BRITISH COLUMBIA COMMUNITY SOCIAL SERVICES INNOVATION AND SUSTAINABILITY ROUNDTABLE

Proceedings

May 2014

Introduction

A two-day Innovation and Sustainability Roundtable was held on April 24th and 25th, 2014 in Richmond, British Columbia as the first step to engage funding ministries, service delivery agencies, the BC Government and Service Employees' Union (BCGEU) and the Community Social Services Employers' Association (CSSEA) in sustainability discussions as envisioned under the five-year community social services sector bargaining agreements ratified in February of 2014.

The Roundtable began from the recognition that, in the context of increasing demand, rising costs and ongoing budget restraint, it will take the creativity and effort of all parties to best ensure a strong future for a community social services sector that preserves and grows effective services for individuals, children and families in British Columbia.

By building on the sector's strong history of innovation, the Roundtable provided a forum for generating a shared action plan that sets out concrete next steps toward creating the necessary change – within and between sector agencies, within and between ministries, and between sector agencies and ministries.

Co-led by Mark Sieben, Deputy Minister, Ministry of Children and Family Development, David Vipond, Director of Negotiations and Human Resources, BCGEU, and David Young, Chief Executive Officer, Sources Community Resource Centres, the session was planned by a small group of government and employer representatives (see Appendix A for a list of the Planning Team members).

Delegates from 35 front-line service delivery agencies and 29 government representatives participated in the Roundtable along with representatives from the Community Social Services Employers' Association and the BC Government and Services Employee Union (see Appendix B for a list of attendees).

Jointly facilitated by Bill Reid of MNP consulting and Jennifer Charlesworth of Options Consulting, participants generated areas for potential change on day one of the session that were refined on day two into areas and opportunities for concrete action. There will be opportunities for those who were not involved in the initial discussions to contribute in the further development and implementation of an action plan.

This paper summarizes the proceedings of the two day session and reflects how the perspectives and ideas shared in the discussions were refined by participants into areas for action.

Proceedings

Day 1

1. Welcome and Opening of the Session

Elder Bob Baker of the Squamish First Nation welcomed the group, and in doing so, provided guidance for a productive and collaborative session, as well as offering a traditional song.

2. Overview of the Session

The facilitators provided an overview of the Roundtable Agenda.

3. Rationale, Purpose and Expectations

The facilitators interviewed the Roundtable Co-leads about their views on the need for and purpose of the Roundtable and their expectations for the working session, organized around four questions:

   a.   What do you consider to be the imperatives for addressing the long-term sustainability of the community social services sector?
   b.   What role do you see this Roundtable playing?
   c.   As we carry forward over the rest of today and into tomorrow with the various discussions, what falls within and outside of the sphere of influence?
   d.   What should we all strive toward achieving, starting with and then following this Roundtable?

When the interview was complete, each table of participants had an opportunity to develop an additional question and ask the panel for response (see side-bar). The highlights of each co-chair's remarks and the common messages that emerged from the discussion are summarized below.

Co-Chair Highlights

Mark Sieben:

- Based on the current provincial fiscal plan, the funding envelope for the next three years is not expected to grow significantly   while we anticipate service demand will increase by some amount.
- Government, the union and sector employers recognize that collectively there is a need to become more effective to sustain and even improve services in this environment. The timing is right and there is a clear need and an opportunity to take action.
- This will involve changes for government, the sector and the way we work together.
- Key government representatives are attending the Roundtable to build an understanding of and support for the changes as they are identified (e.g., Office of the Comptroller General, Public Service Agency, Lean Program Office, and the Public Sector Employers' Council).
- There is a high level of government and ministerial support for the intention of this initiative. At the same time, we will need to demonstrate real benefits in order to sustain this support and secure senior government commitment for proposed changes.

David Vipond:

- The Community Social Services Bargaining Association wrote to the CSSEA in May of 2013, expressing the desire to engage with government and the CSSEA in discussions to ensure a strong future for the sector and its workforce.
- There remains a significant need to address and narrow wage gaps in the community social service sector in comparison to other, related sectors.

- It is important to promote a viable labour market – recruiting and retaining the right people more effectively.
- In a climate of no funding increases, this will mean finding dollars through further gains in efficiency and effectiveness.

David Young:

- Changes in government and the sector are needed to sustain and promote innovation.
- Contracting relationships should recognize the autonomy of service delivery agencies and support more effective partnerships with government.
- Service and funding models should promote the long term sustainability, security and stability of services and recognize the full range of costs associated with this.
- A key discussion is needed on the 'workable scale' in the sector, considering the size and complexity of agencies together with access to back office functions such as administration and staff training.
- Greater integration of services at the community level and a better understanding of the significance of community investment, engagement and development, is required.

Common Messages

Need for Action

- In light of static funding, increased community needs, and competition for skilled labour, there is a need for innovative change in order to achieve our collective aims of a sustainable, vibrant and effective community social services sector that attracts and retains a skilled workforce.

Outcome and Purpose of the Roundtable

- The Roundtable provides a place to start collectively, and with a broader "corporate" view.
- Coming out of the Roundtable, it is hoped that participants will be confident with the process as well as the results and be willing to act as ambassadors, share information, and take action.

Need for Mutual Action and Results

- It is time to identify and focus on concrete and mutual actions that will gain traction, and produce results.
- The intention is to begin work by June of 2014, making measureable progress quickly while keeping a dedicated and sustained focus over the next two years.
- We need to avoid older patterns of engagement, which focused more on discussion and less on action.

Defining Success

- 'Success' will not be defined by a financial savings target, but rather by service improvements and better outcomes for

TABLE QUESTIONS

1. *What's the definition of sustainability?*
2. *What types of mutual actions do we need to take?*
3. *What are three tangible actions to foster trust between government, the union and services providers?*
4. *How will we know what success looks like? What is the possible scope of change?*
5. *What is the common agenda? What would the impact of change be for clients?*
6. *What are the mission and core values of the social services sector? There is a need for a common understanding.*
7. *How do we get to the place that honours the capacity of agencies whose mandates extend beyond those of the ministries?*
8. *What's the commitment to power sharing with respect to the process and ongoing service re-design?*

children, youth, families and communities.

- Success will also be indicated by a strong workforce, well-run community social services organizations with the capacity to innovate and provide effective, quality services, and enhanced community investment along with capacity.
- Success will be supported through enhanced trust between and among government and the sector and by broad engagement to implement the necessary changes.

Open to Diverse Options

- Service reductions are not the intent of this initiative, and government must maintain a strong stake in, and accountability for, quality assurance.
- Beyond this, "nothing is sacred" and a wide array of actions may be considered. To achieve the desired outcomes we will need to have "tough and courageous conversations."

4. Reflections on the Morning and Setting the Context for the Afternoon

The facilitators set the stage for the afternoon's "Café" discussions.

5. Defining the Change that Has Occurred and to be Pursued

Café conversation tables were set up for seven discussion themes, each with government and sector knowledge hosts. Time was allocated for three rounds of discussion, and attendees participated at three tables of their own choice.

Focus Questions	Strategic Themes	Co-Hosts
a. *What is already in place to build on?* b. *What additional changes should we aim to achieve?* c. *What will be different as the result of the change?*	*Service Design*	Jennifer DeLuca, WorkLink Employment Society Nichola Manning, Employment and Labour Market Services, Ministry of Social Development and Social Innovation
	Government Procurement	Stuart Newton, Controller General, Ministry of Finance Anne Smith, Axis Family Resources
	Contracting	Caroline Bonesky, Family Services of Greater Vancouver Allison Bond, Service Delivery, Ministry of Children and Family Development
	Operational Efficiency	Mick Bryson, BC Government Public Service Agency Fernando Coehlo, posAbilities
	Sustainable Workforce	Monique Klein, Pacific Blue Cross Gentil Mateus, CSSEA
	Social innovation	Jack Styan, Innovation, Community Living BC Barb Ward-Burkitt, Prince George Native Friendship Centre
	Strategic Relationship	David Vipond, BCGEU Mark Sieben, MCFD David Young, Sources

6. Report Out on Changes to Pursue

Each café table reported out on the potential changes identified during their discussions, with the following being a summary of this part of the process.

Highlights of the Café Discussions

a. Service Design – Changing the way both government and the sector deploy resources through more efficient service models that produce better results for vulnerable individuals and families.

Through the service design discussions five key opportunities for action were identified:

(i) Focus on outcomes: Participants noted that shifting from the current focus on inputs and outputs to a focus on outcomes will achieve a number of desired aims including:

- Making it clear what the desired or expected end is while enabling greater flexibility for the community sector agencies to determine how best to achieve the agreed upon outcomes.
- Reducing the need for 'micro-management' and facilitating the reallocation of resources from administratively burdensome tasks to strategic service delivery and planning.
- Enabling the community agencies and government funders to better assess impact and make informed decisions about where resources should be allocated.
- Establishing clear expectations for performance, as a basis for monitoring, evaluation, contracting and resource allocations.

(ii) Enhance service coordination within government: Participants suggested that government could enhance service delivery and increase efficiency and effectiveness by improving coordination across service lines and ministries. This would be supported by:

- A 'one government' approach to social services.
- The development of broader statements of outcome (e.g., community inclusion as reflected in education and school completion, health supports, transitions to adulthood, and workforce engagement, the realization of which often requires a coordinated or more holistic response for vulnerable individuals). Accountability for these outcomes would then be shared.
- Centralized supports for evaluation, contracting and evidence informed service planning.

(iii) Enhance service coordination in communities and engage communities in service design: Participants suggested that the easiest place to effectively coordinate services delivered directly and funded by government is at the local community level. Effective engagement of community services and government representatives would enable:

- Better identification of service needs, overlaps and gaps as a basis for service planning and investment.
- Enhanced service integration, including possible co-location of services (e.g., government staff working in community agencies).
- Greater understanding amongst service providers about the community social services that are being made available.
- Opportunities to share information with each other including promising practices, innovative approaches, and challenges being faced.

(iv) Coordinate services around client needs: Discussions on this topic emphasized the high complexity of client needs and the importance of engaging with families along with those being directly served to better understand their experiences, strengths, needs and what will make a positive difference. It was suggested that service design needs to account for:

- Improved, advance assessments and service planning, shared across providers and that respects the client's time.

- The time required by frontline workers to: build relationships with clients and the network of other service providers; access up-to-date information and referral services; share information; and manage referrals.
- Ways to make the system easier to navigate (across systems and ministries) and be more nimble, dynamic, flexible, and integrated.

(v) Provide alternatives to conventional direct services: Participants discussed ways to use technology more effectively in order to enhance service access. They also discussed strategies to more intentionally build natural supports and networks for people served, within their communities.

b. Government Procurement – Developing more effective and efficient approaches to procurement.

Discussions on government procurement led to the determination of four key opportunities for change:

(i) Implement a more consistent and streamlined approach to procurement: Participants noted that currently there are many different approaches to procurement not only across ministries but also within ministries (i.e., different programs and regions). This is both confusing and inefficient. Establishing a more consistent approach to or model for procurement will reduce administrative inefficiencies and support other shifts such as outcomes-focused contracting, reduction in the number of contracts being managed, and multi-year agreements. The following were identified as characteristics of a more streamlined and harmonized approach:

- Clear and consistent procurement criteria and documentation, including simplified templates (e.g. Community Living BC's procurement template and the two-page RFP for small business).
- Staged and transparent procurement processes, marked in part by: the posting of internal discussion papers and draft; Requests for Proposal prior to the issuance of final versions; and, notifications on the amount of funding available for the services (i.e., so that agencies can determine whether they will be able to deliver services for the specified amounts prior to investing time and resources into proposal development).
- Better use of qualified supplier lists.
- Requests for Proposal that specify the outcomes that must be addressed in the proposal and in service delivery design.

Participants noted that new approaches should be developed with input from the sector.

(ii) Implement multi-year, performance (outcome) based contracts: This suggestion overlapped with some of the points made by the service design and the contracting discussion groups respecting outcomes-based contracting and multi-year contracts. Notably it was put forward that:

- Multi-year contracts should be negotiated with service providers that have consistently met contract deliverables and "have a solid track record" of performance and accountability.
- There should be a shift towards outcomes–based RFPs, contracts and reporting.
- Reporting expectations and procedures need to be streamlined and efficient, but also assist in "demonstrating value for money" respecting community outcomes as well as individual or program outcomes.

(iii) Take a consultative approach to procurement design: While participants emphasized the benefits of developing a more consistent and streamlined approach to procurement, they also felt it was important that the Requests for Proposal encourage proponents to address unique community circumstances and needs as well as incorporate sector innovation and development (i.e. flexibility). It was also suggested that procurement decisions should be informed by:

- Better advance planning on service design so that it is clear what is required and how it connects with or complements existing services.
- Local discussions and planning across agencies respecting economies of scale for organizations (prior to the issuance of Requests for Proposal).

(iv) Include innovation and sustainability criteria and incentives: Participants felt that the procurement process should be designed to incentivize innovation, collaboration and long-term sector sustainability through, for example, inspiring (rather than mandating) community collaboration and coordination.

c. Contracting – Creating a more efficient and effective government approach to funding, contracting and accountability.

Participants identified four key opportunities for action:

(i) Implement multi-year contracts: Participants noted that the current practice of negotiating short term (e.g. 6-12 month) contracts regardless of the history of the program or agency, is inefficient and ineffective. It was suggested that multi-year contracts (e.g., 3 - 5 years with regular contract reviews) are appropriate where the agency has a strong track record of performance and there is a demonstrated long-term need for the services. Multi-year contracts will facilitate relationships, reduce administrative burden both in government and in the agencies, enable the redirection of resources to service delivery and longer-term planning, and support the shift to outcomes-based accountability.

(ii) Simplify reporting requirements and establish accountability for outcomes: Participants discussed how best to balance the need for service monitoring and public accountability with agency autonomy and responsibility. The aim is to reduce contract micro-management while enhancing accountability for outcomes and it was suggested that this would be supported by:

- Introduction of standardized reporting requirements across programs, service lines and ministries (e.g., some information is consistently collected and reported for all contracts).
- Reduce reporting requirements for outputs while putting more of a focus on outcomes reporting with agreed upon indicators.

(iii) Build flexibility into contracts in support of adaptation to shifting needs and innovation: Participants noted that the lack of flexibility that is allowed in current contracts hampers the ability to respond to new or shifting circumstances or incorporate new knowledge and practice innovations. As with previous suggestions, there is a need to ensure accountability while also enabling more flexibility so that client and community needs are more effectively met (e.g. through shifting resources or modifying services as needs and circumstances change). This would be supported by outcomes-based contracting.

(iv) Coordinate contracting practices within and across government funders: Many community social service agencies hold contracts with multiple provincial government ministries and with other levels of government and funders. Participants suggested that enhanced consistency, coordination and consolidation (e.g., 'bundling' contracts or shifting from multiple small contracts to master agreements) would be more efficient and cost-effective. Characteristics could include:

- Development of common service definitions and outcomes across funders in a shared 'catalogue' of services.
- Centralized contract expertise and functions to enhance consistency in these practices.
- Standardized pricing structures.
- Consolidation of contracts under a master agreement with each agency.
- Greater focus on inter-agency and inter-ministerial planning to inform service design leading to procurement and contracting.

d. Operational Efficiency – Creating viable scale and resilient services through inter-agency cooperation.

Participants engaged in discussions on operational efficiency and identified four key opportunities for action:

(i) Reduce non-essential administrative requirements: Participants identified administrative requirements that do not contribute to better planning, decision-making or accountability such as requests for detailed reports that are either not used or informative. Through streamlined contracting (e.g. contract harmonization), greater clarity about outcomes, and standardized or consistent reporting expectations that are aligned with outcomes, participants felt that the administrative burdens on government and community agency staff could be alleviated. A key feature of this is the intelligent use of "business intelligence" (i.e., only seeking the data that can be used, consolidated, and reported on).

(ii) Recognize costs for administration, IT, infrastructure and capacity building: Agency representatives noted that these are real (and growing) costs and should be recognized in contract negotiations. Technology – if supported – can enhance service delivery options for clients.

(iii) Consider strategic cross-agency alignment or amalgamation: Participants cautiously approached the subject of agency amalgamations suggesting it was important to have these "courageous conversations" and explore ways to enhance operational efficiencies and effectiveness through shared services, consolidation, or mergers. It was suggested that any of these new approaches should be:

- Undertaken thoughtfully (i.e., not consolidation for its own sake, but rather as the result of strategic, outcomes based planning).
- Addressed and led by the sector.
- Driven by agency cooperation in which duplications, overlaps and gaps are identified and joint plans and decisions are made for change.

(iv) Market the story of the social services sector: Participants suggested that a unique strategy to enhance operational efficiency was to broaden the base of awareness and collaboration through the development of new partnerships (e.g., Boards of Trade, Chambers of Commerce, Business Councils) that could contribute or leverage resources, and market the value of the sector so as to attract and retain skilled workers.

e. Sustainable Workforce – Identifying and reducing manageable benefits costs including workplace safety, paid sick leave, and short to long term disability coverage, along with the strategic management of human resources.

Participants discussed the workforce and human resource needs of the social services sector and identified opportunities for action in two priority areas:

(i) Create a cross-sector recruitment and retention strategy: Participants observed that social sector employers have a number of common recruitment and retention needs and challenges. Such an approach to recruitment and retention would support a unified profile and communications on the value of the sector to educational institutions, students and job seekers. It would also strengthen the sector's strategic relationships with educational and training institutions, provide better access to human resource tools and supports, and reduce duplication of efforts. The ideas shared included:

- Coordinate recruitment processes, e.g. multiple agencies undertake joint recruitment for part time positions so that they can offer the equivalent of full time work.
- Engage new graduates through use of pre-qualified lists or pooling of jobs available.

- Explore ways to better support skilled immigrant workers to participate in the community social services sector workforce including prior learning assessment, credentialing, benefits and training.
- Develop shared web-tools and technological supports for recruitment and retention.
- Work with educational institutions on workforce planning and development, including projecting the numbers of graduates required for different roles, and informing curriculum to help ensure that advance training better prepares individuals to do the work they need to do.
- Use contract innovations to support retention (e.g., pay for continuing education).
- Promote training, leadership development, succession planning, mentoring and recognition initiatives as tools for retention.

(ii) Improve benefits management: Participants discussed uneven access to cost-effective benefits across the social services sector, for example in unionized versus non-unionized environments. Rising costs of benefits were also a concern. Opportunities identified included:

- Enhance the affordability of benefits through group purchase.
- Focus on prevention to reduce higher downstream disability costs.
- Establish mandatory early intervention program for employees returning from injury.
- Establish a centralized drug dispensary to reduce costs.

f. Social Innovation – Creating new partnerships and innovative approaches to improve services and utilize social finance options to leverage new sources of investment and more effective use of assets.

Participants discussed how to promote, support and incentivize innovation, and identified three main opportunities for action:

(i) Support greater community engagement: Participants identified the key role of local communities and agencies in generating innovative, locally effective solutions. Government was seen as a convenor or seed funder. The group discussed supporting capacity to innovate by:

- Promoting access to capital.
- Providing equal access to loans such as are provided to small businesses.
- Strategic use of private and social enterprises that have greater independence from government and greater security.

(ii) Create an intentional space for research and data: Participants suggested that innovation could be sparked and guided by a better understanding of the issues facing communities and the evidence pertaining to practice to support improvements. Building better research and data capacity was seen as key, supported by:

- Stronger linkages with research organizations.
- Improved ways to share data amongst service providers.

(iii) Shift the service mindset: Participants observed that in some contexts, service design and delivery create a dependency. Avoiding this implies a shift in the social services mindset so that the end objective is one of individuals living as independently of services as possible, and innovation to build and empower a more natural system of supports.

g. Strategic Relationship – Building and sustaining a lasting strategic relationship between government, the sector and the unions.

Participants discussed how to create resilient and productive relationships that support a viable and effective social services sector, provincially and at the community level. Two key ideas emerged from discussions.

(i) Establish a provincial relationship: A successful provincial relationship would cross ministries, service lines and sectors and would have a clear, common goal, focussed on outcomes for individuals and communities. There would be a commitment to come together regularly, to identify common problems and find solutions. The focus would be on action and solutions. As one participant remarked, "Do not let inertia kill innovation". Building trust and a safe environment to have hard conversations would be critical. A key insight was that the "relationship" would include more than just government and sector agencies, extending, for example, to other sectors, stakeholders and other levels of government.

(ii) Support community-level relationships: Like participants at virtually all of the café tables, those contributing to the Strategic Relationship discussion emphasized the importance of community level relationships, both as a platform to engage and reflect the uniqueness of local community and as a forum to challenge communities as to how they will fill service needs.

7.   Closing of Day One

The facilitators summarized the results of the day and outlined the agenda for day two.

Participants were invited to assist with developing a succinct set of action areas (see table below), based on the information gathered on day one, to assist with developing action priorities for the next 100 days and end of fiscal year 2015.

ACTION AREAS FOR ROUNDTABLE DAY 2

Creative Leadership	Contract Flexibility	Sustainable Funding Models
Aims • Effective knowledge sharing to leverage successes and learning. • Enhanced community engagement and capacity. • A strong sector that is well understood in the community and by government, and well-connected agencies (e.g., marketing and building capacity as a sector).	**Aims** • Contracts that ensure accountability while providing flexibility for the service providers to adapt and respond to emergent conditions and new learning. • Contracting approaches that support innovation and continuous improvement. • Contracts that are appropriate in scope and scale and respect the history of the contractual relationships (i.e., strategic selection of contract scope and scale, and shifting from multiple, small, micro-detailed contracts to global or bundled contracts with clear outcomes).	**Aims** • An accountable, multi-year contracting framework. • Consistent and fair approach to account for and manage administrative along with infrastructure costs (e.g., facilities, operations, administration, information technology, capacity building, human resource management, staff development, etc).

Information and Knowledge for Planning and Decision-Making
 	
Aims
• Clarity, utility, and transparency of reporting: the efficient gathering and reporting on information needed to fulfill accountability, inform decision-making and measure impact.
• Workforce data that enables strategic labour market planning and development.
• An intentional approach and 'space' for research sharing, data mining and collaboration that enhances innovation, creativity and learning.
	Sustainable Human Resources
	
	Aims
	• A sector-wide strategic approach to recruitment, retention and succession of a skilled and engaged labour force.
	• Equitable and cost effective access to benefits across the sector.
		Outcomes Focus
		
		Aims
		• An outcomes-focused system with clear and consistent measures of outcomes (impact) for:
		  ○ People served;
		  ○ Communities.
		• Alignment of funding and accountability with outcomes.

	Constructive Resilient Relationships **Aims** • Working relationships that are sustained through courageous conversations and difficult times. • Clarity about and respect for shared purposes and distinct roles. • New organizational relationships, affiliations and alignments that support the long-term sustainability of the sector (e.g., shared services, co-location, amalgamations, new cross-sectoral relationships, etc).	

Day 2

8. Advancing the Change – Reality Check and Picking the Areas of Focus

Participants self-selected one of seven discussion tables based in the action areas developed on day one. Table discussions were instructed to consider the questions below:

a. What can be done to achieve the aims? Within the next 100 days? By fiscal year end 2015?
b. What are the conditions for success?
c. What can get in the way?
d. What will it take to move forward?

The co-leads and senior government executive provided feedback when the tables reported back.

Highlights of the Table Discussions

a. Creative leadership: The creative leadership discussion focused on the establishment of community tables to build leadership and capacity. Community tables would coordinate effective service delivery based on client needs, and make the best use of resources at the community level. Effective community tables would cross programs and ministries, would have capacity for self-direction and could nimbly redeploy resources in response to shifting or emerging client and community needs. In terms of action, the group suggested identifying pilot community tables using a strength (assets) based approach. The 100 day and fiscal year end actions identified were:

- Identify three communities to serve as pilots in the next 100 days.
- Establish government and community level membership and commitment.
- Within the fiscal year, create a community based measurement and accountability framework, and action plan.

This idea was developed further in the afternoon session of day two as outlined in the discussion of an "effective community table" pilot project below.

Co-Lead Comment
Creative community leadership already exists, we need to leverage and scale it up:
• Relationships need to be scaled up – there are too many small relationships so we don't have the comprehensive conversations we need.
• We need to give up some behaviors - e.g., micro-management.
• Requires a "top down commitment to bottom up approaches".

b. Contract flexibility: The contract flexibility group focused on action to promote cross program, cross ministry collaboration with service providers to better coordinate contracting requirements and enhance the ability for agencies to shift services and resources in response to client and community needs. The group also supported action to improve contract clarity, clarify accountability and reduce unnecessary reporting requirements by focusing on outcomes. This group recommended a pilot approach, including:

- Within the next 100 days, identify three agencies and pursue a collaborative mandate that considers contract clarity, improvements to the contracting process, and the strength of an outcomes focus.
- Within the fiscal year, conduct pilots with identified agencies, identify "solutions" and create a strategy to "scale up".

This idea was also developed further in the afternoon session of day two as described in the discussion of a "Contract Flexibility" pilot below.

c. Sustainable funding models: The Sustainable Funding Model discussion focused on the action needed to implement multi-year funding agreements that would allow for longer term stability and "funding envelopes" to enable greater flexibility in the use of resources. The group recommended these changes be linked to strengthened accountability for clear outcomes and organizational performance. The group further advised:

- The implementation of multi-year funding by "Funding Envelope".
- Setting clear outcome expectations that can be reviewed along with organizational capacity and performance requirements annually or biannually.
- Funding to support organizational capacity building, staff and management development, and innovation.
- Leveraging what has been learned from other sustainability initiatives (e.g., the Employment program of BC contracts and the Community Living BC funding model).

Multi-year, flexible funding arrangements were incorporated as one of the elements to be considered in the "Contract Flexibility" pilot as described below.

d. Information and models for decision-making: This group identified a number of options to streamline and develop more consistent measurement and reporting across programs and ministries, leverage existing data sources and ensure that service agencies benefit by having access to the data they provide. Collaboration across ministries, programs and agencies was seen as key to this group's recommendations, including:

- Address reporting differences from region to region within ministries.
- Develop more consistent reporting requirements across ministries, linked to outcomes.
- Explore the Health Authority model of reporting.
- Leverage accreditation data, especially with respect to outcomes data.
- Centralize reporting - collect and store data in one system instead of many repositories.
- Collect only data that are used, and communicate how the data is informing decisions.
- Provide agencies access to their own data and aggregate this information for comparison.
- Share and analyse data between ministries.

These ideas were further developed as part of the "Shared data and knowledge transfer" pilot proposal discussed below.

e. Sustainable human resources: One focus of the sustainable human resource discussion was the need for high quality, comprehensive human resource data to support planning and decision making. While CSSEA currently collects data from its members, the group discussed both the potential value and the cost that needs to be weighed in deciding whether to expand data collection to non-CSSEA agencies. The group also identified opportunities to coordinate human resource strategy and recruitment and

> **Co-Lead Comment**
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> - Government has been using Lean methodology to create more efficient business processes and services. Lean may be a useful tool for assessing efficiencies in the administrative and contracting relationships – within and between ministries, within and between agencies, and between ministries and agencies.
>
> - There is an emerging consensus that needs further development around multi-year contracts connected to outcomes. There are no policy barriers to multi-year contracts. Government executive will assess the opportunity further.

retention more effectively across the sector. They recommended an incremental approach, beginning with a cross-sector recruitment strategy. The group also put forward for consideration:

- Expanding the collection of workforce data to include non-CSSEA members.
- Creating a benefit evaluation framework to help demonstrate value for money from more effective management of benefits.
- Developing a collaborative recruitment strategy.
- Developing a centralized recruitment portal, modelled on "Health Match" to allow for sector-wide posting of vacancies along with tools to link prospects with employers and web-enabled supports for recruitment.
- Pilot this in collaboration with a health authority, within the fiscal year.

These ideas were further developed in the "Strategic human resource" pilot discussions later on Day 2, as summarized below.

f. Outcomes focus: The outcome focus discussion identified "knowledge gaps" in relation to evidence-based practice and how services link to outcomes. The group recommended a focused cross program, cross ministry effort to develop sector-wide outcome measures, information sharing protocols (data and good practice) and research capacity. Specific recommendations to address knowledge gaps included:

- Developing sector-wide outcome measures.
- Understanding how service deliverables link to outcomes given diverse client groups and populations, and other intervening variables.
- Developing research capacity, a viable evidence base and access to information across the sector.
- Using research and effective outcomes measurement to communicate the value and impact of the sector.

The outcomes focus discussion was incorporated into both the "Flexible Contracting" and "Knowledge Transfer" pilots developed later in day two and summarized below.

g. Constructive and resilient relationships: This group identified the need to model and build trust between the sectors incrementally. Underpinning any action going forward from the Roundtable, the group identified the need to:

- Pursue clarity in roles and responsibilities.
- Establish consistent standards for services and interventions when expectations are not met.
- Determine where risk can be shared, or not, between government funders and service providers.
- Be transparent about roles and responsibilities, expectations, risk and budget.

Co-Lead Comment

- A long-term plan is needed for HR – it may be more effective to start with retention rather than recruitment (if we retained more people our recruitment challenges would shrink).

Co-Lead Comment

- This work will need focus in order to create some success to build on.
- Demonstrations and pilots are one way to achieve focus, but a common frame is required so that connections are more explicit.
- The benefits of the actions being proposed have to be made clear for senior decision makers.
- The sector needs to frame up the value gained from investments in the proposed changes – to articulate and quantify benefits, to show the real benefits through eyes of individuals, children and families.

9. Advancing the Change: Considering the Who, When, and Demonstration of Success

Participants broke out into four groups to design a concrete demonstration or pilot project in one of four action areas that had emerged over the previous working sessions. Pilots included:

- Building a strategic human resource approach, including addressing recruitment, retention and benefits.
- Creating a flexible, multi-year, outcome focused contracting environment.
- Building effective community tables, including effective coordination of services and organizational resources.
- Shared data and knowledge transfer to build a foundation for an outcomes focus, improved evidence based practice and focused reporting.

The pilots designed during this session are summarized in the tables on the following four pages, including for each:
- A short project definition.
- Benefits.
- Action plan.
- Implications for scalability.

I. Strategic Human Resources Pilot			
Project Definition	Three pronged Human Resource Strategy including: i. Equitable access to cost-effective benefits (union/non union); ii. Cross agency recruitment and retention in a selected region of the province; iii. Expanding the collection of Labour Market Information to include non-unionized employers in a selected region of the province.		
Benefits	• Equitable and cost effective management and access to benefits across the social services sector. • Improving social services sector staff retention rates.		• Improving the ability of the social services sector to attract qualified workers. • Reduced costs for benefits. • Reduced administration linked to staff turn-over.
Action Plan	**a. Sector Recruitment and Retention** • Establish a champion for the sector as a coordination point for a human resource strategy, and advocate for the sector on human resource matters. • Create a Recruitment and Retention advisory group (union and non-union). • Develop a high-level strategy and the implementation plan for joint recruitment. • Build a website modeled on Health Match (consider CSSEA to host), for central posting and marketing – link to Work BC. • Explore a Health Match (light) option for social sector employers. • Pilot web recruitment and Health Match pilot within a selected region, consider partnering with a Health Authority.	**b. Equitable Costs and Access to Benefits** • Leverage the Joint Benefits Advisory Group established under the new collective agreement for unionized employers and advance the first meeting. • Strike a working group of non-union, non-CSSEA agencies to develop recommendations on how to best control benefit costs. • Develop a Group Purchasing pilot project within the non-union sector: o Evaluate cost/benefit and report back to working group.	**c. Enhance Sector Labour Market Information (Recruitment, Retention, Compensation, Turnover, etc.)** • Consider options and cost-benefits to bring non-CSSEA employers into data collection, including the feasibility and cost-effectiveness of requiring that data be provided under contracts, and voluntary incentives such as access to high quality, comprehensive benchmarking for agency use and agency and sector planning. • Consider options to collect and deliver comprehensive Labour Market Information, including expanding on CSSEA's current data collection role.
Scalability Implications	• Establish an evaluation plan and success criteria for the Benefits pilot, and the Regional Recruitment and Retention pilot, with reporting on the options to scale up successful efforts. • Explore options and the feasibility of an expanded Labour Market Information base to inform the decision to scale up.		

II.	**Contract Flexibility Pilot**	

Project Definition	• Identify three agencies with multi-funder contracts and geographic impact to achieve more effective and efficient contract management.
	• Design a demonstration prototype for flexible contracts, following the principles of:
	    ○ Multi-year;
	    ○ Outcomes focused;
	    ○ Standards;
	    ○ Role clarity.
		• Clarify and align the purpose along with outcomes.
		• Collect, report and use information effectively and collaboratively.
		• Agree upon an approach to re-invest for achieved efficiencies.
		• Simplify and focus on effective and efficient administration.
		• Identify systemic issues needing resolution.

Benefits	• Markers of progress:
	    ○ Identify efficiencies;
	    ○ Achieve results for individuals, families, community and government;
	    ○ Identify opportunities for collaboration.
	• Markers of success:
	    ○ Scalability;
	    ○ Transferability;
	    ○ Transparency;
	    ○ Improved services.
	• ***Bottom Line***
	    ○ ***Efforts and resources going into contract administration will be reassigned to service investment***	

Action Plan	• Short Term (June 30, 2014) – definition and opportunities identification (including a firm commitment from all parties, a work plan, and a Communications Strategy).	• Mid Term (March 31, 2015) - launch pilot. • Long Term - Report out on results and scale up.
Scalability Implications	• Establish evaluation plan and success criteria with reporting back on the options to scale up successful efforts.	

III.	**Effective Community Tables Pilot**

Project Definition	• Develop and pilot 2 to 3 Collective Community Impact Initiatives.
	• *Collective Impact is a structured, evidence based approach to the development and implementation of effective community tables mobilized by a common community objective:*
	    ○ *By including decision makers;*
	    ○ *Developing a common community objective to sustain focus and engagement;*
	    ○ *Establishing an effective support structure(backbone agency) to guide strategy, align activities and coordinate measurement and accountability;*
	    ○ *Tapping into community assets;*
	    ○ *Ensuring effective resource management.*

Benefits	• Taps into the untapped strengths and assets in communities through better coordination around a common objective. • Marshals capacity across agencies by working toward shared and collective objectives rather than individual agency objectives and agendas. • Measurable progress on a common social objective.

Action Plan	• Distribute information on Collective Community Impact.
	• Recruit 2 or 3 pilot communities that each identify a common community issue and willingness to cooperative through Collective Community Impact.
	    ○ Potential Pilot: Collective Community Impact table in Vancouver re: youth in transition to adulthood
	• Create a Terms of Reference for each community.
	• Establish community tables:
	    ○ Key members are decision makers who can allocate resources (people, dollars).
	    ○ A "Backbone Organization" is key to guide strategy, align activities and coordinate measurement and accountability.

Scalability Implications	• Collective Community Impact is a replicable and scalable process. • Community pilots to evaluate success, against objectives and in terms of generating better coordination of resources and collaborative action. • Evaluate and share information on lessons learned regarding community tables – what makes a difference and how can this be applied.

IV.	Shared Data and Knowledge Transfer Pilot	
Project Definition	• Build a database of outcome based measures in three communities.	

Benefits	• Better information to support:
	
	    o Decision making;
	    o Planning;
	    o Evidence based practice;
	    o Areas for research (continuous improvement).
	
	• Focused data collection and elimination of data that are not used.	

Action Plan	Step 1 • Strike Steering Committee. • Identify service lines – limit to two or three to provide focus. • Select communities for pilots. • Review prior reports pertaining to the issue (e.g., MCFD-Sector Operational Sustainability Report, 2009). • Perform Initial data collection and scan, include socio-economic data and contract data. • Leverage work already done to streamline data collection and establish linkages with existing sources such as Health Authorities to avoid duplication. • Develop common outcomes measures including definition – link outcome data from accreditation to have meaning for government decisions. • Define how the measures collected will be used (for example, decision making, planning, research, practice improvement). • Identify and eliminate measures that are not used or useful for decision making, practice improvement, planning or research. • Establish a reporting tool.	Step 2 • Facilitate outcome-based, service provider driven practice improvements. • Research on evidence based practice - Collaboration between government and service providers. • Increasingly effective planning - Impacts all actors in the sector.
Scalability Implications	• Implement iterative process in pilot communities to add new data sources and new lines of service. • Evaluate success, what works and what does not, as well as build a prototype for use in additional communities.	

10. Closing of the Roundtable

The Roundtable closed with a plenary debrief engaging participants in a discussion of the messages they would take away from the two-day session. Participants highlighted that:

- While most have taken part in similar discussions before, this time the feeling was more positive and there is a belief that action is more likely to happen, with a willingness to collaborate in overcoming the challenges ahead. Collectively, the tone is one of being "ready to make changes".
- Although there was some early caution about the 'agenda' behind this Roundtable, the conversations were honest and frank, and the intention along with the process felt authentic.
- We discovered a base of common ideas and perspectives between government and the sector – more than we thought we would.
- There is a common commitment to do the best in providing services and to share learning given the depth of knowledge and experience we can tap into.
- A positive step has been made by having the union involved from the outset as a co-lead.
- There will be challenges ahead, but there is a recognized need for action and a willingness to take action together.
- The circle will continue to expand, and the provincial organizations will be apprised of the Roundtable's work and have important roles to play as the work unfolds.

As leaders within the government and community sector, and 'ambassadors' from this event, the participants were also encouraged to freely share their experience along with insights with their colleagues.

The co-leads ended the Roundtable with thanks to the organizers and participants. They committed to publish the proceedings of the Roundtable at the earliest possible date and that there would be opportunities for those who were not involved in the initial discussions to contribute in the further development and implementation of an action plan.

The Roundtable provided a rich and diverse source of ideas for action. Some ideas, like pilots to develop an approach to flexible contracting, are common sense and can be actioned immediately. Some will require further development, consultation or the support of senior decision makers. Others may ultimately not be pursued. The job of sorting, prioritizing and action planning begins now. In the latter half of May, following the publication of these proceedings, the Roundtable co-leads and planning group will review the results of the two days and there will be further outreach so others can provide their input on an action plan. The aim is to get started now on what makes sense and demonstrate real progress toward implementing a substantive action plan by fiscal year end 2015.

Appendix A: Roundtable Planning Team

Roundtable Planning Team	
Mark Sieben (Co-Lead)	Deputy Minister, Ministry of Children and Family Development
David Vipond (Co-Lead)	Director of Negotiations and Human Resources, BCGEU
David Young (Co-Lead)	Chief Executive Officer, Sources Community Resource Centres
Tim Agg	Executive Director, PLEA Community Services of BC
Christine Bowman	President - Bowman Employment Services Inc.
Lynda Cavanaugh	Assistant Deputy Minister, Community Safety and Crime Prevention, Ministry of Justice
Fernando Coelho	Chief Executive Officer, posAbilities
Alanna Hendren	Executive Director, Developmental Disabilities Association
Deanna Kratzenberg	Chief Executive Officer, Milieu and Connexus Family Services
Allan Kwinter	President, Hollyburn Family Services
Angela Kwok	Executive Director, British Columbia Centre for Ability
Gentil Mateus	Chief Executive Officer, CSSEA
Anne Nikon	Board Chair, CSSEA
Anne Sandbu	Assistant Deputy Minister, Finance and Corporate Services, Ministry of Children and Family Development
Bernadette Spence	Executive Director, Vancouver Aboriginal and Child Family Services Society
Sheila Taylor	Deputy Minister, Ministry of Social Development and Social Innovation
Doug Woollard	Chief Executive Officer, Community Living BC

Appendix B: Roundtable Attendees

Roundtable Attendees	
Alanna Hendren	Developmental Disabilities Association of Vancouver-Richmond
Angela Kwok	British Columbia Centre for Ability Association
Ann Smith	Axis Family Resources
Anne Nikon	W. J. Stelmaschuk and Associates
Arden Duncan	Steps Forward
Barbara Ward-Burkitt	Prince George Native Friendship Centre
Bernadette Spence	Vancouver Aboriginal Child and Family Services Society
Brenda Gillette	Chilliwack Society for Community Living
Carlene Thompson	Victoria Community Living
Carol Metz Murray	Tri-Cities Transitions
Caroline Bonesky	Family Services of Greater Vancouver
Christine Bowman	Bowman Employment Services Inc.
Christine Mohr	Options Community Services Society
Corinne Dolman	Bridge Youth and Family Services
Craig Monley	Boys and Girls Club of the Okanagan
Cynthia Rolings	Connexus
Dan Collins	Langley Association for Community Living
David Vipond	BC Government and Services Employee Union
David Young	Sources Community Resources Society
Fernando Coelho	posAbilities Association of BC
Gentil Mateus	Community Social Services Employers' Association
Gerard Bremault	Centre for Child Development
Jennifer DeLuca	WorkLink Employment Society
Jennifer Harrison	WorkLink Employment Society
Judith Ryan	Beacon Community Services
Kathi Heim	Prince George and District Elizabeth Fry Society
Liz Barnett	North Shore Disability Resource Center
Margaret Warcup	Kitimat Child Development Centre
Martin Wyant	SHARE Family & Community Services
Monique Klein	Pacific Blue Cross
Nanette Taylor	Hollyburn Family Services
Paul Mallete	CBI Consultants
Richard Faucher	Burnaby Association for Community Inclusion
Tamara Hurtado	Steps Forward
Theresa Wesley	Prince Rupert Aboriginal Community Services Society
Tim Agg	PLEA Community Services Society of BC
Wrenn Weston	Thompson Community Services
Alison Dudley	Labour Market Programs, Ministry of Jobs Tourism Skills and Training
Allison Bond	Service Delivery, Ministry of Children and Family Development

Ann Evans Locker	Executive Correspondence, Ministry of Social Development and Social Innovation
Bernard Achampong	Procurement Governance and Policy, Ministry of Children and Family Development
David Toone	Audit & Risk Management, Community Living BC
Delmer Samson	Procurement Governance and Policy, Ministry of Children and Family Development
Dennis Padmore	Service Delivery, Coast Fraser, Ministry of Children and Family Development
Doug Woollard	Interim CEO, Community Living BC
Ed Berry	Service Delivery, Northeast and North Central, Ministry of Children and Family Development
Jack Styan	Strategic Initiatives, Community Living BC
Jamie Lipp	Community Programs, Ministry of Justice
Karen Blackman	Service Delivery, South Fraser, Ministry of Children and Family Development
Karen Hemminson	Corporate Initiatives, BC Housing
Karen MacMillan	Executive Operations, Ministry of Social Development and Social Innovation
Kashi Tanaka	Corporate Planning, Ministry of Social Development and Social Innovation
Leah Glick-Stal	Contracts and Procurement, Community Living BC
Len Dawes	Corporate Services, Ministry of Ministry of Social Development and Social Innovation
Linda Bradford	Contract Management, Ministry of Children and Family Development
Lynda Cavanaugh	Community Safety and Crime Prevention, Ministry of Justice
Mark Medgyesi	Strategic Initiatives, Ministry of Social Development and Social Innovation
Mark Sieben	Deputy Minister, Ministry of Children and Family Development
Mick Bryson	Lean Program Office, BC Public Service Agency
Nadine Bell	Strategic Initiatives, Ministry of Social Development and Social Innovation
Nichola Manning	Employment and Labour Market Services, Ministry of Social Development and Social Innovation
Rebecca Lomas	Procurement Governance and Policy, Ministry of Children and Family Development
Rob Mingay	Labour Relations, Public Sector Employers' Council Secretariat
Sergei Bouslov	Employment and Labour Market Services, Ministry of Social Development and Social Innovation
Sheila Taylor	Deputy Minister, Ministry of Social Development and Social Innovation
Stuart Newton	Controller General, Ministry of Finance