



COLORADO

**Office of Children,
Youth & Families**

Division of Child Welfare

Date: July 27, 2017

To: All County Human/Social Services Directors

From: Ann Rosales, Director - Division of Child Welfare

Title: Sustained Permanency Project

Regarding: Solicitation of Participation in the Sustained Permanency Project Exploratory Committee

Key Words: Sustained Permanency, Reentry, Implementation Science, NIRN, Eckerd, Exploration Team

Number: IM-CW-2017-0031

Information Memorandum

The purpose of this memorandum from the Division of Child Welfare (DCW) is to inform county human/social service directors of the new “Sustained Permanency Project” and to solicit participation in the project’s Exploration Team.

Our child welfare system is charged with achieving permanency both timely and without reentry. While Colorado continues to meet the federal goal of achieving permanency within 12 months, we struggle with children/youth reentering out-of-home care after an initial out-of-home care episode. The federal goal is for less than 8.3% of children/youth to reenter out-of-home care. The table below reflects Colorado’s performance.

Report Period	SFY 10/11	SFY 11/12	SFY 12/13	SFY 13/14	SFY 14/15	SFY 15/16	SFY 16/17
% of all children who reentered OOH within 12 months of discharge	18.0%	18.8%	19.4%	20.3%	19.5%	18.8%	19.2%

Beyond meeting the federal goal, we believe that children/youth do best when raised in a stable family setting, and preventing multiple placements increases safety, permanency, and well-being. To improve our practice, DCW is partnering with county departments, Casey Family Programs, National Implementation Research Network (NIRN), and Eckerd to launch the “Sustained Permanency Project.” The objective of this project is to utilize implementation science to develop and implement a practice model to lessen the likelihood of reentry. The practice model will consist of predictive analytics, a service array, and coaching to improve the success of sustained permanency. This memorandum is to solicit participation from county departments in the project’s Exploration Team.

Membership: Who needs to be on the Exploration Team?





The Exploration Team should include 10-15 individuals from the Colorado child welfare system who have the time, collective expertise, and ability to inform decisions related to the development of a predictive analytics practice model to reduce reentries into out-of-home care.

The Exploration Team will strive to have a diversity of perspectives, such as county and state representation, practice and policy experience, and quality assurance, administrative and fiscal representation. Members should include individuals who have experience in developing and using effective supports for, and data for continuous improvement of, effective practices and system change efforts to reduce reentries into foster

care. Additional selection criteria for Team members can include strong communication skills, problem-solving skills, and contextual knowledge of child welfare systems. Funding and technical assistance partners will also contribute to Team development and activities.

Functions: What does the Exploration Team do?

The Exploration Team will develop a “Terms of Reference,” a documented memorandum of understanding that carefully outlines the vision and purpose of the group, the scope of work and deliverables for which the group will be held accountable, roles and responsibilities for all members, communication protocols, operational processes, and decision-making authority. It is anticipated that a major activity of the Exploration Team will be to support the development of a theory of change that outlines the goals, assumptions, risks and benefits, core activities, and expected outcomes of a predictive analytics practice model. The theory of change will guide the development of specific practices and evolve over subsequent phases of testing, feedback and revisions. Core Functions of the Exploration Team will include:

 Core Practice	Operationalize core practices of the predictive analytics practice model (e.g., development and use of risk scores, coaching, and service identification)
 Infrastructure	Develop guiding processes for building staff competency and organizational capacity to support the implementation of a predictive analytics practice model
 Improvement Cycles	Use data during exploration to improve the operationalization and planning for the use of a predictive analytics practice model; identify metrics to assess and improve implementation of practices
 Systems	Build cross-sector collaboration and buy-in for the predictive analytics practice model and garner support and buy-in from key stakeholders, including families.

Structure: How does the Exploration Team work?

The Exploration Team is expected to meet twice a month for six months. The Exploration Team will strive to have regular, consistent meeting times and follow collaboratively developed meeting procedures that enable members to utilize meetings effectively and achieve planned objectives. The Exploration Team will develop clear protocols for stakeholder communications that specify the various stakeholders with which the Team should communicate and how to build feedback loops so the Team is not simply “reporting out.” Following the exploration phase, additional teaming structures will be developed to carry out the activities outlined in the theory of change. An *Executive Leadership Sponsor* will provide leadership and support for the Exploration Team by helping the Team obtain needed resources, engaging in regular communication with the Team, and participating in problem solving to remove barriers to progress.

When:

The Exploration Team Kickoff Meeting will be on **Thursday, August 24, 2017 from 8:30 AM - 2:00 PM** at Mile High United Way, 711 Park Ave W, Denver, CO 80205. If you are interest in being part of the Exploration Team, please complete the attached application and submit it to Megan Rush, Program Assistant, megan.rush@state.co.us, by Wednesday, August 9, 2017. Those chosen to participate in the Exploration Team will receive notice by Friday, August 11, 2017. Please contact Paige Rosemond, Associate Director of Programs, paige.rosemond@state.co.us, 720-480-8958, with any questions.

We look forward to our work together to continue to improve the safety, permanency, and well-being of Colorado’s children/youth and families through this innovative approach to child welfare practice.

Memo Website: <https://sites.google.com/a/state.co.us/cdhs-memo-series/home>

**Sustained Permanency Project
Exploration Team
Application**

Submit to megan.rush@state.co.us by 8/11/17

Name:			
Title/Role:			
Agency:			
Email:		Phone:	
Relevant experience, expertise, knowledge, and/or skills:			
Motivation for applying to participate in the Exploration Team:			
Any other you would like the selection committee to consider:			