

**FAMILY SERVICES of GREATER VANCOUVER**

**CONTRACT EFFICIENCIES AND FLEXIBILITY  
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 to this initiative:

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

## **Agency Overview**

Family Services of Greater Vancouver (FSGV) is a Commission on Accreditation of Rehabilitation Facilities (CARF) accredited, not for profit agency that has been serving communities in the Vancouver, Lower Mainland area for over 85 years. The agency holds 16 non-residential contracts with the Ministry of Children and Family Development (MCFD) totaling \$10.6M. FSGV provides Family Development Services, Foster Care and Child and Youth with Special Needs (CYSN) Support Services, Youth Services and Child and Youth Mental Health (CYMH) services on behalf of MCFD. FSGV receive funding from and report out to: MCFD, the Ministries of Social Development and Social Integration and Justice and Attorney General, the Fraser and Vancouver Coastal Health Authorities as well as the United Way of the Lower Mainland and at any given time a variety of non-government funders.

## **A. FSGV Project Summary**

FSGV has indicated an interest in the full scope of the CEFI project including amalgamating certain global contracts to increase service flexibility, development of standardized contract service deliverables language; and supporting improvements in non-residential reporting and service definitions.

FSGV is using a phased approach - changes suggested by FSGV include the following:

### **Phase 1 (by March 31, 2015):**

- Consolidation of the Family Development, Foster Home Support and CYSN Life Skills contracts.
- Simplifying and standardizing the contract schedules to ensure the service description, deliverables/ outputs and financial information is better organized within the contract template.
- Reduced or more relevant, output reporting requirements and the addition of outcome reporting in contracts.

### **Phase 2 (Fiscal Year 2015/16):**

- Design and implement a new integrated service delivery model that is more flexible, such as better matching services with the client needs and a central intake process.

## **B. Problem Statement**

FSGV has stated that the current contract structure is 'boxed' by geography and that the services provided is at times also 'boxed' and are not necessarily the most effective or efficient for clients. FSGV notes that this structure works well for 80% of the families but not 20% of the complex families who need multiple services and/or those who move geographically. This lack of flexibility impedes the agency's ability to adjust funding to demand e.g., when there is less demand for Foster Home Support and more demand for Family Preservation and CYSN Life Skills.

The agency has indicated there is not enough focus on performance outcomes. Output reporting informs well the direct service time but does not inform on the quality of the services/programs nor does it support an understanding as to whether or not the services are making a difference. Reporting on direct service time would assist the Ministry in its decision making regarding finance and service. On the other hand, outcomes

would inform on performance of the services, programs and the agencies, they can also support to provide information on alternative or innovations to services by comparing across other organizations. FSGV have suggested that the ministry review the Alberta Reporting Framework in this regard, and that we review the currently utilized 'outcome' review modules that have been developed for Family Preservation and Reunification Services (FPRS) by Westcoast Family Resource Society and FSGV.

### C. Objectives /Deliverables

- An amalgamated (global) contract for Family Development Services, CYSN and Foster Care Support contracts
- Simplified and standardized non-residential contract schedules with better organized service descriptions, deliverables / outputs and financial information
- Streamlined and relevant output and outcome reporting requirements (see the Alberta model)
- Increased flexibility in contracts to better match services with client needs
- One central intake process for the non-residential services in Family Development, CYSN and Foster Home Support (service model redesign)

### D. Project Description

#### ***In Scope (Phase 1):***

- Amalgamate the Family Services, CYSN and Foster Home Support contracts which include the current contract (see **Appendix A**)
- Standardize the service descriptions / contract language financial reporting and output reporting
- For outputs would prefer to use Direct Hours as per contract # FT08424008
- Would prefer a standardized template for the financial reporting
- Implement a process for CSM engagement
- Develop pilot outcomes measures
- Examine use of multi-year contracts

#### ***Out of Scope (Phase 1):***

- Sexual Abuse Intervention Program, Burnaby Early Years CYMH and Youth Services contracts
- Domestic Violence Response Team

#### ***In Scope (Phase 2) – Fiscal Year 2015/16:***

- Explore the possibility/feasibility/efficiency of one central intake process for the non-residential services in Family Development, CYSN and Foster Care Support (service model redesign)

#### ***Challenges / Limitations:***

- Determining the lead CSM in managing the Global contract and ensuring consistent communications across other involved CSMs.
- Ensuring that Phase 2 is implemented to realize full benefit of efficiencies
  - Determining and understanding how the central intake process will work. Equity needs to be defined e.g., comparing waitlists by absolute number or ration against population.

#### ***Critical Success Factors:***

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

#### ***Project Roles:***

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

<b>Project Leads:</b>	<ul style="list-style-type: none"> <li>▪ Identify and examine opportunities</li> <li>▪ Allocate and provide direction to project resources</li> <li>▪ Identify issues and risks and propose solutions</li> <li>▪ Work with and engage stakeholders</li> <li>▪ Ensure communication within organization and stakeholders</li> <li>▪ Identify change management requirements</li> </ul>
<b>MCFD and Agency Resources:</b>	<ul style="list-style-type: none"> <li>▪ Identify opportunities</li> <li>▪ Analyze existing contracts</li> <li>▪ Identify and research previous work done within the ministry/agency that may be applicable (best practice contracts, program logic model, previous service redesign and outcome work)</li> <li>▪ Research cross-jurisdictional work</li> <li>▪ Identify issues and risks</li> <li>▪ Identify implications of changes</li> <li>▪ Communicate issues and impacts</li> <li>▪ Create project deliverables</li> </ul>
<b>Project Manager:</b>	<ul style="list-style-type: none"> <li>▪ Define and clarify problems to be addressed by the project</li> <li>▪ Define and clarify scope and objectives</li> <li>▪ Identify when project is off course and get the project back on track</li> <li>▪ Manage project administrative responsibilities (timelines, reporting, communications, issue/risk identification and resolution management/mitigation, arrange working sessions, organize Steering Committee and team meetings)</li> </ul>
<b>Steering Committee</b>	<ul style="list-style-type: none"> <li>▪ Provide assistance in resolving issues</li> <li>▪ Provide clarity on problems to be resolved by the project</li> <li>▪ Allocate resources</li> <li>▪ Provide guidance and direction</li> <li>▪ Facilitate change management within their respective group and across stakeholders</li> </ul>

**Project Stakeholders**

Name	Role
ADM, Service Delivery	Project Sponsor
Executive Director, Procurement and Contract Management Branch (PCMB), MCFD	Project Executive Lead
Executive Director, Family Services of Greater Vancouver (FSGV)	Agency Executive Lead
Procurement Mgr., PCMB, MCFD	Ministry Project Lead
Procurement Mgr., PCMB, MCFD	MCFD Outcomes Lead
Contract Utilization Services Leader, PCMB, MCFD	Ministry Project Resource
Director of Family Services, FSGV	Agency Project Resource
ADM/Provincial Director of Child Welfare	Steering Committee

MCFD, ADM Corporate Services 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	Members
Project Mgr., 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
Identify contracts to be amalgamated	30-Sep-2014
Develop new contract format	15-Oct-2014
Develop consistent language (for applicable contracts)	31-Oct-2014
Finalize new contract (deliverables, format and headings)	15-Nov-2014
Design processes for implementing the contract changes	15-Jan-2015
Define standard contract (service/program/deliverables) language	05-Dec-2014
Review and simplify financial reporting	05-Dec-2014
Define and reduce output indicator reporting requirements	19-Dec-2014
Define outcome indicator reporting requirements	15-Jan-2015
Hold agency/CSM working sessions on the implementation of the contract changes	20-Mar-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 project 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-Sep-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.

*Original signed by:*  
 \_\_\_\_\_  
 Jane Fang, MCFD Project Lead

\_\_\_\_\_  
 Date

*Original signed by:*  
 \_\_\_\_\_  
 FSGV Executive Project Lead

\_\_\_\_\_  
 Date

## APPENDIX A - LIST OF CONTRACTS TO BE AMALGAMATED

Family Services of Greater Vancouver					
Program Area	Contract Number	Community	Item Description	Service(s)	Brief Description
Family Services	FT08424008	Vancouver	Family Preservation and Reunification	Intervention - General Intervention – Therapeutic Homemaking - General Linking and Brokerage – General Monitoring and Supervision - Supervised Visits Mutual Aid – General Training and Education - General	Range of individual family preservation and reunification services provided by a Family Counsellor and delivered primarily in the family home and community
	FT08424003	Burnaby	Project Parent	Intervention - General	Home based intensive parenting program provided by Family Counsellors (option of some community based activities and groups)
		New West			
	FT08424010	Delta	Project Parent	Intervention - General	Home based intensive parenting program provided by Family Counsellors (option of some community based activities and groups)
Langley Surrey East					
FT08424002	Burnaby New West	Parent-Teen Mediation Services	Intervention - General	Home or office based mediation for parents and teens experiencing conflict	
Foster Care	FT08424006	Vancouver Richmond	Foster Parent Support & Educ. Svcs	Intervention - General	
Support Services-CYSN	FT08424016	Richmond	CYSN Child, Youth & Parent Support	Intervention - General	Direct one to one or group services provided by a Child Care Worker for skill development for CYSN children and their families
	FT08424019	Burnaby	Child and Youth Care Worker for SNC	Intervention - General	Direct one to one or group services provided by a Child Care Worker for skill development for CYSN children and their families