

AXIS FAMILY RESOURCES

CONTRACT EFFICIENCIES AND FLEXIBILITY INITIATIVE SCOPE STATEMENT

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Initiative Overview

The Contract Efficiencies and Flexibility Initiative (CEFI) was established to increase administrative and contract management efficiency, increase flexibility in service delivery, and develop and/or streamline reporting for MCFD contracted services. There are 4 key objectives for to this initiative:

- Reduce the number of contracts via contract amalgamations
- Standardize contract service deliverables language and the contract format
- Reduce/ensure relevant and consistent reporting requirements
- Review service delivery models and enhance contract flexibility

Agency Overview

Axis Family Resources Ltd. (Axis) is a Community Social Services Employers Association (CSSEA), Commission on Accreditation of Rehabilitation Facilities (CARF) accredited, private agency that has been serving communities in the Interior and North for over 20 years. The agency holds 64 residential and non-residential contracts with the Ministry of Children and Family Development (MCFD) totaling \$14.0M. Axis provides support services – both residential and non-residential – to children and youth, families and adults. They receive funding from, and report to: MCFD, Community Living BC, the Ministry of Justice, Interior Health, Northern Health; Autism BC along with various First Nations organizations in the Interior Region.

A. Axis Project Summary

Axis has indicated an interest in improving and standardizing language in the family preservation contracts and child-specific residential contracts. The agency is also interested in streamlining and simplifying the contract administration process, such as to have the same number of signed copies of contract from each community. Where there are obvious opportunities (such as multiple long term CYSN contracts in same community), the agency is interested in amalgamating the current child-specific contracts. Additionally, Axis is interested in standardizing, where possible, outcome indicators, and is open to participating in discussion of developing outcome indicators.

B. Problem Statement

Axis feels there is room for improvement in the consistency of contract language for the family preservation contracts and the consistency of language and expectations in the child specific residential contracts. More consistent contract language in contracts (templates) could lead to more clear expectations for both the agency and MCFD including line level workers. Currently there are inconsistent contract input/output language and service expectations. The practice applied to these contracts is also inconsistent and varies in relation to the drafter. For example, individual contracts for two children with similarly presenting needs may be completely different in terms of the language used to describe the program requirements and the contract expectations. There are sometimes different instructions each time a new contract is drafted depending on the practices of the contract administrator. Also, there is no consistency in the number of signed contract copies, for example, the number of signed copies of contracts required by each ministry office range from one to three.

Axis has also identified a need for cooperative improvement in the language in the 20-bed global residential contract; refinements are likely to take place in the model and the contract language could be more specific for inputs and output in this contract.

C. Objectives / Deliverables

- Standardized and consistent contract template and language for child-specific residential contracts
- Rewritten 20-bed global residential contract for clearer deliverables and accountability
- Standardized and consistent contract language, output reporting and financial reporting requirements for Family Preservation contracts

- Reduced number of Client Service Agreements to act as umbrella for multiple residential contracts
- Consistent and improved contract practices; specifically in district offices for Resource Teams through having templated language available for future use
- Standardized contract administration practice to have the same number of signed copy of contracts from all Ministry offices

D. Project Description

In Scope:

- All residential contracts
- Non residential Family Preservation residential contracts:
 - ET09180032 - Quesnel
 - ET09180029 - Cranbrook
 - ET09180023 - Williams Lake
 - ET09180042– Prince George

Out of Scope:

- Other non Residential contracts

Challenges / Limitations

- Consistency or standardization raises the question as to who owns what role in MCFD. Procurement teams will create residential contracts only when asked; consistency is limited to those they create

Critical Success Factors

- Reasonable scope to ensure work can be accomplished by March 31, 2015
- resources and appropriate time to ensure completion and quality of the work

Project Roles

- The following role definitions are being applied to the resources assigned to this project:

Project Leads:	<ul style="list-style-type: none"> ▪ Identify and examine opportunities ▪ Allocate and provide direction to project resources ▪ Identify issues and risks and propose solutions ▪ Work with and engage stakeholders ▪ Ensure communication within organization and stakeholders ▪ Identify change management requirements
MCFD Resource: Agency Resource:	<ul style="list-style-type: none"> ▪ Identify opportunities ▪ Analyze existing contracts ▪ Research cross-jurisdictional work ▪ Identify issues and risks ▪ Identify implications of changes ▪ Communicate issues and impacts ▪ Create project deliverables
Project Manager:	<ul style="list-style-type: none"> ▪ Define and clarify problems the project will address ▪ Define and clarify scope and objectives ▪ Identify when project is off course and get the project back on track ▪ Manage project administrative responsibilities (timelines, reporting, communications, issue/risk identification and resolution management/ mitigation, arrange working sessions, organize Steering Committee and team meetings)

Steering Committee	<ul style="list-style-type: none"> ▪ Provide assistance in resolving issues ▪ Provide clarity on problems to be resolved by the project ▪ Allocate resources ▪ Provide guidance and direction ▪ Facilitate change management within their respective group and across stakeholders
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Project Stakeholders

Name	Role
ADM, Service Delivery, Ministry of Children and Family Development (MCFD)	Project Sponsor
Executive Director, Procurement and Contract Management Branch (PCMB), MCFD	Project Executive Lead and Resource
Ann Smith, CEO, Axis Family Resources Ltd.	Agency Executive Lead
Procurement Manager, PCMB, MCFD	MCFD Project Lead
Procurement Manager, PCMB, MCFD	MCFD Outcomes Lead
Contract Utilization Services Leader, PCMB, MCFD	MCFD Project Resource
ADM/Provincial Director of Child Welfare, MCFD ADM Corporate Services, MCFD Chief Executive Officer, Axis Family Services Ltd. Executive Director, PLEA Community Services Executive Director, BC Centre for Ability Executive Director, Family Services of Greater Vancouver	Steering Committee Members
Project Manager, PCMB, MCFD	Project Manager

E. Approach

This project is one of four agency pilots that have been set up to further the purpose and goals of the Contract Efficiencies and Flexibility Initiative. The MCFD and PLEA Project leads will work together to ensure appropriate timing and implementation of the project objectives.

The design and development of the work will occur over a period of eight months, after which time the outcomes will be tested for a period of approximately one year to ensure a firm understanding of the impacts and outcomes.

F. Estimated Deliverables Timelines

The key project deliverables are as follows:

Key Deliverable	Target Completion
Review and analyze current contracts	15-Oct-2014
Develop new contract format	31-Oct-2014
Define standard contract (service/program/deliverables) language	31-Oct-2014
New contract finalized (deliverables, format and headings)	28-Nov-2014
Define and reduce output indicator reporting requirements	08-Jan-2015
Incorporate outputs into contracts	15-Feb-2015
Contracts signed and in place with agencies	20-Mar-2015
Develop resultant project savings protocol	31-Mar-2015

G. Communications and Issues Management

Project meetings:

- The project leads will meet, as required, to discuss progress, issues or concerns and current work priorities. Minutes will be produced from meetings as appropriate.
- Updates on the work will be captured by the MCFD lead and project manager and reported monthly through the Steering Committee meetings.
- The project [Stakeholder SharePoint Site](#) will be used to provide access to the project documentation.

Issue Management:

- Project-related issues will be tracked, prioritized, assigned, resolved, and communicated in accordance with project management procedures:
 - Issue descriptions, owners, resolution and status will be maintained on the [SharePoint Site](#) in the project [Issues Log](#).
 - Decisions made throughout the project will also be identified and captured in the Issues Log.

Communication Management:

The following strategies have been established to promote effective communication within and about this project:

Action or Item	Provided to:	For what purpose	When	Method
Project Information / Updates	Steering Committee	Ensure stakeholders informed on progress/ discuss issues	Ongoing / as when required	Live /Meetings
Q&As	Community Service Providers / Project Stakeholders	Inform on Project and respond to questions	05-Dec-14	External Webpage
Engagement Log	Steering Committee / Project Members	Log engagements and inform on discussions held	Ongoing / weekly	SharePoint
Issues Log	Steering Committee/ Project Members	Log issues and mitigating strategies for information	Ongoing / weekly	SharePoint
Engagement Plan	Project Steering Committee	Provide as information and to confirm approach	15-Sep-14	Live meeting / SharePoint

H. Scope Statement Approvals / Signatures

The undersigned acknowledge that they have reviewed and agree with the information outlined in this Scope Statement. Changes to this Statement will be coordinated with, and approved by, the undersigned or their designated representatives.

Jane Fang, MCFD Project Lead

Date

Axis Executive Project Lead

Date