

September 2020

REWIRING



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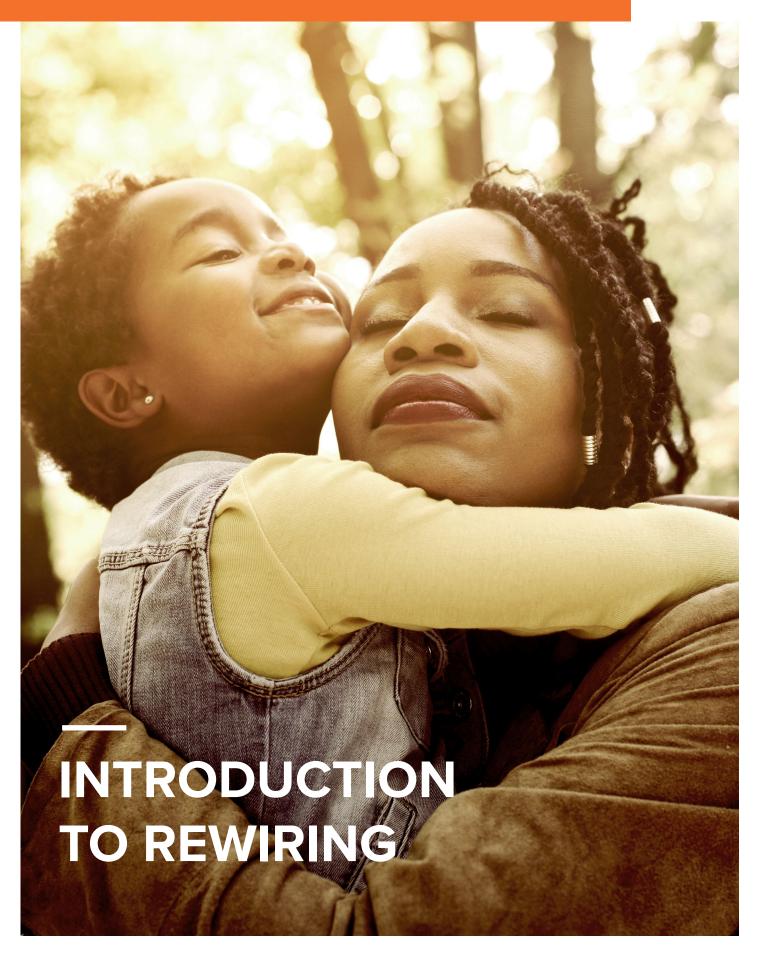
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Welcome to Rewiring

Rewiring, an audacious first-of-its-kind collaborative, seeks to ensure that families remain safely together and eventually reduce the number of children and families involved with the child welfare system.

Rewiring will strategically deploy public and private funds to ultimately yield a system that prevents children and families from having to "get worse" before becoming eligible to receive the help they need. Shifting dollars from high-cost, late-stage interventions to lower-cost, preventative support will save money and will improve outcomes for kids, families, and society.

Rewiring will drive this radical system update through targeted programmatic and financial support to advance a system of child wellbeing that:

- Reduces the number of children and families entering the child welfare system by engaging early in ways that strengthen families before child welfare services are needed;
- Improves the quality of child welfare services for children and families who need them and;
- Reshapes the flow of local, state, and ultimately national funding to primary and secondary prevention to all who need them in a sustainable manner.

Within 3-5 years, Rewiring will:

- Demonstrate practical, county-tested road maps that show how the Rewiring of funding and policy can update the system and sustainably reduce the number of children and families entering it. These proofs of concept will be scalable and replicable across Colorado and beyond; and
- Reduce trauma across Colorado and beyond as families no longer need to "get worse" to get the support they need.



Rewiring Manual Introduction

The purpose of this manual is to provide information on Rewiring to orient our partners fully into the work in order to set them up for success.

This work could not happen without the amazing partnership of the agencies below. Thank you for your care and work - together we can change the world for children and families.

Additionally, we would like to extend deep thanks to the leaders of county child welfare departments and human service leaders across the state, the Colorado Department of Human Services, and our partners in the nonprofit, education, advocacy, and public health sectors across Colorado and the United States.

Thank you to our Rewiring partners!





















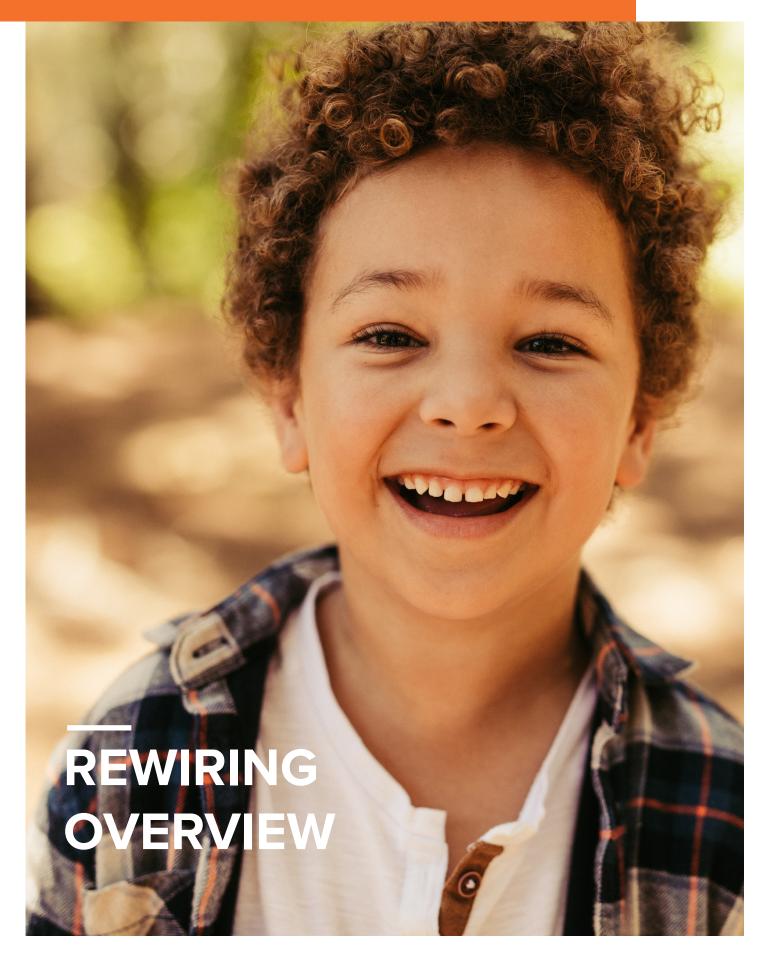










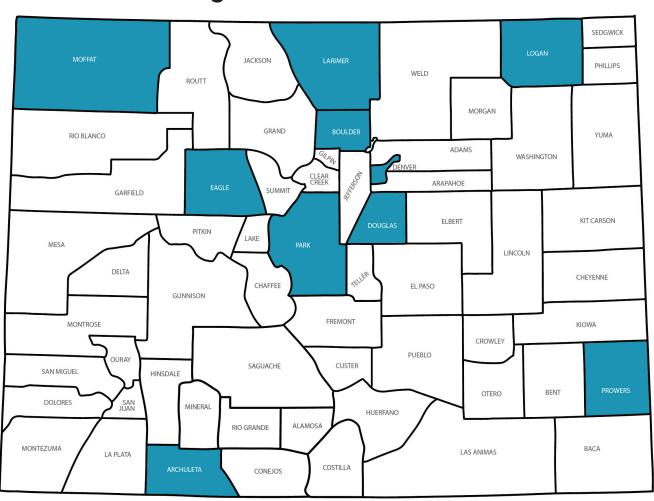




2020 *Rewiring* Counties

Current Rewiring Counties - Phase I

Current Rewiring Counties - Phase I





2019 Colorado Child Welfare Involvement Data The child welfare funnel is a visual image used in Rewiring that shows the current flow of children into the different levels of child welfare involvement and the costs associated.

SNAPSHOT OF MALTREATMENT IN COLORADO, 2019



Data updated September 2020



2019 Colorado Child Welfare Race and Ethnicity Breakdown

For too long, racial and ethnic disparities have existed in the child welfare system. Throughout Colorado children and families who are Black, Indigenous, or People of Color (BIPOC) are disproportionately impacted and over-represented in child welfare.

From October, 2019-June, 2020, nearly 54% of children ages 0-14* placed out of the home were BIPOC, while only representing 32% of the state's general population.

System involvement can increase trauma and harm for children and families; further compounding inequities communities of color experience.

Rewiring strives to approach all systems change with an anti-racist and equitable frame. In doing this, Rewiring aims to prevent further harm to communities of color and promote a system of wellbeing that acknowledges and dismantles oppressive practices and systemic racism.

2019 Colorado Child Welfare Race and Ethnicity Breakdown

		Children	Substantiated	FAR	Children	Total State
Race	Referrals	Assessed	Cases	Cases	in Poverty	Population
Hispanic or		20,270		3,884		
Latino	TBD	(35.0%)	5,417 (39.6%)	(28.2%)	19%	21.70%
Black or African				1,095		
American	TBD	5,630 (9.7%)	1,336 (9.8%)	(8.0%)	26%	4.60%
		26,465		7,069		
Caucasian	TBD	(45.5%)	5,724 (41.8%)	(51.2%)	7%	67.90%
				1,747		
Other	TBD	5,849 (10.0%)	1,202 (8.8%)	(12.7%)		5.80%
Total	TBD	58,214	13,679	13,795	12%	5,758,736

^{*}Source: Colorado Department of Human Services, Community Performance Center



Tennyson Center for Children *Rewiring* Glossary

Catalytic Funding: Philanthropic dollars, raised by Tennyson, that are supporting Rewiring.

Child Maltreatment: Neglect and abuse that occurs to children under the age of 18. More information here.

Community Partner: A person, agency, or organization that is a key leader and participating in Rewiring in a county or counties.

Funnel: A visual image used in Rewiring that shows the current flow of children into the different levels of child welfare involvement and the costs associated.

Imminent Risk: A legally defined threshold in child welfare that indicates children are at an immediate threat or likelihood for child maltreatment and child welfare needs to become involved with a family.

Joint Budget Committee (JBC): Colorado State Legislative committee that analyzes spending and lays out the state's budget. More information here.

Measurement and Evaluation Framework: The mechanism for evaluating Rewiring, which was created in partnership with the Colorado Health Institute (CHI). More information here.

Medical Necessity: Criteria used by health insurance companies, including Medicaid, to determine what treatments are reasonable, necessary, and appropriate and are reimbursable.

Pooled Funds: Philanthropic dollars, raised by Tennyson, that are deployed in Rewiring counties to invest in supports, resources, goods, and services that are not financed today because of the limitations of funding based on current definitions of medical necessity and imminent risk.

Pooled Funds Review Committee (PFRC): The 3-member subcommittee of Tennyson's Board of Directors that makes the final decision on requests for pooled funds.

Rewiring Advisory Committee: The committee that supports Rewiring as it applies to strategy, goal alignment, and evaluation; the committee also has oversight of the pooled funds.

Roadmap: A document created by a county, in collaboration with Tennyson, that can be a declaration of the shared commitment to Rewiring's goals and/or outline specific strategies.



Rewiring Commitments

Rewiring's success depends on strong partnership and shared vision. As such, Rewiring asks partners to align around the following commitments:

1. Data informed and data driven

Rewiring's main goals are to reduce the flow of children into child welfare, support those already involved to safely and sustainably exit the system, and prove - through targeted investments and data collection - that we can change how the sector is financed. This will reduce trauma, reduce costs, and strengthen families.

• In partnership with Colorado Health Institute (CHI), all financial investments and projects developed out of this work will be tracked and evaluated through a framework in order to monitor impact. Data should be used to inform decisions, investments, and ongoing work in the identified community.

2. Willingness to partner with uncommon allies and partner across sectors

Rewiring aims to break down silos and work across sectors to support a holistic, whole-being approach to help families thrive. Working to meet the needs of children and families across the lifespan will require new alliances and partnerships, and the recognition that our impact is much greater when we collectively coordinate and execute upon what we each do well. Identifying and agreeing to build relationships and ecosystems around families is central to Rewiring.

3. Open, honest, and transparent communication

In building new partnerships and working differently, conflict and disagreement are inevitable. Effective, honest communication and a commitment to conflict resolution between Rewiring counties and Tennyson is important to the long-term success of this partnership.

4. Commitment to reviewing county funding for earlier intervention and prevention

Allocation of funds toward creative and earlier invention is a cornerstone of Rewiring. We aim to change financial structures so families no longer *have* to get worse in order to get the services and supports they need. When counties develop road maps prior to signing onto Rewiring, there is an understanding that outcomes data their work produces will be used to inform county-level changes to child welfare budgets, prioritizing increased funding for prevention and early intervention over the course of the work. Tennyson commits to using outcomes data and cost-saving analysis to demonstrate to the Joint Budget Committee (JBC) improved financial models that prevent child welfare involvement and are better for kids and families' wellbeing.



Rewiring Organizational Chart

Tennyson Center for Children Rewiring Team:

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Tennyson Center for Children

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Claire Morrow, LCSW

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Jalyn Ingalls

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Policy Analyst
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Pooled Funds Grant Process for Potential Grant Recipients: What to Expect

Overview

Rewiring is an audacious collaborative that seeks to ensure that families remain safely together and eventually reduce the number of children and families involved in the child welfare system. Rewiring will strategically deploy public and private funds to ultimately yield a system that prevents children and families from having to "get worse" before becoming eligible to receive the help they need. Shifting dollars from high-cost, late-stage interventions to lower-cost preventative support will save money and improve outcomes for kids, families, and society.

Congratulations!

Your agency has been identified as providing a crucial service or resource that the County Rewiring Stakeholder group would like to invest in. As a first step, you and your agency have already participated in conversations with a County Rewiring Stakeholder group about your ability to engage in this work, the expectations of partners who receive these funds, the scope of work, and your analysis of funding needed. Through these discussions, the County and your agency are clear on the targets and plans for Rewiring work and are ready to get started!

Please call or email us at any time to talk through any details or questions you may have.

Timing

Typically, the length of time from grant application submission to final approval is between two to four months. There are a number of variables that can influence this timing, including the time of year, completion of application materials, and the timing of scheduled review committee meetings. We are proud that we can efficiently vet applications and move quickly to implement the critical projects our communities need.

Step 1: Submitting Your Application

We accept applications for funding all year, and because we only review invited applicants, the success rate is high.

How to apply:

- Complete the Pooled Funds Application
- Gather the required supplemental documents (*listed in the Pooled Funds Application*)



Email a word version (not a PDF) of your application along with the required supplemental documents to Megan Vogels at megan.vogels@tennysoncenter.org

Step 2: Application Pre-Screening

The pre-screening process typically lasts between two to four weeks, although this can vary based on factors that include: time of year, number of other applications submitted, and whether additional information or edits are required on your application. Application pre-screening is done prior to any formal grant application review.

At this stage, you can expect Tennyson to:

- Confirm receipt of your grant application materials
- Screen your application and supplemental documents thoroughly, typically by four team members
- Communicate recommended edits to your application or request additional information if needed
- Inform you when the pre-screening process is complete and request that you resubmit your finalized application on your agency's letterhead as a PDF document
- Provide you with the anticipated date that your grant application will go before the Rewiring Advisory Committee for review

Step 3: Two-Stage Application Review and Decision

- **Stage 1**: The Rewiring Advisory Committee, made up of diverse stakeholders with expertise in prevention and child welfare from around the state of Colorado, meets every one to two months. In addition to general steering of Rewiring, they are responsible for reviewing all applications.
 - Upon review of your application, Tennyson will: Inform you within three business days whether your application was approved or if more information is needed
 - **Stage 2**: If the Rewiring Advisory Committee approves your application, they will make a final written recommendation for approval to a three-person subcommittee of the Tennyson Center Board of Directors. This subcommittee, which typically meets within two to four weeks of the Rewiring Advisory Committee, makes the final decision on funding.

Upon the Tennyson Center Board Subcommittee's final decision, Tennyson will:

- o Inform you within three business days of the final decision
- o Communicate the next steps in the process



Step 4: Funding

If you have been approved, congratulations! You can now begin implementing your Rewiring project. You can expect that Tennyson will:

- Send you a Grant Contract, ACH Authorization Form, and Business Affiliate Agreement
 (BAA) for signature within five business days of the final approval (Please note our BAA
 includes a data-sharing agreement)
- Review grant reporting requirements
- Arrange for the release of funds within ten business days upon return of the signed Grant
 Contract and BAA OR communicate funding timelines or invoice process, depending on the
 type of project you are executing
- Inform you of any other details or requirements, as needed

Additional Points for Consideration

Grant Denials

Although many grant applications are approved, unfortunately there are some proposals that we are unable to fund. If your application is denied at any step in the process, we will communicate this to you in a timely manner along with feedback about why it was declined. You may contact Megan Vogels at megan.vogels@tennysoncenter.org with any questions.

Feedback

At Tennyson, we are always open to feedback and suggestions and are continuously improving the quality of our processes.

Thank You

We know that we cannot do this important work alone and are genuinely grateful for your work to improve the lives of children and families.



Rewiring Reporting Due Dates

At the end of each quarter, a Rewiring narrative and financial report is due to Tennyson Center for Children and a client-specific outcomes spreadsheet of data is due to the Colorado Health Institute (CHI). The schedule of due dates can be found in the below table.

Narrative and Financial Report - Quarterly Pooled Funds Report due to Tennyson. Send to: Megan.Vogels@TennysonCenter.org.

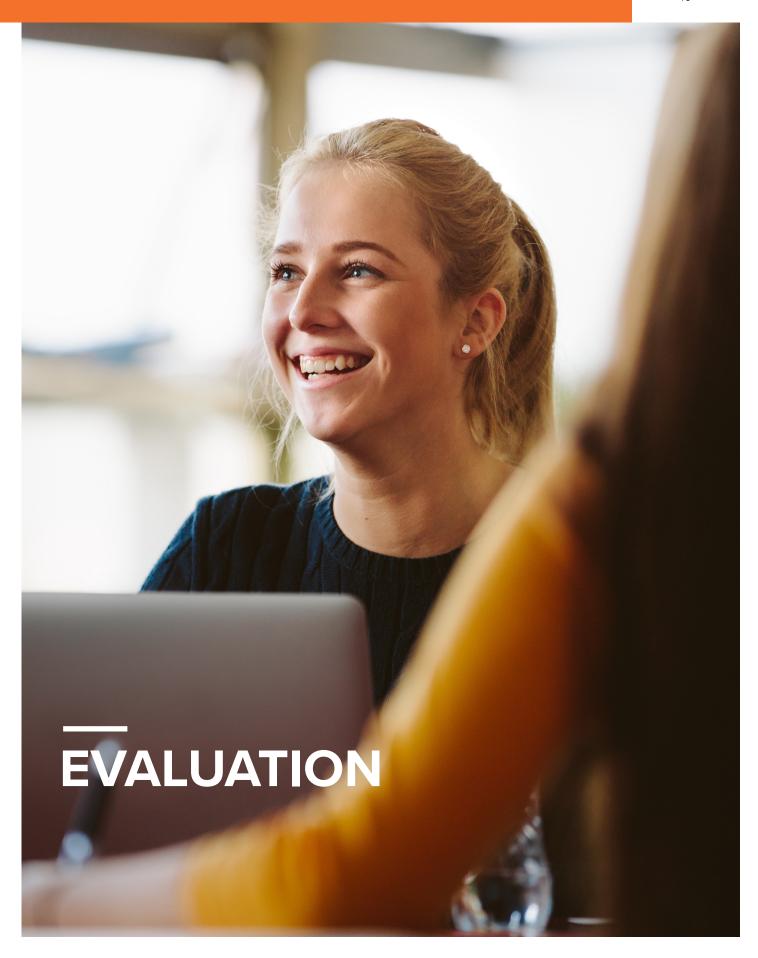
Individual Outcome Measures Spreadsheet - Rewiring Individual Outcome Measures Spreadsheet due to CHI. Use the CHI SharePoint site to submit your data.*

Table: Report Date Ranges and Due Dates

Quarter	Date Range	Reports Due By	
Quarter 1	January 1- March 31	April 15	
Quarter 2	April 1- June 30	July 15	
Quarter 3	July 1- September 30	October 15	
Quarter 4	October 1- December 31	January 15	

Note: For partners who begin work with less than 30 days left in a quarter and have not yet begun serving the community, no outcome spreadsheet is immediately due to CHI. However, partners should collect data on any family served and submit the data during the following quarter. In place of the Narrative and Financial Report, a brief summary of launch efforts can be submitted to Tennyson.

*CHI will provide instructions on how to access and submit data using SharePoint. These instructions are also available in the Individual Outcomes Measures Spreadsheet.





Monitoring and Evaluation Overview

(Click here to view full plan – A Rewired System: A Plan to Evaluate Rewiring)

Our main outcomes are focused on child wellbeing, caregiver wellbeing, and supporting families. The CFSA 2.0 is the tool that Rewiring utilizes to achieve the collaborative's outcomes.

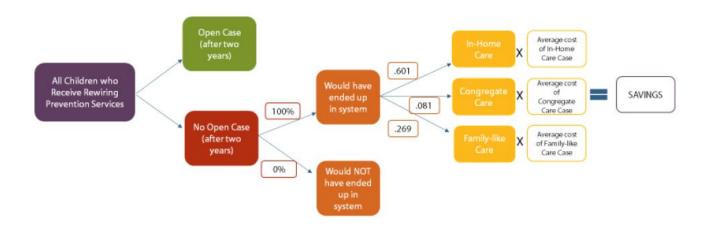
Rewiring is an audacious collaborative that seeks to ensure that families remain safely together and eventually reduce the number of children and families involved with the child welfare system.

Rewiring will strategically deploy public and private funds to ultimately create a system that prevents children and families from having to "get worse" before becoming eligible to receive the help they need. Shifting dollars from high-cost, low impact late-stage interventions to lower-cost, higher impact, early stage supports that strengthen families, save money and dramatically improve outcomes for kids, families, and society.

Rewiring will drive this radical system update through targeted programmatic and financial support to advance a system of child wellbeing that:

- Reduces the number of children and families entering the child welfare system by engaging early in ways that strengthen families before child welfare services are needed;
- Improves the quality of child welfare services for children and families who need them; and
- Reshapes the flow of local, state and ultimately national funding to ensure that the lessons of Rewiring are woven into future public funding streams and thus sustaining and replicating the work nationally.

Future Generations Cost Benefit Analysis: Prevention and Intervention Services



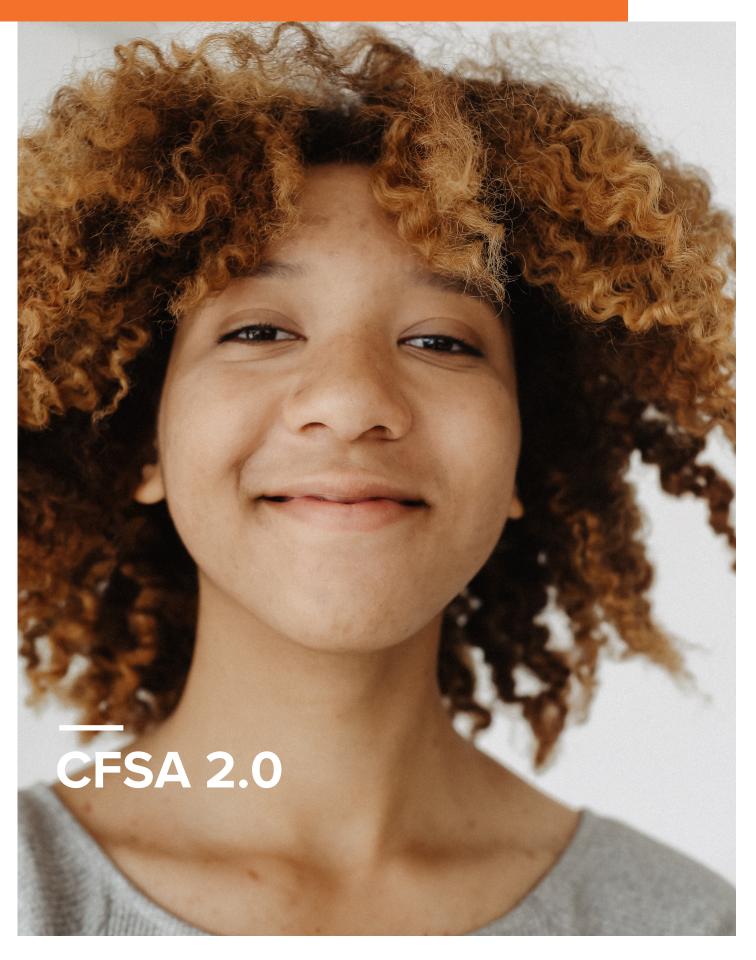


Tennyson Center for Children is partnering with the Colorado Health Institute (CHI) to evaluate the ongoing efforts of this work and to inform pathways to transforming public dollars based on outcomes. The evaluation will provide a critical understanding of the impact of proactive prevention services on families. It also will allow rapid cycle response and learning to continue to meet the needs of families and children along the way. And finally, it presents a unique opportunity to understand how systems do or do not change, in order to enable Colorado and, ultimately, other states to serve future generations in transformational ways.

The evaluation plan seeks to operationalize the vision of *Rewiring* the system by providing specific research questions and measures that will allow Rewiring partners to track progress over the course of five years. The evaluation plan is structured into three tiers:

- 1. Tier One: The Impact on This Family. An evaluation of how children and families receive services through county human service agencies and their community partners.
- 2. Tier Two: The Impact on This Generation. An evaluation to identify opportunities for real-time change, scalability, and replicability for achieving Rewiring goals.
- 3. Tier Three: The Impact on Future Generations. An evaluation of institutional structures, specifically the flow of funding in the human services system, to identify opportunities to reallocate dollars towards prevention efforts. This includes identifying barriers to changing the financing of the human services system and identifying opportunities to demonstrate lasting commitments to funding prevention.

Though these analyses are described as distinct, the assessment of these three tiers together will be used to measure progress toward a rewired system. In other words, these three tiers are connected — the findings of a community's evaluation tiers must be viewed together, not in isolation.





What is the Colorado Family Support Assessment 2.0 (CFSA 2.0)?

The Colorado Family Support Assessment 2.0 (CFSA 2.0) is an assessment tool used by the Family Resource Center Association's (FRCA) network of family resource centers. The tool assesses family strengths and needs, and monitors progress towards family self-reliance and increased conditions that protect children against maltreaetment.

The CFSA 2.0 is comprised of three sections:

- Part A assesses 14 self-reliance and family stability domains including income, housing, transportation, food security, health coverage, etc.;
- Part B assesses the five factors that protect against child maltreatment. The five protective
 factors are: parental resilience, social connections, concrete support in times of need,
 knowledge of parenting and child development, and social and emotional competence of
 children; and
- Part C asks families to identify areas they would like to change and their readiness to change.

How is the CFSA 2.0 administered?

Using Motivational Interviewing skills, the CFSA 2.0 is administered through a participant-led conversation to engage and assist families in identifying their own goals. The assessment is strengths-based and administered at consistent intervals throughout service delivery to track progress. The tool is available in English and Spanish.

Using the CFSA 2.0 in Rewiring

The CFSA 2.0 will be used to collect individual, participant level data in each Rewiring county. The CFSA 2.0 will be administered to families who are referred to, and engage in services, through Rewiring community partners. The assessment will first occur at intake. Follow-up assessments will be administered by partners every six months and at closure of services. Community partners will also be asked to administer the CFSA 2.0, three months post-closure.

Source: https://www.cofamilycenters.org/frca-training/

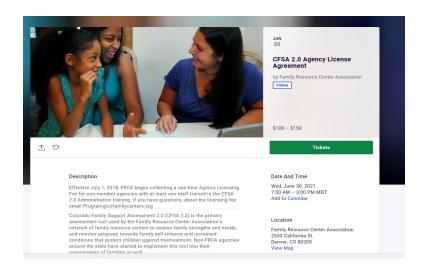


How to Sign up for CFSA 2.0 Training

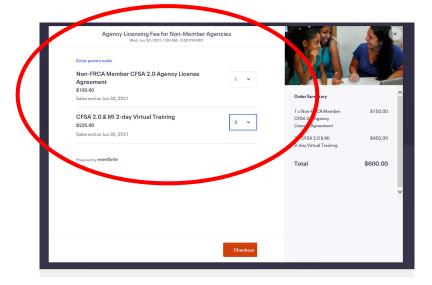
Step One: Once you have been approved for a *Rewiring* pooled funds grant, Tennyson will connect you via email to Dana Rae Vaughn, from the Family Resoure Center Association (FRCA).

Step Two: Dana Rae Vaughn will provide information to register your agency staff for training. Be sure to include all staff who will be trained in the tool.

Step Three: Complete payment <u>here</u>



Click on Tickets





Add one "Non-FRCA Agency License Agreement" Ticket and "Non-FRCA Administration Training Tickets" for <u>each staff member</u> who will complete the training.

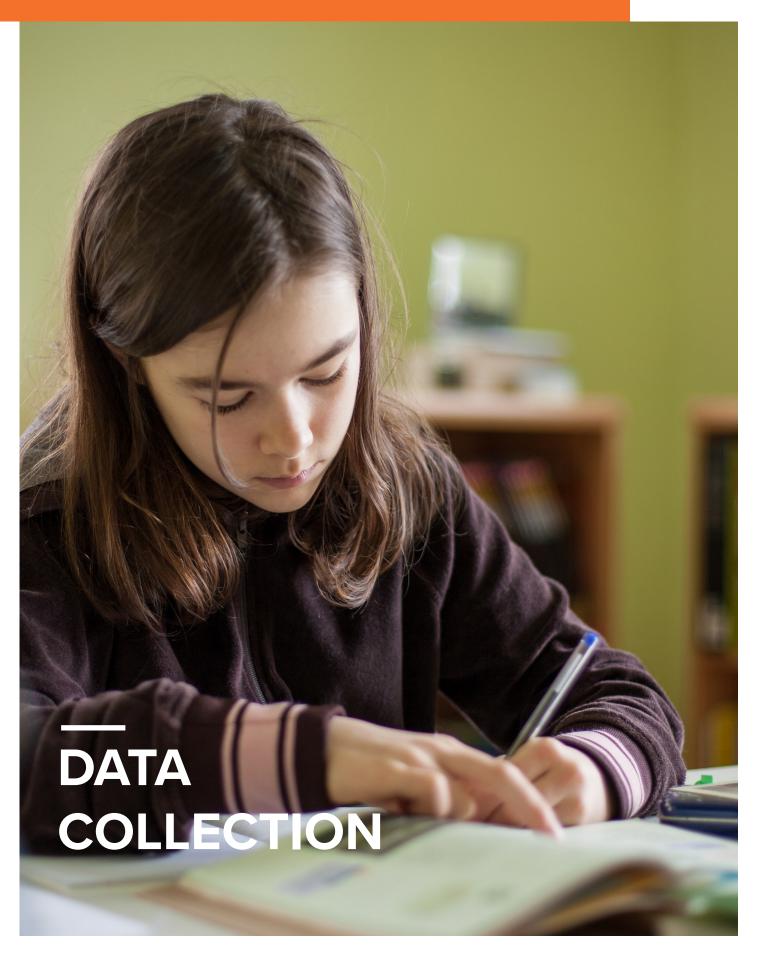
Then, register one "Non-FRCA Administration Training Ticket" for each staff member completing the training.

Step Four: Dana Rae Vaughn will provide remote training information by email to each staff member.

Note:

- The "Non-FRCA Agency License Agreement" is a **one-time** agency cost of \$150.
- Training for the CFSA 2.0, for each staff member is \$225.
- The virtual training is 2 full days, and includes training on the tool and motivational interviewing.
- The CFSA 2.0 cannot be administered until training has been completed.

If you have any questions or concerns, please contact Dana Rae Vaughn at dvaughn@cofamilycenters.org, at the Family Resource Center Association, Megan Vogels at megan.vogels@tennysoncenter.org, or Claire Morrow at claire.morrow@tennysoncenter.org.





Data Collection

Every *Rewiring* county and service provider will be sent the "Rewiring – Individual Outcomes Measures" data collection template in Excel format. The purpose of this tool is threefold and has been set up in a way that makes it easy to complete quarterly for all of our service providers. The purposes of this data collection template are below:

- a. Collect demographic data from all families and children Rewiring will be working with. This will allow Colorado Health Institute (CHI) and Rewiring to better understand the impact of prevention like services and ultimately track whether the families and kids being served are ending up in the child welfare system or are being diverted from entering the child welfare system entirely.
- b. Track the types of services that are being provided for the children and families we are working with. This will prove very important when performing analysis to understand what types of services are working for families and children and therefore need to be strengthened. Vice versa of that is understanding which services are not proving to provide positive outcomes.
- c. Lastly, collect CFSA 2.0 assessment data in a manner that can be cleaned and analyzed by CHI. By collecting CFSA 2.0 data on a quarterly basis, this will allow Rewiring to continually evaluate its efforts based on outcomes to make sure we are always keeping family outcomes front and center.

Every service provider will receive individualized training on how to use and when to submit data from Tennyson's Impact Department and/or CHI. An impact analyst will reach out to you directly to schedule training.







A Rewired System: Guidelines for Spending Pooled Funds



A Rewired System: Guidelines for Spending Pooled Funds

Rewiring envisions a world where families receive the support they need, pre-child welfare involvement, in ways that help them thrive and prevent neglect and abuse. In cases where abuse is evident, we imagine a world where children can truly stabilize, heal, and reintegrate into their communities in ways that sustainably eliminate their need for further child welfare involvement. This can be accomplished through family-centered approaches that support lasting solutions for children and their caregivers in a world where funding is liberated to achieve better outcomes. Rewiring seeks to accomplish three goals:

- Reduce the number of children and families entering the child welfare system by providing interventions that prevent the need for child welfare services;
- Improve the quality of child welfare services for children and families who need them; and
- Reshape the flow of local, state, and federal funding to ensure that primary and secondary
 prevention programs and high-quality direct services can be sustained for all who need them.

The Rewiring Theory of Change involves equipping communities with a new philanthropic funding pool (known as the Pooled Funds) to be deployed – ideally alongside public dollars – with specific focus on the first goal of the above goals: reducing the number of children and families entering the child welfare system. By strengthening families and preventing maltreatment, thereby significantly reducing the flood of incoming cases, child welfare agencies will have greater capacity, allowing them to focus on goal two: improving outcomes for those children and families with open cases.

Achievement of these two goals will result in significant cost avoidance, allowing public resources to, over time, be redistributed in support of a child and family wellbeing system that strengthens families and prevents maltreatment.

To achieve these ambitious goals, Rewiring partners intend to make significant changes to a large, complex system: the statewide (and eventually the national) child welfare system. Each individual partner will contribute to changing the system in different ways, but collectively the partners must address three fundamental challenges.



The First Challenge: Prioritizing Investments. Initial resources (especially the Pooled Funds) must be leveraged effectively to ensure early successes for Rewiring to build upon and expand over time.

The Second Challenge: Tracking Progress. The impact of Pooled Funds investments and other efforts must be carefully tracked throughout the system in order to support efforts to expand and sustain the changes made through Rewiring.

The Third Challenge: Reinvesting Savings. The sustainability of primary and secondary prevention programs and high-quality direct care services depends on partners' abilities to redistribute resources based on costs avoided through Pooled Funds investments and other efforts.

We believe that intentional alignment within and across counties will be needed to meet these challenges. This Guidelines for Spending Pooled Funds document provides partners a roadmap for just such alignment.

What Is Included in The Guidelines for Spending Pooled Funds?

This document provides actionable guidance for county steering committees to consider when developing implementation plans and directing Pooled Fund investments. This guidance will walk partners through the three challenges by providing:

- A process to help partners determine which populations, outcomes, and activities (resources, supports, programs, services, etc.) should be prioritized for Pooled Funds investments (The First Challenge).
- An overview of how the impact of Pooled Funds investments will be tracked throughout
 the system, to promote a shared understanding of how efforts will be measured (The
 Second Challenge).
- A conceptual model for reinvestment to sustain initial programs and to implement additional prevention programs over time (The Third Challenge).

The First Challenge: Prioritizing the Pooled Funds Investments

Each year, hundreds of millions of dollars are spent on a complicated array of child welfare services, programs, and initiatives. The child welfare system is large and increasingly complex as new efforts are launched frequently. The Pooled Funds offer a powerful tool in helping to shift the system toward prevention, but only if the Funds are leveraged effectively by all partners. Otherwise, the impact of Pooled Funds could be lost in a sea of other initiatives.



Effective alignment starts in the planning stage. As each county develops an implementation plan, partners should adopt a consistent approach to determining how Pooled Funds will be invested in their counties to augment the work that already exists. Each county participating in Rewiring is asked to develop a data-informed response to community needs through a data-driven process that informs spending decisions.

This process, outlined below, will help to improve alignment across partners and determine expected outcomes, such as a reduction in child welfare cases.

Please note: Partners may already have data-driven processes in place and should continue to use those processes; the following guidance is not intended to replace existing processes that may be more robust and well-established.

Key Considerations When Prioritizing Investments

Counties will be asked to explore three key questions when considering which services and programs to prioritize within Rewiring:

- What outcomes do we intend to impact?
- What populations could benefit the most from prevention activities?
- Which prevention activities should we offer to achieve the desired results?

These questions should guide counties to identify a target population, identify the intended outcomes for children and families, and select services that are likely to result in those outcomes. The following sections offer detailed guidance on this process.

Question 1: What outcomes do we intend to impact?



Rewiring is focused on three categories of desired outcomes: child well-being and achievement, caregiver well-being and achievement, and consistent high-quality caregiving. Counties should identify specific intended outcomes within these categories

for the children and families in the target population. This includes long-term impacts, such as staying in school and reduced child welfare involvement. Counties should also identify short-term outcomes, such as reduced risk factors or improved protective factors. For Rewiring, these factors will be measured using the Colorado Family Support Assessment 2.0 (CFSA). Please see Appendix 1 for a crosswalk between CFSA 2.0 indicators and the three categories of desired outcomes.



Questions to answer when identifying the intended outcomes:

- What data sources are available for identifying the most common needs in this county?
- Are there disparities between different groups of residents?
- Are there data that demonstrate a strong link between a specific outcome (e.g., improved food security) and the goals of Rewiring (e.g., reduced child welfare involvement)?
- Do the intended outcomes align with at least one of the categories of desired outcomes listed above?

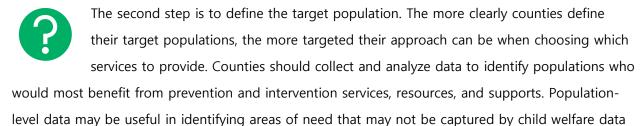
Example outcomes:

(e.g., food deserts).

- Reduction of factors that lead to substance misuse, housing instability.
- Improved protective factors: social connections, educational attainment.

Please note: Our goal is that county partners who are engaged in Rewiring must administer CFSA 2.0 within 14 days of providing a family with services, every six months during the intervention, at closure of services, and three months post-discharge. It is vital to the success of Rewiring that families complete a baseline assessment and a follow-up CFSA 2.0 to measure the outcomes of the intervention. If the CFSA 2.0 cannot be used, then alternatives need to be explored.

Question 2: What population(s) could benefit the most from prevention activities?



Questions to answer when identifying a target population:

- What data sources are available for identifying the populations that would benefit most?
 - Are there public health data sources that would help identify areas of need that are not captured in child welfare data?
- Are there disparities between demographic groups (e.g., groups of similar age, race/ethnicity, socioeconomic status, parental education levels)? Are there differences between populations living in different neighborhoods (e.g., ZIP codes with higher poverty levels)?



- How will the parameters of the target population be defined? What is the justification for those parameters?
 - O How many children and families are included in the target population? Is the population large enough to demonstrate a potential impact on the larger system (e.g., a target population that includes only 10 families might be too small to demonstrate the potential for system impact)?
- Will successfully serving the target population advance the goals of Rewiring?

Example target populations:

• Students ages 8 to 13 at a school with a high rate of child welfare referrals.

Families living in a neighborhood with a high rate of reported neglect and abuse.

Question 3: Which programs, supports, resources, or services should we offer?



Once counties have identified their intended outcomes and target population, the final step is to identify what will meet the needs of the target population and achieve those outcomes. Counties should use available data to identify and select programs, resources,

or services that will meet children and families' needs most effectively. When possible, counties should select programs with demonstrated effectiveness. The effectiveness of a program can be described along a spectrum from supported to emerging practices (see Table 1 for details).

Questions to consider when identifying which services to offer:

- What services have worked in the past? What haven't worked?
- What barriers might prevent the target population from receiving effective services? How
 does the program address any systemic barriers the target population might face?
- How does the program meet the needs of the target population? Does the program
 provide culturally and linguistically appropriate services to the target population? How will
 the lived experience of the target population be considered and included in the planning
 process?
- Has the program been shown to be effective? What data are available to support
 effectiveness? Does the data show that the program has been effective in communities
 that are demographically similar to the target population?
- How will the program reduce the need for more intensive child welfare services?



Table 1: Example programs with demonstrated effectiveness for specific populations:

Program	Target Population	Demonstrated Outcomes
SafeCare	Parents or caregivers of children ages 0 to 5 who are at risk of or reported for child maltreatment	Improved health care skills, improved parenting skills, and creation of a safe home environment
Positive Parenting Program	Parents of children up to 12 years	Reduction in kids' behavioral and emotional problems; increased parent confidence and less stress
Multi-Systemic Therapy	Youth 12 to 17 years old with possible substance abuse issues who are at risk of out-of-home placement due to antisocial or delinquent behaviors	Decreased youth criminal behavior and out- of-home placements

A Note on Effective Programs: The success of Rewiring depends on partners' abilities' to effectively leverage Pooled Funds investments. Programs that have demonstrated results in the past are more likely to do so again. Counties might also consider new programs that address needs that other programs fail to address; however, unproven programs introduce higher levels of risk to the success of the Rewiring. Partners should carefully consider the tradeoffs of investing in these programs.

From Supported Practices to Emerging Practices

When selecting services, partners should consider whether the services or programs have been demonstrated to be effective. Effectiveness can be described along a spectrum from supported practices to promising practices to emerging practices. There are benefits and challenges associated with each type of program.

For example, supported practices have demonstrated positive impacts in the past. Selecting these programs can offer confidence that Pooled Funds investments will result in the same demonstrated outcomes. However, supported practices may not allow providers to be responsive to the unique needs of the target population. On the other end of the spectrum, emerging practices may be more



responsive to the needs of the population, but there is a risk that the desired outcomes will not be achieved if the program has not demonstrated those outcomes in the past.

Partners must carefully consider the tradeoffs of investing in different types of programs. For initial Pooled Funds investments, partners are encouraged to invest in supported practices to maximize the desired initial impact. If initial investments are successful, partners may be able to reinvest in emerging practices (see The Third Challenge: Reinvesting Savings for more discussion on this). However, if initial investments are not successful, there will be no opportunity to reinvest in expanding or sustaining Rewiring. The more successful the initial investments, the more risk the partners can take on in later investments.

Table 2: Defining Supported Practices to Emerging Practices

	Supported Practice	Promising Practice	Emerging Practice
Description	Multiple published evaluations and peer- reviewed research demonstrating effectiveness Comprehensive implementation guide developed so program can be replicated Clearly links positive outcomes to the program and not to other external factors	 Available data to support positive outcomes but is not generalizable to all populations May need further adaptation to meet the needs of additional populations Program is based on an established theory of change or statistical analysis 	Ongoing evaluation plan but no available data on long-term outcomes Limited or no replication beyond initial study site Incorporates feedback and continuous learning to adapt and improve the program
Example	 Parents Fair Share Intensive Family Preservation Services Triple P Positive Parenting Program Multi-Systemic Therapy 	 Trauma-Focused Cognitive Behavioral Therapy Parents Encouraging Parents Early Pathways 	Seeking SafetyRelief Nursery
Investment Risk Level	Low	Medium	High

The Second Challenge: Tracking the Progress of Systems Change

Systems change is an intentional process designed to shift the policies and programs that result in certain outcomes. The more complex the system, the longer and more difficult the process. Therefore,



it is important to track intermediate progress along the way to ensure that the shifting policies and programs are leading to better outcomes.

Rewiring will track intermediate progress through a three-tiered evaluation approach:

- Tier One: The Impact on This Family will track outcomes for children and families who directly receive services through county human service agencies and community partners participating in Rewiring.
- 2. **Tier Two: The Impact on This Generation** will track the ripple effects of successful Rewiring interventions through the system. This includes identifying opportunities for immediate scalability and replicability across the system.
- 3. Tier Three: The Impact on Future Generations will track the impact of Rewiring on institutional structures, specifically the system-level human services financial flow, to identify opportunities to reallocate dollars toward prevention efforts. This includes identifying barriers to changing the financing of the human services system and identifying opportunities to demonstrate small commitments to funding prevention.

The three tiers build upon each other: outcomes for This Family must improve before any impact will be detected on This Generation, and improved outcomes must be expanded throughout This Generation in order to identify savings that might be reinvested in the outcomes of Future Generations. This layering effect is somewhat similar to a familiar children's story: The Princess and The Pea.

The "pea" represents Pooled Fund investments, and the mattresses represent multiple generations. Careful consideration of initial Pooled Fund investments is critical for ensuring the impact of the "pea" is felt by future generations and creates systems change. However, if investments are spread among many programs or if programs are not successful, the impact of the "peas" will be smaller and the results harder to detect.

The data-driven process described in the previous section will help partners prioritize Pooled Funds investments to maximize the impact on all layers of the system. Partners can do this by focusing on intended outcomes (The Second Challenge) and by investing in services that have demonstrated effectiveness (The Third Challenge). These strategic choices are expected to increase the impact of the Pooled Funds investments and lead to more measurable results that are felt in each layer of the system.



The Third Challenge: Reinvesting the Savings Generated by Pooled Funds Investments

County human service agencies and community partners know how to prevent neglect and abuse. These partners have a long history of successfully implementing emerging, promising, and supported practices in their communities. And yet, too many families are still affected by abuse and neglect.

Rewiring goes beyond the implementation of individual prevention programs to imagine a future in which the *entire system* shifts toward prevention. The third goal of Rewiring is to *reshape the flow of local, state, and federal funding to ensure that primary and secondary prevention programs and high-quality direct services can be sustained for all who need them.*

The shift to that future system requires two conditions:

Today: Individual prevention programs must generate savings within the system. This condition requires partners to meet the First and Second Challenges described in previous sections.

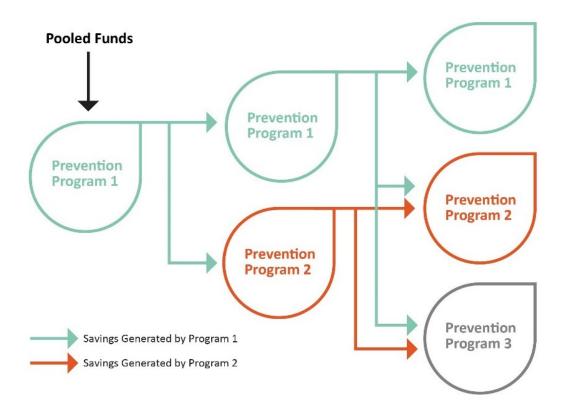
Tomorrow: Savings generated by individual prevention programs must be reinvested to sustain those programs and to implement additional prevention programs. This is the Third Challenge of Rewiring.

A conceptual model of Pooled Funds reinvestment is shown in Figure 1. The model shows how Pooled Funds could be invested in a single prevention program, which could generate savings to sustain itself and also support the implementation of two additional prevention programs. A hypothetical reinvestment case study is provided in Figure 2.

Figure 1: Conceptual Model of Pooled Funds Reinvestment

If the Pooled Funds are invested in programs that do not generate savings, or if those savings aren't reinvested, then the investment stops (Figure 3). The original program is not sustained, and additional programs cannot be implemented. In this scenario, the Pooled Fund investments have limited impact and there is no lasting change to the current system. The first program could continue to sustain itself and support other programs, even if the second and third programs are not successful. If the first program is not successful, however, there are no savings to support the second and third programs.





Summary of the Guidelines for Spending Pooled Funds

To successfully reshape the system, Rewiring must leverage Pooled Funds to generate savings with initial investments. These savings must be reinvested to sustain and expand prevention programs. This underscores the importance of strategically planning the initial Pooled Funds investments through the lens of three fundamental challenges:

Partners should carefully consider whether proposed investments will **reliably generate savings** (the First Challenge) that **can be tracked** (The Second Challenge) and **reinvested** (the Third Challenge).



Figure 2: Scenario - Successful Reinvestment of Savings from Prevention Programs

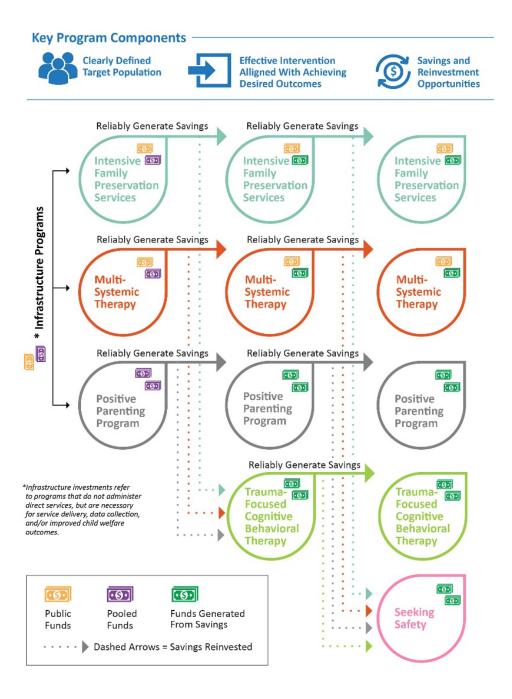
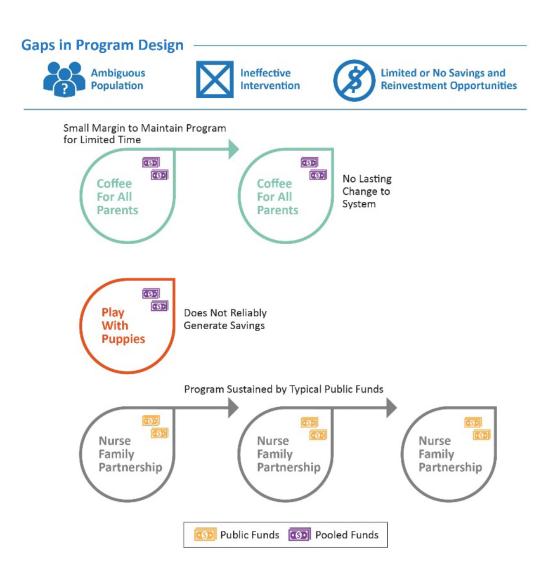




Figure 3: Scenario - Unsuccessful Investment in Prevention Programs





Appendix 1: Crosswalk of the CFSA 2.0 and the Rewiring Desired Outcomes

	Child Well-Being and Achievement	Caregiver Well-Being and Achievement	Consistent High-Quality Care		
	Achievement	and Achievement	Giving		
CFSA 2.0 Indicators					
Income	X	Х	X		
Employment		X (Status and Stability)	Х		
Housing	Х	X			
Transportation		Х	Х		
Food Security	Х	Х			
Child Care	Х	X	X (Reliability; Affordability; Quality)		
Child Education	X (Access and Engagement)				
Adult Education		X (Level of Education)			
Cash Savings		Х			
Debt Management					
Health Coverage	Х	X			
Physical Health	X	Х			
Mental Health	X	Х			
Substance Use	Х	Х			
Protective Factors	Х	Х	X		
	(Family dynamics; Caregiver knowledge of parenting and child development; Caregiver- child relationship; Social and emotional competence of children)	(Family dynamics; Parental resilience; Social support; Caregiver knowledge of parenting and child development; Caregiver-child relationship)	(Caregiver knowledge; Caregiver- child relationship)		



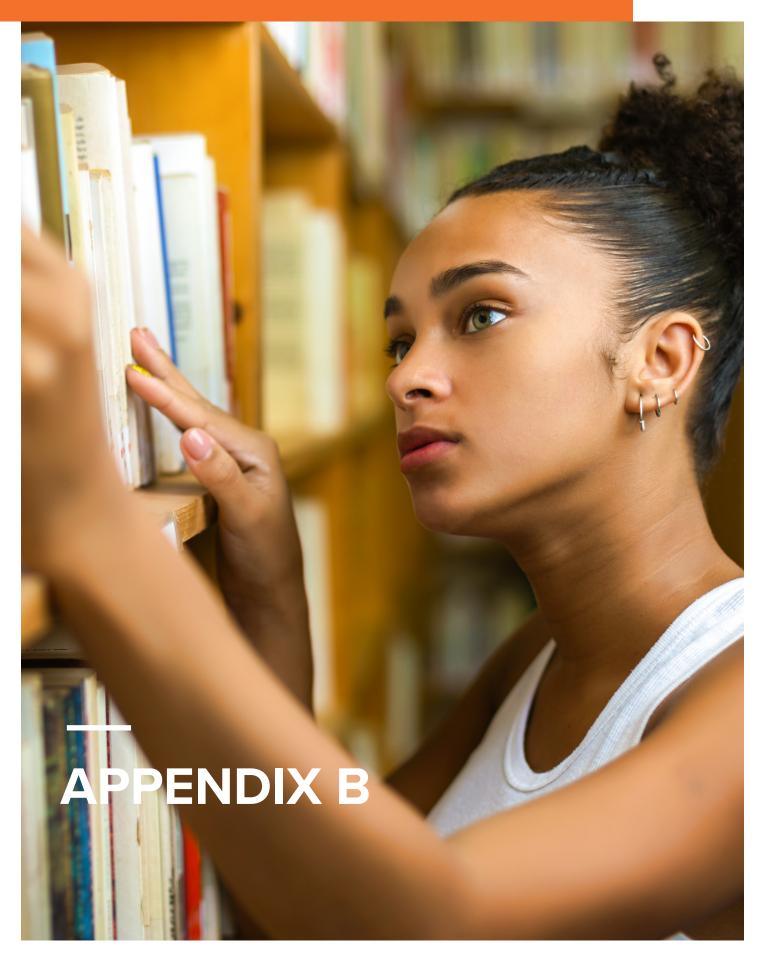
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To learn more about Rewiring, visit tennysoncenter.org/rewiring.





Pooled Fund Request Template: Request for Funding County: Agency Requesting Funding:

Prepared by (include name, agency, address, phone, and email):

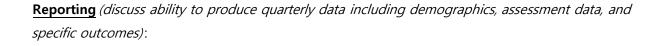
Background:

Goals/Objectives (include intended population; also include to which of the 3 Outcomes this is tied):

Methodology:

Measures of Success (include which measure(s) on the CFSA 2.0 you expect to see improvement on):





Proof of Capacity to Produce/Share Evidence-Based Data:

Proposed Timetable of Contract:

Cost/Money Requested (attach budget/financial details):

Attachments to Be Included With Request:

- Letter of Support from County DHS representative;
- Proof of 501(c)(3);
- Most recent three years of IRS submissions;
- Most recent three years of audited or reviewed financial statements;
- Current list of Board Members;
- Proof of capacity to produce evidence-based data; and
- Provide background on any/all lawsuits that the organization is currently involved in or has been involved in over the last three years.



Rewiring: Pooled Funds Quarterly Report

- 1. Reporting Period (and date report submitted):
- 2. Brief Narrative of What was Accomplished with Pooled Funds:
- 3. Use of Pooled Funds (confirm amount spent and what funds were used for):

Actual Grant Expenditures							
	Approved Budget	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total	
Program/Project	\$	\$	\$	\$	\$	\$0.00	
Personnel						0	
Programming/Project Costs						0	
Administrative costs related						0	
to program							
Other						0	
GRAND TOTAL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	



<u>4. </u>	How else did your agency support Rewiring (other than through pooled funds):
5.	Report on any funds allocated outside of Pooled Funds:
6.	Any barriers to completing the work:
7.	Any successes and/or new learnings:
8.	Specific data deliverables from Pooled Funds applications:
9.	Organizational highlights or changes during reporting period:
10.	Additional comments:

CONTACT US

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