

BC CENTRE FOR ABILITY

**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 four key objectives to this initiative:

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

Agency Overview

BC Centre for Ability Association (BC-CFA) is a Health Employers Association of BC (HEABC); Commission on Accreditation of Rehabilitation Facilities (CARF) accredited, not for profit agency that has been serving communities in the Vancouver, Burnaby, North Shore areas for over 45 years. The agency holds 7 non-residential contracts with the Ministry of Children and Family Development (MCFD) totaling \$13.7M. BC-CFA provides services to over 3,000 children, youth and adults with special needs and disabilities. The services provided to MCFD include: Supported Child Development (SCD), Early Intervention Therapies (EIT) and School Aged Therapies (SAT). BC-CFA receives funding from and reports out to: MCFD, Community Living BC, the Ministries of Justice and Attorney General and Finance, Human Resources and Skills Development Canada and Service Canada.

A. BC-CFA Project Summary

BC-CFA has indicated an interest in the full scope of the CEFI project including the amalgamating non-residential contracts to increase flexibility to move, or reallocate, program funds or resources within contracts and across Service Delivery Areas (SDAs); development of standardized contract services and deliverables language and supporting improvements in non-residential reporting and service definitions.

B. Problem Statement

BC-CFA has stated that the current contract structure is siloed in that a surplus in one contract/program area cannot be used for another program area where there is need. MCFD has a decentralized budget and funding for contracts is specific to each of the ministry's SDAs. A contract for services within one SDA cannot utilize or take advantage of funding or resources for a contract for services in another SDA. This lack of flexibility limits the agency's ability to hire or move resources across service areas, and to another contract e.g., sharing specialized skills as the need arises. For example, with flexibility, the agency could draw on their surplus from SCD to offset waitlists in EIT.

The agency has indicated there is too much output reporting required and not enough focus on performance outcomes. The amount and type of output reporting required reduces the amount of time and, therefore, capacity to focus on the delivery of the services and improvements to performance. Output reporting does not inform on the quality of the services/programs; it does not support an understanding as to whether or not the services are making a difference.

BC-CFA has noted a lack of consistency in the service descriptions or language for contracts; two contracts for the same services / programs from different SDAs may have different descriptions and reporting requirements. Contracts may also have completely different formats or layouts; thereby, creating a situation in which the agency has to take more time to identify pertinent information. These inconsistencies are a source of frustration, confusion, increased data collection and reporting and make management of the contracts more time consuming. Some contracts which have been in place for a number of years have vague standards, descriptions and expectations or not meaningful enough to provide clarity with respect to the expectations; especially when there is a new contract manager or agency staff member responsible for the contracts.

C. Objectives / Deliverables

- Better organized, simplified and standardized non-residential contract schedules, including service descriptions, deliverables / outputs and financial information
- Reduced and more relevant output reporting requirements and the addition of outcome reporting in the contracts
- Flexibility in contracts to provide services in relation to need across the service type and geography rather than being tied to funding amounts. The movement of funding to address needs is not an adjustment to baseline funding and is to be done in consultation with community service managers
- Options provided for the development of multi-year contracts
- Increased flexibility in the deployment of staff within the same contract
- Improved service planning with an annual meeting of all of the community service managers (CSM) associated with the contracts to ensure consistency between Local Service Delivery Areas
- Training for ministry staff on the changes

D. Project Description

In Scope

- Standardize contract service description/contract language, financial and output reporting
- Explore direct service hour reporting (e.g., contract # RT07025004) for all contracts
- Use standard template (e.g. contract # RT07025004) for financial reporting
- Development of a process for CSM engagement
- Development of pilot outcome indicators
- Development of multi-year contracts

Challenges / Limitations:

- Determining the lead CSM in managing the amalgamated contracts and ensuring consistent communications across other impacted CSMs
- To fully implement flexibility within a contract, service demand across the service delivery area must be known and shared with the service provider to ensure decisions to reallocate resources are based on the service demand as a whole as opposed to the service demand for the one agency
- Time constraints on the CSM given multiple high priorities and day-to-day functions

Critical Success Factors

- Reasonable scope to ensure work can be accomplished by March 31, 2015
- Dedicated resources and appropriate time to ensure the completeness of the work and commitment to the change
- The ministry changes its business processes

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
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MCFD and Agency Resources:	<ul style="list-style-type: none"> ▪ Identify opportunities ▪ Analyze existing contracts ▪ 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) ▪ 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 to be addressed by the project ▪ 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

Project Stakeholders

Name	Role
ADM, Service Delivery	Project Sponsor
Executive Director, Procurement and Contract Management Branch (PCMB), MCFD	Project Executive Lead
Executive Director, BC Centre for Ability	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
Managing Director	Agency Project Resource
Quality Assurance Coordinator	Agency Project Resource
MCFD ADM/Provincial Director of Child Welfare MCFD ADM Corporate Services Chief Executive Officer, Axis Family Resources Ltd. Executive Director, PLEA Community Services Executive Director, BC Centre for Ability Executive Director, Family Services of Greater Vancouver	Steering Committee Members
Andrea Scrivener, 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 BCCFA 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
Develop new contract format	15-Oct-2014
Develop consistent contract language (for applicable contracts)	31-Oct-2014
Review and simplify financial reporting	03-Nov-2014
Define and reduce output indicator reporting requirements	14-Nov-2014
Finalize new contract (deliverables, format and headings)	17-Nov-2014
Define standard contract language (service/program/deliverables)	12-Dec-2014
Define outcome indicator reporting requirements	19-Dec-2014
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.

Issues Management:

- Project-related issues will be tracked, prioritized, assigned, resolved, and communicated in accordance with the 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:

BC-CFA Executive Project Lead

Date