MHS 6901

Supervised Independent Study

Building Performance Measurement into the WRAPAROUND MAINE Initiative

Jodi Beckstrom
University of South Florida – Children's Mental Health
Systems of Care Graduate Certificate Candidate
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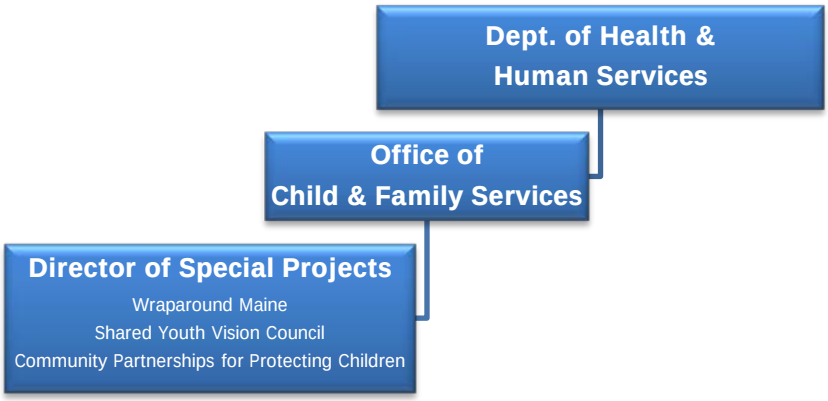
This Independent Study is based on my work with Wraparound Maine (WM), a state-level High Fidelity Wraparound Initiative that began in 2007 and serves youth with complex needs who are involved in multiple service systems like Child Welfare, Behavioral Health, Juvenile Justice and Special Education. The Project Director wanted to "work on a study of how to best evaluate Wraparound Sites to delineate factors predicting excellence, especially factors that presumably lie just outside the usual program parameters". Several important steps needed to take place to find the most appropriate process that would animate that brilliant concept into an actionable project. This paper serves to provide insight into how we ideated the project framework, how we utilized the tool we identified to serve our purpose and the process we went through to completion. Thus there are three sections: *Project Planning, Project Implementation and Project Sustainability.* To be clear, the term *project* is used here in the context of the Independent Study Project rather than Wraparound Maine as the project. The exact nature of the Independent Study Project was to include the theory and practice of performance measurement in their evaluation component as will be discussed throughout.

PROJECT PLANNING

To begin the process of clarifying exactly what could be done to "delineate factors predicting excellence, especially factors that presumably lie just outside the usual program parameters", I researched Wraparound Maine for an analysis of how and where to insert some form of performance measurement by reviewing pertinent literature, meeting with the Project Director and conferencing with key stakeholders. Literature review began with their website, their quarterly and annual reports, the organizational charts of the State of Maine, the Department of Health and Human Services, the Office of Child and Family Services and Wraparound Maine, policy analysis exercises that WM secured through Masters candidates from Harvard's Kennedy School of Government, the Rider for the Mental Health Agency Service

Providers and the newly developed WM Fidelity Scorecard. In addition, I reviewed the National Wraparound Initiative to deepen my cursory understanding of wraparound as a child and family approach. More extensive work went into consulting with the Project Director through calls which focused on an overview of Wraparound Maine and problem identification as well as a site visit for further problem clarification and brainstorming possible applications and interventions.



As illustrated, the Project Director (PD) is housed within OCFS and is supervised by the Director and Wraparound Maine is her primary assignment. Her expertise is working interdepartmentally on projects that require both direct service and administrative experience. My preliminary work with her grounded this project to fit Wraparound Maine's current context and to position it to embed performance measurement in their organizational culture. Our purpose was to retrofit Wraparound Maine with performance measurement. Phone calls became sessions to review our notes from previous calls, update each other with new developments and further clarify possible steps that could become actionable. I was able to access some of my Harvard professors who were familiar with the work as well as set up a conference call with one who could help us with a deeper analysis of the situation and explore possible strategies for the locus of measurement. Once all this work was finished, I was able to synthesize my research, notes and learnings into a Project Plan. I drew on my professional experience to provide consultation around issues of organizational development, cross-sector partnerships and project management as well as my academic experiences in adaptive leadership, system development,

social innovation, performance measurement and impact investing. In time, we found this planning phase was critical in helping us dovetail performance measurement seamlessly in Wraparound Maine's journey. It is important to have an understanding of WM's back story as it underpins the intention of setting this project up for effective implementation and sustainability.

Wraparound Maine's Background

This community based service initiative grew out of nationally-recognized child welfare reform in Maine's Department of Health and Human Services (DHHS). Their dramatic reform efforts were a response to a tragic death that occurred in 2001 where a five-year-old girl in foster care while in state custody died at the hands of a former child welfare worker who was later convicted of manslaughter. A *Frontline* special covered the story spurring a much needed conversation in the national agenda regarding child protective services. The death of Logan Marr precipitated a broad and deep change in Maine's approach to out-of-home care and impelled a new vision for their DHHS department: *to ensure that every child is safe and that he or she grows up in a family connected to a community*. Maine's systems change efforts happened at a time when child and family services, both nationally and regionally, were experiencing fundamental shifts in how services were perceived and delivered as there was a movement afoot to overhaul traditional child protective services. The US Dept. of Health and Human Services had just established a new approach to monitoring state child welfare programs. States were to be assessed for substantial conformity with certain Federal requirements regarding child and family services around safety, permanency and well-being. The Child and Family Services Review (CFSR) would give states the opportunity and capacity to improve their service delivery to ensure positive outcomes for children and families. Additionally, the Annie E. Casey Foundation had been working with several states to adopt the following key principles from their Family to Family (F2F) approach for child welfare systems: embracing a family team decision-making process that encourages permanency as the goal and to prioritize proximity and familiarity when removing a child from birth

parents might become necessary. When Maine decided to embark on these important transitions themselves, they began with assistance from the Casey Foundation's Casey Strategic Consulting Group (CSCG). Their area of concentration was with Maine's Child Welfare Services (CWS) within the Office of Child and Family Services (OCFS). While building a strong partnership with CWS to craft an actionable pathway to larger system reform, they incorporated work from the Center for Children and Families at the University of Chicago's Chapin Hall. Chapin Hall analyzed volumes of data DHHS had been collecting and found that 33% of children in state custody were in some type of institutional setting. This preliminary work helped launch a child welfare reform initiative that is applauded throughout the country. Department leaders, like former DHHS Commissioner Kevin Concannon, former Director of OCFS Jim Beougher and current Director of Child Welfare Dan Despard and Director of Special Projects Frances Ryan were some of the first to help usher in this innovative shift in service delivery. Their most challenging work lay ahead. It's one thing to revamp strategies because they're ineffective, it's a very different arena when you're collaborating to address long-held beliefs and practices that shaped an "old-school" culture of caring for kids in a welfare system. Addressing this organizational culture piece was a bold move in a state where both the Department and other child-serving agencies believed that families already in the system couldn't be trusted and were a big part of the problem.

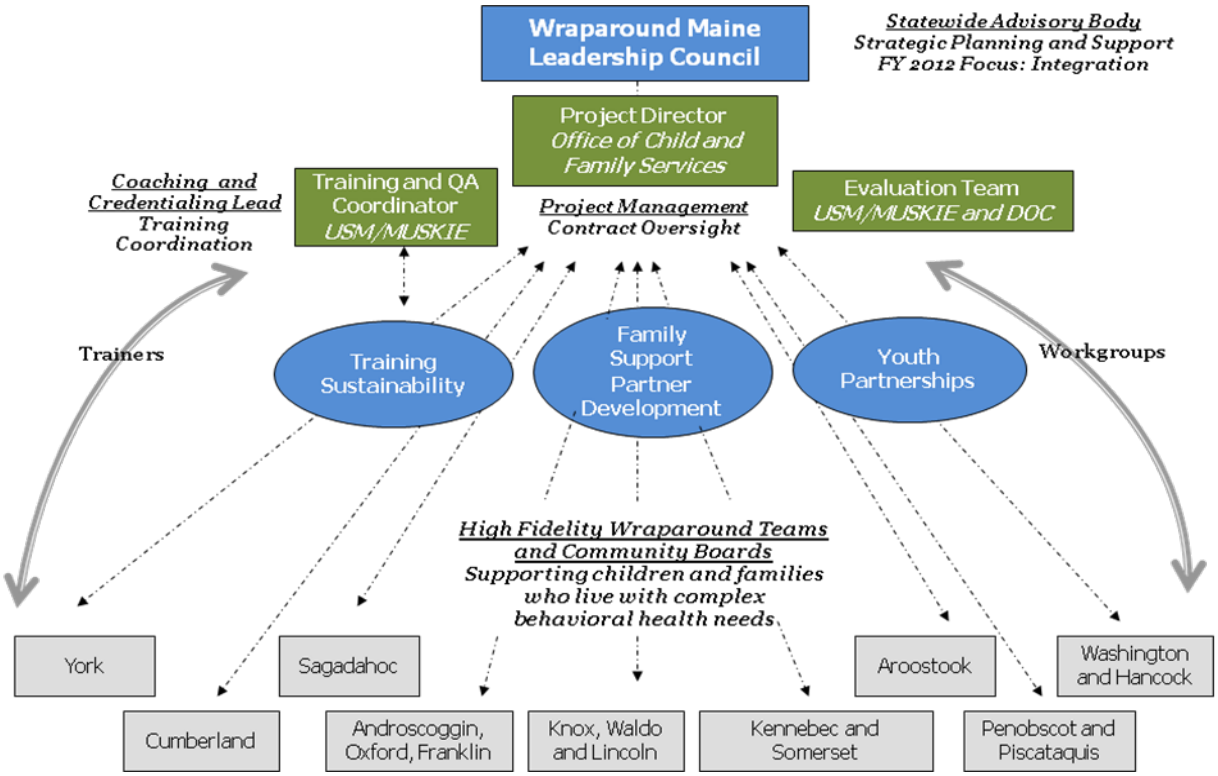
> Unless OCFS staff from the front line to the top really understood and practiced those principles, fundamental and lasting transformation would be impossible. Instilling these principles in everyday practice turned out to be the most difficult piece of reform.
>
> *Fixing a Broken System: Transforming Maine's Child Welfare System*

The Annie E. Casey Foundation's tireless work impacted DHHS's outcomes and their practices in several systemic ways. Some of those new developments were: a Child Welfare Strategic Reform Plan, Family Team Meetings and a Child and Family Services Practice Model. In particular, the Practice Model became a staple with OCFS staff and this culture shift brought impressive results, only some of which are captured in the table below which demonstrates two important points: 1) the number of youth in out-of-home care in the last ten years was reduced by 49%, and 2) the percentage of youth in out-of-

home care who were placed in a residential center in the same time period has decreased by 76%, both substantial improvements in a state who's intent is now to keep kids in or move them to permanent settings. These steady improvements provided leverage for CSCG and OCFS to introduce salient strategies for real system change. By 2006, because their focus was moving kids from residential care to family and community placements, installing community based services and supports were a natural next step for DHHS's Office of Child and Family Services. Their most impressive work happened systemically through legislation. Working in partnership with DHHS, OCFS found bipartisan solutions that would keep Maine's most at-high-risk children and families in the forefront when budget season rolls around. Legislation was passed that set in motion a shift to family-centered care language and practice and funds were appropriated to allow for the transition to wraparound services. Testimony was prepared for Maine's Children's Cabinet that spelled out a community-based service system that was coordinated and comprehensive, family-driven, culturally competent, team-based and youth-centered. Thus Wraparound Maine was one initiative in a broad array of community-based services launched to provide cross-agency integrated services for youth with complex needs and who were multi-system involved. Shortly after the legislation was passed, procurement proceedings began which brought the University of Southern Maine's Muskie School of Public Service to the table to first provide coordination and later evaluation services. John VanDenBerg and Carl Schick, leading developers of the "wraparound approach", provided necessary vision, concepts, content and training to bear for project design. Local mental health agencies helped construct the site infrastructure to begin rolling out services. Today, Wraparound Maine functions as an alternative to residential treatment. The following WM Organizational Chart illustrates their infrastructure:

Year	Number of Youth in Care	Percentage of Youth in Care who are in Residential
2001	3,190	24.6%
2002	3,158	24.6%
2003	3,078	20%
2004	3,020	25.6%
2005	2,774	22.8%
2006	2.245	17.8%
2007	2,170	15.7%
2008	1,998	12.2%
2009	1,763	8.7%
2010	1,631	5.9%

Source: Application to Ash Center for Democratic Governance & Innovation, 2011.



The target population includes youth, ages 5-18, with serious emotional or behavioral disturbance who are in residential care or at high-risk of such placement.

So that I could connect this project-level view with the day-to-day operations for a site-level view, further interviews with project staff gave me the following additional information. The site-level structure and the make-up of their Community Boards are as follows:

Site Staff	**Role**
Wraparound Facilitators	Facilitate 4 phases of Wraparound Process
Mobilization Specialists	Acts as Community Liaison and Staffs Community Board
Family Support Partners	Supports family through Wraparound Process
Supervisors	Provides Clinical Supervision and Coaching
Wraparound Trainers	Train Wraparound Facilitators
Coaches & Master Coaches	Credential and Coach the Facilitators
Data Contacts	Serve as contact for data purposes to Evaluation Lead

Community Board	**Role**
Mental Health Agency	Sets site-level policy, manages referral process and monitors the use of Individual Planning Funds
Child Welfare	
Behavioral Health	
Juvenile Justice	
Education	
Parents & Youth	
Faith-Based Organizations	
Community-Based Organizations	
Service Organizations	
Business	

There are nine sites across Maine all with varying start dates. Each site has between 3-10 Wraparound Facilitators who have between 6-10 families on their caseload.

WRAPAROUND MAINE Sites with Contact Information, Counties & Agencies

Site	Mobilization Specialists	Contact Info	County	Agency
Rockland	Dennis Grannis-Phoenix	dgrannis-phoenix@sweetser.org (207) 593-1267 ext. 8404	Knox Waldo Lincoln	Sweetser
Brunswick	Irene Sophi Yocz	iyocz@sweetser.org (207) 373-3086	Sagadahoc	
Saco	Marshall Abbott	mabbott@sweetser.org (207) 294-4400	York	
Bangor	Jessica Cambridge	jcambridge@wingsinc.org (207) 941-2988	Penobscot Piscataquis	Wings
Caribou	John Hayes	jhayes@wingsinc.org (207) 493-4671	Aroostook	
South Portland	Jessica Moninski	jmoninski@yaimaine.org (207) 874-1175	Cumberland	Youth Alternatives
Augusta	Brandi Farrington	bfarrington@kbhmaine.org (207) 626-3455	Kennebec Somerset	Kennebec Behavioral Health
Lewiston/Auburn	Billie Jo Staszewski	bstaszewski@spurwink.org (207) 615-2146 or (207) 782-0079 x14	Androscoggin Oxford Franklin	Spurwink
Machias	Rebecca Beal	rbeal@ccmaine.org (207) 255-4116	Washington Hancock	Catholic Charities
First Wave			***Second Wave***	***Thereafter***
January 2007	***March 2007***	***May 2007***	***January 2009***	***July 2010*** / ***July 2011***

With this understanding of WM's back story and infrastructure, I was ready to conceptualize what measuring performance might look like for this project.

PROJECT IMPLEMENTATION

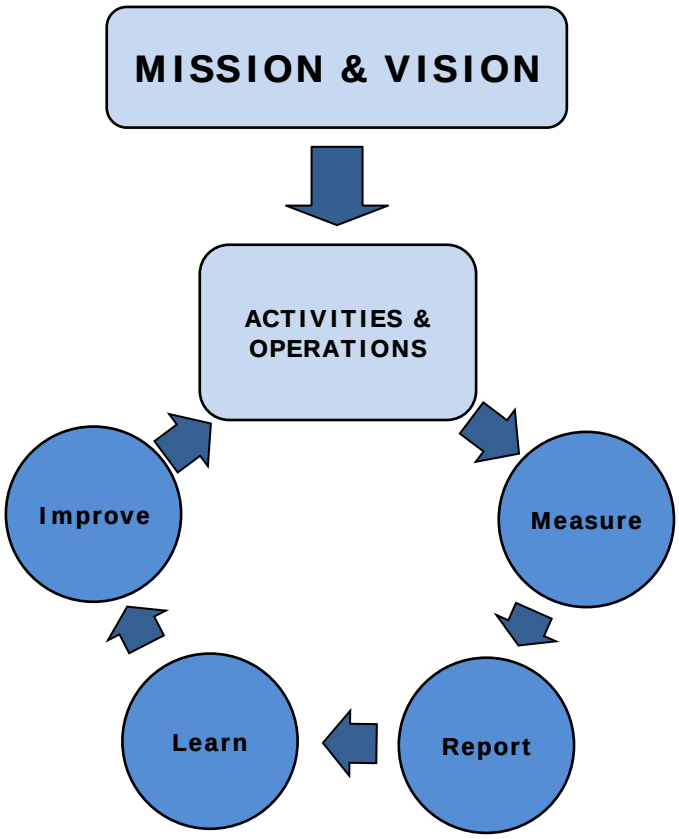
At this juncture, it was very important to find the alignment between evaluation and Performance Measurement (PM). WM had worked with an evaluator since its inception and was familiar with the world of data and all its accompanying processes and products. Just before my arrival, the Project Director had been working with her staffing team to incorporate performance measurement into the work of WM, following a directive from her supervisor. She had commissioned a revised Evaluation Plan from the evaluator to take a look at what they were measuring to review it for

Adapted from: ROOT CAUSE – Building a Performance Measurement System: Using Data to Accelerate Social Impact

PM Cycle	**MEASURE**			**REPORT**	**LEARN**	**IMPROVE**
	Organizations operating performance measurement systems use **indicators**, metrics that are tracked regularly, to assess their activities and supporting operations.			To compile performance measurement data into a format that is easy to analyze, organizations can use two main types of reporting tools: a **dashboard** which includes both a management-level and a program-level, and a **report card.**	Using these reporting tools, an organization's leadership and other key staff members **review and interpret performance data** in order to make well-informed decisions and identify opportunities for improvement and necessary course corrections.	The organization **implements its decisions to improve its activities and operations**. From there, the performance measurement cycle begins again.
PM Steps	**1) Planning to Measure**	**2) Choosing What to Measure**	**3) Determining How to Measure**	**4) Preparing to Use Your Data**		**5) Putting your Performance Measurement System into Action**
GOAL	~ Assemble a working group that will develop your performance measurement system. ~ Audit your current measurement activities.	~ Choose the indicators that you will use to track your organization's progress toward carrying out its mission. ~ Compile your selections in a master indicator list.	~ Determine how you will collect your data for each indicator, and select appropriate methods for storing your data. ~ Specify when you will measure each indicator and who will be responsible for ensuring that your indicators are measured.	~ Build your management dashboard and any additional program-level dashboards that you would like to use. ~ Establish a team and schedule for reviewing your management dashboard and any program-level dashboards. ~ Finalize measurement and reporting responsibilities. ~ Understand how to analyze your data.		~ Launch your Performance Measurement System. ~ Prepare to update your baselines and targets, refine your PMS, and publish a report card for external stakeholders within the first few cycles of your PMS.
CHECKLIST	• Designate performance measurement working group • Performance measurement audit documented in the template provided in *Appendix A*	• Master indicator list in *Appendix B* with first two columns completed	• List of measurement tools, storage locations, and managers responsible for measuring indicators	• Management dashboard *Appendix C* • Program-level dashboards *Appendix D* • Management dashboard review team and review schedule • Review team and schedule for program-level dashboards (if applicable) • List of measurement and reporting responsibilities • Understanding of the analysis and questions that the review team will engage in *"The purpose of any dashboard is to provide a snapshot of your organization's progress on its way to its vision of success." – pg. 37*		• First cycle of performance measurement system underway • Understanding of how to update baselines and targets and make additional refinements in future cycles • Plan for launching an external report card once you have completed a few measurement cycles

Compiled by Jodi Beckstrom-Korzenowski, Summer Fellow, Ash Center for Democratic Governance and Innovation, July 2011

relevance in their current stage of development. As we laid out their milestones to date, we were curious to see whether the seemingly messy intersection between evaluation and PM would emerge so we could address any inquiries that might impede our assignment from the OCFS Director. Choosing the appropriate mechanism to insert a performance measurement system into WM's current work would be critical in order to communicate the complementary fashion each perspective brings to project improvement. We chose a tool developed by Root Cause (RC), a social innovation and impact consultancy firm, for this very reason. After examining their how-to guide for usability, I created an Executive Summary to share with the Project Director for her approval and to present the concept to the Evaluation Team for their feedback. Infusing the new Evaluation Plan with performance measurement language helped us communicate PM as a subset of evaluation. Root Cause languages performance measurement both as a cyclical process and an action plan with predictable steps as indicated in the figure above. It was imperative that we merge the Root Cause cycle and steps with WM's evaluation processes. The figure below illustrates the Root Cause cycle diagram we followed:



Because Wraparound Maine's Leadership Council had already developed their Mission, Vision, Strategies and Organizational Infrastructure, it was easy to insert their work into the Root Cause Framework for the organizational aspects of the process.

WRAPAROUND MAINE'S PERFORMANCE MEASUREMENT CYCLE

Wraparound Maine MISSION:

To provide wraparound support to children, youth and their families who live with complex behavioral health needs so they may live happy, healthy, safe and productive lives in the community.

Wraparound Maine VISION:

- *A skilled, accessible and integrated service and support system that honors youth and family voice and choice, nurtures and encourages them and effectively pools resources to meet the individual needs of children, youth and their families in their home communities.*
- *All participants on Wraparound Maine Teams fully engaged in the planning process in order to establish and address the team vision and mission.*
- *A statewide network of well trained and highly effective Wraparound Practitioners, including Youth and Family Support Partners and Community Members who rally to assist those who access Wraparound Maine to build healthy and effective circles of support so they may achieve and sustain improved functioning at home, school and in the community.*
- *People who are involved in Wraparound Maine will experience and benefit from state of the art, High Fidelity Wraparound practice. They will be treated and respected as experts regarding their families, achieve the goals they identify as most important, and be supported by their friends, families, service providers and community members in times of need.*
- *Wraparound Maine will be known valued and sought out by service providers, schools, the legal community, family members themselves, and a range of others within and outside of Maine for service, community service and training in how to implement Wraparound well.*

Activities:

I. *Effectively educate people in Maine about High Fidelity Wraparound and communicate our stories*
II. *Develop a high quality and sustainable training process/system for Wraparound Maine staff and volunteers*
III. *Ensure that there is a successful system of family and youth support partners in place in every Wraparound Maine community*
IV. *Ensure that there is a vigorous and successful community mobilization team in place in every Wraparound Maine community*
V. *Achieve, measure, and report on our outcomes*

Operations:

Program Director
Wraparound Maine Staffing Team
Statewide Leadership Council
Community Boards
Wraparound Maine Sites

The concrete stages of the implementation phase began when we dove into the 5-step process while using RC's cycle as our backdrop for staying on track. Those steps are as follows:

Step 1	Step 2	Step 3	Step 4	Step 5
Planning to Measure	Choosing What to Measure	Determining How to Measure	Preparing to Use Your Data	Putting your Performance Measurement System into Action

Building a PM system meant revisiting WM's previous activities to spot points of intersection and avoid duplication. Later, I will share a figure depicting iterations of WM's 5-step process.

Step 1: Planning to Measure

For Wraparound Maine, planning to measure began when OCFS procured a Cooperative Agreement with USM's Muskie School of Public Service for evaluation services. Now, in 2011, we needed a new Performance Measurement Working Group. The obvious choice was the group the PD had convened prior to my arrival. I presented the same information to the new PM Working Group that I had earlier presented to the Evaluation Team. They supplied helpful feedback for further data collection refinement. The newly commissioned Evaluation Plan served as the backbone to conduct a Performance Measurement Audit to complete our picture for what we were already measuring.

Step 2: Choosing What to Measure

According to the checklist Root Cause provided for Step 2, we were to create a Master Indicator List. Again, the Evaluation Plan provided the initial content. Creating a list, though, was one thing; determining what to measure based on our current list of indicators and the data collection processes designed to measure those indicators, was quite another. WM wasn't prepared to redirect their current evaluation methods at this point in time. Going through the

first iteration of the RC process and using what they're already measuring, they would have the knowledge base to determine whether that would be necessary in the future. What the RC tool did for WM was to introduce new concepts and practices of performance measurement and evaluation that were user-friendly to non-evaluator types, people who are responsible for data-based decision-making.

The Root Cause research on *Understanding Indicators* was very helpful as we began thinking in terms of Organizational Health Indicators, Program Performance Indicators, Social and Economic Impact Indicators, using their language and definitions as guides. Since the evaluation efforts to date revolved around program performance, we zeroed in on what WM was already collecting to imagine how the results might be presented in Step 4. I began researching some PM products like dashboards, balanced scorecards and report cards for possible data presentation formats which might inform our choice of indicators. We decided to use dashboards as the format fit their current capacity. Linking RC's indicator categories mentioned above to content WM could produce, led us to decide that a Program-Level or Site-Level Dashboard would be our first product. Making this distinction helped us determine what new data processes could be pushed at this point and which could not be pushed. The PD and I knew WM would need data from other key systems in the near future, i.e. Child Welfare, Behavioral Health, Juvenile Justice and Education, to get a clearer picture of youth's multi-system involvement and the outcomes they were experiencing with and without WM enrollment thus our Master Indicator List grew in scope for those purposes. Thinking through these aspects of choosing what to measure helped develop the capacity of WM leadership to own the evaluation and performance measurement process as a continuous improvement tool. The PD decided that, in addition to the Site-Level Dashboard, an Integrated Services Dashboard and a Management Dashboard would be necessary in the future, both requiring a revision to data collection processes. Thus, for WM, compiling the first Master Indicator List came from the PM Audit with

the knowledge that more indicators reflecting the issues above will be added to the Master Indicator List at a later date.

Step 3: Determining How to Measure

The checklist for this step was generating a list of measurement tools, data storage systems and their content. Immediately in this generation process, we could see this would mean taking a deep dive into the collection methods and processes that had been established thus far to determine their relevance for the new indicators we wanted to measure. After coaching the PD in this process, it quickly became a newly acquired skill that had typically been delegated to the evaluator and would have great payoff in the weeks to come. One exercise we performed to delineate the current flow of data tracking, collecting, storing, retrieving and reporting was to map the flow using one sheet for every transaction. The purpose for this exercise was to get an idea of the current processes to determine if they needed refinement. After the first mapping round, we did three more rounds until we connected the data processes to the start-up of WM so we could see how and why they were generated, to a new stakeholder structure that would encourage data-based decision-making and finally to a new meeting format complete with meeting purpose, participants and schedule for Dashboard roll-out to aid in decision-making.

In determining how to measure for WM, I coordinated conference calls and/or meetings with folks close to data collection to help us in this process. The first was with the developer of CAFAS, the Child and Adolescent Functional Assessment Scale, which assesses a youth's day-to-day functioning across critical life domains and determines whether a youth's functioning improves over time. He helped us understand the data collection capacity of the online CAFAS so we could create our own reports. We also talked with Child Welfare, Behavioral Health, Education and Juvenile Justice to review data points they collect, the various systems they use to collect and store data, whether the systems were compatible for common data retrieval and

what processes were necessary in dealing with issues of data sharing. It was eye-opening to see that the data for Wraparound Maine-involved youth is stored in several different locations: Muskie's PCE system, CAFAS, MACWIS, Behavioral Health's system, site-specific educational data storage systems, CORIS and CHRIS. To gather common data from all these systems would be very beneficial to any project, especially family-centered projects that are working endlessly to become less silo-oriented. However, this is a systemic challenge, one that has bewildered change agents for decades. The progress we made is this area was impressive as we worked through the steps of creating data reports where appropriate data could be retrieved from systems that were compatible with the WM data system so we could import data into Dashboards, again as a data-based decision-making tool. The amount of time it took to research the technology capability and compatibility of various data collection systems to import cross-department data into a WM Integrated Systems Dashboard was well-spent. As well, the challenge of ferreting through a data system's capacity and whittling down to the exact point you want to measure often told us whether we actually *could* measure it. For example, when trying to determine if its' possible to retrieve data on WM youth involved in the juvenile justice system, several questions needed to be asked, including the necessary data sharing questions. We wondered if the JJ system collected #'s of referrals into the JJ system, adjudications, detainments, commitments, arrests and time in jail. We found that one system collected some data and the other system collected the rest. So if we wanted to know if a youth had any JJ involvement while enrolled in WM (assuming we covered all the data-sharing bases) to investigate the effectiveness of our service delivery and make room for improvements, we would have many technology hurdles to jump. That was also time well-spent.

Step 4: Preparing to Use Data

As mentioned earlier, we focused on creating a Program-Level Dashboard first since it is the data that most are familiar with and is the most relevant in WM's day-to-day operations. We

chose data collected using WM's evaluation methods from the caregiver for a given quarter and selected twenty indicators that spoke to the Mission and Vision of Wraparound Maine to present in a visual format using bar graphs, pie charts and line graphs with a "briefing book" for explanation. We used a mixture of data from one or two sites to create a sample for sites to review as we wanted to stress the learning and improving aspects of the process, get feedback for meaningful formatting and find out if the indicators we chose were helpful to most sites. The list of indicators follows:

- # of Enrollments
- # of Discharges
- % of Youth Completing WM Process
- Avg. Length of Stay in WM
- Living Situation
- % of Discharged Youth w/No Arrests
- % of Discharged Youth w/No Adjudications
- % of Discharged Youth w/No Detainments
- # of Detentions by Quarter
- # of Commitments by Quarter
- Overall School Performance
- Change in CAFAS Score
- % of Youth w/Increase-Decrease in CAFAS Scores
- % of WM Youth involved in Child Welfare
- % of WM Youth involved in Behavioral Health
- % of WM Youth involved in Juvenile Justice
- # of WM Youth Entering Residential Settings
- Wraparound Fidelity Index scores by Caregiver
- Wraparound Fidelity Index scores by Team Member
- Wraparound Fidelity Index scores by Youth

Please see Attachment A for a review of this Program-Level Dashboard developed by the evaluator and I. After designing it, we presented it first to site-level leadership for feedback and next to data contacts, staff serving as point of contact for the evaluator at each site. We received very positive feedback and notes for adjustment. Most encouraging were the discussions that ensued once folks were familiar with reading, interpreting and analyzing the data. Site leaders were anxious to see their own Site-Level Dashboard as well as an All-Site Dashboard to use for management purposes. I made several suggestions to put some of their concerns raised regarding service delivery on their next monthly agendas, the Performance Measurement process already at work.

As previously mentioned, we knew that several versions would be needed in the future. The WM Statewide Leadership Council' s Focus for 2012 is Integration thus preparing the Integrated Systems Dashboard for their next quarterly meeting would be serendipitous. We also identified indicators for a Management Dashboard listed on the following page.

WRAPAROUND MAINE Management Dashboard
(Audience: Supervisor, Agency Leads, Dept. Heads, Legislators)

ORGANIZATIONAL HEALTH

Financial Sustainability
- Annual Budget
- YTD Expenditures
- YTD Spending Rate

Team Capacity
- # of Sites
- # of Mobilization Specialists
- # of Wraparound Facilitators
- # of Family Support Partners
- Credentialing Status

Agency Performance

Oversight:
- CCB's with Executive Committees that have appropriate representation,
- Data Collection & Data Reporting Procedures
- Training & Credentialing Specifications
- Manages Individualized Planning Funds
- Process to Address & Resolution of, System Barriers

Service Delivery:
- Adheres to Target Population
- Maintains an Enrollment of at least ?? children in ?? County
- Youth with improved functioning
- Parents with supports to keep child at home
- Sites with High-Quality, High-Fidelity Wraparound

PROGRAM PERFORMANCE

All-Sites Data
- Number & Percentage of Youth Moving from Residential Services to Community
- Number & Percentage of Youth Moving from Juvenile Justice Facility to Community
- Number & Percentage of Youth with Improved CAFAS Scores of More Than 20 Points
- Number & Percentage of Youth Improving School Attendance
- Number & Percentage of Youth Improving Academic Performance
- Length of Stay in Wraparound

Quality of Service Delivery
- Wraparound Fidelity Index (WFI) Scores
- Team Observation Measures (TOM) Scores

Program Efficiency
- Rate of youth moving from Non-Permanent Settings to Permanent Settings
- Rate of youth moving from Residential Care to Community Setting

SOCIAL IMPACT (Policy & Legislative Audience)

- Number & Percentage of Youth Living in the Community
- Number & Percentage of Youth Moving from Non-Community to Community Settings

ECONOMIC IMPACT

- Cost Study Indicator
- Individual Planning Fund Expenditures (Correlation between Spending & Well-Being)

The timeliness of this Performance Measurement project for Wraparound Maine led them to look at revamping their administrative meetings as well. Reviewing meeting functions and appropriate people for the right table allowed this new schedule to emerge.

NEW MEETING STRUCTURE & SCHEDULE			
Group	Purpose	Schedule	Frequency
Leadership Council	Project Direction	Sept-Dec-Mar-June	Quarterly
Agency Leads	Administrative	Oct-Jan-Apr-July	Quarterly
Site Meetings	Service Delivery	Nov-Feb-May-Aug	Quarterly
Dept. Heads Meeting	System Level Data	Sept, Nov, Jan, Mar, May	Bi-Monthly
Ad Hoc-Type Committees to Address Data Issues			
PM Work Group	PM & Evaluation Issues		As Needed
DHHS Quality Improvement Office	Integrated Data Issues		As Needed
Education Committee	Educational Data Issues		As Needed
DOC Committee	Correctional Data Issues		As Needed
Child Welfare Committee	CW Data Issues		As Needed
Behavioral Health Committee	CBHS Data Issues		As Needed

So that we could stay within the current quarterly and annual reporting schedule, we then laid out a calendar so that the same Dashboard could flow from one group to the next to keep everyone on the same page when the decision-making processes began.

PROJECT SUSTAINABILITY

Step 5: Putting your Performance Measurement System into Action

Much of this section will serve as a list of recommendations as the time allotted for this project was used in rolling out all the above-mentioned activities. However, it should be noted that because WM was positioned perfectly for this project at this time, the process and products were impeccably used and administered. Not only is their PMS fully underway, they are gaining an understanding of how to raise the right questions for data analysis. To rate myself successful with this project, my personal bar rested not only on whether we could produce products WM

felt were useful, but primarily on whether the PD would be able to implement future iterations of this process. Their iterations, referred to on page 11, are illustrated here:

Planning to Measure	Choosing What to Measure	Determining How to Measure	Preparing to Use Your Data	Putting your Performance Measurement System into Action
Muskie School	Children's Cabinet	National Wraparound Initiative	Evaluation Reports	Annual Evaluation Presentations
Establish PM Team Measurement Audit	Developing Evaluation Plan Master Indicator List	Assessing Data Collection Process Reviewing Technology	Deciding on Dashboards Practice Usage	Determining Next Steps Practice Learning & Improving

The following is a list of further activities to continue propping up Step 5:

- Discuss & Insert Baselines and Targets for future refinement
- Link Targets to performance expectations to incentivize accountability
- Continue to sharpen analysis and interpretation skills for meeting facilitation
- Revise Reporting Schedule if needed

RECOMMENDATIONS:

- Though using Excel will work to produce Dashboards, I recommend that WM **invest in a software program** to produce them for expediency.

- When we were well into the process we discovered that as we used data to make improvements in service delivery, WM may get more referrals and would thus need to have a procedure for triaging youth. I recommend **using the Criteria from the Rider to direct sites in prioritizing youth for enrollment**:
  ~ Multi-System Involved
  ~ Between 5 – 18 years of age
  ~ Serious Emotional or Behavioral Disturbance
  ~ In Intensive Temporary Residential Treatment OR Juvenile Correctional Facility OR at imminent risk of such placement (define "at imminent risk")
  ADDITIONAL CRITERIA: Youth up to 21 who are involved in Child Welfare, Children's Behavioral Health or meet Dept. of Education's Special Education requirements.

- I recommend that WM **incorporate the use of Dashboards in their Annual Site Reviews** to address and improve performance and to think through implications for contract amendments.

- One of the most fundamental ways to use this PM process is during budget season. When budget-cutting is on the agenda, often institutions end up dismantling effective programs and services without using meaningful performance data. To avoid the typical slash-and-burn tactics that often hurt the very constituents the services are intended to help the most and that, left unchecked, end up costing them more dollars in the long run; I recommend that PM data be assembled accordingly and **presented both to build budgets and to revise them**.

- As Wraparound Maine matures into its next developmental stage, I recommend it **engages in some Strategic Thinking and Planning sessions** to revisit WM's goals and outcomes and find indicators that will measure organizational capacity activities like the resolving of system barrier issues, the effectiveness of outreach and referral and collaboration between departments.

REFERENCES:

Jordan Parekh; *Spreading the Frontline Implementation of Maine's Child Welfare Reforms,* Policy Analysis Exercise, Harvard Kennedy School, Cambridge, MA, 2010.

Jonathan Walters, *Fixing a Broken System: Transforming Maine's Child Welfare System,* Baltimore: Annie E. Casey Foundation, 2009.

Andrew Wolk, Anand Dholakia, and Kelley Kreitz; *Building a Performance Measurement System: Using Data to Accelerate Social Impact,* Root Cause, Cambridge, MA, 2009.