’s approach to workforce development](#).

## Webinars

- Webinars from NWI/NWIC are available in the [NWI’s archive](#) (to locate these webinar recordings and other resources, access the [archive](#) and scroll down to find the webinar by date – more recent webinars will appear at the top of the list):
  - Staff Recruitment and Retention or Replacement – 05/19/2015
    - [Slides](#)
  - New Directions in Wraparound Accountability and Quality Assurance – 11/18/2014
    - [Slides](#)
  - Guidelines for Training, Coaching, and Supervision of Wraparound Facilitators – 02/11/2014
    - [Slides](#)
  - Improving Practice through Directive Supervision – 04/13/2011
    - [Slides](#)

## Other Resources

- Other, more focused resources related to specific roles for Wraparound can be found in the [Implementation Guide To Wraparound in Chapter 4](#) and [Chapter 5](#) (scroll down to part C)
- [A brief overview of the National Wraparound Implementation Center \(NWIC\)](#)
- Numerous additional resources can be accessed through the National Wraparound Initiative (NWI) [Publications and Tools Search](#)
  - Search using the expanding menus under “Human Resources Development”, or
  - Use the box to enter search terms. Be sure to press the “clear” button between searches.