

TO: Home visiting agencies
FROM: Connecticut Office of Early Childhood
SUBJECT: Guidance on regional collaboration
DATE: August 2023

[This document outlines guidance from OEC on regional collaboration between providers delivering home visiting services.](#)

First, **OEC seeks to clarify the roles and responsibilities between lead contractors and their partnering subcontractors**, regarding recruitment practices.

To begin, OEC encourages all agencies, regardless of contractor status, to recruit new families into their programs. OEC's contracted home visiting providers served approximately 2,500 caregivers from July 2021 through June 2022, representing a fraction of the over 167,000 pregnant individuals and families with children younger than six years old in Connecticut who may be eligible for home visiting.¹ Given this untapped potential, OEC encourages agencies to recruit and enroll families by developing new referral partnerships or strengthening existing ones.

With respect to lead contractor-subcontractor dynamics, OEC recommends that agencies with contractual relationships actively communicate and cooperate with each other, which may require revisiting relevant policies and procedures.

OEC provides the following guidance regarding lead contractor-subcontractor relationships:

- **The role of lead contractors is to monitor and support enrollment progress for themselves and their subcontractors, ensuring that their contractual obligations are met.** OEC encourages lead contractors to prioritize their subcontractors' enrollment progress; through contract evaluations, each lead contractor will receive a score for its overall contract's caseload performance, thus including subcontractor performance. Program liaisons will offer agencies support on this matter through Active Contract Management (ACM) meetings.
- **The role of subcontractors is to build their caseloads to best meet OEC's contractual obligations and to maintain model fidelity requirements.** Specific enrollment practices may vary by region.
- OEC expects the following for lead contractor and subcontractor collaboration:
 - **If the lead contractor conducts recruitment for itself and encourages the subcontractors to recruit as well**, referrals should be distributed in a timely and equitable manner from the lead contractor to its subcontractors.
 - **If the lead contractor conducts all recruitment for its subcontractor(s)**, referrals should be distributed in a timely and equitable manner from the lead contractor to its subcontractors. OEC also suggests that subcontractors support their lead contractor's overall recruitment and enrollment practices, by fostering relationships with new community partners or working with existing partners, if possible.
 - **If either the lead contractor or subcontractor is focused on priority town(s)**, each should maintain a focus on priority towns (for instance, as identified through the MIECHV Needs Assessment) while ensuring sufficient coverage of their contract's catchment area. OEC does not prohibit agencies from serving families in non-priority towns.

¹ Office of Early Childhood Early Childhood Information System (ECIS) and [Connecticut's state profile on the National Home Visiting Resource Center](#)

- **If the lead contractor and subcontractor(s) offer different home visiting model(s)**, families should be triaged based on model requirements, catchment areas, the family's town of residence, the family's preferences, etc. Families should exercise their choice to participate in whichever program is best suited for their needs, recognizing that available options may be limited based on program availability within a given region.
- **If the lead contractor and subcontractor(s) offer the same home visiting model(s)**, other factors could inform which agency is best suited to serve a given family. Relevant considerations could include the family's town of residence, family's preferences, home visitor characteristics (e.g., race, tenure, primary language), referral rotation systems, onsite programming that serves specific family needs (e.g., ESL courses), and capacity needs. OEC encourages the lead contractor and its subcontractors to develop a process to prioritize these considerations, if appropriate.
- **If the lead contractor has a waitlist**, families should first be referred to its subcontractors and then, if needed, to other home visiting programs. OEC prefers that programs do not build waitlists unless required to do so by their models. If families are faced with a waitlist at one agency, they could be triaged (as noted previously) based on other considerations or family factors.
- **If the subcontractor(s) have waitlist(s)**, families should first be referred to the lead contractor and then, if needed, to other home visiting programs. Again, OEC prefers that programs do not build waitlists unless required to do so by their models.

Second, **OEC encourages agencies in each region to meet among themselves**. OEC can offer sample agendas and/or key questions for regions to discuss to support collaboration on referrals.