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Increasing Resilience in Youth and Families: YAP's Wraparound Advocate Service Model

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ABSTRACT

Youth in marginalized situations worldwide face similar challenges threatening their wellbeing. Strength-based, individually tailored community-based services that wrap around youth and families aid in promoting resilience, that is, the ability to thrive in the face of adversity. For more than 40 years, Youth Advocate Programs, Inc. (YAP) has provided such services to empower youth with complex challenges to live productively within their home environments by utilizing a blended Wraparound Advocate Service Model. In this article, a team of practitioners explores the basis, implementation, research base, and future application of YAP's dual-prong service model in building resilience.

Youth Advocate Programs, Inc. (YAP) is a U.S.-based nonprofit organization founded in 1975 (Youth Advocate Programs, Inc., 2013–2018a). It provides comprehensive, community-based services as an alternative to institutionalization for youth and young adults with complex needs and challenges. YAP's service population must navigate family dysfunction and fragmentation, poverty, homelessness, neglect and abuse, community violence, commercial and sexual exploitation, juvenile and criminal justice involvement of youth and/or parents, and mental and behavioral health concerns, including substance use. Youth and families served are usually involved in the child welfare, juvenile justice, behavioral health, developmental disabilities, education, and adult systems; many are crossover youth involved in multiple systems (Youth Advocate Programs, Inc., 2013–2018a). The average age of youth served is 14 (Youth Advocate Programs, Inc., 2018). YAP uses an effective, hybrid approach that melds wraparound and advocate service models. It is this combination and application of both

components with fidelity to best practices that distinguishes the YAP Wraparound Advocate Model.

Within the YAP Model, a trained, compensated, community advocate cultivates a trusting relationship with the youth and family. Advocates live in the same neighborhoods in which participating youth and families reside. Through this approach, advocates know the strengths, needs, and resources of the local communities and reflect the ethnic, racial, cultural, and linguistic diversity of their service areas. This strategy helps YAP staff develop trust relationships with youth and families, which is critical to long-term success.

The YAP advocate uses a strength-based approach to facilitate wraparound, a family-driven, youth-guided, and team-based process used for planning, prioritizing, and implementing services and support (Effland, Walton, & McIntyre, 2011). Wraparound is not a specific treatment but rather a process (Bruns, Suter, & Leverentz-Brady, 2006). It requires faithful implementation of core principles to be successful. This includes "carefully selected practitioners; organizations that provide the infrastructure necessary for skillful training, supervision and coaching; regular process and outcome evaluations; and feedback loops that connect all of the above" (Bruns, Sather, Pullman, & Stambaugh, 2011, p. 727). YAP combines its organizational fidelity to wraparound and its principles, with its cadre of trained and supervised advocates, to increase and monitor resilience among clients served.

Luthar, Cicchetti, and Becker define resilience as "a dynamic process encompassing adaptation within the context of significant adversity" (Luthar, Cicchetti, & Becker, 2000, p. 1). "In studies of disadvantaged children, resilience is typically present when (a) children living in conditions of risk (b) show better-than-predicted outcomes (c) presumably due to some intervening process" (Breda, 2017; Smokowski, Reynolds, & Bezruczko, 1999, p. 426). The American Psychological Association emphasizes resilience as a trait anyone can learn and develop (American Psychological Association, 2018).

YAP's approach taps into these themes and integrates evolving research on the interconnectedness of resilience (Masten, 2014). Each youth and his or her family have the capacity to grow and evolve with the appropriate support across intersecting systems. In promoting protective factors in wraparound, YAP looks at both environmental protective factors including social supports and individual protective factors such as skills and abilities (Thomson, Carlson, Voris, Shepherd, & Batsche-McKenzie, 2017). A family's cultural context also influences its adaptive systems (Theron & Theron, 2013). YAP's holistic service approach considers attributes of the children themselves, family aspects, and characteristics of their broader social environments (Bergquist, 2013; Luthar et al., 2000, p. 3; Yohannan, Carlson, Shepherd, & Batsche-McKenzie, 2017). YAP's philosophy and

practices coincide with that of child welfare leaders who champion comprehensive and coordinated services for vulnerable youth and families that both reduce modifiable risk factors and promote protective factors (U.S. Department of Health and Human Services, 2014).

YAP's organizational mindset of empowerment views resilience-building as a global concern that involves both systems change and an intense focus on each family served (Youth Advocate Programs, Inc., 2012a, 2013-2018a). Its wraparound advocate service model adapts to the unique dynamics of each situation. YAP perceives this journey in practice as being as much about navigating fluid challenges, nurturing unique strengths, and creating viable opportunities within individuals, families, and systems as about manipulating generic risks and protections. Youth and families who are empowered to recognize and build upon existing strengths, develop skills and competencies in areas of need and interest, cultivate supportive relationships, and connect with concrete community support and resources are better equipped to overcome challenges and sustain a positive trajectory (U.S. Department of Health and Human Services, 2014; Youth Advocate Programs, Inc., 2012a).

This article, authored by YAP leadership and professionals innately familiar with its service model, is a conceptual narrative on the organization's wraparound advocate service model. It explores YAP's dual-prong approach in helping youth and families thrive in the face of adversity. In its exploration of YAP's service model as a tool to promote resilience, the authors 1) review the historical and philosophical backgrounds of wraparound and advocacy theories and applications, 2) review the implementation of YAP's Wraparound Advocate Model as a synthesized approach combining wraparound and advocacy, 3) present key research supporting the model's evidence base, and 4) provide a sampling of the model's evolving possibilities.

Historical and Philosophical Backgrounds of Wraparound and Advocacy Theories

Wraparound history

In the early 1980s, Dr. Lenore Behar reportedly coined the term "wraparound" in describing comprehensive community-based services to individual families. Wraparound services were first implemented systemically in North Carolina as alternatives to institutionalization of youth in settlement of the case of *Willie M.* v. *The State of North Carolina* (Burns & Goldman, 1999, p. 19; VanDenBerg, Bruns, & Burchard, 2003). Earlier formative initiatives embracing wraparound concepts in Canada and Europe focused on providing needs-based services to assist individuals with

complex needs live productively in their communities (VanDenBerg et al., 2003). Karl Dennis employed early wraparound concepts in his Chicago alternative youth program in 1975 (VanDenBerg et al., 2003, p. 2).

The year 1975 marked another development in the early evolution of wraparound. Lawsuits involving Pennsylvania's State Correctional Institutions (SCI) and numerous state suits across the country ultimately ignited landmark paradigm shifts related to juvenile detention. In the case of *Commonwealth ex rel. Patton v. Parker,* 225 Pa. Super. 217, 310 A.2d 414 (1973), the Pennsylvania Superior Court held commitment of delinquent males was lawful as long as they were separate from adult offenders (Commonwealth ex rel. Patton v. Parker, 1973). However, a follow-up opinion issued by Pennsylvania Attorney General Kane on April 14, 1975, found juveniles' commitment to the SCI at Camp Hill to be unlawful. Attorney General Kane's order to resist all Camp Hill commitments after August 15, 1975 (Packel, 1975, p. 69), precipitated the launch of Youth Advocate Programs, Inc. (Organizational Capabilities-Youth Advocate Programs, Inc. n.d.).

In November 1975, Youth Advocate Programs, Inc. (YAP) was founded by Tom Jeffers to provide comprehensive, community-based services to affected Camp Hill youth. The program's original funding and clients came from the Center for Community Alternatives, the agency assigned the responsibility of removing juvenile offenders from the adult State Correctional Institution in Camp Hill and placing them in more appropriate community-based programs and settings (Organizational Capabilities-Youth Advocate Programs, Inc. n.d.). Just three months after its formation, YAP was serving more than 100 transitioning youth, using advocates who provided comprehensive community-based support to reunite most of these young people with their birth or extended families (Organizational Capabilities-Youth Advocate Programs, Inc. n.d.). From these origins, YAP's Wraparound Advocate Model evolved.

Wraparound philosophy

Wraparound has many definitions. Burns, Schoenwald, Burchald, Faw, and Santos (2000, p. 295) defined wraparound as a "philosophy of care that includes a definable planning process involving the child and family, and results in a unique set of community services and natural supports that are individualized for the child and family to achieve a positive set of outcomes." Many wraparound trainers and local service systems have established their own approaches to measuring wraparound quality and fidelity; however, the most commonly used instrument to date for assessing wraparound implementation is the Wraparound Fidelity Index (WFI) (Bruns,

Suter, & Leverentz-Brady, 2008, p. 241). Bruns et al. (2008, p. 242) further describe the WFI as a structured interview that assesses adherence to 11 core principles of wraparound: family voice and choice, team-driven, individualized, natural supports, community-based, culturally competent, strengths-based, unconditional care, collaboration, flexible resources, and outcome-based.

Walker and Schutte (2004, p. 186) wrote extensively on the importance of the planning process in achieving goals, finding wraparound's effectiveness dependent on the team's ability to promote cohesiveness and to plan in a high-quality manner consistent with the wraparound value base. YAP developed a planning and care management approach to working with youth and families deeply rooted in and faithful to the principles of wraparound. "When implemented with adherence to its core elements, the [wraparound] intervention provides a locus of planning and accountability for participating youth and families for whom services might otherwise be fragmented and uncoordinated" (Bruns et al., 2011, pp. 726–727). YAP embraces wraparound's family-led approach to case planning. Individualized service plans built around the needs and strengths of each young person and his/her family identifies, accesses and mobilizes formal and informal supports (Silva, 2015).

Advocate history

Advocacy as a tool to further the interests of those in need of a voice has a rich history in the field of learning disabilities, as evidenced by Bengt Nirje's normalization theory in the late 1960s (Nirje, 1969). Normalization as applied by Nirje (1969) posited that wishes, desires, and choices are the same for those with mental learning challenges as they are for other citizens and, to the extent such persons can enjoy normal living environments, their opportunities to enjoy more independence and social integration increase. Though the nomenclature has since changed, Walmsley (2002) attributed the original principles of normalization, based largely in human rights theories, as laying the foundation for citizen advocacy. The expansion of advocacy into systems change marks a critical evolution. Goodley and Ramcharan (2005, p. 152) credit Wolfensberger for originating a systematic advocacy approach for people with mental challenges and learning difficulties. Systemic advocacy crosses disciplines. Advocacy research helped spur systems change and served as a basis for championing deinstitutionalization (Walmsley, 2002).

Child advocacy also appeared formally during this era of social reform in the late 1960s (Jackson, 2014; Kahn, Kamerman, & McGowan, 1973). In the United States, the formation of a National Center for Child Advocacy

in the Department of Health, Education and Welfare prompted more formal inquiries into defining and refining the most effective functions and service delivery of youth advocacy. This inquiry continues today via a diversity of local, national, and international platforms.

On an organizational level, YAP's systemic advocacy to reduce reliance on the institutional care of youth disenfranchised from social supports aided in Camp Hill's deinstitutionalization efforts (Organizational Capabilities-Youth Advocate Programs, Inc. n.d.). YAP's approach helped effectuate a pivotal policy change. Its mission, to provide community-based, quality, cost-effective alternatives to institutional placement, has remained the same since its origins (Youth Advocate Programs, Inc., 2013–2018a). Its integration of neighborhood advocates to access community supports for each youth released from Camp Hill translated policy into action. YAP now uses quantifiable and qualitative outcome data from thousands of clients' cases to explore the strengths and challenges of its advocate model. In addition to improving direct client services, this information supports policy considerations and reforms both in the United States and abroad. Organizations such as Dynamo International: Consortium for Street Children, of which YAP is a member, uses its platform of the experience of more than 50 countries to explore and promote more effective advocacy practices worldwide.

Advocate philosophy

Advocacy is rooted in conflict resolution and is gauged through a continuum that ranges from disempowerment to empowered (Drage, 2012; Health and Disability Advocacy, 2009). The place of youth and families on the continuum is fluid; the ultimate goal is to achieve individual and family empowerment. Advocacy envelops a strength-based approach (Drage, 2012; Health and Disability Advocacy, 2009). YAP Advocates utilize a strength-based approach to help thousands of youth and their families annually. YAP works in concert with youth and families to individually tailor plans for success and cultivate the skills, support, and relationships needed to effectuate them.

Per the Health and Disability Advocacy empowerment continuum, the roles advocates assume evolve as the client's place on the continuum progresses (Youth Advocate Programs, Inc., 2012a). YAP advocates primarily focus on a "case" advocacy basis to help cultivate empowerment skills for individual youth served. The trusting and genuine relationship earned by the advocate is critical to maximizing the benefits of the wraparound process. In a compilation of autobiographical perspectives from disadvantaged youth by Smokowski et al. (1999), many young people attributed their

resilience in the face of formidable life adversity to the power of supportive relationships and positive role mentoring. Though a critical determinant of success, YAP realizes the advocate position is not a naturally occurring or sustainable relationship. The advocate's role must evolve if the advocate is to help youth and families prepare for life beyond YAP. To that end, advocates become catalysts of change and connectors with the community and all it has to offer (Youth Advocate Programs, Inc., 2012a).

Review of the Implementation and Fidelity of YAP's Wraparound Model

While there is no universally accepted manual for wraparound practices (Thomson et al., 2017, p. 107), YAP employs a theory of change model informed by Walker, Bruns, and the National Wraparound Initiative Advisory Group findings (2008). The Advisory Group highlights four phases of wraparound implementation: 1) engagement and team preparation, 2) initial plan development, 3) implementation, and 4) transition (Thomson et al., 2017; Walker et al., 2008). YAP's four stages of program implementation are categorized slightly differently: 1) referral and youth and family engagement, 2) assessment and planning, 3) service delivery, and 4) transition and discharge (Youth Advocate Programs, Inc., 2012b). This is partially attributed to the blending of activities and action steps that are intricate to the advocate process. The phases of YAP's Wraparound Advocate Model integrate the four hallmark wraparound phases as presented below.

Referral and youth and family engagement

This phase integrates the *engagement* phase cited by Walker et al. (2008). It lays the groundwork for trust and shared reason among the youth, family, advocate, and wraparound team members. Within 48 hours of referral, YAP initiates phone contact with the family and brief introductory conversations with referral and custodial agencies. These calls initiate communication and explore imminent safety or crises situations mandating immediate action. Introductory discussions with partner agencies, though important, are not for the core purpose of assessing the youth and family. Collaborative dialog addresses emergent concerns. It strives to set a positive tone for future collaboration and, ultimately, integrative involvement (Cailleaux & DeChief, 2007). Information exchange helps address service gaps addressing critical needs. YAP Advocates cautiously avoid forming preconceived notions that can be generated through third-party communications. Such perceptions injure the open, honest and unconditional relationship the YAP Advocate seeks to cultivate with the family.

YAP advocates are as diverse as the populations they serve and vary depending on the family's needs and circumstances. Their average age is 37 (K. Clary, 2018, personal communication, November 8). The education level of advocates ranges from GED to graduate level education. In addition to extensive background checks, orientation, continuing education, and jurisdictional and service population specific training, all advocates attend an intensive, nine-course Basic Advocacy Training (BAT) accredited by Rutgers, the State University of New Jersey. Emphasis areas include engaging youth and families, safety planning, setting and maintaining professional boundaries, understanding human development, cultural competence, developing community connections, setting goals and achieving progress, and using a positive youth development approach. Advocates are also trained in the Mandt System to safely prevent, de-escalate, and intervene in conflict situations (The Mandt System, 2011).

Education and preparation are key for youth and families. A preplanning, in-home visit orients the youth and family to YAP and its related wraparound process, services, and 24/7 crisis support. YAP staff, including advocates, discuss the youth and family's rights, responsibilities, and grievance procedures (Youth Advocate Programs, Inc., 2012a, b). They ensure informed family engagement and address privacy and confidentiality concerns (Youth Advocate Programs, Inc., 2012b). YAP considers cultivation of genuine family engagement in this earliest stage a critical component of the wraparound process. From the initial introduction, YAP advocates proactively enlist families as part of the process. Youth and families' preferences and priorities, through voice, choice, and ownership, inform all phases of wraparound (Bergquist, 2013; Youth Advocate Programs, Inc., 2012a, b).

The earliest YAP advocate inquiries address the families' immediate concerns. This assessment of critical, preliminary family needs and crises often requires early collaboration with key agencies and current members on the youth's care team (Youth Advocate Programs, Inc., 2012b). Formulating effective early interventions to promote safety and/or stabilization can reassure the family and set a positive tone for productive teamwork. Once the youth and family are in a "safe" place to move forward, the YAP advocate explores with them their individual and family strengths, needs, culture, and vision through active listening (Youth Advocate Programs, Inc., 2012b). The advocate helps the youth identify interests, pro-social activities, and supportive family, school, and community members. Through mentoring unconditional support, YAP initiates the critical advocate role model relationship. The YAP advocate works with the youth and family to construct an early structured schedule of activities coalescing with the youth's interests (Youth Advocate Programs, Inc., 2012a, b). Setting this groundwork with the youth and family encourages the participation of other

caring team members. The secret weapon of wraparound, the team approach, is only as strong as the members involved. "A person with complex needs can be served in the best possible manner when all the partners in this treatment process are willing to collaboratively *wrap around* that person" (Prakash et al., 2010, p. 8).

However, recruiting and engaging the essential players is more difficult than it may appear. It requires a trained and trusted facilitator with an advocacy mindset. In addition to interpersonal communication skills, the team facilitator must have sufficient expertise in social service, behavioral/mental health, and/or juvenile justice arenas to know who should be at the table and how to fully engage them. This is further explored in the service delivery section.

Assessment and planning

This second phase incorporates the oft-cited phase of *initial plan development* (Walker et al., 2008). YAP's assessment process empowers youth and families to express their needs, to identify what resources and capacities they have that can assist them. It identifies areas where there are gaps and how YAP can help clients help themselves. YAP advocates initially "do for," progressing to "do with," and transitioning to "cheering on" their clients (Youth Advocate Programs, Inc., 2012a). YAP also reaches out to other important stakeholders in the family's life to gain those persons' perspectives on the family's needs and strengths.

YAP uses various tools, including a bubble chart, interest survey, and strengths assessment, to evaluate strengths and needs in critical life domains. YAP employs the Child and Adolescent Needs and Strengths (CANS) assessment tool in its juvenile justice, child welfare, and truancy programs in a handful of states. The CANS assessment tool evaluates how clients are progressing in a number of life domains, strengths, emotional needs and risk behaviors (Youth Advocate Programs, Inc., 2013-2018b). Depending upon the youth served, various other psycho-social assessments are also conducted. States and even local jurisdictions including school districts may require specifically tailored assessments for targeted client populations.

It is important to note that introductions and assessments are made in the home environment or in other locations where families feel safe and comfortable. For example, Botkyrka YAP (Sweden) has a YAP flat where meetings can be held in a homelike atmosphere. Not all youth feel comfortable in their own homes. Overall, though, in studies analyzing factors that can increase success in therapeutic interventions, a home venue is found to increase the chances of building rapport or "joining with the family" and

increase the likelihood of completing programmatic interventions (Barth et al., 2007; Gordon, Arbuthnot, Gustafson, & McGreen, 1988, p. 252). The positive outcomes associated with home visits increase notably when used with lower income families (Barth et al., 2007; Gordon et al., 1988). These proven benefits of home visits for marginalized families are often not pursued by service organizations because of the time and expense of traveling (Gordon et al., 1988, p. 252). This is unfortunate since the home visit also provides a rich opportunity to observe family dynamics first hand.

This second Wraparound Advocate Model step embraces the National Wraparound Initiative to create an initial plan of care. This requires a team process that elicits many perspectives, builds trust, and reflects a shared vision (Silva, 2015). YAP launches teambuilding immediately upon completion of the initial assessment process to promote group responsibility and cohesion. "Team cohesiveness refers to team members' shared perceptions that the team is a viable unit whose members can work collaboratively to achieve goals they hold in common" (Walker & Schutte, 2004, p. 185).

While YAP always facilitates wraparound services, it also frequently serves as the formal wraparound/care coordinator of the interdisciplinary Child and Family team (Gopalan et al., 2017). YAP's role is not only to garner team members' perspectives on family strengths and needs but also to build a foundation for open, nonjudgmental, and positive participation. YAP's strength-based approach, embodied in the credo of wraparound, extends beyond its interactions with the youth and family to all team members. YAP convenes a team that includes formal and informal support, and those formal supports are system-related and service-driven. They include service providers who are typically professionals or paraprofessionals trained in appropriate areas of need (LaPorte, Haber, & Malloy, 2016). Informal or natural support members include extended family, friends, coaches, pastors, and other positive influences who can help beyond planning to apply and sustain the youth's plan moving forward. Together, the team members work with the family to identify and prioritize the family's needs and strengths. The YAP advocate and other key staff expedite facilitation of the meeting process to create a plan of care or individualized service plan.

The work of the wraparound team is guided by the task to design and implement an individualized plan that uses community-based services and natural supports to achieve positive outcomes for a child and family (Burns & Goldman, 1999; Thomson et al., 2017; Walker & Schutte, 2004). Each individualized service plan (ISP) includes a team mission, goals, action steps, and associated outcomes and indicators for each goal (Silva, 2015; Youth Advocate Programs, Inc., 2012b). It articulates specific, measurable,

attainable, realistic and time-lined goals that become the basis of all work done with the family and is used by the advocate to engage the youth in purposeful activities to build skills and connections (Youth Advocate Programs, Inc., 2012a).

Team goals or objectives are "the most consistently important factor in determining group effectiveness" (West, Borrill, & Unsworth, 1998, p. 31). Facilitated by a trained YAP professional and guided by the needs, strengths and culture of the youth and family, the team works to develop creative strategies and assigns corresponding action steps. During this meeting the team also aids in developing a more thorough, sustainable safety plan. YAP documents meeting and deadline schedules. It distributes the ISP among all team members, which then serves as the basis of the YAP advocate's ensuing work with the family. Facilitated by the YAP advocate, the youth and family team members frequently review and revise the plan to assess progress and accommodate evolving needs (Silva, 2015; Youth Advocate Programs, Inc., 2012b).

Though this article focuses on the YAP advocate role, there are other YAP staff persons involved in engaging the youth and family and recruiting and facilitating the wraparound team's efforts. Depending on the contractual arrangement, YAP's local clinical/management personnel may serve in the broader care coordinator role while its advocates work in concert with the youth and family in identifying needs, assessing strengths, and championing their goals. Even if not acting formally as the designated care coordinator, YAP still works closely with them to ensure the cultivation of individually tailored and sustainable support networks.

Finally, though YAP advocates routinely cultivate a continuum of family supports, they are distinguishable from family or parent peer support persons (Gopalan et al., 2017). The advocate's first priority is engaging and empowering the youth while facilitating critical, supportive family communications and collaboration. This dynamic sets the YAP advocate apart. An important caveat is that YAP does recruit and partner with other support persons, including youth and family peer supports, in its efforts to strengthen the wraparound effort. YAP champions youth voice and peer advocacy in its policies and practices. The advocate's functions are fluid; there is no room for rigidity in serving youth and families (Youth Advocate Programs, Inc., 2013–2018b).

Service delivery

The YAP service delivery phase mirrors the National Wraparound Advisory Group's *implementation* phase (Walker et al., 2008). Much of the wraparound literature revolves around the planning process. This makes

sense since in practice it is difficult to differentiate among the phases. Wraparound is a fluid process and can only succeed if it is sensitive and responsive to the evolving youth and family needs, strengths, and goals while accommodating the ever-changing group dynamics. The reason so much attention is focused on planning is because planning is the lifeblood of wraparound. Still, little is published on the types of techniques, processes, and procedures that translate the theory into practice (Prakash et al., 2010). How are the team members motivated to carry through on their commitments, navigate turf struggles, avoid duplication of service, and monitor results all the while ensuring cultural competence?

Guiding wraparound through the challenging labyrinth of players and mandates is a strength YAP brings to service delivery. YAP advocates have long-standing relationships with community partners including referral and service agencies. Surveys of wraparound nationwide found the vast majority of those responding to statements pertaining to stakeholder engagement and buy-in emphasized the need to "build community buy-in and meaningfully engage stakeholders before implementing wraparound" (Bruns et al., 2011, p. 731).

YAP's advocacy component strives to influence positive relationship building on individual and systemic levels. YAP fills direct-client service-gaps, contributes to policy dialog, and spearheads community give-back projects. This further illustrates the interplay of YAP's dual programmatic components of wraparound and advocates in integrating community-based providers and supports in the implementation of ISPs.

An efficiently and effectively facilitated wraparound process establishes buy-in, trust, and optimism in the process and among the participants. Much of the success of shepherding the planning process through successful implementation hinges on the facilitator's skill set.

> [This] includes (a) recognizing and blending differences in perspectives among team members; (b) guiding consensus and problem solving; (c) recognizing antecedents, setting events and replacement behaviors for problem behaviors; (d) accessing needed services and persons skilled in providing the appropriate interventions and supports; (e) ensuring that all team members have a participatory role in the process; and (f) linking all supports, services and interventions to outcomes and guiding the team in monitoring effectiveness over time. (Eber, Sugai, Smith, & Scott, 2002, p.177)

YAP trains and supports a diverse cross section of advocates and specialized staff to promote and hone these critical facilitation skills. There is consensus that informal supports, including members of the family's network, are critical to the team mix (Walker & Schutte, 2004). YAP champions the engagement and integration of these sustainable natural supports. As culturally competent neighborhood residents, advocates are uniquely positioned to identify and recruit natural supports in an effective, nonintimidating manner.

Fluidity and creativity are key to assisting youth and families in achieving their goals and objectives. Activities focus on developing productive life skills, abilities, and attitudes on communication, self-esteem, conflict resolution, emotional awareness, leadership, cultural sensitivity, academic and vocational engagement, time management, fiscal responsibility, health and hygiene, gang prevention and intervention, and substance use. Advocates and youth work together on age-appropriate skill building exercises, teamwork and sportsmanship, money management, resume writing, transportation planning, shopping, cooking, physical fitness, and cultivating healthy choices across multiple life domains. Meeting venues include the home, gym, playing field, park, library, museum, school, local eatery, and grocery store — and wherever works. Evidence-based interventions, such as the Strengthening Families Program (SFP), enhance the advocate's repertoire of positive youth development tools (Kumpfer & Alvarado, 2003; Strengthening Families Program, n.d.).

Ultimately, true wraparound turns traditional, bureaucratic service delivery upside down and all around. Though wraparound is decades in the making, shifts in bureaucratic, patriarchal mindsets regarding models of care are slow to take hold. Political and social service agencies can easily learn wraparound principles, but letting go to live these principles is far more challenging. Only when the team's formal partners feel confident enough to step back does family voice, choice, and ownership truly guide the substantive action steps from start through implementation and to discharge.

Transition and discharge

The YAP Model's fourth phase encompasses the *transition* steps of the cessation of formal wraparound, a commencement celebration of family growth, and family follow-up per the National Wraparound Initiative (Walker et al., 2008). The advocate updates assessment tools to assist in the development of a detailed transition plan (Youth Advocate Programs, Inc., 2012b). The transition plan memorializes the ongoing, evolving passage of wraparound supports from a dedicated service team to a mix of formal and natural supports in the community. The wraparound metamorphosis should reflect the evolution of empowerment on the advocacy continuum. The team celebrates the youth and family's growth in self-sufficiency. Together they acknowledge accomplishments, and individual and team contributions.

Building the foundation for transition planning begins in the earliest engagement process. The strength of the transition plan is not in its words. It is in the pathways of change effectuated through the process. YAP's

Figure 1. Ellana's story.

transition design cultivates continued advocate-youth connections beyond discharge. YAP advocates helps the youth and family to adapt to this altered relationship. YAP advocates provide transition assistance through emergency planning, scheduled and impromptu follow-ups, and continued program evaluation efforts at 3, 6, and 12 months out. The YAP advocate explains how the youth and family can reassess YAP or other levels of care. YAP also offers its program "graduates" the voice and support of its alumni association. Finally, the YAP advocate encourages families to give back to their home communities (Youth Advocate Programs, Inc., 2012b). YAP advocates introduce youth and families to local service agencies. They also extend initiations through the YAP alumni network to join organized service projects. Finally, alumni even return to serve YAP youth and families as volunteers (see Figure 1).

Description of the Evidence Base

YAP began collecting data on its client outcomes in 1975. About 20 years later, it dedicated significant efforts to obtain external evaluations of its programs and methods. During that 10-year period between 1995 and 2005, county probation departments and other entities, including agencies in Pennsylvania and Texas, conducted six studies of YAP programs across the United States (Jones, Harris, & Bachovchin, 1997; Rea et al., 2003; Youth Advocate Programs, Inc., 2013–2018c). In recent years, more sophisticated external research has supported the efficacy of the YAP model (see Figure 2). Universities and professional research entities conducted four studies of the YAP model since 2014 (Youth Advocate Programs, Inc., 2013–2018c). Two focused on YAP juvenile justice programs in the United States (Evans, O'Toole, & Butts, 2017; Karcher & Johnson, 2016), one focused specifically on YAP's autism efforts (Ferris & Conroy, 2016), and
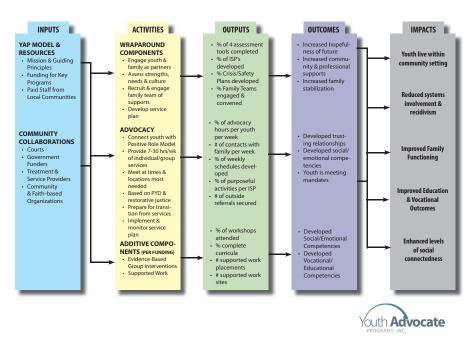
Figure 2. YAP wraparound advocate service model.

another evaluated YAP's affiliate program in Ireland (Devlin, Connolly, McGarry, & McMahon, 2014; Youth Advocate Programs, Inc., 2013–2018c). Additional evaluations are underway on international adaptations of the YAP Model in Australia and Sweden. This article highlights four of the major YAP Model studies, two based in the United States and two in Europe (Devlin et al., 2014; Durnescu, 2015a, b; Evans et al., 2017; Karcher & Johnson, 2016).

UTSA study

In 2011, the University of Texas/San Antonio (UTSA), in collaboration with YAP, received a Best Practices in Mentoring research grant award from the U.S. Office of Juvenile Justice and Delinquency Prevention (OJJDP). Researchers, led by Dr. Michael Karcher with assistance from Dr. David Johnson, studied four YAP sites across the United States. The study looked at 164 racially diverse youth, primarily male, with an average age of 15 (Karcher & Johnson, 2016). They completed data collection in 2015; Dr. Karcher published his finding in a 2016 report (Karcher & Johnson, 2016).

The USTA study has two parts. For purposes of this article, the focus is on the first section that evaluated the impact of YAP's advocacy efforts (Karcher & Johnson, 2016). Study group data were derived from court-referred youth ($N = 164$) in four YAP programs in separate and diverse regions of the country: Camden, New Jersey; Las Vegas, Nevada; Lebanon,

Pennsylvania; and Toledo, Ohio (Karcher & Johnson, 2016, p. 12). Data collected by interview and self-reports included Measures for *Adolescent Connectedness, Connectedness to School, Connectedness to Teachers, Self in the Future, Friends, Families, Current Living Situation, Educational Engagement, Employment Status, Misconduct and Most Serious* (legal*) Disposition*. Assessments were conducted at 2-month, - month, and 12-month time points. Researchers used a quasi-experimental design, the recurrent institutional cycle (RIC) design, as described first by Campbell and Stanley (1963), to conduct statistical tests of significance. "The RIC design minimizes selection threats by comparing program graduates (i.e., the treatment group) to a counterfactual untreated group (i.e., comparison group) reflecting the pretreatment data of the youth collected prior to their participation in YAP" (Karcher & Johnson, 2016, p. 3).

Findings from Study 1 indicated YAP participation was related to several self-reported outcomes, including improvements in academic adjustment and declines in self-reported misconduct, compared to the untreated comparison condition (Karcher & Johnson, 2016, p. 4). Equally large and consistent were improvements in criminal behavior, educational engagement, and pursuit of employment at the time of discharge. Several benefits of program participation were maintained 12 months after discharge (Karcher & Johnson, 2016, p. 5).

JJREC study (John Jay Research and Evaluation Center)

Researchers compared a sample of YAP youth ($N = 249$) to a matched sample of youth ($N = 249$) served by the Florida juvenile justice system using propensity score matching (Evans et al., 2017). Retrospective data were used for this comparison with participants who had completed services with YAP or the Florida probation department between 2010 and 2014. Data were compared for all participants two years after completing the respective services and included subsequent arrests, court adjudications, detention admissions, commitments to Department of Juvenile Justice (DJJ), and transfers to criminal courts. The study reported YAP youth were significantly less likely within two years to be committed to state placements by the juvenile justice agency (Evans et al., 2017).

Maynooth Ireland study

YAP Ireland contracted a research team from the National University of Maynooth to externally evaluate the YAP Ireland model as to its effectiveness in an Irish context (Devlin et al., 2014). It also assessed whether its programming contributes to positive outcomes for young people and

families. The research evaluation methodology included a series of phased Strengths and Difficulties Questionnaires (SDQ) administered to a sample of young people ($N = 191$) and their guardians ($N = 180$), a midway fidelity study with the SDQ sample, focus group interviews with case managers and advocates, the tracking of individual cases, and a comparison with a predefined comparator group (Devlin et al., 2014). Researchers administered the SDQ at the beginning of services for the new clients (baseline), midway through services, at the end and three months postgraduation from the program. A nonequivalent comparator group was used for comparisons and was broadly similar. This group consisted of young people who did not receive YAP services and was identified through engagement with youth work outreach services. This group was administered the SDQ at day 1 (baseline) and again six months later. Young people who participated in the program and their parents/guardians had positive outcomes over time as measured statistically through quantitative SDQ. This improvement appeared over the six months where the measures were repeated three times (baseline, midpoint, and endpoint of six months of service (Devlin et al., 2014, p. 3). Qualitative analysis suggested positive outcomes as well. Overall the findings signified positive outcomes with improvements in factors which enhanced the wellbeing of the young people participating (Devlin et al., 2014, p. 9).

Happiness and health are associated with physical participation in life, spending time with friends, and a sense of belonging within families and communities (Lalor, De Róiste, & Devlin, 2007; Devlin et al., 2014). Correspondingly, resilience and the maintenance of wellbeing in the presence of adversity have been linked to individual factors such as self-esteem and leisure interests; social factors such a sense of belonging and a prosocial peer group; and community factors such as attachment to community networks and access to support services (National Youth Health Program, 2004, as cited in Devlin et al., 2014, p. 11). These reported findings in relation to wellbeing suggest there are clear positive outcomes for young people who participate in the YAP program (Devlin et al., 2014, p. 9).

European Union study

Ireland YAP's qualitative and quantitative outcomes contributed to the endorsement of the YAP Wraparound Advocate Model in a grand scale study partially commissioned by the European Union. The ensuing Active Inclusion Learning Network's June 2015 report, entitled "What approaches contribute to improving employability and employment outcomes amongst socially excluded groups," assessed good practices across Europe. This

report named YAP Ireland as a "good practice" (Durnescu, 2015a, p. 76; Durnescu, 2015b). Researchers conducted a systematic review of the literature and selected 93 studies that met the inclusion criteria (from a possible 11,092 results). Researchers then sent surveys to ESF managing authorities, nongovernmental organizations, charities, and government departments in 35 European states. The top eight candidates from the surveys were determined according to the most innovative and effective practices targeting each vulnerable group. Experts were nominated in the field of social inclusion. Working in pairs or small groups, experts scored the surveys using a set evaluation grid. All set evaluation criteria were informed by the systematic review.

The report is detailed and provides very practical examples of 31 good practice models from all across Europe which emerged following this highly structured and critical examination of more than 290 good practices. (Durnescu, 2015b, p. 1; Durnescu, 2015a; Youth Advocate programmes Ireland, n.d.)

Evidence base of model components

Though the Wraparound Advocate Model's impact may be greater than the sum of its parts, the evidence base of each dual component is individually addressed below.

Wraparound evidence base

There is a growing body of evidence supporting the effectiveness of wraparound for youth who have needs in multiple life domains (Effland et al., 2011). "The wraparound process has been cited as a promising approach in reports from the Surgeon General on both mental health and youth violence as a means to more effectively delivering evidence-based practices" (Bruns et al., 2006, p. 1586). When the wraparound process is carried out with fidelity to the principles of the practice model, it is an engagement and planning process that promotes a blending of perspectives and high-quality problem solving; this is consistent with empirically supported best practices for effective teamwork (Walker, 2008, p. 4).

In his recent evidence statement, Bruns references 20 years of rigorous research associating wraparound with "positive residential, functioning, and cost outcomes" (Bruns, 2015, p. 1). He also cites a couple of "real world" 2014 studies in which anticipated resulting benefits from wraparound were not realized (Bruns, 2015, pp. 1–2). Both studies, however, lacked fidelity to wraparound principles (Bruns, 2015), reinforcing the extensive literature distinguishing the benefits of quality and high fidelity wraparound (Coldiron, Bruns, & Quick, 2017).

Some experts suggest the time has come to rethink how to evaluate wraparound. Inherent within the administration and implementation of wraparound is a tension. Societal measures of success, and youth and family success criteria, may differ. Traditionally, much emphasis is placed on quantitative data in program evaluation. This may minimize the importance of qualitative measures of youth and family satisfaction, thereby running counter to the client-driven core of the wraparound process. This is just one reason measuring the success of wraparound is a much-debated topic. There is also some thinking that evidence for wraparound as a system of care should be examined within broader frameworks. This approach emphasizes its impact on the systems or organizational levels as opposed to focusing on assessing individualistic positive outcomes (Hernandez & Hodges, 2003). Others view wraparound as primarily a planning process. This approach stresses wraparound's use of a variety of evidence-based practices. Allegiance to the principles of wraparound, and specifically to the evidence-based practices enveloped within the wraparound plan, may constitute another valid measurement consideration (Prakash et al., 2010). This thinking arguably circles back to the need for high fidelity to the core principles of wraparound. These principles may be increasingly enhanced by evolving research themes in the areas of positive youth development and social/positive youth justice.

YAP is looking to expound upon its view of program success and its field of outcome measurements. Outcome data that have been independently reviewed and scrutinized show youth involved in YAP programs compared with other youth in the child welfare and juvenile justice systems have more positive outcomes in several life domain areas including residential stability, community connectivity, educational and vocational engagement, and reductions in criminal activity and arrests. For decades, YAP has integrated strong quantitative measurements in its programming. The YAP Ireland Programme takes a very proactive approach in blending both quantitative and qualitative evaluative approaches, including capturing measurements of wellbeing.

YAP recognizes the process of improving wraparound must be fluid and responsive to both research in the field and field experience. This reflects the shared belief that "the wraparound process may function well as a convergence point of services that are both grounded in evidence for effectiveness and accessible and relevant to families" (Bruns, Walrath, & Sheehan, 2007, p. 166). In 2011–2012, when YAP worked with high fidelity wraparound experts James Rast and John VanDenBerg to strengthen its wraparound practices, 150 staff competencies were defined to guide its work with families. These competencies, incorporated into employee training, observations, and documentation reviews, strive to further promote model

fidelity (Youth Advocate Programs, Inc., 2013–2018d). YAP will continue, through internal and external means, to ensure rigorous evaluation of performance in implementing high fidelity wraparound. Reciprocally, YAP hopes its real-life experience and practice will help inform research in this critical area.

Advocate evidence base

The advocate component of YAP's Wraparound Advocate Model is not easy to analyze. An advocate's role is multidimensional, integrating strong elements of advocacy. Advocates assume different roles depending upon the youth and family's progress on the continuum of empowerment (Youth Advocate Programs, Inc., 2012a).

Mentoring is only one of the roles assumed by the YAP advocate. The evidence base of mentoring, particularly pertaining to YAP advocates, is more complex because of its context within the wraparound process. Mentoring is founded on the premise that "all children need caring adults in their lives" (Jekielek, Moore, Hair & Scarupa, 2002, p. 1). YAP does not view the advocate as a substitute parent. Still, an advocate serving as a mentor can provide support that is lacking or diminished in a child's life.

Mentoring programs can be seen as formal mechanisms for establishing a positive relationship with at least one caring adult. "Indeed, mentoring [referencing the U.S. Department of Education] is often defined as a sustained relationship between a young person and an adult in which the adult provides the young person with support guidance and assistance" (Jekielek et al., 2002, pp. 1–2). Jekielek et al.'s Child Trends' findings of a review of 10 youth mentoring programs support the benefits of mentoring within critical life domains (2002). However, the authors also stress mentoring programs vary in their goals, emphasis, and structure, even raising concerns about unintended consequences potentially associated with short-term mentoring relationships (Jekielek et al., 2002).

Many of the studies in the area of relationship duration seem to focus solely on mentoring programs. They do not necessarily explore mentoring within multiservice programming that can expand the breadth and depth of adult and peer supports. Also, youth reactions should be gauged in light of the youth's initial expectations concerning the mentoring match. Scholars in this area caution that evaluating the impact of the duration of the mentoring relationship requires analysis within its context. That context defines mentoring parameters and can mediate a youth's expectations (Grossman & Rhodes, 2002), which in turn affect their experiences. An adolescent's perceptions can have profound and long-reaching effects (Stoddard & Pierce, 2015).

As related to expectations, YAP advocates begin the transition process for youth to prepare for program discharge on the first day of service. The average length of formal advocate involvement is 201 days (Youth Advocate Programs, Inc., 2017). YAP advocate mentoring is never intended as a sustainable natural support; rather, advocates and youth know from the onset their formal relationships have boundaries … and endings. And though the advocate's involvement is not open-ended, youth and families know it is dependable. YAP operates under a no-reject, no-eject service delivery policy. Accordingly, the advocate relationship will not end during the service period unless the evolving needs and preferences of the youth merit a change.

Also, a major focus of the wraparound process, and the relationship building between the advocate and youth, is to cultivate a long-lasting network of natural family and community supports. Much of the mentoring of the youth advocate as to communication and building trust is to model the interpersonal skills needed to forge caring, supportive adult connections. A recent meta-analytic review of the influences of mentoring among delinquent youth populations found the following. Moderation tests of four key processes mentioned frequently in the literature and in program descriptions found that at least two matters in regard to effects: programs that included emphasis on emotional support and those that emphasized advocacy for the recipient had larger effects (Tolan, Henry, Schoeny, Lovegrove, & Nichols, 2014, p. 15).

Emotional support and advocacy are at the heart of the YAP Advocate Model component. There are various postdischarge opportunities for advocacy involvement and self-advocacy, including formal YAP advocacy networks. These opportunities not only provide local, national, and international platforms for youth voice, they expand the youth and family's circle of support. They further integrate into the youth's life caring adults who model advocacy skills on a new and higher level.

Finally, Tolan et al. (2014) questioned some traditional views supporting volunteer mentors over paid ones. His findings, though qualified, suggest effects were larger when mentors were motivated to participate by interest in advancing their professional careers. This is an important finding since most mentoring is undertaken as voluntary activity. These results shake the assumption that the best mentoring involves volunteers motivated intrinsically to help youth (Tolan et al., 2014).

YAP mentors are trained and compensated, professional advocates. Through formal and informal findings, mentors both paid and volunteer often reiterate the mutual benefits obtained from positive mentoring experiences. Empathy and compassion are not virtues endemic only to volunteers. YAP's advocates' employee status allows for greater quality control

than volunteer programming affords. YAP consistently reviews and evaluates its advocates' work performance on an individual level as part of the employer-employee relationship. YAP advocate performance is also explored on systemic levels. One such example is cited in Drs. Karcher and Johnson's (2016) study. Part 2 of this study in particular sheds new light on the youth and advocate relationship. It offers novel insights on the value and timing of playful activities that are integrated further into the course of the youth and advocate relationship. Additional research is needed to identify other variables that can strengthen the youth and advocate bond, specifically as it relates to its long-term value.

Exploration of the Model's Future Possibilities

The resilient child has been defined globally as one who works well, plays well, loves well, and expects well (Garmezy, 1974, p. 79). One of the great fathers of resilience, Norman Garmezy, traces this aphorism back to mid-20th century psychiatric educator John Whiteborn (1974). As the concept of resilience continues to evolve, so does the role of wraparound. YAP envisions greater application and innovation of its Wraparound Advocate Model to help even more youth build resilience endemic to achieving and maintaining wellbeing, that is, satisfaction and fulfillment, across all life domains.

YAP continually fine tunes its wraparound advocate service approach to meet the holistic needs of youth and families. Accordingly, YAP developed a number of specializations in its model, including violence prevention/gang intervention, and more recently, Aborigine youth in Australia. Other novel adaptations of YAP's Wraparound Advocate Model recently launched or being specifically tailored include but are not limited to work and upward mobility, reentry for young adult offenders, commercially sexually exploited youth, and substance use.

Yap works and upward mobility

YAP Supported Work is a component of the YAP Wraparound Advocate Model that stretches the reach of critical supports to supported work assistance. Supported work provides opportunities to develop job skills and positive work habits through transitional job experience that may lead to long-term employment. YAP employs this intervention with work-age youth, particularly those in the juvenile justice system, with positive outcomes (Youth Advocate Programs, Inc., 2013–2018e). Despite its success, economic and political capital for supported work opportunities is even more limited in the adult arena, and adults involved with the criminal

justice system face social biases that further limit their access to resources such as supported work. This challenge extends to the recruitment of local employers and businesses willing to work within a program that provides a leg up for individuals with challenges, including adjudicated offenders transitioning back to life outside bars. YAP focuses on meeting the needs of its clients and prospective employers by creating a system that increases the benefits for both parties while reducing their respective risks. YAP Supported Work clients are classified as work-training or work-relief trainees, not employees; their wages are subsidized by YAP (Youth Advocate Programs, Inc., 2013–2018e). Along with the support of YAP direct-service workers/advocates, these subsidies encourage employers to offer apprentice-like positions to YAP clients who otherwise may face insurmountable obstacles to getting a job because of their background, life circumstances, or developmental challenges (Youth Advocate Programs, Inc., 2013–2018e).

Elements of the Wraparound Advocate Model that inform and enable this programming include dependence on the advocate involvement as a mentor and catalyst, and reliance on comprehensive wraparound enveloping critical life domains. Using a strength-based lens, the advocate effectuates the epitome of community engagement-productive employment. This includes securing employer buy-in; matching needs, strengths, and interests intricate to positive working relationships; ensuring work and life skills trainings are accessible, provided, and mentored; providing ongoing oversight and assessment functions that build clients' confidence and reassure recruited employers; and reviewing ongoing vocational and educational needs and resources. Productive employment is crucial to obtaining quantitative and qualitative measures of success in dealing with challenged adult populations.

Young adult reentry model

The majority of reentry programs available for adult offenders in the United States involve prerelease services, such as services that are group based, peer administered, and loosely modeled on a blend of psycho-educational and 12 step principles (Farabee, 2005, p. ix). Since wraparound is a fairly new approach with adult populations, evaluations of its impact with adult offenders is scarcer than with juvenile populations (Wilson, 2008, p. 5). Though some early findings are disappointing (Wilson, 2008), Lawrence, Mears, Dubin, and Travis (2002, p. 12) compiled a list of characteristics that appear to be associated with the most promising efforts. This list includes basic wraparound principles such as matching individual needs with offerings and providing effective treatment and services (Lawrence et al., 2002). YAP's work with the adult reentry service population integrates Lawrence et al.'s core components (Lawrence et al., 2002).

> Beginning with a unique strength-based assessment process, fortified by an empirically proven risk assessment tool, YAP engages participants in identifying specific needs required for each individual to successfully transition into the community. Post-release plans carefully address public safety concerns and services mandated by terms of release while also providing parolees with opportunities to be successful, gain skills and become valued members of the community. (Youth Advocate Programs, Inc., 2013–2018f)

YAP outcomes with the service population of adult offenders defy some early studies questioning reentry wraparound efficacy. One-hundred percent of YAP participants remained arrest/violation free six months and one year postrelease, with 95% attaining housing and 87% obtaining employment or continuing education (Youth Advocate Programs, Inc., 2013–2018f). One of Lawrence et al.'s aforementioned characteristics for success includes several months of programming (2002). As YAP's average wraparound program is about 6.5 months for youth, this necessitates creative funding options to ensure the longevity that may be needed for optimal services "wrapping around" an adult reentry population with extended needs (Youth Advocate Programs, Inc., 2017). Further refinement and integration of its Wraparound Advocate Model for adult reentry populations is a strategic priority of YAP.

Commercial sexual exploited youth

Victims of Commercial Sexual Exploitation of Children (CSEC) lack community-based supports. They are often inappropriately placed in juvenile detention or other residential-based options. Such out-of-home placements tend to isolate and punish the victim. There are competing concerns of safely removing these exploited youth from the control of their pimps and disentangling these youth from the psychological trauma bonds that have developed with their pimps and traffickers (Youth Advocate Programs, Inc., 2013–2018g). Addressing these issues while also effectively addressing educational, safety, health, and home needs requires a sensitive, trusting environment with critical supports.

YAP continues to fine tune its CSEC Wraparound Advocate Model of care that integrates a trauma informed, gender responsive approach in supporting youth ages 10–18 who have been sexually trafficked. It is an intensive, holistic, and safety-driven home and community-based alternative. It builds from YAP's core framework that uses a culturally competent, trusted advocate who blends wraparound planning, mentoring, and positive youth development. It includes the following components developed from YAP's Wraparound Advocate Model: rapid engagement with a trustworthy advocate; flexible, intensive support; holistic, individualized plans; emphasis on safety; connection to positive supports and services; collaborative,

multidisciplinary approach; youth empowerment and healing; court advocacy; family engagement; and access to supported work (Youth Advocate Programs, Inc., 2013–2018g). YAP strives to further develop this approach, obtain consistent funding sources, and expand its integration and use as a service delivery model.

Substance use

There is some research suggesting that high fidelity wraparound shows promise as a supportive treatment in working with youth struggling with substance use, particularly those with co-occurring disorders (COD). "For youth with COD these [wraparound] supports might include: recovery mentors, positive activities, youth peer support, positive adult connections or mentors, family recovery environment and supports, positive school connections, etc." (Fox, Kanary, Shepler, Jack & Mandel, 2014, p. 3). High fidelity wraparound is specifically geared to accommodate the ongoing mental health and unique recovery needs of youth and families with complex concerns (Fox et al., 2014, p. 3).

In 2015, YAP joined organizationally with Santa Fe Youth Services, an expert provider of substance use disorder treatments and services. This partnership strives to broaden and deepen the collective impact of building resilient, socially, and emotionally healthy children, youth, and families across a continuum of needs in Tarrant County, Texas, and beyond (Youth Advocate Programs, Inc., 2013–2018h). Based in the core YAP model and informed by current research in substance use, YAP uses screening tools to understand the scope of use and the individual's stage of change to help develop individualized strategies and interventions to address their use (Youth Advocate Programs, Inc., 2013–2018i). YAP then matches each family with a recovery advocate, a caring, positive role model from their community who has a personal or family history of substance use and is specially trained in addiction and recovery (Youth Advocate Programs, Inc., 2013–2018i). They work intensively with each family, providing individualized support within their home and community to help the family achieve their goals (Youth Advocate Programs, Inc., 2013–2018i). Efforts to more fully acclimate and integrate YAP's Wraparound Advocate Model in optimizing services for individuals and families struggling with substance use are ongoing. These efforts include a pilot of this approach by YAP's partner agency in Sweden.

Committing to high fidelity wraparound practices is challenging, especially in assisting populations facing the most complex, often multiple, challenges. "When applied inappropriately or implemented in name only, wraparound may represent a waste of our increasingly scarce behavioral

health dollars" (Bruns, 2015). Nonprofit service providers, such as YAP, require the resources needed to comprehensively and collaboratively plan, implement, and evaluate the action steps needed to meet the intermediate and long-term goals of ISPs. Accordingly, full and faithful fidelity to best practices of wraparound as practiced by YAP costs more than scale-backed efforts. Even so, Evans et al.'s (2017) study suggests YAP services overall generate considerable savings by reducing the need for commitment and out-of-home placement among court-involved youth. Future innovation and expansion of YAP's Wraparound Advocate Model will depend in some part on the wisdom and direction of state, national, and international policy decisions. Fortunately, creativity, optimism, and commitment go a long way in bridging ongoing resource deficits.

Conclusion

The YAP Wraparound Advocate Model has a rich past and promising future as a service intervention that builds resilience among youth populations facing significant adversity.

Resilience-building is critical to YAP's mission to provide effective community-based alternatives to institutionalization for such youth. YAP pursues this mission through high fidelity implementation of its unique, hybrid Wraparound Advocate Model. Both programmatic components of YAP's service model have a long history. They are grounded in research and show high levels of success in outcomes associated with resilience-building and wellbeing related to life satisfaction. External studies in the United States and Europe also support the efficacy of the YAP Wraparound Advocate Model.

High priority areas of future expansion and innovative application of YAP's Model target work and upward mobility, reentry for young adults, commercially sexually exploited youth, and substance use. Quantitative and qualitative outcome measures, in addition to long-term, independent research studies, are required to assess the success of the application of the Wraparound Advocate Model in these evolving areas. Finally, a more concentrated focus on resilience within the youth's natural home environment is needed. Youth residing across the world share the commonality of facing adversity. Their cultural environments, though, pose unique strengths and challenges. Whether service delivery is through YAP or other providers, resources must be redirected from traditional punitive approaches so that research, policy, and practice can work in concert to further resilience in youth facing adversity wherever they call home.

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It is important to declare our bias and intent as writers of this paper to present a service model that has been effective in our work with Youth Advocate Programs, Inc. in increasing resilience in youth and families living in marginalized situations in the United States and abroad.

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