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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:
## Project Leads:
- 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

## MCDF and Agency Resources:
- 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:
- 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
- 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

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

<table>
<thead>
<tr>
<th>Key Deliverable</th>
<th>Target Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify contracts to be amalgamated</td>
<td>30-Sep-2014</td>
</tr>
<tr>
<td>Develop new contract format</td>
<td>15-Oct-2014</td>
</tr>
<tr>
<td>Develop consistent language (for applicable contracts)</td>
<td>31-Oct-2014</td>
</tr>
<tr>
<td>Finalize new contract (deliverables, format and headings)</td>
<td>15-Nov-2014</td>
</tr>
<tr>
<td>Design processes for implementing the contract changes</td>
<td>15-Jan-2015</td>
</tr>
<tr>
<td>Define standard contract (service/program/deliverables) language</td>
<td>05-Dec-2014</td>
</tr>
<tr>
<td>Review and simplify financial reporting</td>
<td>05-Dec-2014</td>
</tr>
<tr>
<td>Define and reduce output indicator reporting requirements</td>
<td>19-Dec-2014</td>
</tr>
<tr>
<td>Define outcome indicator reporting requirements</td>
<td>15-Jan-2015</td>
</tr>
<tr>
<td>Hold agency/CSM working sessions on the implementation of the contract changes</td>
<td>20-Mar-2015</td>
</tr>
<tr>
<td>Contracts signed and in place with agencies</td>
<td>20-Mar-2015</td>
</tr>
<tr>
<td>Develop resultant project savings protocol</td>
<td>31-Mar-2015</td>
</tr>
</tbody>
</table>

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:

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

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 FSGV Executive Project Lead Date
### APPENDIX A - LIST OF CONTRACTS TO BE AMALGAMATED

**Family Services of Greater Vancouver**

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