NEW MEXICO HIGH-FIDELITY WRAPAROUND

Program Manual & Provider Implementation Guide

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SECTION I-
INTRODUCTION TO HIGH-FIDELITY WRAPAROUND

1.0 New Mexico Wraparound

HISTORY

Nationally, Wraparound can be dated back nearly half a century. Dating from its early developments to the implementation of the practice as a model, Wraparound has re-defined behavioral health care while delivering positive outcomes. Wraparound's success is well recorded academically through research, and practically through its expanding use in the behavioral health field and through its consistent incorporation in the Substance Abuse Mental Health Services Administration (SAMHSA) funded grants. Wraparound and its principles have also been credited for initiating and implementing system changes at the macro level. It is these successes that have inspired New Mexico to introduce High-Fidelity Wraparound to our communities and expand access throughout the state.

In the early 2000's several New Mexico providers and stakeholders were introduced to the Wraparound model through national conferences. This exposure, in turn, influenced their approach to behavioral health care. In 2009 the Children Youth and Families Department Behavioral Health Services (CYFD-BHS) received a SAMHSA System of Care grant with a key deliverable to implement Wraparound utilizing a systemic approach. This resulted in the piloting of Wraparound in three distinct New Mexico communities. Each implementation was successful, so much so that CYFD-BHS received a second SAMHSA grant in 2014 with a key deliverable to develop the necessary infrastructure to expand Wraparound throughout the State, which began the development of a formal Wraparound model in New Mexico. This resulted in CYFD-BHS developing the NM Wraparound CARES model. In 2021 the NM Wraparound CARES model evolved its name to New Mexico High-Fidelity Wraparound to emphasize its commitment to high-fidelity in the practice of Wraparound in alignment with other programs nationally.

NEW MEXICO WRAPAROUND MODEL AND ADMINISTRATION

The NM High-Fidelity Wraparound model aligns with national Wraparound models while being designed to meet the needs of New Mexico communities. The model includes infrastructure for the implementation of Wraparound comprised of a comprehensive training curriculum, a credentialing pathway for facilitators, a coaching endorsement, as well as forms, tools, procedures, and protocols. The NM High-Fidelity Wraparound model was developed by CYFD-Behavioral Health Services (CYFD-BHS) and as such CYFD-BHS is the Wraparound training, practice and fidelity implementation authority in New Mexico. CYFD-BHS holds the policy authority over the entirety practice of Wraparound.

New Mexico State University's Center of Innovation for Behavioral Health and Wellbeing (NMSU-COI) partners with CYFD to support the implementation of the NM High-Fidelity Wraparound model. The COI provides logistical support and oversight of Wraparound training, coaching and certification as well as administration of procedures and protocols.

STATEWIDE EXPANSION OF WRAPAROUND

In July 2023 New Mexico will begin the process to expand access to High-Fidelity Wraparound throughout the state. State of New Mexico Partners in this process include the Human Services Department (HSD),

both the Behavioral Health Services Division (BHSD) and the Medical Assistance Division (MAD). These three departmental divisions, CYFD-BHS, BHSD, and MAD, along with the NMSU-COI in a coordination role, make up the decision-making body over the application and approval process for behavioral health providers seeking to provide High-Fidelity Wraparound in the State. The decision-making body is known as The New Mexico High-Fidelity Wraparound Interagency Steering Committee. The primary function of this body is to receive and process provider applications for approval which then makes them eligible for contracting with the New Mexico Managed Care Organizations (MCO), who will administer provider reimbursement. The steering committee will also make decisions on the removal of any provider deemed unable to provide High-Fidelity Wraparound based on the recommendation of the CYFD-BHS Wraparound Program. Please see Appendix A for the full Interagency Steering Committee Charter.

For access to the High-Fidelity Wraparound Provider Application and more information about the process please visit the NMSU-COI website at centerofinnovationnm.org

1.1 Introduction to Wraparound

> *"Wraparound is an intensive holistic method of engaging with individuals with complex needs so that they can live in their homes and communities and realize their hopes and dreams."*
> *-The National Wraparound Initiative nwi.pdx.edu*

OVERVIEW OF THE APPROACH

High-Fidelity Wraparound provides a comprehensive, holistic, youth and family-driven way of responding when children or youth experience serious mental health or behavioral challenges. Wraparound puts the child or youth and their family[1] at the center. "With support from a team of professionals and natural supports, the family's ideas and perspectives about what they need and what will be helpful drive all of the work in Wraparound."[2]

High-Fidelity Wraparound is not a service. It is an approach or process of working with families that makes their existing services more effective. Wraparound supports the services and systems a youth and family already have in place and helps identify new ones that may be needed.

High-Fidelity Wraparound utilizes a dedicated, full-time Wraparound Facilitator to provide intensive care coordination for a small caseload of children/youth with serious mental health or behavioral challenges and their families. With this approach, children and youth experience individualized, coordinated services across systems that are family- and youth-driven and incorporate peer support when appropriate.

When a youth and family's problems are enduring and complex in nature, addressing the behavior through isolated services may not be enough. Wraparound is most effective when traditional approaches have been unsuccessful for a significant amount of time and at the point when the family and the systems are feeling hopeless, and their deeper needs are affecting multiple life domains. New Mexico's Wraparound program is guided by a set of **eleven (11) core values** that guide both policy and practice implementation.

1.2 Eleven Core Values Of New Mexico High-Fidelity Wraparound

1. **Family and Youth Voice and Choice:** Youth and Family input is actively and intentionally elicited and prioritized during all phases of the process. Planning is guided by the youth/family's needs, perspectives, values, and preferences. This principle is grounded on the premise that successful outcomes correlate with the youth/family's perception of ownership of the plan of care.
2. **Natural Supports:** The development of a team composed of people naturally from a family's community is a continuous process. This is accomplished by a discovery process of family members and networks of people connected to the youth/family by natural or informal relationships. There is an intentionality to not overly depend on formal supports who are restricted by service definitions and time limitations. This principle is grounded in the premise that natural/informal supports have a long-term commitment to a family and are therefore more sustainable.
3. **Individualized:** An action plan should be uniquely tailored to fit the family. To accomplish this the process and plan of care should be driven by the unique, underlying needs of the family. Action strategies that

[1] New Mexico High-Fidelity Wraparound works with children, youth, young adults, parents, caregivers and other family members, consequently we will use the word "Family" as an inclusive term to identify all or some of these individuals.

[2] National High-Fidelity Wraparound Initiative, https://nwi.pdx.edu/High-Fidelity Wraparound-basics/

emerge should be also individualized by being based in a family's community and incorporate the culture, voice and preferences of the youth/family.

4. **Community Based:** There should be a prioritization of utilizing and advocating for proper financing of community supports over out-of-home services. Plans of care should also have strategies where, over time, formal services are minimized, and neighborhood / community resources are maximized. This principle is grounded in the premise that children and youth have better outcomes when they remain with their families and in their communities.
5. **Strengths Based:** It is vital that interactions between team members demonstrate mutual respect and appreciation for the value each person brings to the team. In addition, the family plan is constructed in such a way that the strategies included in the plan capitalize on and enhance the family's strengths as well as those of the people who are helping to carry out the plan.
6. **Perseverance:** Inherent to Wraparound is a commitment to young people and families regardless of behaviors, placement setting, the family's circumstances, or the availability of services in the community. When faced with challenges or setbacks, there is a continuing work towards meeting the needs of the youth and family and towards achieving the goals. Wraparound does not give up on families.
7. **Outcomes Based:** Progress toward a family's vision is very important. Wraparound teams are accountable—to the youth/family, to all team members, to the individuals, organizations and agencies that participate in the healing process, and, ultimately, to the public—for achieving the goals laid out in the plan. Goals and strategies of the plan should have observable or measurable indicators of success, and teams should monitor progress in terms of these indicators and revise the plan accordingly.
8. **Cultural and Linguistic Humility:** Wraparound understands that culture and language shape the world view of individuals. To be effective, Wraparound teams must acknowledge this fact and adopt an approach of cultural and linguistic humility, that places Wraparound facilitators in a position of learning from the family being served. This learning should be reflected in all family interactions and in plans of care that are developed.
9. **Holistic:** Wraparound approaches family members as whole, multi-faceted people that exist in complex and interacting environments and communities. Wraparound plans should address (as needed) all the life domains where families are experiencing barriers to moving toward their vision.
10. **Collaboration:** With the help of a Wraparound Facilitator, each team member understands the need to be committed to the team, the team's goals, and the plan. Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single plan. The plan reflects a blending of team members' perspectives, mandates, and resources. The plan guides and coordinates each team member's work towards meeting the team's goals.
11. **Normalization:** Wraparound seeks to reduce stigma related to system involvement and mental illness and promote health and wellness at all stages of life. Care plans take into account what is normal for a youth's age, developmental level and trauma history, in addition to the family's culture. They should incorporate activities and strategies that a family feels are reasonable and make sense, and that the family is able and willing to do.

In Wraparound these values are the heart of the process. A Wraparound Facilitator, guided by an Endorsed Coach, works with a family, providers and system partners while consistently applying these values. When these values are consistently practiced, a youth and family start to believe that their voice matters, and that there is hope for change. At the same time, providers and system partners experience the power of collaboration and validation.

Wraparound seeks to go to the center of the youth and family's difficulties and meet them at the most essential place possible. It does this by employing the Wraparound **six (6) core elements** which are the framework for implementation of the High-Fidelity Wraparound model.

1.3 Six Core Elements of High-Fidelity Wraparound

1. **Team Based**: Creative and responsive interventions are more likely to be developed through a group of people working together in a team meeting. High-Fidelity Wraparound intentionally helps families build a support team around them dedicated to helping them reach their vision.
2. **Strengths Based:** Building interventions based upon strengths is more likely to produce sustainable results than approaches determined by deficits. As a core value, High-Fidelity Wraparound maintains a strengths-based perspective throughout the process, and as a core element High-Fidelity Wraparound builds strengths specifically into every team meeting and into all strategies to enhance their ability to be successful.
3. **Vision:** Plans are best that are future oriented and make clear the direction the team is going, the outcomes hoped for, the activities that will occur and the individuals responsible. High-Fidelity Wraparound helps families build a vision that captures their hopes and dreams, and then utilizes it as a motivator for change, a guide for the team and inspiration to persevere when things get difficult.
4. **Underlying Needs:** A core tenet of High-Fidelity Wraparound is that challenging behaviors are ultimately expressions of underlying needs. If we truly want to help families make meaningful changes in their lives and move toward their vision, we must go deep and address the unmet needs that drive behaviors and keep families stuck in patterns that are barriers to their success.
5. **Benchmark**: A key motivator for families is to know they can, and they are making progress toward meeting their needs, and consequently, toward their vision. Benchmarks create a way to identify and measure such progress and keep the entire team clear about what they are doing and motivated by movement forward.
6. **Strategies:** To meet unmet needs, we must have clear and practical strategies. High-Fidelity Wraparound uses functional strengths of team members along with their willingness to support the family to create clear and specific actions that will move the family toward meeting their need and fulfilling their vision.

ADHERENCE TO THE MODEL

NM High-Fidelity Wraparound (NM HFW) is a value-based approach structured with six (6) core elements and supported in fidelity through its various, processes, procedures, protocols, tools, and documentation. To maintain approval as a NM HFW Provider all components of this Program Manual and Implementation Guide must be adhered to.

Please see *Section 5.3* for additional information on quality assurance and fidelity monitoring protocols and practices used by the NM HFW Program.

SECTION II-
WRAPROUND POSITIONS

2.0 Positions Summary

In New Mexico, the implementation of High-Fidelity Wraparound at an approved community provider agency requires at set of positions: The Wraparound Facilitator, the Wraparound Supervisor/Endorsed Coach, the Program Director, and the Clinical Director (The Program Director and Clinical Director positions could be combined to one individual as long as this individual meets the qualifications for both positions.) Please note that the qualifications for each position are the current Medicaid requirements, as approved by the Centers for Medicare & Medicaid Service.

2.1 NM HIGH FIDELITY WRAPAROUND FACILITATOR

I. Job Description

A. The Wraparound Facilitator is a dedicated full time or 100% level of effort position, that provides intensive care coordination for identified children, youth and their families using The NM High-Fidelity Wraparound model. This includes providing care through a team-based and strengths-based approach using the model's values and core elements. The ultimate purpose of the Wraparound Facilitator is to help families reach their vision through the meeting of their underlying needs, as measured through benchmarks and using predominantly community-based strategies.

II. Qualifications

A. Must have a bachelor's or master's degree in social services, human services or an equivalent field with a minimum of two (2) years lived and/or paid experience working with the target population; or

B. Facilitators may have an associate degree in social services, human services, or an equivalent field with a minimum of four (4) years lived and/or paid experience working with the target population; or

C. Facilitators may have a high school diploma or General Educational Development (GED) with a minimum of six (6) years lived and/or paid experience working with the target population.

III. Position Requirements

A. Complete the requirements of the Facilitator in Training (FIT) track as described in this manual. If training or other requirements are updated while a FIT is in the process of training, the requirements in place at the time they began will be honored.

B. Wraparound Facilitators must be certified or be actively enrolled as a Facilitator in Training (FIT) to begin serving families.

C. Obtain Wraparound certification from the New Mexico Credentialing Board for Behavioral Health Professionals (NMCBBHP) within 6 to 12 months from Completing the "Foundations of NM High Fidelity Wrapround Practice" training.

D. Maintain Wraparound certification, renewable every two years.

i. *Wraparound Facilitators are also required to obtain and maintain certification in the CANS (Child and Adolescent Needs and Strengths) Tool.*

IV. Expectations of Wraparound Facilitators

A. Implement the NM High-Fidelity Wraparound model using the materials and processes of NM High-Fidelity Wraparound model which includes training materials, documentation, forms, tools, procedures, protocols, and timeframes. *See Section 4.0 for Policy and Appendix C for Wraparound Practice Forms and Tools.*

B. Until the *Foundations of High-Fidelity Wraparound Practice* training is successfully completed a new facilitator's role in Wraparound is limited as follows:
   i. New facilitators cannot facilitate a Wraparound team meeting; and
   ii. New facilitators cannot engage youth or families alone. New facilitators must be accompanied by an Endorsed Wraparound Coach or a Certified Wraparound Facilitator.
   iii. Providers may request an exception to these limitations. *Please see Section 6.3 for the process to request an exception.*

C. Capacity Ratios: The number of individuals assigned to a single facilitator is limited to a maximum of ten (10). This is a national High-Fidelity Wraparound standard that New Mexico High-Fidelity Wraparound has maintained.
   i. NM High-Fidelity Wraparound expects a gradual build of assigned youth/families to Wraparound Facilitators.
   ii. Assigned youth/families to new Wraparound Facilitators cannot exceed the cap of 60% of the maximum capacity or six (6) out of ten (10);
   iii. When the Endorsed Coach has satisfactorily assessed the new Wraparound Facilitator for competency, the endorsed coach, can lift the capacity cap of 60% through the completion of the NM Wraparound Facilitator Capacity Form. *See Appendix C-12 Facilitator Capacity Form.*

V. Facilitator Position Responsibilities

A. **Engagement**
   i. Provide intensive Care Coordination that includes but is not limited to urgent safety and stability planning and response, urgent addressing of eminent risks assisting in meeting basic needs, advocacy and emergency team meeting.
   ii. Develop a working relationship and engage regularly, a minimum of once a week or more depending on the intensity of need, with the referred child/youth, their families and those working with them formally and informally.
   iii. Work closely with the family and other team members to help them understand the purpose and value system of the Wraparound approach and how it differs from services.
   iv. Recognize barriers to engagement and be intentional and in taking action to overcome these barriers and encourage families to effectively participate in the process.
   v. Assess immediate risk for safety and coordinate resources for stabilizing that risk and ensure families have access to 24-hour support.
   vi. Work with family to gather relevant information regarding the family's story, current situation, strengths, underlying needs, and vision.
   vii. Clarify and communicate the initial conditions that initiated referrals to the agency and connect the narrative to the underlying needs.
   viii. Identify and contact team membership.

ix. Complete documents and outcome measures in a timely manner.

B. **Planning, Implementation. Transitioning**
   i. Organize team members for a Wraparound team meeting.
   ii. Engage the child/youth, family, and team members in developing an Action Plan that adheres to Wraparound fidelity.
   iii. Guide the Wraparound team through a needs-driven process that is team and strengths based.
   iv. Enlist the support and engagement of team members in meeting needs of the youth and family.
   v. Prioritize the use and *refinancing or repurposing* of community resources and supports.
   vi. Coordinate the completion of tasks.
   vii. Analyze progress and make adaptations to the Action Plan
   viii. Address conflict.
   ix. Develop/evolve the Wraparound team to a majority composition of natural/informal supports.
   x. Continuously assess for safety and stability planning.
   xi. Discuss transition out of Wraparound at all stages of the process.
C. **Celebrate transitioning out of Wraparound.**

Please see Section 6.3 for the process to request a temporary waiver to these requirements. Note that Position Qualifications cannot be waived.

2.2 NM HIGH-FIDELITY WRAPAROUND SUPERVISOR-COACH

I. Job Description

The Supervisor-Coach is a dedicated full time or 100% level of effort position, that leads a team of Wraparound Facilitators. This position carries a dual role of supervision and coaching. Supervision entails managing personnel according to the provider agency's expectations and supporting them, so they have the resources to implement the NM High-Fidelity Wraparound model to high-fidelity. Coaching includes guiding Wraparound Facilitators, individually and in group, in the practice of implementing the NM High-Fidelity Wraparound model with enrolled individuals. Coaching activities can only happen when enrolled in the Coach in Training (CIT) Track and under supervisor of a Master Coach and once Coaching Endorsement has been achieved.

II. Qualifications

A. Must have a bachelor's degree in social services, human services, or an equivalent field with a minimum of four (4) years' experience working with the target population and/or High-Fidelity Wraparound program and supervision. Lived experience can count for two (2) of the four (4) years required experience; or

B. Master's degree in social services, human services, or an equivalent field with a minimum of two (2) years' experience working with the target population and/or High-Fidelity Wraparound program and supervision. Lived experience can count for one (1) of the two (2) years' experience.

III. Position Requirements

A. Obtain and maintain Wraparound Facilitator Certification from the New Mexico Credentialing Board for Behavioral Health Professionals (NMCBBHP) within 6 to 12 months of completing the "Foundations of NM High Fidelity Wraproud Practice" training. While working towards certification a supervisor is held to the same pre-requisites as a FIT to start working with families. *Please see Section 2.1* for Facilitator and FIT requirements.

   a. Coaching Endorsement, including, obtaining and maintaining certification in the CANS, and all Fidelity Tools utilized by the NM HFW Program.

B. Complete the requirements of the Coach in Training (CIT) track. *Please see Section 3.2.*

C. Obtain the Coach Endorsement within 6 months from being accepted in the CIT track.

D. Maintain Coaching Endorsement, reviewed every 2 years at Wraparound Recertification.

IV. Supervisor-Coach Expectations:

A. Supervising Expectations: Supervise Wraparound Facilitators to implement the NM High-Fidelity Wraparound model including, but not limited to:

i. Assure that all families enrolled are reviewed at least twice per month.
ii. Utilize all NMHFW Forms, tools, documentation, protocols.
iii. NM High-Fidelity Wraparound FIT and CIT tracks
iv. Wraparound re-certification
v. Timely program evaluation and data collection
vi. Adhere to internal agency expectations.
vii. Attend all coaching sessions of High-Fidelity Wraparound Staff
viii. Maintain Coaching Prep Form / Log indicating frequency of coaching per family.
ix. Until Endorsement is achieved, communicate often with Endorsed Coach(es) working with staff to ensure consistency of communication and support.

x. Conduct ongoing NM High Fidelity Wraparound specific, outreach and trainings to educate local system partner, consumers and stakeholders as to the NM High-Fidelity Wraparound model/process, eligibility and fit for referral considerations.

B. Attend NM High Fidelity Provider meetings as scheduled by CYFD-BHS

V. Coaching Expectations:

Upon receiving Coaching Endorsement, provide coaching/technical assistance to Wraparound Facilitators in their implementation of the NM High-Fidelity Wraparound model. An endorsed Wraparound Coach must follow the NM High-Fidelity Wraparound Coaching Model.*(Available on NM-COI website to those authorized)*

i. Provide individual and group coaching and technical assistance.
ii. Provide side by side coaching in High-Fidelity Wraparound practice.
iii. Provide technical assistance to address systemic barriers.
iv. Develop facilitators to competency of the NM High-Fidelity Wraparound model.
v. Get training/certification on required Wraparound Fidelity Tools and administer according to NM HFW model requirements.
vi. Be familiar with the NM High-Fidelity Wraparound training curriculum.
vii. Be available to train the NM High-Fidelity Wraparound training curriculum as requested by CYFD-BHS or NMSU-COI.
viii. Attend and participate all periodic coaching meetings and Learning Community sessions to ensure fidelity of practice. Coaching meetings will include the following components:
- Review forms, tools, and practices to align to the NM HFW fidelity model
- Develop skills of current coaches
- Identify and strategize solutions to barriers to practice
- Supplemental training to enhance coaching knowledge
- Peer coaching and support

ix. Participate in Coaching Observations and other quality assurance processes as determined by CYFD-BHS or NMSU-COI.

VI. Ensure Capacity Ratios Are Adhered to

a. A Wraparound Supervisor-Coach should supervise a maximum of eight (8) Wraparound Facilitator and Family Peers Support Workers. See *Section 2.6*

b. Facilitators can work with a maximum of ten (10) families.

c. When a Supervisor-Coach is directly assigned youth/families, the number of assigned youth/families should follow the capacity grid below.

Capacity Grid for Coaches Who Are Also Acting as a Wraparound Facilitator	
Number of Facilitators & FPSWs being Coached/Supervised	**Range of Youth/Families that can be assigned to a Supervisor-Coach**
1	**5-6**
2	**3-4**
3	**1-2**
4	**0-1**
5	**0**
6	**0**
7	**0**
8	**0**

VII. Provide and document a minimum average of 12 coaching hours per quarter for each Wraparound facilitator.

Please see Section 6.3 for the process to request a temporary waiver to these requirements. Note that Position Qualifications cannot be waived.

2.3 NM HIGH-FIDELITY WRAPAROUND PROGRAM DIRECTOR

I. Job Description

This position is to provide structural oversight & support of the High-Fidelity Wraparound program to ensure that the NM High-Fidelity Wraparound model is implemented as outlined in this manual.

II. Qualifications

A. Have demonstrated working knowledge of clinical assessments, determination of admission criteria, clinical oversight for all rounds, and crisis safety planning; and
B. Have Prior work experience in various community settings dealing with SED identified youth; and
C. Must meet agency's requirements for Program Director or equivalent.

III. Position Requirements

A. Provide the necessary structural and procedural support to implement the NM High-Fidelity Wraparound model at the provider site.
B. As needed address barriers to the implementation of the NM High-Fidelity Wraparound model at the provider, community, and systemic levels.
C. Promote the NM High-Fidelity Wraparound values to influence service delivery internally and systematically.
D. Link NM High Fidelity Wraparound internally and externally to promote the program and generate referrals.
E. The Program Director must attend Foundations of NM High-Fidelity Wraparound training within 3 months of hire.
F. Collaborate with CYFD-BHS and NMSU-COI to implement the NM High-Fidelity Wraparound model.

IV. Expectations

A. Oversee the initial and on-going implementation of the NM High-Fidelity Wraparound model that includes, but is not limited to:
   i. Ensure staff completion of all required forms, tools, documentation, protocols.
   ii. Ensure completion of NM High-Fidelity Wraparound FIT and CIT and MCIT tracks and their respective credentialing.
   iii. Adherence to the expectations of NM High Fidelity Wraparound Fidelity and Quality standards that includes.
   iv. Adhere to, and assure a timely processing, of all program evaluation and all data collection expectations outlined in this manual.
B. The Program Director must attend CANS training. Certification is optional.
C. Attend NM High-Fidelity Provider meetings as scheduled by CYFD-BHS.
D. Provide direct supervision to the Wraparound Supervisor-Coach

2.4 NM HIGH-FIDELITY WRAPAROUND CLINICAL DIRECTOR

I. Job Description:

This position is to provide clinical oversight and clinical support of the High-Fidelity Wraparound program to ensure that the NM High-Fidelity Wraparound model is implemented according to its fidelity practice and as outlined in this manual.

II. Qualifications

A. Independently Licensed Clinician pursuant to NM Regulations/Boards (LCSW or LPCC); and
B. Meet all experience, training, and other requirements as defined by the provider agency; and
C. Complete Foundations of NM High Fidelity Wraparound Practice training within 3-months of hire.

III. Position Requirements

A. Connect NM High Fidelity Wrapround to internal provider services and processes for referral and coordination.
B. Connect NM High Fidelity Wrapround to external partners and processes for referral and coordination.
C. Provide clinical oversight.
D. Provide direct supervision to the Wraparound Program Director when applicable, and/or to the Wraparound Supervisor-Coach.
E. Conduct ongoing NM High Fidelity specific training and education to orient internal staff to the NM High-Fidelity Wraparound model, process, values and to increase awareness of how the Wraparound values align with other program objectives.
F. Attend NM High Fidelity Provider meetings as scheduled by CYFD-BHS or designate a representative other than the Supervisor/Coach.

2.5 ADMINISTRATIVE SUPPORT

I. Job Description: This position would provide administrative support to a Wraparound program that can include, but is not limited to, tracking requirements, data collection and input, workforce tracking. NOTE, this is not a required position for a Wraparound program, however, it is a position factored in the development of the Medicaid rate and it is highly encouraged that Wraparound programs utilize this role to enable program sustainability and growth. The rate includes this position for a 25% level of effort for up to 40 youth enrolled in Wraparound and Family Peer Support. The level of effort could increase at the same rate with further enrollments.

II. Qualifications: Must meet agency's requirements for this position.

2.6 ORGANIZATIONAL STRUCTURE

The Medicaid rate development includes the organizational structure of a Wraparound team which must be adhered to by a NM-HFW provider. The team is composed of one Supervisor Coach with a maximum of 8 individuals under that Supervisor Coach. Out of the 8 individuals:

- A minimum of two (2), not to exceed seven (7) must be Wraparound facilitators.
- A minimum of one, not to exceed two must be Family or Youth Peer Support workers.

A Wraparound provider can develop additional Wraparound teams at their discretion. However, if a Wraproud provider will add Wraparound facilitators and or family/youth peer support workers over 8 individuals, another Wraparound team must be developed.

2.7 VACATING POSITIONS

I. Non-Certified Wraparound Facilitator: In the event a Facilitator in Training (FIT) vacates their position said individual may return to occupy a Wraparound Facilitator position, at any approved Wraparound provider, as long:

A. The FIT left in good standing; and
B. The FIT re-enrolls and re-starts the NM-HFW FIT track

II. Certified Wraparound Facilitator: In the event that a Certified Wraparound Facilitator vacates their position, said facilitator may return to occupy the Wraparound Facilitator position, at any approved Wraparound provider, as long as:

A. The Facilitator's certification has not expired; and
B. The Facilitator had consistently met the Compass Performance Indicators for the Wraparound Facilitator position; and
C. The Facilitator left their prior position in good standing; and
D. A period of 18 months has not passed since the facilitator vacated their prior position.

III. Wraparound Supervisor Coach: In the event that an Endorsed Wraparound Coach vacates their position, said Endorsed Coach may return to occupy the Endorsed Coach position, at any approved Wraparound provider, as long as:

A. The Coach's Wraparound certification and Coach Endorsement has not expired; and
B. The Coach has consistently met the Compass Performance Indicators for the Wraparound Supervisor Coach position; and
C. The Endorsed Coach left their prior position in good standing; and
D. A period of 12 months has not passed since the Endorsed Coach vacated their prior position.

SECTION III –
TRAINING, CERTIFICATION AND ENDORSEMENT

3.0 NM High-Fidelity Wraparound Training Program

The NM High-Fidelity Wraparound training curriculum teaches the model, philosophy, method, and skills needed to practice High-Fidelity Wraparound in New Mexico. The curriculum meets the training requirements for New Mexico's Facilitator in Training (FIT) track and is approved by the New Mexico Credentialing Board for Behavioral Health Professionals (NMCBBHP) for High-Fidelity Wraparound certification and recertification. The current NM High-Fidelity Wraparound Training Programs includes the following training modules. For full descriptions of each training please see *Appendix D.*

- ***NM High-Fidelity Wraparound eLearning Modules***
  - *Module 1 – Facilitator in Training Overview*
  - *Module 2 – History and Research of Wraparound*
  - *Module 3 – What is Wraparound?*
  - *Module 4 – Values of Wraparound*
  - *Module 5 – Adverse Childhood Experiences*
- ***Foundations of High-Fidelity Wraparound Practice Training***
- ***High-Fidelity Wraparound Follow-Up I: Documentation, Safety, and Stability***
- ***High-Fidelity Wraparound Follow-Up II: Engagement, Teaming and Conflict Resolution***
- ***High-Fidelity Wraparound Follow-Up III: Deepening our understanding of Vision, Needs and Benchmarks***
- ***High-Fidelity Wraparound Follow-Up IV: Ethics Across the System of Care: Certified and Credentialed Professionals***
- ***Fidelity & Outcomes Measurement Evaluation Training for Facilitators***
- ***Child and Adolescent Needs and Strength Certification Training for Wraparound***
- ***Fidelity & Outcomes Measurement Evaluation Training for Coaches***
- ***Safety and Stability Training for non-Wraparound Responders***

There are several additional supportive trainings available in New Mexico through NMSU-Center of Innovation and CYFD, Behavioral Health Services that are available to support facilitators and coaches.

- ***System of Care Trauma-Responsive eLearning Series***
- ***Cultural and Linguistic Humility***
- ***Family Engagement and Youth Engagement***
- ***The Nurtured Heart Approach***
- ***Motivational Interviewing***
- ***Introduction to Quality Service Review***

3.1 FACILITATOR PATHWAY TO CERTIFICATION

NM High-Fidelity Wraparound is committed to developing Wraparound Facilitators who are skilled in delivering High-Fidelity Wraparound to children, youth and their families. Any individual wishing to become a Wraparound Facilitator of the NM High-Fidelity Wraparound model, must complete the NM Wraparound Facilitator in Training (FIT) track and then become certified through the New Mexico Credentialing Board for Behavioral Health Professionals (NMCBBHP).

*Credentialing pathways have been updated to meet HFW Medicaid rate requirements.

3.1.1 FACILITATOR IN TRAINING (FIT) TRACK

The NM Wraparound Facilitator in Training (FIT) track develops Wraparound Facilitators who meet all competencies necessary to practice Wraparound with fidelity, as established by CYFD-Behavioral Health Services and coordinated by the NMSU-Center of Innovation in New Mexico. *See Appendix E for FIT Track Documents*

1. **Enrollment**
   - A. To enroll in the FIT track, an individual must be employed by a behavioral health provider approved by the New Mexico High-Fidelity Wraparound Interagency Steering Committee. See *Appendix A* for the Interagency Steering Committee Charter and Provider Approval Process.
   - B. An approved NM-HFW provider must enroll a new hire in the FIT Track through the NMSU-COI's website upon hire and no later than fourteen (14) calendar days prior to the scheduled date of the next "Foundations of High-Fidelity Wraparound Practice" training.
   - C. When the applicant's enrollment form is accepted, they become a Facilitator in Training or FIT.
   - D. The FIT track must be completed, and certification obtained in a period of no less than six (6) months and not exceeding twelve (12) months from the completion of the Foundations of NM High Fidelity Wrapround Practice training.
     - i. Extensions or waivers to specific FIT track requirements may be waived under ***limited*** circumstances. *Please see Section 6.3 for the process to request a waiver or extension.*
2. **Training Requirements**
   - A. Complete the required NM High-Fidelity Wraparound FIT training curriculum, for full descriptions of each training please see *Appendix D*:
     - i. Complete eLearning Modules and associated assignments no later than the first day of the Foundations of NM High-Fidelity Wraparound training
       - a. eLearning Modules are prerequisites to the Foundations Training and must be completed prior to attending training. *Please see Section 6.3 for the process to request an extension.* If an extension is granted, all prerequisite modules must be completed prior to receiving credit for Foundations Training.
     - ii. Complete Foundations of NM High-Fidelity Wraparound Training
       - a. Facilitators should be assigned families immediately following completion of Foundations Training.
     - iii. Complete all Follow-up Trainings

a. Follow-up Trainings should be completed in order and may not be attended prior to completing the Foundations of Wraparound Training.
b. If an unexpected absence does not allow for completion in order, a FIT may attend the next available session of the missed training and continue taking the other follow-ups as scheduled.

iv. Attend CANS training and obtain certification.
v. Attend Fidelity & Outcomes Measurement Evaluation Training for Facilitators

3. Training Policies

A. A training will only meet FIT Track requirements if officially scheduled through the NMSU-COI.
B. Each training must be fully completed for the Facilitator to receive credit for the training.
C. If training or other requirements are updated while a FIT is in the process of training, the requirements in place at the time they began will be honored.
D. A non-FIT enrolled individual must receive an invitation and or approval from CYFD-BHS to participate in any FIT track training or any Wrapround training.

4. Coaching Requirements

A. Receive a minimum of 60 hours of individual and/or group coaching by an Endorsed NM High-Fidelity Wraparound Coach:
   i. FIT must keep log of coaching hours using the NM High-Fidelity Wraparound Coaching Tracking Log. *See Appendix E-3 for FIT Coaching Log.*

5. Additional FIT Track Requirements

A. A provider must guarantee that the facilitator enrolling in the FIT will be assigned youth/families immediately following the "Foundations of NM High-Fidelity Wraparound Practice" training.
   i. An exception to this expectation will be made for new High-Fidelity Wraparound providers for 6 months from their date of launch. *Please see Section 6.3 for the process to request an exception.*
B. Implement the NM High-Fidelity Wraparound model with a minimum of three enrolled youth/families.
   i. Each youth/family must be enrolled in High-Fidelity Wraparound for a minimum period of 90 days in order to count for completion of the FIT track.
C. Receive a minimum of three **Team Observation Measures (TOM)** averaging a score of 75% or higher, in accordance with the NM High-Fidelity Wraparound parameters and expectations of fidelity evaluation tools. *See Section 5.3.1 for overview of Wraparound Fidelity Tools.*
D. Complete a minimum of two High-Fidelity **Wraparound Fidelity Index (WFI)** assessments. Each WFI evaluation must score a minimum score of 80%. *See Section 5.3.1 for overview of Wraparound Fidelity Tools.*
E. Receive quarterly competency evaluation by an Endorsed Coach through the Wraparound Facilitator Competency Evaluation Form see *Appendix E-4.*
   i. To complete the FIT track, the Wraparound Facilitator must **meet competency** in each sub-scale under each competency domain prior to applying for certification.

6. Upon completion of the above requirements, apply to the NMSU-COI to demonstrate completion of all requirements and obtain approval from CYFD-BHS to sit for NMCBBHP High-Fidelity Wraparound certification exam. *See Appendix E for complete FIT Track Paperwork*

3.1.2 NM HIGH-FIDELITY WRAPAROUND CERTIFICATION

The New Mexico Credentialing Board for Behavioral Health Professionals (NMCBBHP) credentials Wraparound Facilitators who have completed the FIT track and meet the certification requirements. The Certified Wraparound Facilitator credential belongs to the Wraparound Facilitator and not the behavioral health provider who employs them**.**

I. Certification Application Requirements

A. Complete all FIT Track Training, Coaching and other requirements.
B. Submit certification application on the NMSU-COI Website
C. Provide back-up documentation including, but not limited to:
   i. Facilitator in Training Verification Checklist
   ii. Three references
      a. Coach, Peer, and Community Partner
      b. References will be sent electronic form to complete
   iii. Copy of training certificates
   iv. Copy of Coaching Logs
   v. Copy of TOM and WFI assessments with scores
   vi. Facilitator Competency Final Evaluation Form

See Appendix E for sample FIT forms

II. Application will be reviewed by the NMSU-COI and considered by CYFD-BHS High-Fidelity Wraparound Manager. Upon approval, the COI will issue a letter, signed by CYFD-BHS Wraparound Manager or designee, to approve the candidate to sit for the certification exam with the NMCBBHP.

III. Certification Exam Process and Policy

A. Candidate will upload approval letter and complete exam registration requirements according to the process currently in place by the NMCBBHP.
   i. NMCBBHP will contact candidates directly via email with instructions related to the exam and online certification portal.
B. Applicant must pass the Certified Wraparound Facilitator Exam with a score of 80% or higher to receive certification.
   i. If a passing score is not achieved, the FIT has the option to re-test as long as the re-testing is done within 12 months of the start of the FIT track.
      a. Testing fees for 1st exam are included in the FIT track. Any re-testing fees are the responsibility of the candidate or employing provider agency may opt to cover re-test fees.
   ii. If an exam is not passed a 2nd time the FIT and their Endorsed Coach must submit a request for approval prior to testing for a 3rd time. The request must be submitted to CYFD-BHS and be accompanied by a plan to prepare the FIT for retesting. This plan can include steps to be taken to request accommodations for test taking, if warranted, as well as re-attending trainings, intensified coaching, or other activities as determined by the endorsed coach.
   iii. *Please see Section 6.3 for the process to request a 3rd retake of the exam.*

IV. Certification Timeline Policies

A. If certification cannot be achieved within 12 months the FIT may request a one-time extension for a period not to exceed 6 months, for a total FIT Track enrollment time of 18 months.
   i. The request must be accompanied by a plan, developed with their endorsed coach, that describes the barriers that prevented the facilitator from certifying and a plan to address these barriers. This plan can include re-attending training(s), intensified coaching, or other activities as determined by the coach. CYFD-BHS Wraparound Manager must approve this plan.
   ii. Note that if approval is granted, the extension may be for less time than the period requested.
   Please see Section 6.3 for the process to request an extension.

B. If certification is not achieved within the maximum time of 18 months (with approved extension) the FIT will need to re-enroll in the FIT training track and complete all requirements from the beginning, including caseload limitations. To re-enroll in the FIT training, track the individual's agency of employment must make a petition outlining the reasons for the request, the barriers to their employee not been able to complete the FIT track the first time around and how they plan to support the individual to be successful this second time around. The CYFD-BHS Manager will review and make a determination.

3.1.3 RECERTIFICATION- CERTIFIED WRAPAROUND FACILITATOR

High-Fidelity Wraparound certification will expire two years from the date of issue. The Certified Wraparound Facilitator (CWF) is responsible to meet the following requirements for recertification by the expiration date of the certification:

I. Accumulate forty (40) Continuing Education Units (CEUs) accumulated within the two-year certification period. These CEUs must include:

A. Six (6) hours in professional ethics and responsibilities in a behavioral health field OR in cultural humility relevant to New Mexico cultures, people, languages, AND

B. Twelve (12) hours of the NM High-Fidelity Wraparound training curriculum OR ***prior approved**** High-Fidelity Wraparound specific trainings, AND

C. Twenty-two hours from the social work / behavioral health field.
   i. **Please see Section 6.3 for the process to request prior approval of any training for Wraparound CEU credit.*

II. Maintain the NM High-Fidelity Wraparound model while serving families including, but not limited to: Processes, protocols, forms, tools, data collection and fidelity assessment expectations. **During the two-year period the applicant must:**

A. Facilitate the High-Fidelity Wraparound process for a minimum of three families, each family for a minimum of three months;
   AND

B. Receive and document an average of 12 coaching hours per quarter;
   AND

C. For 6 out of the past 8 quarters leading up to re-certification, the facilitator must average an Overall TOM score of 75%.

i. In the event the applicant does not meet this score, the facilitator and their supervisor/coach can request additional time to bring the average to the standard.

D. Submit coaching hour verification form signed by endorsed coach that an average of 12 hours of individual or group coaching per quarter was received;
AND

E. Remain in good standing by fulfilling all expectations and fidelity standards of the NM High-Fidelity Wraparound model;

OR (If A through D are not applicable)

F. Maintain their NM High-Fidelity Wraparound coaching endorsement if obtained;
OR

G. Maintain employment at CYFD-BHS or NMSU performing a direct role in the implementation of the NM High Fidelity Wraparound Model;
OR

H. Be involved in efforts to systematically expand and maintain the practice of the NM High-Fidelity Wraparound model in New Mexico.
   i. A written description of these efforts must be submitted along with recertification application.
   ii. This option can only be used once, after its first use the applicant must meet option A-E, or F or G above for future re-certifications.

III. The NMCBBHP will contact facilitators prior to their renewal date to begin preparing documents for recertification. However, the responsibility to track certification renewal timelines is ultimately the facilitator's. Applications will be processed according to current NMCBBHP protocols. Visit http://www.nmcbbhp.org/ for more details.

3.2 COACHING ENDORSEMENT

Ongoing and regular coaching of Wraparound Facilitators is required to meet and maintain the standards of High-Fidelity Wraparound in New Mexico. All provider agencies approved to provide NM High-Fidelity Wraparound in their community must employ an Endorsed High-Fidelity Wraparound Coach. If agencies do not have an endorsed coach available internally, they can contract an Endorsed Coach through the NMSU-COI by emailing centerofinnovationnm@nmsu.edu.

To obtain Endorsement a prospective Coach must enroll in the Coach in Training Track (CIT). While in the CIT Track a Master Coach will support the CIT to achieve all competencies required in the NM High-Fidelity Wraparound model.

3.2.1 COACH IN TRAINING (CIT) TRACK

The NM Coach in Training (CIT) track prepares Coaches who meet all competencies necessary to coach Facilitators to practice Wraparound with fidelity, as established by CYFD-Behavioral Health Services and overseen by the NMSU-Center of Innovation in New Mexico.

I. Enrollment in the CIT track occurs through the NMSU-COI. The application must include:

A. Proof of Certification as a Wraparound Facilitator in New Mexico as issued by the NMCBBHP.
B. Must have practiced as a Certified Wraparound Facilitator for minimum of 6 months.
C. The applicant's current assigned Endorsed Coach must approve of the application to the CIT track.
D. If the Endorsed Coach is not also the Agency Wraparound Supervisor, the Supervisor/Clinical Director must also approve.
E. The Master Coach who will oversee the CIT process for the applicant must acknowledge their willingness to do so.
F. Upon receipt of the complete enrollment form, the NMSU-COI and CYFD-BHS Wraparound Manager will review the application. If the application is accepted, the applicant will be granted a provisional endorsement allowing them to coach Facilitators under the supervision of an assigned Master Coach.

II. During the CIT track, under supervision of the assigned Master Coach, the coach in training must:

A. Fulfill all requirements of the CIT Track within a period of six (6) months.
B. These requirements include, but are not limited to the following, *please see Appendix F*.

i. Learn and utilize the NM High-Fidelity Wraparound Coaching Model.
ii. Provide regular ongoing coaching to a minimum of 1 Facilitator (either a FIT or CWF)
iii. Conduct a minimum of three (3) TOMs Calibrations
iv. Conduct a minimum of two (2) WFIs
v. Conduct a minimum of two (2) DARTS (Internal reviews have to be pre-approved by Master Coach)
vi. Co-train a minimum of one (1) NM High-Fidelity Wraparound training and receive an acceptable trainer evaluation by the Master Coach or lead trainer.
vii. Meet or exceed all competencies outlined in the Coach in Training Competency Assessment.

3.2.2 ENDORSEMENT

I. Upon completion of the CIT track, the CIT must apply for full endorsement through the NMSU-COI:

A. The NMSU-COI will verify the completion of all the CIT requirements.

B. CYFD-BHS Wraparound Manager will review. If satisfactory, the CYFD-BHS Wraparound Manager will convene a Competency Panel Assessment.

i. The panel will be composed of a combination of CYFD-BHS and NMSU-COI Master Coaches.

ii. The panel will assess for knowledge of the NM High-Fidelity Wraparound model and for understanding of its application, related to high-fidelity, and the premises that determine it.

iii. The Panel will assess competency in the application of the NM High-Fidelity Coaching model.

C. If the CIT successfully passes the Competency Panel Assessment, the panel will recommend their full endorsement.

D. A letter of Endorsement, signed by CYFD-BHS, will be issued by the NMSU-COI.

3.2.3 COACHING ENDORSEMENT RENEWAL

I. A Coaching Endorsement will be reviewed in two (2) year intervals. However, the first review will align with the date of their High-Fidelity Wraparound Facilitator recertification. To retain Coaching Endorsement, the endorsed coach must exclusively use the NM High-Fidelity Wraparound Coaching Model and meet the following criteria at the time of review.

A. Coached at least one Wraparound Facilitator (CIT or CWF) for the entire time the Endorsement was valid *See II below for exceptions to this requirement.*

i. In the case of unforeseen changes in personnel, a period of no more than 60 days is allowed when the endorsed coach is without facilitators to coach.

B. Participated in TOM calibrations, as scheduled, which will be a minimum of once every 6 months or more often as determined by CYFD-BHS. (A TOM calibration occurs when an outside person completes a TOM at the same time as the coach. Scores are then compared for consistency.)

i. TOM Calibrations will be conducted by CYFD-BHS and the endorsed coach must calibrate at a rate outlined section 5.3.2 of this manual.

C. Must complete and pass two (2) coaching observations by CYFD-BHS or NMSU-COI.

D. Remain in good standing by fulfilling all expectations and fidelity standards of the NM High-Fidelity Wraparound model.

E. Attend and participate in the "Learning Community" for Coaches at intervals set by CYFD-BHS or the NMSU-COI.

II. If an endorsed coach is not working in the role of a High-Fidelity Wraparound Supervisor-Coach, the endorsed coach can petition to retain their endorsement during their review period if the endorsed coach is involved directly in the practice of New Mexico High-Fidelity Wraparound, either coaching, training, or facilitating in an employed or contracted position at CYFD-BHS or the NMSU-COI.

A. If an endorsed coach is not working in the role of a High-Fidelity Wraparound Supervisor-Coach but is working for an approved NM High Fidelity Wraparound provider, they may petition to retain their coaching endorsement if they are involved directly in the practice of New Mexico High-Fidelity Wraparound, either coaching, training, or facilitating. The CYFD-BHS Wraparound manager will review the petition and decide if endorsement may be renewed.

3.2.4 COACHING ROLE

The NM High Fidelity Wraparound coaching role, within a provider, is designed to be primarily carried out by the Wraparound Supervisor, described in Section 2.2 of this document. If a provider has an Endorsed Coach fulfilling another position within the organization, and wish that person to assume the coaching role, then an exception request must be submitted for consideration to the BHS-Wraparound manager through the NMSU-COI NM High-Fidelity Wraparound Exception and Waiver Request Form | Center of Innovation (centerofinnovationnm.org).

SECTION IV-
NM HIGH-FIDELITY WRAPAROUND POLICY AND PROCESS

4.0 GUIDING POLICY FOR WRAPAROUND PRACTICE

The New Mexico High-Fidelity Wraparound Program is guided by a set of core values, see Section 1.2. These values also translate into practice and policy regulations that govern the program. The following policies are currently in practice and are mandatory for all approved New Mexico High-Fidelity Wraparound Providers.

4.1 CULTURAL AND LINGUISTIC HUMILITY

NM High-Fidelity Wraparound honors the value of Cultural and Linguistic humility. Understanding that competence is not likely, the High-Fidelity Wraparound aim is an approach of humility that involves a stance of a "Learner and Respect".

A. Wraparound Facilitators are expected to incorporate a family's culture into the entirety of the High-Fidelity Wraparound process.
B. Language is active communication and representation of culture and identity. Consequently, High-Fidelity Wraparound providers must assure that High-Fidelity Wraparound engagement and meetings are held in the family's language of choice. Therefore, High-Fidelity Wraparound providers must:
    a. Provide language interpretation through professional interpretation services for individuals with limited English proficiency or upon request.

4.2 ELIGIBILITY CRITERIA

NM High-Fidelity Wraparound is intended to serve youth & families with the most complex need. Consequently, NM High-Fidelity Wraparound uses the following guiding eligibility criteria for children and youth ages 0-18 to be enrolled in High-Fidelity Wraparound (Youth 19-21 can receive Wraparound if at the time they turned 19 they were already enrolled in Wraparound or are at the time they turned 19 they were receiving CYFD transition services:

A. Children or Youth with a Severe Emotional Disturbance (SED) diagnosis*; and
B. Functional impairment in two or more domains identified by the Child and Adolescent Needs and Strengths Tool (CANS).
C. Involved in two or more systems such as special education, behavioral health, protective services, or juvenile justice; or at risk for such involvement in the case of children aged 0-5.
D. At risk or in an out of home placement.

The criteria above can be used in conjunction with NM High Fidelity Wraparound Referral Navigation Aide

*New Mexico's current SED criteria can be found at this link: https://www.hsd.state.nm.us/wp-content/uploads/APPENDIX-A.pdf

4.3 NO REJECT/NO EJECT POLICY

A NM High-Fidelity Wraparound provider is expected to conduct Wraparound through **a No Reject and No Eject** premise.

I. Definitions

A. **No Reject** means that the provider must accept all referrals and conduct vetting for eligibility. A provider will not discriminate against nor use any policy or practice that has the effect of discriminating against an individual on the basis of health status, mental status or need for services and supports.

B. **No Eject** means that the provider must persevere to provide High-Fidelity Wraparound to youth and families, regardless of changes in levels of care, the type of needs, or reluctance to engage, as described in the NM High-Fidelity Wraparound Transition Protocol. *See Appendix C-11.*

i. Prematurely discharging youth and families from Wraparound, for reasons other than exclusionary criteria, such as age and eligibility is not part of the NM High-Fidelity Wraparound Discharge protocol, therefore it is not acceptable.

II. Monitoring, Oversight, and Efficacy

G. Managed Care Organizations (MCOs) (when applicable) and CYFD-BHS Wraparound Unit will monitor the no eject, no reject provision and if it is determined the provider has not met the intent, corrective action or other mitigation actions may be imposed on the provider.

H. To evaluate the efficacy of the no reject, no eject provision, the provider is expected to meet the enrollment length standards as outlined in the NM High-Fidelity Wraparound Compass Performance Indicators. See *Section 5.4.3.*

4.4 REFERRAL PROCESS

NM High-Fidelity Wraparound is dedicated to serving New Mexicans with the most complex behavioral health needs as illustrated by a number of unsuccessful treatment services, out of home and restrictive placements, and "reluctance" to engage providers. By the time a referral comes to a High-Fidelity Wraparound provider, the intensity of the behavior is acute and may be leading to a higher restrictive placement such as detention, hospitalization, or institutionalization. In turn, a provider must respond to the referral in a timely and individualized manner that reflects the NM High-Fidelity Wraparound values.

4.4.1 REFERRAL PATHWAY

I. Providers should identify a referral pathway that fits their infrastructure while incorporating Wraparound objectives. Providers must submit for approval to CYFD-BHS a written copy of this process as well as requests to amend said process going forward. The process pathway must incorporate:

A. The use of the NM High-Fidelity Wraparound Referral Form, *See Appendix C-2.*

B. An individualized intake coordination and tracking process for the management, vetting and assignment of referrals. This is a process that will be carried out in collaboration with the CYFD-BHS Wraparound Team.

C. The ability to host **Consensus & Consent Team (CCT) Meetings** for eligible High-Fidelity Wraparound referrals, *see process below.*

i. The Consensus & Consent Team Meeting should be held in person, but provisions can be made to conduct them via audio/video conference when needed.

4.4.2 REFERRAL TO ENROLLMENT

The referral to enrollment process is broken down into the following elements:

A. The Management of Referrals
B. The Consensus & Consent (CCT) team meeting
C. Outcome/Enrollment

This process occurs within the following timelines:

A. A referral must be vetted, and the Consensus & Consent Team Meeting scheduled to be held within two (2) business days of receipt of a High-Fidelity Wraparound Referral Form
   1. If the referred child/youth does not meet eligibility, the referral source must be notified within two (2) business days of the receipt of the High-Fidelity Wraparound Referral Form.
      a. **Exception:** To accommodate specific needs of youth/families, the timeframe to hold a Consensus & Consent Team Meeting can be extended but cannot exceed five (5) business days.

B. The assigned Wraparound facilitator must engage the youth/family in person no later than three (3) business days from the date of the CCT if the youth/family are enrolled in Wraparound.
   1. The facilitator assigned to the youth/family should be present at the CCT. In the event the facilitator cannot be there, the assigned facilitator is expected to contact the referred person within twenty-four (24) business hours from the CCT.

4.4.3 MANAGEMENT OF REFERRALS

A. Vetting the Referral: At this point of the process the provider is assessing the fit of the referral for NM High-Fidelity Wraparound.
   1. Referral should be considered in the context of the continuum of care.
   2. Referral should be assessed according to the NM High-Fidelity Wraparound eligibility criteria. The NM High Fidelity Wraparound Referral Navigation Aide can be used as a guiding tool.
   3. Referral should be accompanied by a clinical assessment that can aid to verify SED diagnosis, functional impairment and provide historical information.
      a. If the referred youth does not have a current clinical assessment the provider should proceed with the vetting process using available sources to verify criteria.
      b. To align with the Treat First approach, if the youth is enrolled in Wraparound, the provider has 30 days to complete a clinical assessment.
   4. For new providers, or those deemed in need of additional support, CYFD-BHS must initially participate in the vetting process. (CYFD-BHS will continuously assess, in consultation with the provider, the length of their participation in this process.)

If more than one youth in a family is referred to NM High Fidelity Wraparound, refer to the *One Family Multiple Referrals Protocol.* *Appendix C-2 A*

4.4.4 REFERRAL TO MULTIPLE PROGRAMS PROTOCOL

Wraparound was designed in New Mexico to fit at the tail end of the behavioral health continuum of care. This intent is to prioritize Wraparound for youth and families that have the most complex needs and history of unsuccessful behavioral health interventions. NM High-Fidelity Wraparound providers must conduct regular outreach and training to educate system partners as to the NM High-Fidelity Wraparound model/process, eligibility and fit as referral considerations.

A particular consideration is that high-fidelity standards in Wraparound do not follow a medical model where services and interventions are prescribed, nor a behavior modification approach where services and interventions are incorporated to contain behavior, nor a solution focused approach where services and interventions are sought with the only purpose to reach a goal or outcome. Rather, NM High-Fidelity Wraparound is driven by "underlying needs" or the "why behind the behaviors." High-Fidelity standards call for:

- The identification of "Underlying Needs."
- The development of individualized strategies that do not over depend on formal services.
- The development of said individualized strategies in Wraparound team meetings.

The Wraparound facilitator role is to provide intensive care coordination through the Wraparound approach and fidelity standards. System partners should be educated to:

- Make referral to NM High-Fidelity Wraparound when other available community services have been attempted or when restrictive (out of home) levels of care have already been attempted or are being considered.
- To pause making referrals to other services or interventions at the same time as Wraparound. This will allow the Wraparound facilitator to start an "Underlying Needs" process.
- Expect Wraparound facilitators to work with existing services.
- Expect Wraparound facilitator to help meet immediate concrete needs and address with urgency safety and stability concerns

If a multiples referrals are received for different services, the NM High-Fidelity Wraparound provider they should contact the referral source and family and explain the Wraparound model/process. All other referrals should be paused until the Wraparound Team is formed and can be a part of the decision-making process. However, if the family desires to pursue the alternative services first, the Wraparound referral can be paused.

4.4.5 REFERRALS WHEN FAMILY PEER SUPPORT IS ALSO AVAILABLE

Family Peer Support Workers are an integral partner in the work of a Wraparound Team and should be included at the initial point of referral. Wraparound and Family Peer should both be offered and explained to the family, differentiating the role of the Family Peer as a support primarily for the parent as they work through the Wraparound process alongside their child/youth. Family Peer Support is not mandatory, and families may choose one or both programs at any time.

If a referral is made to both New Mexico High-Fidelity Wraparound (NM HFW) and Family Peer Support Services (FPSS), or a referral is made to only one program, but both may be an option, the FPSS and NM HFW representatives should meet with the family to discuss both programs and determine if one or both programs are a good fit. If FPSS is requested in addition to NMHFW, the FPSW will serve as support to parent(s) as they navigate the NM HFW process. Parent(s) may develop their own vision and action plan for their own activities which should align with the family's NM HFW Wraparound Plan. All decisions relating to the care of the child/youth or resources to meet the needs of the family will be made according to the NM HFW team-based decision-making process and model.

Some programs may find it most effective if the NM HFW/FPSS Program supervisors do the initial referral review and family contact to determine eligibility and fit for one or both programs with the family. When appropriate, the Certified Family Peer Support Worker can be involved early in the NM-HFW engagement process with the parent or caregiver.

Note: Referrals that come from CYFD Protective Services (PS) and Juvenile Justice Services (JJS) that meet NM High-Fidelity Wrapround eligibility must be enrolled and other referrals paused. *See Section 4.4.5*

4.4.6 REFERRAL PROTOCOL FOR CYFD REFERRALS

CYFD Protective Services and Juvenile Justice Services referrals will follow the following procedure.

A. CYFD-BHS Wraparound unit will facilitate regular collaborative meetings with Wraparound Provider and PS & JJS county leadership to identify youth who meet eligibility for NM High-Fidelity Wraparound.
B. Provider and CYFD BHS, PS and JJS will discuss fit of youth and families for this level of care.
C. Discuss PS/JJS role if referral is made.
D. Track that referral is made when appropriate.
E. Referral will be handled by the Wraparound provider through the regular process and timeframes.

4.5 THE CONSENSUS & CONSENT TEAM MEETING

At this point of the process the NM High-Fidelity Wraparound referral has been vetted for eligibility. Hence, the Consensus and Consent Team Meeting (CCT) meeting is not meant to review or approve the referral. The purpose is to use a team-based approach to capture the voice and choice of the youth and their family and potential team members to finalize decision making about the enrollment of the child/youth and their family into High-Fidelity Wraparound.

A. A Consensus & Consent Team is composed of:
    1. The child/youth referred to High-Fidelity Wraparound and their family/caregivers
    2. The provider's designee(s)
    3. CYFD-BHS Coordinator or Coach
    4. Those involved with the referred person and
    5. Relevant system stakeholders
B. A provider should immediately schedule a Consensus & Consent Team Meeting to be held within two (2) business days of the receipt of a High-Fidelity Wraparound Referral Form.
    i. The participation of the referred child/youth is mandatory unless age or cognitive development is not conducive to the process.

ii. If the individual referred is a minor, the legal guardian's participation is mandatory at the Consensus & Consent Team Meeting.
iii. If the guardian of an individual referred is CYFD-PS, that guardian's participation is mandatory.
iv. In the event potential CCT team members cannot be contacted or are not available to be part of this process, it is the discretion of the High-Fidelity Wraparound provider to define whose attendance is necessary to proceed with the CCT meeting (there are no exceptions when an individual's participation is deemed as a "Mandatory").

C. Note that the participation of CYFD-BHS program staff is mandatory until the provider is deemed ready to manage CCT meetings independently.
D. The following topics must be covered at the CCT meeting:
    1. The High-Fidelity Wraparound Process, including, fidelity monitoring process.
    2. Engagement expectations
    3. The "Gathering the Family Story" process for the family and supports.
    4. Wraparound Team Meetings & Action Planning
    5. How the process is structured through the core elements of Wraparound
    6. Safety and Stability planning
    7. The commitment to a trauma informed approach through the High-Fidelity Wraparound process
E. After the above topics have been discussed and checked for understanding:
    a. The team should be checked for *consensus* in regard to the fit of High-Fidelity Wraparound for the youth and family's needs.
    b. The parent/caregiver and family members should be asked if they *consent* to High-Fidelity Wraparound.
    c. The child/youth should be asked if they *consent* to High-Fidelity Wraparound.
F. The CCT meeting should be documented through the Consensus & Consent Team Meeting Verification Form. *See Appendix C-4*

4.6 ENROLLMENT

The vetting for eligibility of the High-Fidelity Wraparound referral is conducted by the approved Wraparound Provider organization and the CYFD-BHS High-Fidelity Wraparound Unit while CYFD-BHS remains involved.

A. If the referral does not meet eligibility criteria the provider must provide a suggestion of alternative services that the child/youth can enroll in.
    a. Referral to other services should be paused while the youth/family are being enrolled in Wraparound.
B. If the referral meets eligibility and the youth/family agree to enroll in High-Fidelity Wraparound:
    a. The provider's Wraparound Facilitator assigned to the referred person should follow the NM High-Fidelity Wraparound process from this point forward. *See Appendix C-1 NM High-Fidelity Wraparound Facilitator Practice Flow Chart.*
C. If the youth/family decline High-Fidelity Wraparound at the CCT meeting:
    a. The youth/family should be allowed to process the information shared at the CCT before referral is closed. The youth/family should be allowed to evaluate their decision to not move forward with HFW for at least 72hrs after the CCT before referral is closed.

b. In the event the referral is closed, the provider should offer suggestions of alternative services and provide a warm hand-off when appropriate.
c. A family may choose to re-activate their referral to Wraparound at any time if eligibility criteria are met.

4.7 HIGH-FIDELITY WRAPAROUND SAFETY AND STABILITY PROTOCOL

NM High-Fidelity Wraparound works with children, youth and their families that have complex needs. These needs can overwhelm the individual's coping mechanisms and supports leading to a crisis that jeopardizes their safety and stability. The Safety and Stability Guide *Appendix C-5* addresses these needs. Providers who are delivering High-Fidelity Wraparound in their communities must incorporate the Safety and Stability Guide into their High-Fidelity Wraparound practice as well as develop a process to address safety and stability events. The process should include at a minimum:

A. Completing a Safety and Stability plan within 15 days of enrollment and within 48 hours of a safety & Stability event. (See Safety and Stability Guide for further expectations)
B. Expectations for every Wraparound Facilitator to evaluate for the need of a Safety and Stability plan every 30 days, from point of enrollment, using the NM High-Fidelity Wraparound Safety and Stability Guide;
C. A method for youth/families enrolled in High-Fidelity Wraparound to be able to contact qualified staff, from within the agency, after business hours, including weekends and holidays, to address safety and stability crisis events. In-person response is expected within 2 hours of contact.
D. Agency Staff (Not Wraparound Facilitators) responding to the safety and stability crisis events must be trained in and utilize the NM High-Fidelity Wraparound approach to safety and stability when responding to a safety and stability event.
    1. Agency Staff must attend Safety & Stability Training for Responders.
    2. Agency Staff must have access to Safety & Stability plans.
E. A method to include High-Fidelity Wraparound staff in the decision-making process when a higher level of care or more restrictive option is being considered (i.e. emergency room, acute care, out of home placement etc.). High-Fidelity Wraparound staff should be included in the decision-making process to support the family according to the High-Fidelity Wraparound model.

4.8 HIGH-FIDELITY WRAPAROUND PRACTICE SETTING

NM High Fidelity Wraparound is a community-based practice. One of its strengths is to be able to meet youth and families and community partners "where they are at" literarily and figuratively.

A. A Wrapround facilitator must spend a minimum of 44% of their work time in in-vivo or face-to-face engagements with their assigned families and/or their teams. Engagements must further the Wraparound Process, see the NM-HFW Weekly Reporting Form
B. Wraparound team meetings must be held at community setting vs office or system/provider settings.
C. NM High Fidelity Wraparound providers must conduct regular, Wraparound specific, outreach and training to educate local system partners and consumers as to the NM High-Fidelity Wraparound model/process, eligibility and fit for referral considerations.

4.9 HIGH-FIDELITY WRAPAROUND SUSTAINABILITY

All NMHFW providers are approved for three-year terms. According to the National Center on Substance Abuse and Child Welfare, too often innovative programs and practices, like New Mexico High Fidelity Wraparound (HFW), do not move beyond time-limited projects and short-term funding due to the lack of a well-developed sustainability plan.

A. To support the long-term success of all HFW programs CYFD-BHS with support from NMSU COI will work with each HFW provider site to develop a site specific HFW Sustainability Plan. The plan will be based on a template that can be tailored to each agency's unique situation and community.

SECTION V-
HIGH-FIDELITY WRAPAROUND PRACTICE

5.0 TOOLS

High-Fidelity practice is defined by the adherence to the High-Fidelity Wraparound model ***and*** to its documentation, forms, tools, procedures, and protocols. Therefore, changes to the documentation, forms, and tools, by providers shall be limited to the addition of the provider's logo and/or information to identify the provider while procedures and protocols cannot be changed or altered.

The following section describes the forms and tools currently used by NM High-Fidelity Wraparound to guide practice.

5.1 FACILITATOR PRACTICE FLOW CHART

To help navigate the High-Fidelity Wraparound process, NM High-Fidelity Wraparound provides a **Facilitator Practice Flow Chart** *See Appendix C-1*. The purpose of this chart is to provide, alongside coaching, a step-by-step guide that facilitators should follow to ensure fidelity. High-Fidelity Wraparound is a not a linear process and Facilitators may need to revisit phases as a new Action plan emerges.

The chart is composed of four columns or categories that apply to each phase of the High-Fidelity Wraparound process. The first column describes the phase of the process. The second column describes the activity that should be taking place at each phase and a timeframe for completion. The third column identifies the form or tool the Wraparound Facilitator should use to conduct the activity and assure fidelity to the High-Fidelity Wraparound practice. The fourth column identifies the evaluation requirement that should match phase of the process.

5.2 NM HIGH-FIDELITY WRAPAROUND FORMS

NM High-Fidelity Wraparound has developed a number of forms and tools to help Wraparound Facilitators practice to high-fidelity. Changes to the documentation, forms, and tools, by providers shall be limited to the addition of provider's logo and/or contact information. Procedures and protocols and time frames cannot be changed or altered. Every Form and Tool must have the NM High-Fidelity Logo on it.

NM High-Fidelity Wraparound providers are expected to embed the NM High-Fidelity Wraparound Forms into the provider's Electronic Medical Record (EMR) system or electronic database. The EMR or database should also have the capability to upload The NM High-Fidelity Wraparound tools and other documents in the youth's file or record.

All Practice Forms can be found in Appendix C

- **NM High-Fidelity Wraparound Referral Form**: Used by referral sources to refer an eligible individual to High-Fidelity Wraparound. It includes biographical information, cultural and linguistic needs, service history, and perspective questions.
- **NM High-Fidelity Wraparound Consent Form:** Informs a youth/family enrolling into High-Fidelity Wraparound about their rights, acknowledgement to be involved in the evaluation portion of NM High-Fidelity Wraparound (when applicable) and gives the youth/family's consent to participation in High-Fidelity Wraparound.
- **NM High-Fidelity Wraparound Consensus & Consent Verification Form**: Gathers basic information about CCT meeting to ensure procedures were followed.
- **NM High-Fidelity Wraparound Gathering the Family Story Guide and Form**: Used to approach an individual from a holistic perspective. It aids in understanding a youth/family's needs through the lens of a set of several life domains.
    - **Release of Information:** Each provider agency should use their own form
- **NM High-Fidelity Wraparound Team Meeting Guide and Prep Form**: Offers a list of steps and skills needed to facilitate a High-Fidelity Wraparound team meeting. This includes a template of an agenda for a High-Fidelity Wraparound team meeting. The form is used to interpret the information collected from Gathering the Story into the necessary High-Fidelity Wraparound core elements needed to start High-Fidelity Wraparound team meetings. This form must be reviewed and approved by the Wraparound Facilitator's Coach before a High-Fidelity Wraparound team meeting can be scheduled.
- **NM High-Fidelity Wraparound Action Plan**: Plan for care used in the High-Fidelity Wraparound process. It is designed to implement the High-Fidelity Wraparound core elements in a team context. It does this by connecting each element in a process flow that is measured for effectiveness by benchmarks.
- **NM High-Fidelity Wraparound Safety and Stability Guide and Form:** Aids in the creation of a safety and stability plan while using High-Fidelity Wraparound values and core elements.
- **NM High-Fidelity Wraparound Coaching Log Form**: Tracks the coaching activities for each facilitator and each family.
- **NM High-Fidelity Wraparound Weekly Reporting Guide and Form:** Serves as a progress note that also includes key elements to achieve and maintain High-Fidelity Wraparound.
- **NM High-Fidelity Wraparound Transition Procedure and Form:** Offers a procedure for the different type of transitions out of High-Fidelity Wraparound for the child/youth and their family.

5.3 FIDELITY EVALUATION AND OUTCOME MEASURES

CYFD-BHS, the NMSU-COI and the Interagency Steering Committee are committed to the Implementation of High-Fidelity Wraparound in New Mexico. Consequently, The NM High-Fidelity Wraparound Program employs the use of fidelity evaluation and outcome measurements.

High-Fidelity Wraparound is the term used to describe a Wraparound process that tightly adheres to the Wraparound model that includes practice, processes, procedures, protocols, tools, documentation, and outcomes & fidelity measurements. Three instruments are currently part of the NM High-Fidelity Wraparound fidelity evaluation tools. These tools have been developed by the High-Fidelity Wraparound Evaluation and Research Team (WERT) at the University of Washington and are used by High-Fidelity Wraparound programs nationally. Our fourth and fifth instruments are data collection tools aimed at measuring outcomes. The NM High-Fidelity Wraparound outcome expectations are outlined in the NM High-Fidelity Wraparound Compass Performance Indicators. See *Section 5.3.4.*

5.3.1 EVALUATION INSTRUMENTS

FIDELITY TOOLS

1. **High-Fidelity Wraparound Fidelity Index, Short Version (WFI-EZ)**. The WFI-EZ is a brief (10-minute), survey that measures adherence to the High-Fidelity Wraparound principles. High-Fidelity Wraparound team members complete the WFI-EZ survey at a team meeting. They answer questions in three categories: Experiences in High-Fidelity Wraparound (25 items), Satisfaction (4 items), and Outcomes (9 items). The WFI-EZ is administered at different intervals within a High-Fidelity Wraparound framework. WFI-EZ data are aggregated across teams and results are used to identify areas of strength and areas that need further training and support.

2. **The Team Observation Measure (TOM)** is designed to assess adherence to standards of high-quality High-Fidelity Wraparound observed during team meeting sessions. It consists of 36 indicators, organized into seven subscales: Five dedicated to the key implementation elements of High-Fidelity Wraparound (as trained by the National High-Fidelity Wraparound Implementation Center and assessed by the WFI-EZ), one that evaluates meeting attendance, and one that assesses facilitation skills. The TOM is collected by an observer that has been trained in High-Fidelity Wraparound principles, High-Fidelity Wraparound team meeting components, and use of the TOM measure. The TOM is administered by a member of the NM High-Fidelity Wraparound coaching team, and/or another trained coach/supervisor.

3. **The Documentation Assessment and Review Tool (DART)** is designed to look for critical elements in documentation that match fidelity standards as defined by the National High-Fidelity Wraparound Initiative and that are routinely included in family case records, such as intake and assessment paperwork, action plan, progress notes, safety plans, etc**.** It consists of 9 main fidelity sections with a total of 42 items, plus a 7-item clinical and functional outcomes section and a single global outcome question.

OUTCOME MEASUREMENTS

1. **New Mexico Child and Adolescent Needs and Strengths (CANS)** is a multi-purpose tool that is used throughout the New Mexico Child Welfare system. Its underlying philosophy is person-centered, and its approach should always be trauma sensitive. Once a youth/family enters the NM High-Fidelity Wraparound process, this tool is utilized by the facilitator to support gathering and organizing of relevant information while moving through the phases of Wraparound. The domains in the Gathering the Family Story tool have been aligned with the life domains in the CANS. This information is used within Wraparound to support the work of the team in identifying unmet needs and prioritizing them within the Action Plan. This tool also provides outcome data that can be presented by the facilitator to youth/family's Wraparound team members to give concrete, objective feedback on outcomes. The CANS data also measures outcomes at both the individual and aggregate levels, allowing the State of New Mexico to monitor the effectiveness of the Wraparound program.

2. **Quality Service Review (QSR):** QSR is a qualitative in-depth case review and practice appraisal process to find out how well a person/youth/family are benefiting from services received and how well coordinated care services are working for them. Each youth and family served is viewed as a unique test of the local service system or provider agency. New Mexico has developed a QSR protocol, used throughout the Adult and Child Serving Systems, that guides trained reviewers through an in-depth case practice review process, applying qualitative measures, focus group interviews, and integration of other sources of information into a discovery-oriented inquiry process. Within NM High-Fidelity Wraparound, QSR is used as an entrée to look at the larger system serving children, youth, and their families. Small spot-checking samples drawn from local service sites are reviewed to determine the person/youth's status, recent progress, and related system practice and performance results. QSR places its focus on practice and results, rather than on compliance with funding requirements or agency policies. QSR provides ground-level, real-time, rapid assessment, and feedback used by community providers and the State of New Mexico to strengthen practice, improve training and supervision capacities, and adapt practice to complex, ever-changing conditions.

DATABASES

1. **WrapStat:** This is a database developed by the High-Fidelity Wraparound Evidence Research Team (WERT) from the University of Washington. The database was developed to coordinate, implement, and record the WFI, TOM, and DART fidelity tools. See descriptions of these tools above. Program administrators and provider agency supervisors can access the WrapStat system to monitor progress.

2. **NM Star:** This is the data portal system for the New Mexico CANS and is managed by the State of NM's Administrative Service Organization (ASO), Falling Colors. NM High-Fidelity Wraparound Providers will be set up to enter CANS data and generate reports in the NM Star system. All those who administer the CANS must achieve certification and renew it annually.

3. **The New Mexico High-Fidelity Wraparound Tracker:** This is a web-based data management program used to track programmatic administration data and to measure outcome changes for the youth and families being serviced. The Tracker-Smartsheet system serves to centralize all NM High-Fidelity Wraparound data collection and reporting. The Wrap Tracker was developed and is managed by the University of New Mexico- Community Behavioral Health Evaluation Team.

4. **NMSU Center of Innovation Training and Certification Tracker:** This is a web-based data management program used to track facilitator and coach certifications and endorsements as well as other provider and statewide level workforce data.

5. **NMSU Center of Innovation Quality Service Review Data system:** This is a web-based data management program used to collect, quantify, analyze and report on data gathered by the QSR Review team at the NM-COI.

NOTE: In addition to the Fidelity Assessment and Outcome Measurements and Tools discussed above, CYFD- BHS reserves the option to replace and add fidelity assessments and outcome measurement tools deemed necessary for the sustainability and expansion of High-Fidelity Wraparound in New Mexico.

5.3.2 IMPLEMENTING FIDELITY ASSESSMENT TOOLS

NM High-Fidelity Wraparound uses a random selection process to schedule and select the families that will be evaluated through fidelity assessments. Fidelity assessments will be scheduled per calendar quarters. Providers will be notified of required fidelity assessments and selected families within 30 days of the start of the calendar quarter. **NOTE**: Provider Organizations are required to proportionally complete HFW Fidelity assessments throughout each quarter or evaluation cycle. This is required to ensure that enough assessments are completed to satisfy the minimum sample representation standards to evaluate the HFW program.

The following table outlines the expectations and parameters with which the fidelity evaluation tools will be administered:

Tool	WFI	TOM	DART
Frequency:	• At least two per quarter on every facilitator in the FIT track. • At least two per quarter on every Certified Facilitator.	• At least two (2) per quarter on every facilitator in the FIT Track • At least two (2) per quarter on every Certified Facilitator • If a certified facilitator averages 75% and maintains an average TOM Overall Score for 2 consecutive quarters, then the minimum requirement can be requested modified to at least one (1) TOM per quarter.	• CYFD-BHS or NM-COI Endorsed Coach will conduct a minimum of 5 DARTS per year, per coach.
Fidelity Benchmark	• 80% WFI Score	• 75% Tom Overall Score	• 75% Dart Score
Selection:	The youth/family on whom the WFI, TOM and DART assessments will be administered will be randomly selected through the WrapStat database by CYFD-BHS on a quarterly basis.		

Tool	WFI	TOM	DART
Parameters:	• Should be administered on a family team who has been enrolled for at least 3 months & has had a minimum of 3 team meetings. • The family evaluated should ideally have a WFI administered only once in a 12-month period. • Requirement for Certification: Minimum of two (2) with score of 80% or better. • CYFD-BHS may require additional WFIs to bring facilitators to competency or to address competency needs.	• Should be administered on a family team who has held a minimum of two team meetings. • The family evaluated should ideally have a TOM administered only once in a 12-month period. • Requirement for Certification: Minimum of three (3) with score of 75% or better. • CYFD-BHS may require additional TOMs to bring facilitators to competency or to address competency needs.	• CYFD-BHS encourages providers to conduct internal DART reviews: 1 Per facilitator per quarter or five total charts per quarter. • CYFD-BHS can increase the frequency if significant deficits are identified. • CYFD-BHS may require additional DARTs to bring facilitators to competency or to address competency needs.
Evaluation Conducted by:	A High-Fidelity Wraparound Endorsed Coach or designee who has completed the WERT training for the WFI.	A High-Fidelity Wraparound Endorsed Coach or designee who has completed WERT Observer Certification Process for the TOM.	A High-Fidelity Wraparound Endorsed Coach or designee may conduct internal agency DARTS. Official DARTS will be conducted by a CYFD-BHS or NMSU-COI Endorsed Coach who has completed WERT Training in the DART.
Data Collection:	All official assessments must be entered into the WrapStat data base to signify completion to fulfill Fidelity Assessment requirements. Those done for internal agency purposes will not be entered into WrapStat but should be kept on file by the agency.		
Calibration	A key component of assessing practice is inter-rater reliability. Consequently, Endorsed Coaches are required to participate in calibration sessions, a minimum of, once every two calendar quarters. In these sessions TOMS evaluations will be calibrated between the endorsed coach and an NMSU-COI or CYFD-BHS designee. Endorsed coaches should calibrate with designee and must not exceed variations as follows: • A variation of 2 indicators in two subscales or • A variation of 3 indicators in one subscale will result in additional calibration requirements. If variation persists the endorsement of the coach will be reviewed.		

5.3.3 IMPLEMENTING OUTCOME MEASUREMENT TOOLS

NM High-Fidelity Wraparound is about helping families reach their *vision* for their lives. The following national instruments are to measure key outcome measurements that are indicative of quantitative and qualitative changes.

TOOL	CANS	QSR
Frequency	Administered at baseline (within 30 days of intake) and every 6-month there after until discharge. CANS should also be updated at every "Life Changing Event"	Reviews will be conducted by the Quality Service Review Program at the NMSU Center of Innovation, in collaboration with CYFD-BHS and Wraparound Provider organizations on an ongoing rotating basis.
Parameters	A CANS should be administered for every youth enrolled into High-Fidelity Wraparound	Provider organizations who meet criteria for QSR will be reviewed once every 24 months at a minimum. *Reviews may be scheduled more often at the request of CYFD-BHS or the Wraparound Interagency Steering Committee.*
Conducted by	Certification is *required* to administer the CANS (See CANS Protocol)	NMSU-COI Quality Service Review Program oversees all Reviews. Reviewers must attend training and be deemed as qualified to administer the QSR review.
Data Collection	CANS assessments are entered into the State of New Mexico CANS data base	The QSR data is collected in the NMSU-COI Smartsheet Data system.

DATABASES

TOOL	Wraparound Youth Tracker	Wraparound Facilitator and Coach Tracker	CANS Portal
Frequency	Must be updated monthly, at a minimum, at intervals designated by the Wraparound Evaluation Team	Must be updated monthly, at a minimum, at intervals designated by the Wraparound Evaluation Team	CANS is completed within 30 days of enrollment in Wraparound Program and every 6 months or after a significant life event.
Parameters	Updates are done per every youth referred and enrolled in High-Fidelity Wraparound.	Updates will be sent to each provider supervisor to inform of any staffing changes at their agency.	See above.

Conducted by	Every provider can designate a lead on the Tracker. Training is required.	Each provider will have one supervisor/manager as lead to maintain staff rosters and relevant workforce data such as caseload capacity and service area.	Wraparound facilitator or coach who is certified in administering the CANS and has a profile in the CANS database
Data Collection	The High-Fidelity Wraparound Tracker data is entered into the data system	Wraparound staffing and certification status reports will be generated for each site.	CANS assessment is entered into the CANS portal

5.3.4 NM HIGH-FIDELITY WRAPAROUND COMPASS PERFORMANCE INDICATORS

Implementation to fidelity of a successful model results in positive functional outcomes. Using the current evaluation measurements, NM High-Fidelity Wraparound has defined a set of data points that will serve as a "compass" to assess for outcomes to evaluate the overall practice of Wraparound. The "Compass Performance Indicators" will predominantly demonstrate change across multiple indicators that demonstrate functional changes for families in Wraparound. Changes of these indicators will be used to evaluate the individual practice of Wraparound Facilitators, the efficiency of Endorsed Coaches and the overall status of Wraparound programs. Through the measurements of these Compass Performance Indicators (CPIs), NM High-Fidelity Wraparound can adjust training, coaching and technical assistance for Wraparound programs and evaluate efficacy.

Compass Performance Indicators	CPI Benchmarks
Child & Adolescent Need & Strengths (CANS)	Reduction of needs between baseline or follow-up and transition.
Length of Enrollment in Wraparound	Families enrolled a minimum of 90 days in Wraparound and do not exceed 18 months.
Number of Monthly Wraparound Meetings	Families enrolled should have at least one Wraparound team meeting a month, or every 30 days.
Natural Supports involved in Wraparound Teams	Wraparound team composition should be a majority natural/informal supports at the 90-day mark and 80% or higher at the 6 month mark.
Enrollment to Non-Community services (TFC/ RTC)	The rate of youth who transition from a community setting to TFC/RTC is limited, Target 5% or less.
Outcomes of Safety & Stability Events	Safety and stability events managed within the community using non-restrictive community resources and not needing emergency services. Target 95% or higher
Fidelity Scores of the TOM, WFI, DART	See Fidelity Assessment Tools in *Section 5.0*

5.4 NM HIGH-FIDELITY WRAPAROUND COACHING MODEL

Research has shown that the degree of fidelity to Wraparound process makes a significant difference in positive outcomes for families and young people. The challenge is how to ensure that such fidelity occurs. Research also tells us that training alone is the least effective in this regard. Training plus consultation shows a bit more effectiveness, but training plus live, active coaching is by far the best approach. For this reason, New Mexico High-Fidelity (NMHF) Wraparound has built in an active, intensive, and ongoing coaching component so that both new and experienced facilitators can achieve and maintain high quality HF Wraparound practice. For the complete **Coaching Model** and guide to tools for coaching practice please contact CYFD-BHS or NMSU-COI to request access.

A. The NM High Fidelity Wraparound Coaching Model must be used by all CITs and Endorsed coaches.

B. Coaching endorsement and re-endorsement is dependent on consistent use of the NM High Fidelity Wraparound Coaching Model.

SECTION VI-
NM HIGH-FIDELITY WRAPAROUND PROCEDURES

6.0 PROCEDURE, PROTOCOL AND PROCESS

6.1 GRIEVANCE PROCEDURE

NM High-Fidelity Wraparound is committed to a process that holds in high regard the inherent value of all involved and is transparent, equitable, effective, and just through the implementation of the NM High-Fidelity Wraparound values and core elements. However, there may be instances when an individual has a grievance in the High-Fidelity Wraparound facilitation process. The following processes shall be followed:

A. Each High-Fidelity Wraparound provider must form a grievance procedure that explains the agency's grievance process.
B. Each State Agency and other institutions involved with the NM High-Fidelity Wraparound Program will follow their agency's internal grievance procedures.
C. Grievances or other concerns relating specifically to the Fidelity of Wraparound practice that cannot be resolved via the provider's internal processes shall be referred to CYFD-Behavioral Health Services Wraparound Team through the NM High-Fidelity Wraparound Grievance Form. *See Appendix G*
   - CYFD-BHS will answer the grievance within 30 days of receipt.
   - The assigned CYFD-BHS High-Fidelity Wraparound Coordinator will inform the Provider of the recommendations and, when applicable, will also coordinate action steps to rectify the grievance.

6.2 APPEAL PROCESS

CYFD-BHS is committed to expanding High-Fidelity Wraparound throughout New Mexico and to do so in a manner reflective of its commitment to ethical and high-fidelity practice. NM High-Fidelity Wraparound has several processes that require individuals and providers to submit an application, and upon acceptance, maintain their eligibility. These processes are tied to specific criteria and eligibility requirements.

To ensure equity and objectivity, NM High-Fidelity Wraparound has created a process of appeal if an application is denied, or ongoing eligibility is revoked by CYFD-BHS or the NM High-Fidelity Wraparound Program. This process should be used when petitioning an appeal to, but not limited to:

- Facilitator in Training Track Application and Suspension
- Coaching in Training Track Application and Suspension

An individual or provider can appeal a decision to the NM High-Fidelity Wraparound Leadership Team at CYFD-BHS.

To submit an appeal:

1. File a written petition to the CYFD-BHS Clinical Manager. The petition must outline:

a. The process and decision that is being appealed.
b. A corresponding response to each denial reason identified by NM High-Fidelity Wraparound

2. The CYFD-BHS Clinical Manager will provide a written decision to the request for reconsideration no later than 30 days from:

a. Receiving the petition for reconsideration OR
b. Receiving additional collateral as requested by the Clinical Manager

6.3 WAIVER AND EXCEPTIONS TO NM HIGH-FIDELITY WRAPAROUND POLICIES AND PROCEDURES

The NM High-Fidelity Wraparound Program is guided by its eleven core values and six core elements which require adherence to fidelity in practice and program administration. At the same time, we recognize flexibility under certain circumstances is necessary to ensure a responsive and effective program can grow and be sustained. Certain requirements, timelines, and other program expectations in this manual may be modified with permission of CYFD-BHS. Only those rules that indicated an exception or waiver is possible may be changed and written permission must be obtained before changes can be enacted.

There are two types of modifications that can be requested to program components, as indicated in this manual. **Waivers** are temporary time limited waivers of program requirements where a provider agrees to return to program requirements after an agreed upon period or after certain conditions are met. **Exceptions** are permanent changes to a particular requirement that will not be enforced under a narrow set of conditions.

To request a waiver or exception, the Wraparound Provider agency representative, Program Director , Clinical Director or higher, must submit a request in writing, via the request form found on the NMSU-COI website. Upon receipt of the request the NMSU-COI will route the request to the appropriate authority to review and make a decision. Normal response time for decisions will be 10 business days, but in special circumstances a request may be expedited.

The request form will require the following information at a minimum be provided:

1. Provider Name and Contact Information
2. Name of person or persons the request will affect.
3. Reason for the request
4. Length of Time the waiver/exception will be in effect
5. What the Provider will do to ensure return to normal operating procedure within the agreed upon timeframe
6. What support the Provider is requesting from NM High-Fidelity Wraparound to address the situation that caused the need for the request.

The form can be found at the following link or by contacting the NMSU Center of Innovation, centerofinnovationnm.org/forms/wraparoundwaiver

6.4 UPDATE PROTOCOL TO NM HIGH-FIDELITY WRAPAROUND POLICY, PROCEDURE, FORMS AND CONTENT IN THIS MANUAL

The New Mexico Children Youth and Families Department, Behavioral Health Services sets and ensures compliance with all NM High-Fidelity Wraparound policies, implementation standards, and provides practice fidelity oversight for the State of New Mexico. In partnership with the New Mexico State University Center of Innovation for Behavioral Health and Wellbeing, the contents of this Program Manual and Provider Implementation Guide will be updated according to the following protocol:

1. Needed change/modification/addition/subtraction item(s) is identified.
2. The NM High-Fidelity Wraparound team considers action to the item(s) and will choose to either dismiss the item(s) or it will draft a recommendation(s) to enact the change.
   A. CYFD-BHS Team: CYFD-BHS High-Fidelity Wraparound Coordinators, CYFD High-Fidelity Wraparound Manager, NM-COI designee, and designated CYFD High-Fidelity Wraparound consultant(s).
3. Recommended changes are presented to CYFD-BHS leadership including one or more of the following: Wraparound Manager, Clinical Manager, Deputy Director, Director.
4. The CYFD-BHS leadership decides whether to adopt recommendation(s).
5. In the event a change/modification/addition/subtraction is enacted, NM High-Fidelity Wraparound Providers will be notified within thirty (30) days of the changes and document will be updated on the NMSU-COI website.

APPENDIX

Appendix A: New Mexico High-Fidelity Wraparound Interagency Steering Committee Charter

Appendix B: Wraparound Code of Ethics

Appendix C: High-Fidelity Wraparound Practice Guides and Forms

- **C-1:** NM High-Fidelity Wraparound Practice Flow Chart
- **C-2:** NM High-Fidelity Wraparound Referral Form
- **C-3:** NM High-Fidelity Wraparound Consent Form
- **C-4:** NM High-Fidelity Wraparound CCT Verification Form
- **C-5:** NM High-Fidelity Wraparound Safety and Stability Guide and Form
- **C-6:** NM High-Fidelity Wraparound Gathering the Family Story Guide and Form
- **C-7:** NM High-Fidelity Wraparound Team Meeting Guide and Prep Form
- **C-8:** NM High-Fidelity Wraparound Action Plan
- **C-9:** NM High-Fidelity Weekly Reporting Form
- **C-10:** NM High-Fidelity Wraparound Coaching Log Form
- **C-11:** NM High-Fidelity Wraparound Transition Procedure Form
- **C-12:** NM High-Fidelity Wraparound Facilitator Capacity Form

Appendix D: NM High-Fidelity Wraparound Training Program Descriptions

Appendix E: Facilitator in Training Track

- E-1: FIT Track Overview
- E-2: FIT Verification Checklist
- E-3: FIT Coaching Log
- E-4: FIT Competency Evaluation Form

Appendix F: Coach in Training Track

Appendix G: Wraparound Fidelity Grievance Form