

**PLEA COMMUNITY SERVICES**

**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**

PLEA Community Services (PLEA) is a Community Social Services Employers Association (CSSEA), Commission on Accreditation of Rehabilitation Facilities (CARF) and Imagine Canada accredited, not-for-profit agency that has been providing services mainly in the Lower Mainland for over 30 years. The agency holds 20-40 residential and non-residential contracts at any point of time with the Ministry of Children and Family Development (MCFD) totaling \$8 million annually. PLEA provides comprehensive residential and non-residential services in the community, working with the youth justice, child welfare, addictions, health and community living systems. The main funding sources include MCFD, Community Living BC, the Department of Health and Services (Gov't Northwest Territories)/Fraser Health and Vancouver Health Authorities, as well as Delegated Aboriginal Agencies, including Vancouver Aboriginal Child and Family Services Society, Métis Family Services, and Fraser Valley Aboriginal Child and Family Services Society.

## **A. PLEA Project Summary**

PLEA has indicated an interest in the full scope of the CEFI project, including the amalgamation of non-residential contracts, the development of a global residential contract, the development of standardized contract services and deliverables language, increased flexibility to utilize staff resources across the service areas to meet service demand, and the streamlining and simplification reporting to maintain and even enhance accountability.

Changes suggested by PLEA include the following:

- Consolidating non-residential contracts; breaking apart the Integrated Youth Services (IYS) contracts in Tri-Cities and Ridge Meadows; removing Youth Justice services from the current IYS contracts; and consolidating all Youth Justice contracts in the Lower Mainland- Vancouver, Tri-Cities, Ridge Meadows and Provincial Services- into one contract.
- Amalgamating or standardizing child-specific Intensive Supervision and Rehabilitation Services (IRCS) and Special Federal Funding (SFF) contracts.
- Developing a global residential contract with one ministry person to oversee the contract.
- Simplifying and standardizing contract schedules; reducing the breakdown levels in programs and services; ensuring the service description, deliverables/outputs and financial information is better organized within Schedule A & B of the contract.
- Simplifying and standardizing both output and financial reporting requirements; providing financial reporting at an aggregated contract level rather than the current program level; using the same service-hour definition for all contracts.

Overall, PLEA has a strong interest in simplifying and standardizing contracts, as well as developing a flexible global contract for residential services that can be replicated across service providers.

## B. Problem Statement

### Non-Residential Contracts:

PLEA has indicated difficulty in rationalizing, streamlining and simplifying their non-residential contracts. Some of these contracts are drafted using the 1999 version of the Client Services Agreement (CSA), which use Component Services Schedules (CSS), while others are drafted using the 2007 Third-Party Services Agreement (TPSA), which use Subsidiary Component Agreements (SCA). The agency indicated that the current SCAs are excessively detailed and poorly organized. The IYS contracts in Tri Cities and Ridge Meadows make tracking for Youth Justice funding for Federal Government cost sharing purpose challenging and administratively burdensome.

PLEA has noted that there are inconsistencies in contract services deliverables language, requiring different management of similar services; inconsistency and lack of clarity regarding to the desired service flexibility and inconsistencies in reporting requirements including service hour definition, which make the data aggregation and comparison impossible.

Regarding the output reporting, the agency also believes that the Ministry is trying to monitor more details than what is reasonably manageable and is doubtful about the Ministry's ability to utilize the non-residential output reports.

### Residential Contracts:

PLEA believes that it has too many child-specific contracts, which create a huge administrative workload, especially to track and record budget and expenditures. The organization is repeatedly answering the same questions raised by different offices on the structure and costs of these contracts. In addition, the agency feels there is a lack of overall service planning. The agency doesn't know the overall objectives of the service, e.g., whether they are an emergency service provider or a long term service provider.

## C. Objectives/Deliverables

- Simplified and standardized non-residential contract schedules with better organized service descriptions, deliverables/outputs and financial information
- Simplified, streamlined and relevant output and financial reporting requirements
- Consolidation of Vancouver's Genesis Day Program (contract # FT07004006) and Youth Justice contract # FT07004007.
- Consolidation, or standardization of the Child-Specific IRCS and Special Federal Funding services contracts
- Increased flexibility in the deployment of staff and funding within the same contract
- Improved service planning with an annual meeting with all Community Services Managers to ensure consistency between local service delivery areas
- Development of a flexible global contract for residential services for infrastructure/baseline costs
- A central representative for intake and a central representative to oversee agency service quality for the global residential contract (Phase II)
- Training for ministry staff on the process changes.

## D. Project Description

### In Scope (Phase I)

- Development of a global residential contract that will cover all child specific contracts in the Ministry, Vancouver Aboriginal Child and Family Services Society and Métis Family Services
- Amalgamate contract # FT07004006 (Genesis Day Program) and contract # FT07004007 (Vancouver Youth Justice Program)
- Standardize and simplify contract language, financial and output reporting on the following global non-residential Youth Justice and Youth Services contracts:
  - FT07004003 (Ridge Meadows IYS)
  - FT07004004 (Tri Cities IYS)
  - FT07004006 (Vancouver Genesis Day Program)
  - FT07004007 (Vancouver Youth Justice Program)<sup>1</sup>
  - FT07004008 (Vancouver Safe Care)
  - SL00376S01 (Provincial Services Waypoint)

**Specific objectives:**

- Standardize and simplify contract language with better organized service deliverables
- Streamline and simplify financial reporting with reduced number of cost centres
- Streamline and simplify output indicator reporting with the same definition of service hours and with the appropriate amount of information to be collected. Explore the possibility of amalgamation, or at a minimum, standardize the Child-Specific IRCS and SFF services contracts. The following contracts are currently active: FT07004010,-13,-15 and-16
- Implement an annual contract management and service review process with all CSMs at the table.

### In Scope (Phase II) – Fiscal year 2015-16

- Explore the possibility of a central representative for intake and a central representative to oversee agency service quality for residential services.
- Engage CSMs in discussions of new ideas for service delivery.

**Challenges/Limitations:**

- For residential contracts, agencies may believe they need to use the full, or purchased, capacity of the contract rather than what is needed at any one time.

**Critical Success Factors**

- Reasonable scope to ensure work can be accomplished by March 31, 2015.
- Dedicated resources and appropriate time to ensure the completion 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>
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<sup>1</sup> This contract may be pulled out of scope as it is a part of the Provincial Office contract centralization

<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 the project will address</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, Ministry of Children and Family Development (MCFD)	Project Sponsor
Executive Director, Procurement and Contract Management Branch (PCMB), MCFD	Project Executive Lead
Executive Director, PLEA Community Services Society	Agency Executive Lead
Procurement Manager, PCMB, MCFD	Ministry Project Lead
Procurement Manager, PCMB, MCFD	MCFD Outcomes Lead
Contract Utilization Services Leader, PCMB, MCFD	Ministry Project Resource
Associate Executive Director, PLEA Family Services	Agency Project Resource
ADM/Provincial Director of Child Welfare, MCFD ADM Corporate Services, MCFD Executive Director, Axis Family Services Executive Director, PLEA Community Services Executive Director, BC Centre for Ability Executive Director, Family Services of Greater Vancouver	Steering Committee Members
Project Manager, PCMB, MCFD	Project Manager

## E. Approach

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

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

## F. Estimated Milestone Timelines

The key project milestones are as follows:

Key Milestone	Target Date
Develop consistent language (for applicable contracts)	15-Nov-2014
Finalize new contract (deliverables, format and headings)	05-Nov-2014
Design new global residential contract	28-Nov-2014
Develop contract language (Residential and Non-Residential)	12-Dec-2014
Review and simplify financial reporting	28-Nov-2014
Define and reduce output indicator reporting requirements	08-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:  
MCFD Project Lead

\_\_\_\_\_  
Date

Original signed by:  
PLEA Executive Project Lead

\_\_\_\_\_  
Date