

# **INTEGRATED CASE MANAGEMENT (ICM) WRAPAROUND (WRAP) WORKING TOGETHER GUIDE**

(Revised 180307)



## **What is Integrated Case Management (ICM)/Wraparound (WRAP)?**

ICM/WRAP is a process for service delivery founded on the belief that all individuals/families have a central role in the *process* of planning.

ICM/WRAP is both a philosophy (set of guiding principles) and a process (way of delivering service). ICM/WRAP involves community service providers and individuals/families in a team process that focuses on client centered, strength-based action planning.

## **Who can be part of the ICM/WRAP process? EVERYONE!**

Individuals/families (including young children or seniors), parents, guardians or adults, extended family and family supports, other support persons, as well as service providers and community members can be on an ICM/WRAP team. Service providers may include counsellors, school staff, social workers, probation officers, physicians, foster parents, program staff, or anyone currently involved with the individual/family.

## **Who can initiate the ICM/WRAP process? ANYONE!**

If you see an individual or family in need, act proactively to coordinate information sharing and create supports and services to wrap around an individual or family.

## **What is the purpose of the ICM/WRAP process? SUCCESS and SUPPORT!**

The ICM/WRAP process provides an opportunity to assist individuals/families by identifying and understanding their strengths and needs. The individual/family and service providers work together to creatively and efficiently meet these needs by designing and monitoring a strength-based action plan that focuses on positive outcomes and client-centered. Documentation of the action plan and follow up are paramount for success.

## **The ICM/WRAP process is not about the “meeting”; it is about the relationships, support and services between individuals/families and their support team. It is a PROCESS!**

ICM/WRAP is a process and having meetings or gatherings is part of that process. The most important part of the process is building positive relationships between the individuals/families and the service provider.

## Best Practices of the ICM/WRAP Process

**Person-centered Service:** Be committed to putting individuals/families at the center of service planning. The purpose of the process is to help individuals/families build their capacity, to identify and address their goals, and to direct their own lives to the greatest extent possible. The individual and his/her family must be present at any meetings or gatherings. If the individual or family is not at the meeting/gathering component of the ICM/WRAP process, the meeting/gathering is not part of the ICM/WRAP process; it is a case management meeting. At times, you may need to bring all the professional players together at a case management meeting to ensure they are all on the “same page” on how to best help an individual and/or family. Bringing professionals together to agree on boundaries, learn about respective agency mandates and develop trust will help mitigate any “surprises” for individuals/families when they are together with their Team in their planning/gathering meetings which are part of the ICM/WRAP process.

**Confidentiality:** Everyone involved in the process must respect their agency’s guidelines for sharing information. Planning and successful outcomes will occur if the individual/families consent to share information with others. Consent forms for sharing information need to be signed by the individual so s/he is fully aware of who is talking to who.

**Building on Strengths:** The focus on strengths and successes of individuals/families helps them stay committed and helps the team be collaborative.

**Advocacy:** Individuals/families are given the opportunity to play a central role in decision-making that affects their lives. It may be difficult, however, for individuals/families to attend the meetings/gatherings which occur as part of the process and to speak for themselves. Individuals/ families are encouraged to bring a friend, advocate or support person with them who can speak on their behalf.

**Recognizing Diversity:** We need to respect and respond to the social, cultural and economic factors that shape the individuals/families’ lives.

**Collaboration:** We encourage all team members to share their individual skills, knowledge and expertise with each other with the end goal of supporting our clients and families.

**Mutual Respect:** We respect each team member’s unique knowledge, skills, experience and perspective, regardless of age, level of training, position, job classification, particular discipline, ministry or agency represented, or relationship to the individual/family.

**Participation:** Team members must be willing to participate fully in the activities of the team. The process will be more successful if collaboration occurs.

**Accountability:** Team meetings/gatherings are part of the ICM/WRAP process. Minutes of the gatherings need to be shared with all. As well, communication and action which occur as part of the process need to be documented and shared. Accountability is paramount for success.

**A Holistic Approach:** The development of any action plan needs to be referenced to the strengths and challenges that the individual/family deals with on a day-to-day and long-term basis.

**Planning for Transitions:** Take special care to anticipate and plan for transitions in the lives of individuals/families – for example, changing schools or jobs, life transitions (i.e. individual to adulthood, parenthood), and changes in family structure.

**Appropriate Intervention/Long term view:** ICM/WRAP complements a prevention and early supports strategy which is aimed at providing support to individuals/families before difficulties develop into crises. *The process should not be driven by “crisis” mode.*

## Respect

Remember, ICM/WRAP is a process of having all team members work together to support an individual/family. Many discussions will occur between team members, including the individual/family, with regular ongoing meetings/gatherings involving the individual/family and their support system providers.

**Input from all:** All members have opportunities to express themselves. The atmosphere of the meetings/gatherings should be one of mutual respect and recognition that everyone who attends has something unique to share.

**Collaboration:** Valuing the input of all members and making a commitment to working together are both key components in the process. No one team member has all the skills, ideas, or vision that an individual/family or the team might need. It is the collaboration of ICM/WRAP team members that produces the most positive outcomes. The sum of the whole is greater than the parts.

**Respect and value differences in mandates, agendas, and opinions:** Team members come from a variety of agencies with varying mandates and agendas. Team members need to be open-minded and value the contribution of other team members. Encourage less vocal members to speak and share their ideas. Team members do not necessarily have to agree with each other, but they do need to listen to each other and validate contributions - especially if using a brainstorming activity. All members need to create an environment of trust in which individuals believe their views will be accepted and not judged.

**Resolving Conflict:** When interpersonal issues not specifically related to the family’s needs surface, members should resolve these issues outside the meeting. When conflict around planning occurs, the chair/facilitator will take on a role of mediating and facilitating team decision making.

## INITIATING THE ICM/WRAP PROCESS

### Phase 1: Pre-Planning

<p><b>Initiate the Process and Engage Members</b></p> <ul style="list-style-type: none"> <li>• Identify need for ICM/WRAP</li> <li>• Help client develop his/her vision/goal</li> <li>• Discuss process with client</li> <li>• Ask client who needs to be part of his/her ICM/WRAP Team*</li> <li>• Explain process to Team members to promote informed choice to participate or not</li> <li>• Review legal and ethical considerations with all Team members</li> </ul>	<p><b>Identify a Case Manager (CM)</b></p> <ul style="list-style-type: none"> <li>• Determine who is best to lead the process for the client – it may be you!</li> <li>• It could be a social worker, teacher, foster parent, resource worker etc.</li> </ul>	<p><b>Prep the Team</b></p> <ul style="list-style-type: none"> <li>• CM organizes first team gathering</li> <li>• Prior to the gathering, the CM:             <ul style="list-style-type: none"> <li>- prioritizes, with the client, what needs are most pressing</li> <li>- asks all team members to identify client’s strengths and needs and their commitment to the process</li> <li>- identifies a goal/purpose</li> </ul> </li> </ul>
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\* The Team may include extended family, significant others, community supports (e.g. resource worker, family friend).

*During this phase, the ground work for shared trust and a shared vision among team members is established. The tone is also set for team work, solution-focused intent and strengths-based approach.*

### Phase 2: Team Meeting/Gathering

<p><b>Define Team Guidelines</b></p> <ul style="list-style-type: none"> <li>• Discuss information sharing and confidentiality</li> <li>• Develop conflict resolution process</li> <li>• Focus on strengths-based and problem-solving</li> <li>• Reminder of “no elephants in the room” and “no surprises”</li> </ul>	<p><b>Describe Strengths and Vision/Goal</b></p> <ul style="list-style-type: none"> <li>• Each member comments on the client’s strengths</li> <li>• CM and/or Client shares his/her client vision/goal</li> </ul>	<p><b>Describe and Prioritize Needs</b></p> <ul style="list-style-type: none"> <li>• CM guides Team in discussing Client’s needs</li> <li>• Team prioritizes needs*</li> </ul>	<p><b>Determine Goals, Strategies, Timelines and Responsibilities</b></p> <ul style="list-style-type: none"> <li>• CM guides Team in identifying shared Team goals</li> <li>• Discuss strategies, timelines and indicators of success</li> <li>• Assign responsibilities</li> <li>• Set time for next gathering</li> </ul>
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\* Remember RAP: Realistic, Attainable, Pertinent; limit the number of shared goals

\*\* Best strategies: are most likely to meet shared Team goals, are community-based, build on strengths and are consistent with family culture and values.

*During this phase, team trust and mutual respect are built while the Team creates the initial planning of care.*

### Phase 3: Action

<p><b>Implementation/Action of the Planning</b></p> <ul style="list-style-type: none"> <li>• Team members carry out responsibilities as defined in the gathering</li> <li>• CM follows up with Team members in between regularly scheduled Team gatherings</li> <li>• Team members assess what's working</li> </ul>	<p><b>Tracking and Updating and Review</b></p> <ul style="list-style-type: none"> <li>• Team members acknowledge each other's efforts and celebrate progress</li> </ul>	<p><b>Celebrate Successes</b></p> <ul style="list-style-type: none"> <li>• When the Team determines a strategy is not meeting the needs of the client, or new needs emerge as priorities, the Team creates new strategies</li> </ul>
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*During this phase, the preliminary planning is implemented, progress is continually evaluated and the planning is adapted according to feedback. Team cohesiveness, collaboration and respect remain essential for effective planning and implementation.*

### Phase 4: Transitioning

<p><b>Planning for Next Steps</b></p> <ul style="list-style-type: none"> <li>• Team identifies service and support needs for the next steps</li> <li>• Team focuses on fostering natural community supports</li> <li>• With transitioning process, Team meetings become less frequent and eventually end</li> <li>• Team identifies ongoing CM</li> </ul>	<p><b>Create a Post-Transition Plan</b></p> <ul style="list-style-type: none"> <li>• Team develops post-transition safety plan</li> <li>• Plan identifies roles and responsibilities of stakeholders</li> <li>• Plan identifies strategies for process when safety issues arise</li> <li>• Plan involves rehearsing response to crises and creating linkages to post ICM/WRAP resources</li> </ul>
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*During this phase, planning occurs for a purposeful transitioning out of formal ICM planning to a mix of formal and natural supports in the community. A transitioning out of ICM may occur when the Team feels that the positive outcomes that have been made may be maintained through less formal supports.*

## Follow-Up Meetings/Gatherings

Follow-up meetings/gatherings ensure that everyone is working collaboratively with a focus on building strengths. These meetings/gatherings provide an opportunity to review and evaluate progress and process, address new challenges and revise action plans. New issues and any barriers or challenges are addressed.

After the first meeting/gathering, the minutes and Action Plan are distributed quickly to all members, including the individual/family, so that everyone has the same information. The Action Plan provides accountability in that it lists the responsibilities of each person, including the youth, and provides a time-line.

Follow-up gatherings provide an opportunity to review progress, alter the action plan and possibly invite guests who could inform the WRAP/ICM team about available resources or certain issues.

A crisis management plan or protocol can be developed whenever there are indications that a crisis of some kind may emerge. This reduces the anxiety and uncertainty of individual members and encourages a coordinated response when a crisis does arise. The use of a crisis management plan often means that a special meeting/gathering of the ICM/WRAP team does not need to be called; the crisis and response can be reviewed at the next scheduled meeting/gathering.

The frequency of follow-up gatherings will depend on a number of factors:

- The family members' wishes, as they will have the best sense of "how things are going"
- The stage of the ICM/WRAP planning process: more frequent gatherings may be required early in the process to ensure that the plan is working or when new members join the ICM/WRAP team
- Stressful life circumstances may mean that the child, individual or family require more support during a particular period of time
- Developmental milestones such as starting the school year, transition to high school, puberty, or other changes specific to the child or individual may be vulnerable times and require more supports and planning
- Significant events such as anniversaries, Christmas, birthdays, family visits, may also be vulnerable times and require more supports and planning.

## Crisis Management Plan

*A crisis management plan or safety plan can be developed whenever there are indications that a crisis of some kind may emerge. The process and the plan reduce the anxiety and uncertainty of individual members and encourage a coordinated response when a crisis does arise. The use of a crisis management plan often means that a special meeting/gathering of the ICM/WRAP team does not need to be called.*

1. Identify potential crises:
  - What has happened in the past?
  - What types of triggers/precursors make this type of crisis more likely?
2. Identify a pro-active prevention plan:
  - What has helped in the past to keep this crisis from occurring?
  - What can be done after a trigger occurs to help prevent the crisis?
3. Identify plan a/b/c:
  - What has helped in the past in response to a crisis? What has not helped?

- What do we agree to try?
- Who needs to do what?
- Do others need to be involved who are not present on the ICM/WRAP team? How do we make them aware of the plan and get them involved?

4. After a crisis occurs, review the plan at the next meeting/gathering and alter as needed:

- What happened? Was the plan followed?
- Was the plan feasible? Did it work?
- How should we change the plan?
- Did family members feel supported?
- What were the different expectations of team members?
- Was there any uncertainty about sharing information?
- Was there any disagreement on how an incident was handled?
- Did all team members feel their input was validated?

## Conflict Resolution

As in any other group, different types of disagreements and conflict will emerge in the ICM/WRAP process. Identifying and addressing the issue that underlies the disagreement is the job of the team. Successfully dealing with conflict strengthens team relationships and makes the ICM/WRAP team's work more effective.

Everyone on a ICM/WRAP team comes with a different background, knowledge base and relationship history with the others on the team. Many members may feel heightened anxiety due to the concerns that led to the creation of the ICM/WRAP process in the first place. The result will likely be some disagreements. However, conflict can be beneficial. Conflict means that different perspectives are being expressed; this allows opportunities for clarification and creativity. The result can be a stronger, more effective ICM/WRAP team.

### Here are some examples of common disagreements within the ICM/WRAP process

- Disagreement on who should provide what service
- Misunderstanding someone's job or role on the team
- Disagreement about the needs or capabilities of the individual/family
- Frustration with slow progress
- Family members feel criticized or unsupported
- Team members have different expectations
- Uncertainty about sharing information
- Disagreement on how an incident was handled
- One member talks more than others - and it is all about problems and complaints.

### The following strategies may be used to set the stage for positive resolution of conflict

- Focus on areas of agreement, especially the long-term vision; this provides a broader perspective for the team
- Ask questions about each member's role and consider how the team might support the role
- Review achievements and ensure everyone shares realistic expectations about what the ICM/WRAP team is able to do
- Look for the emotions that may be underlying a conflict – it is often a shared anxiety for the individual and desire to make things better
- Repeat the process of identifying strengths. It can be very helpful to everyone to hear what every other member appreciates about the individual /family. It can help the individual/family to feel better understood and respected

- When there is disagreement about what service to put in place, focus on the desired outcomes and identified strengths. This will often clarify the best approach
- Following a written agenda can help ICM/WRAP members bring others back to the desired topic
- Give everyone permission to think of creative approaches to a problem. This means brainstorming even very unrealistic ideas in hopes of discovering a new direction.
- Personal conflict between two members of the ICM/WRAP team should be addressed outside of the meetings/gatherings. Other members of the ICM/WRAP team may offer assistance.

## Individual’s Consent for Sharing Information

*An individual/family benefits most when those providing care collaborate and are consistently supportive of that individual/family and of each other. Exchanging information is necessary so that the ICM/WRAP team can identify and respond to the needs of an individual/family. However, all ICM/WRAP participants are asked to share only the information required for this purpose.*

I, \_\_\_\_\_ give my consent for the following persons to share information as part of the ICM/WRAP planning process. Only relevant information is to be shared. I also understand that some, not all, persons noted below may be attending any planning meetings/gatherings with me.

Name	Relationship/Organization

I understand that I may add or remove any names from this list at any time or specify any limitation to this consent.

**Date:** \_\_\_\_\_ (consent is valid for one year from date signing)

**Individual Signature:** \_\_\_\_\_

**Parent Signature:** \_\_\_\_\_  
(if applicable)

**Witness:** \_\_\_\_\_

## Youth/Individual Pre-planning Questions

The following are **examples** of the types of questions you might ask; these are not an exclusive or exhaustive checklist that you need to ask every individual/family.

The Domains list may be a very useful reference tool (see next page).

1. What is going well right now?
2. What are your strengths – what are you feeling good about?
3. Which adults/peers are involved/connected with you?
4. If you could change one thing in your life, what would it be? Why?
5. (Explain the ICM/WRAP process) Who do you want on your Team?
6. Who do you want to attend the ICM/WRAP the meeting/gathering?
7. What are the most important issues, concerns or worries you want to share at your ICM/WRAP meeting/gathering?
8. Who can help you with these concerns?
9. Where do you want to gather? (discuss time of gathering, how to arrange the room etc.)
10. Is there anyone you don't want to have on your team or at the meeting/gathering?

**DOMAINS**

**1. SAFETY**

- needs
- plan

**2. HEALTH/MEDICAL**

- speech
- hearing
- vision
- height and weight
- immunizations
- dental and dental plan
- on-going medical conditions or disabilities
- medications
- recent illnesses or accidents
- developmental bio-markers
- has a dentist
- eating habits
- sleeping habits
- exercise
- hygiene
- smoking
- drinking
- drug use
- sexual activity
- pregnancy
- has a doctor

**3. EMOTIONAL/BEHAVIOURAL NEEDS**

- mental health needs
- other supports
- prior trauma
- wellness
- mental health support
- behaviours that indicate mental health needs

**4. EDUCATION/EMPLOYMENT**

- school history
- current educational program
- educational expectations
- work history
- work readiness
- employment plan
- transitioning plan
- special needs
- IEP
- transition planning
- work skills
- current employment
- job/program applications/ skills

**5. SOCIAL/RECREATION**

- peer group
- sports
- strengths
- clubs
- hobbies/interests
- healthy use of free time

**6. IDENTITY / CULTURAL NEEDS**

- birth family
- culture
- sense of self
- language
- spirituality
- relation to natural family/extended family

**7. FAMILY/SOCIAL RELATIONSHIPS**

- safe place to live
- sense of belonging
- relationship with care givers
- children
- communication
- family supports
- has relationship with biological family
- place for special events, holidays
- positive peer group
- advocate and/or mentor
- responsibility
- attachment issues

**8. SOCIAL PRESENTATION**

- appearance of self-care
- communication skills
- appropriate clothing
- confidence

**9. SELF CARE/LIVING SITUATION**

- safe living situation
- manages money
- driver's license
- uses public and private services (fills out forms)
- shops for groceries
- source of income
- takes public transportation
- keeps appointments
- cooks
- uses laundry

**10. LEGAL ISSUES**

- legal status
- probation
- victim of criminal activity
- legal guardianship/custody
- details of probation
- "no contact order"

## Sample First Meeting/Gathering Agenda

*The initiator of the meeting should act as facilitator at the first gathering*

1. Purpose of meeting/gathering:  
An example: We are here to make a plan together to help James have success in his transitioning to independent living.
2. Introductions
3. Housekeeping items
  - confidentiality
  - breaks (you can leave, but please come back)
  - washrooms
4. Strengths of individual/family
  - what strengths does individual/family have?
  - review what has been working/what is working
5. Identify needs/challenges of individual/family
  - prioritize needs
    - with effective preplanning, the most important needs will have been identified
  - determine which identified needs
    - require immediate action
    - require more information

*Note: what professionals see as priority may not be what the youth or family see as their immediate needs. Is there a middle ground? Are there a safety and crisis management plan?*
6. Develop and record the S.M.A.R.T.\* action plan with specific strategies, outcomes, timelines, review process and persons responsible for implementing the strategy
7. Closure to the first gathering
  - summary of action plan – who is doing what
  - set date and time for next meeting/gathering
  - ask for feedback on the process
8. Make a plan to distribute Action Plan and minutes to all members present (including the individual/family).

*\*specific, measurable, achievable, realistic, time-limited*

## Follow-Up Meetings/Gatherings

1. Review minutes of last meeting/gathering
2. Review Action Plan of goals/interventions/strategies from last gathering
  - progress in home, community, school, with focus on strengths
3. Discuss new issues
  - how may new issues be addressed in the Action Plan?
  - are there any additional issues to discuss or research before the next meeting/gathering?
4. Revise the Action Plan:
  - Are there barriers to achieving these goals?
  - How can we remove those barriers?
  - What strategies will be used? Timeline?
  - Who is responsible for each strategy?
  - Do we need to review our crisis management plan? our safety plan?
5. Arrange next meeting/gathering; give feedback and review this meeting/gathering
6. Make a plan to distribute Action Plan and minutes to all.

## WRAP/ICM STRENGTHS-BASED ACTION PLAN EXAMPLE

INDIVIDUAL/FAMILY			TEAM MEMBERS PRESENT		
	<b>DATE:</b> Sept 21, 2017	<b>NEXT MEETING:</b> Oct 17, 2017	<b>Goal statement:</b> Long-term: We want James to engage in pro social activities Short-term: James will have positive peer friendships as an adult.		
Domain	Strength(s)	Need(s)	Realistic Goal	Intervention/ Who's responsible?	Timeframe
<b>Placement/ Living Situation</b>	Has good independent living skills Has a part time job	A youth agreement is necessary as James is currently living at his friends	James will arrange a meeting with a Social Worker to start the process for a youth agreement	Youth Care Worker- to make appointment at YAP and provide transportation	Appt. date to be arranged a.s.a.p.
<b>Health/ Medical</b>					
<b>Educational/ Vocational</b>	When James is not worried about his living situation, he attends regularly	Increase attendance	James will join in class recreational activities with his peers	YCW to do goal setting around attendance and participation	Ongoing
<b>Identity/ Culture/ Religion</b>					
<b>Family/ Social Relationships</b>	James and his mom have shown an interest in family mediation	Learn to better communicate needs	James will participate in check-in the morning with his peers	YCW one on one will practice and model good communication skills YCW to submit an application for family mediation through Northern Health	Ongoing with weekly goal setting

<b>Social/ Recreational</b>	James enjoys physical activities	More opportunities to challenge himself physically	James will be encouraged to participate in open gym	Teacher will explain the class routine to James and encourage him to join	To begin in next week
<b>Emotional/ Behavioural</b>	James is insightful about his difficulties with peers	Trouble resolving conflict Anxiety around upcoming events	James will attend a group focused on problem solving skills	Counsellor to provide group	In one week
<b>Self-care Skills</b>					
<b>Basic Needs</b>					
<b>Legal/Other</b>					

## WRAP/ICM STRENGTHS-BASED ACTION PLAN

<b>INDIVIDUAL/FAMILY</b>			<b>TEAM MEMBERS PRESENT</b>		
<b>MEETING #:</b>	<b>DATE:</b>	<b>NEXT MEETING:</b>	<b>GOAL STATEMENT:</b> Long-term: Short-term:		
<b>Domain</b>	<b>Strength(s)</b>	<b>Need(s)</b>	<b>Realistic Goal</b>	<b>Intervention/ Who's responsible?</b>	<b>Timeframe</b>
<b>Placement/ Living Situation</b>					
<b>Health/ Medical</b>					
<b>Educational/ Vocational</b>					
<b>Identity/ Culture/ Religion</b>					
<b>Family/ Social Relationships</b>					
<b>Social/ Recreational</b>					
<b>Emotional/ Behavioural</b>					
<b>Self-care Skills</b>					
<b>Basic Needs</b>					
<b>Legal/Other</b>					

## **CALMing Strategies**

When working with youth through the ICM/WRAP process, you need to understand, recognize, and respond to the effects of all types of trauma that our youth may have experienced. The human brain undergoes a number of changes related to trauma - especially accumulative traumatic experiences. The fight, flight and freeze response can be triggered in a number of ways through helper behaviours or particular environmental conditions. If a youth becomes triggered into a trauma response, help s/he identify this. Then, engage in grounding or self-regulating strategies to prevent further harm to the youth.

If the helper is aware that the youth has experienced trauma, these grounding techniques should be practiced in the Pre-Planning part of the ICM/WRAP process:

1. Practice the 54321 game

Name 5 things you can see in the room

Name 4 things you can feel (chair on your back, feet on the floor)

Name 3 things you can hear right now (traffic outside, someone talking outside the room)

Name 2 things you can smell right now (or 2 things you like to smell)

Name 1 good thing about yourself.

2. Reorient yourself in place and time by asking yourself questions

Where am I?

What is today?

What is the date?

What is the month?

What is the year?

How old am I?

What is the season?

3. Name all the different types of animals you can imagine.
4. Say the alphabet backwards.
5. Become aware of your breathing. Where do you feel your breath (is it in your throat, chest, diaphragm, stomach)? Just be aware of your breath. Do not try to change your breath by slowing it down; just experience it. If thoughts come in, visualize them floating down a river and then go back to finding your breath. Focus on your breathing.

## Final Thoughts

We must be mindful of the consequences of our actions and statements in our interactions with individuals/families. The ICM/WRAP process can successfully engage and empower youth and families to create a personalized plan for their needs. However, there is also the potential for the process to do harm. At times, helpers have goals and interventions that they feel are very valuable and important; however, these may not be the outcomes or services that the ICM/WRAP individuals/families want or value. We must always be aware that the ICM/WRAP process is not something that is done **to** people but is a process that is completed in collaboration **with** individuals in a respectful and egalitarian way.

*“I’ve come to a frightening conclusion that I am the decisive element in the client’s life. It’s my personal approach that creates the climate. It’s my daily mood that makes the weather. As a caregiver, I possess a tremendous power to make a youth’s life miserable or joyous. I can be a tool of torture or an instrument of inspiration. I can humiliate or heal. In all situations, it is **my** response that decides whether a crisis will be escalated or de-escalated and a youth humanized or dehumanized.”*

*Adapted from Haim Ginott*

**Resources**    *Note: These are merely a sampling of the many on-line resources.*

Working Together Handbook (March, 2018) (Prince George ICM/WRAP Committee)  
<https://static.fasdoutreach.ca/www/downloads/WRAP-ICM-Working-Together-Handbook-Mar2018.pdf>

Working Together Handbook (December, 2010) (Prince George ICM/WRAP Committee)  
<https://static.fasdoutreach.ca/www/downloads/WRAP-ICM-Working-Together-Handbook-Dec2010.pdf>

Wraparound Protocol for Children and Youth  
[http://www.gov.mb.ca/healthychild/publications/protocol\\_ebd\\_wraparound.pdf](http://www.gov.mb.ca/healthychild/publications/protocol_ebd_wraparound.pdf)

Integrated Case Management: Participants’ Manual (MCFD) (1999)  
<https://www.yumpu.com/en/document/view/5380511/integrated-case-management->

The Wraparound Process User’s Guide: A Handbook for Families  
[https://www.pathwaysrtc.pdx.edu/pdf/pbWraparound\\_Family\\_Guide09-2010.pdf](https://www.pathwaysrtc.pdx.edu/pdf/pbWraparound_Family_Guide09-2010.pdf)

Freedom of Information and Protection of Privacy Act  
[http://www.bclaws.ca/civix/document/id/complete/statreg/96165\\_06](http://www.bclaws.ca/civix/document/id/complete/statreg/96165_06)

A Youth Guide to Wraparound Services  
<http://www.nj.gov/dcf/families/csc/documents/YouthGuideWraparound.pdf>

## ICM/WRAP Team Committee Members (February, 2018)

Shannon Elliott	shannon.elliott@gov.bc.ca
Kim James	kjames@pgnfc.com
Nannette Hill	nhill@sd57.bc.ca
Andrew Burton	andrew.burton@northernhealth.ca
Kathi Hughes	kathihughes@shaw.ca
Rob Rail	rob.rail@gov.bc.ca