



COORDINATED
SYSTEM OF CARE

Specific Requirements for the Coordinated System of Care (CSoC) Wraparound Agency (WAA)

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Specific Requirements for the WAA

A. Overview

Within Louisiana’s Coordinated System of Care (CSoC), the Wraparound Agency (WAA) is responsible for ensuring the implementation of the wraparound process in accordance with defined principles and practice standards. This document describes specific requirements that apply to the WAA. The organization that seeks to fill this role must understand and agree to comply fully with the requirements as outlined in this document. The proposed leadership for the WAA must complete an attestation statement to reflect their understanding of and commitment to comply with the requirements, as described below.

There will be one WAA in each region. The WAA is responsible for facilitating the wraparound process by assigning one individual that will be responsible for coordinating care including the development of an individualized plan of care. The WAA acts as a bridge between the Statewide Management Organization (SMO) and families. They will work locally with children and youth, their families, providers, regionally-based state agencies, courts, child welfare agencies, schools, community organizations, the Family Support Organization (FSO) and others to coordinate care planning and access to a comprehensive array of services and supports. Wraparound facilitation by the WAA will be guided by the standards and principles as established by the National Wraparound Initiative (NWI). (For additional information please see: <http://www.nwi.pdx.edu/index.shtml>; information on the ten principles is available at [http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-\(10-principles-of-wrap\).pdf](http://www.nwi.pdx.edu/NWI-book/Chapters/Bruns-2.1-(10-principles-of-wrap).pdf)).

B. Population of Focus

CSoC eligibility criteria are available in the Draft Standard Operating Procedures (SOP) Manual which can be accessed at www.CSoC.la.gov.

C. Staff Requirements

The table below lists required and recommended positions for a WAA. Staff may include full-time equivalent (FTE) and part-time hourly positions that will serve 240 youth and their families. Column one includes the name of the position, column two indicates the number of FTEs and column three describes the staffing ratio. The required staffing ratio for Wraparound Facilitator (WF) to children/youth and their families is 1 FTE staff to 10.

Required Positions	FTE	Staffing Ratio
Executive Director (or Program Director if part of an existing organization)	1 FTE	One per agency
Licensed Clinical Director (may also serve as a team supervisor/coach)	1 FTE	One per agency
Wraparound Supervisors/Coaches	2-3 FTE	1 per 80 families (the Clinical Director also supervises a team)
Wraparound Facilitators (WF)	24 FTE	1 per 10 youth

Recommended Positions	Suggested FTE	Staffing Ratio
Business Manager / Information Technology Manager (responsibilities may be incorporated into other positions)	1 FTE	One per agency – May be part time if WAA is part of a larger organization
Administrative Assistant	3 FTE	Number optional based on needs of the agency
Quality Improvement/Data Director (responsibilities may be incorporated into other positions)	1 FTE	One per agency
Community Resource Specialist (responsibilities may be incorporated into other positions)	1 FTE	One per agency

In order to maintain WAA certification and to ensure compliance with fidelity requirements, WAA staff must meet the following educational and experience requirements as well as achieve and maintain credentialing as specified below.

Wraparound Facilitator (WF): The WF must meet the following requirements:

- Bachelor’s degree in a human services field or Bachelor’s degree in any field with a minimum of two years of full-time experience working in relevant family, children/youth or community service capacity. Relevant alternative experience may substitute for the Bachelor’s degree requirement in individual cases subject to approval by OBH;
- Completion of the required training for WF; and,
- Demonstration of high fidelity to NWI standards through ongoing participation in wraparound fidelity monitoring using the Wraparound Fidelity Assessment System (WFAS), a set of tools developed by the NWI to support fidelity to practice.

Wraparound Supervisor/Coach: Certified WAAs must also employ staff to supervise and coach the WF. The role of the Wraparound Supervisor/Coach is to provide ongoing support and education to ensure that facilitators are continually developing their skills and increasing their expertise in wraparound. Requirements for Wraparound Supervisors/Coaches include the following:

- Master’s or higher graduate degree in a human services field (Licensed Mental Health Practitioner status is highly encouraged);
- Minimum of three years of full-time experience working in relevant family, children/youth or community service capacity;
- Completion of the required training and certification process for Wraparound Supervisors/Coaches;
- The Wraparound Supervisor/Coach must provide regular supervision to their assigned WF, including completion of all Wraparound Supervisor/Coach requirements for wraparound fidelity monitoring using the WFAS as required;
- The Wraparound Supervisor/Coach must develop an advanced understanding of wraparound principles and implementation to include the ability to provide in-state training on basic wraparound topics to WAA and FSO staff, families, stakeholders, and providers;
- The Wraparound Supervisor/Coach must have good interpersonal skills for supporting development in others. The Wraparound Supervisor/Coach should have a broad base of experience and possess a diverse view of cultures. The Wraparound Supervisor/Coach must collaborate closely with supervisors in other child-serving agencies in the community; and,
- The supervisor/coach must oversee the work of staff on an ongoing basis.

Licensed Clinical Director: Certified WAAs must also employ a Licensed Clinical Director to make certain that wraparound process is implemented with fidelity to the standards set forth by the NWI. Requirements for Licensed Clinical Director include the following:

- Master’s or higher graduate degree in a human services field;
- Licensed Mental Health Practitioner status is required;
- Minimum of three years of full-time experience working in relevant family, children/youth or community service capacity;
- Completion of the required training and certification process for Wraparound Supervisors/Coaches;
- The Clinical Director must provide regular supervision to the Wraparound Supervisors/Coaches;
- The Clinical Director must ensure that all staff meet required training standards and work collaboratively with staff in the FSO;
- The Clinical Director must have good interpersonal skills for supporting development in others; have a broad base of experience and possess a diverse view of cultures. The Clinical Director must collaborate closely with individuals in other child-serving agencies in the community.

Quality Improvement/Data Collection: The WAA will also designate the appropriate level of staff who will oversee the following local data tracking, utilization management and quality assurance activities:

- Tracking of individual children/youth, services provided and costs of services using datasets defined by the SMO;
- Utilization management/utilization review of individual children/youth in collaboration with and under the oversight of the SMO;
- Quality assurance at the local level coordinated with the broader quality oversight role of the SMO;
- Outcomes management/monitoring of individual children using criteria defined by OBH and the SMO; and,
- Input of individual child/youth data into a management information system capable of needed tracking and monitoring functions and integrated with SMO information system.

Community Resource Specialist: The WAA will also designate the appropriate level of staff who will support the identification and tracking of community resources (services and natural supports) for WAA staff.

D. Training Requirements

Requirements for all direct care staff including the Executive Director, Clinical Director, Wraparound Supervisors/Coaches and WF:

1. Introduction to Wraparound:

This three day training provides information on the wraparound process including, but not limited to the following:

- Developing an understanding the principles of wraparound;
- Developing the family story including the family vision, functional strengths and underlying needs;
- Identifying members for the Child and Family Team (CFG)
- Developing the Initial Plan of Care (POC); and,
- Developing an understanding of the four phases of wraparound

2. Engagement Training (Prerequisite – Completion of the 3 day Intro to Wraparound)

This one day training provides participants with the opportunity to develop and enhance their communication skills to ensure successful interactions with the child/youth, family/caregiver and other participants in the wraparound process and their participation in the Child and Family Team.

3. Intermediate Training in the Wraparound Process. (Prerequisite – Completion of 3 Day Intro to Wraparound, Engagement training and 6 months or more experience in wraparound)
This two-day advanced level of training is to ensure quality for the statewide implementation of wraparound as well as the fidelity to the wraparound process. Training topics are generated by participants based on their identification of strengths in their work and areas of struggle.

Requirements for Clinical Directors and Wraparound Supervisors

Participation in the designated Coaching Certification process as described in the SOP including:

1. Attend Introduction to Coaching Certification Training
2. Complete Requirements for National Certification as a Wraparound Coach
 - a. Participation in On-site and Virtual Coaching
 - b. Participation in the Quarterly Coaching Meetings
 - c. Participation in practices observations, including on-site observation of CFT meetings
 - d. Submission of all required coaching documents
3. Demonstrate effective use of the following coaching instruments
 - a. Coaching Observation Measure for Effective Teams (COMET)
 - b. Supportive Transfer of Essential Practice Skills (STEPS) Wheel
 - c. Coaching Response to Enhance Skill Transfer (CREST)
 - d. Supervisory Assessment System (SAS)
4. Participate in the training of future staff
 - a. Coaches are responsible for training their staff
 - b. Coaches may participate in the training of staff from across the state

E. WAA Agency Certification Requirements

All Wraparound Agencies must be certified by the Office of Behavioral Health (OBH) and credentialed and contracted by the SMO in order to receive reimbursement for services. Certification requirements can be found on the CSoC website:

(<http://csoc.la.gov/assets/csoc/Documents/StatewideImplementation/WAAAttachment1OBHWraparoundCertificationProcessFINAL3514v1.pdf>).

F. CSoC Process Design

The four phases of the wraparound process are:

- Phase One: Engagement and Team Preparation
- Phase Two: Plan Development
- Phase Three: Plan Implementation and Refinement
- Phase Four: Plan Completion and Transition

The referral process, the phases and required documentation are described in the SOP.

G. REIMBURSEMENT

Each WAA will receive reimbursement from the SMO on a Per Member Per Month (PMPM) basis. Reimbursement will be in the form of a daily rate for each day of the month that a child is registered on the WAA's caseload list. The PMPM includes a set amount of flexible funding per child per month (prorated daily) to provide additional supports necessary to the wraparound process and implementation of the individualized POC. All activities provided by the WAA are included in the PMPM. Additional information

about the PMPM can be found in the SOP.

H. IT and Other Administrative Requirements

The WAA must be able to comply with HIPAA and FERPA standards. In addition, the SMO will define data system and other system administrative standards with which the WAA must be able to comply. The WAA must attest to its willingness and ability to comply with these data and system requirements.

I. Compliance with State and Federal Requirements/Waiver

State and federal requirements are detailed in the SOP. The following section provides brief highlights. All community teams and prospective WAAS should become familiar with these requirements.

The WAA must ensure compliance with Centers for Medicare & Medicaid Services (CMS) waiver requirements.

- Child and family teams (CFT) provide an administrative joint treatment planning activity provided under Medicaid requirements for developing and facilitating implementation of Individualized Plans of Care for children and youth who meet the definition of complex behavioral healthcare needs. When identifying children with complex behavioral healthcare needs, the SMO will ensure the assessment of each enrollee to determine a course of treatment or regular care monitoring. The assessment mechanism must meet the requirements outlined in this document. The POC should be developed in coordination with the child's physical health primary care provider (PCP). If applicable, this includes coordination with the Bayou Health Plan in which the provider participates. The CFT will take the lead in the development of the POC and will coordinate with the enrollee's primary care and behavioral healthcare providers, with enrollee participation, and in consultation with any other providers caring for the enrollee.

The wraparound agency must also ensure compliance with all state and federal requirements

- Confidentiality/compliance with Health Insurance Portability and Accountability Act (HIPAA) and Family Educational Rights and Privacy Act (FERPA)
All coordination of care activities must protect each enrollee's privacy in accordance with the privacy requirements at 45 CFR, parts 160 and 164, subparts A and E, to the extent that they are applicable.

- Freedom of Choice

1. Participate in CSoC

As part of the initial referral process and prior to approval of the initial plan of care, the WAA will conduct a "Pre-certification Home Visit." At this visit, WAA staff will review with the individuals receiving care and/or their authorized representative's information regarding "feasible alternatives" under the waiver, including the choice of either institutional or home and community-based services.

2. Providers

Enrollees will have freedom of choice of providers within the CSoC and may change providers. The SMO will contract with the WAA as an administrative activity and freedom of choice is not required. Since there will only be one WAA in each region, enrollees and their families will have free choice of WF within the WAA.

SMO Monitoring

The SMO will monitor all subcontractors' performance, including that of the WAA, on an ongoing basis and subject it to formal review according to a periodic schedule established by OBH, consistent with industry standards or State laws and regulations. The SMO will identify deficiencies or areas for improvement, and the subcontractor/WAA must take corrective action or be terminated if substantial progress toward corrective action is not taken. The WAA must comply with these requirements.

In order to maintain WAA certification, all team members must be credentialed for their specific roles on the team. Standards for certification include participation in fidelity monitoring using the Wraparound Fidelity Assessment System (WFAS) and additional minimum fidelity requirements established by the SMO. Documentation of annual re-credentialing will be provided to the SMO to document continued adherence to the fidelity standards. SMO certification of the WAA will be withdrawn if current credentialing and documentation is not maintained.

The NWI fidelity standards include requirements for cultural competency. Monitoring of compliance with NWI requirements and outcome assessment will be carried out by OBH and the SMO.

Documentation of initial credentialing and subsequent re-credentialing for supervisors and WF will be monitored on an annual basis by the SMO. The SMO will also review fidelity data tracked and reported to the SMO on an annual basis.