

# **Specialized Homes and Support Services (SHSS) Contract Briefing**

January 24th, 2023

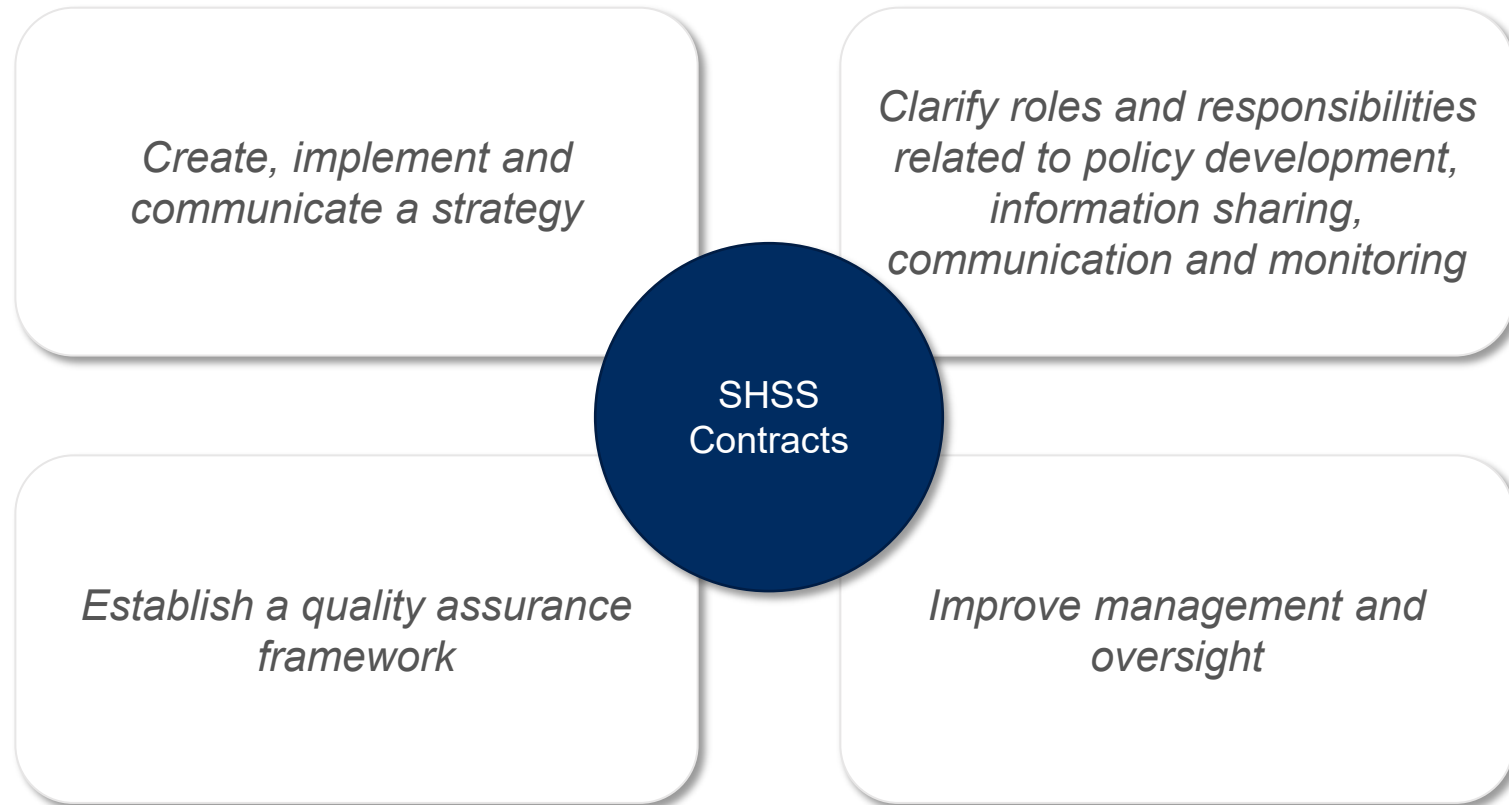
# Table of Contents

1. OAG Report Recommendations
2. SHSS Services
3. SHSS Contract Structure
4. Standardized Contracts for Individualized Care
5. Wellbeing of the Child/Youth
6. Performance Management Program
7. SHSS Service Plan
8. Fees and Payment Model
9. Transitioning to New SHSS Contracts
10. Procurement Approach
11. Evaluation Criteria
12. Contract Key Benefits
13. Key Enablers for Success

# OAG Report Recommendations

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The contracts are designed to address the findings and recommendations within the Office of the Auditor General (OAG) Report, which called on the Ministry to improve its oversight of the quality of care provided to children and youth placed in care.



# SHSS Services

**The four standard services were developed over 24 months, including engagement with internal and external stakeholders (e.g., Ministry staff, rights-holders, Treasury Board)**



The Four SHSS Service Contracts were designed from the following services expectation documents / service design process undertaken with the sector:

- RCY
- Children's Forum
- Federation of Community Social Service Providers
- ICFSAs
- Health Authorities

# SHSS Transformation is about:

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## Improving outcomes for children and youth by:

**Strengthening the continuum of care to keep families together**

- **Adding family preservation supports including specialized respite and stabilization services available to children and youth in need – including embedding supports for parents/caregivers**

**Expanding efforts to keep children out of staffed care**

- **Enhancing support for out-of-care caregivers in effort to keep children in community, connected to family and culture**
- **Foster care recruitment – increasing capacity of home-based care**

**Ensuring quality care focused on wellbeing of children**

- **Services designed around well-being and belonging for child – focusing on belong and cultural connections**
- **Robust oversight at individual and system level**
- **New processes to expand circle of accountability around care of child**
- **Sustainable supports to providers to recruit and retain high –quality care providers**

# SHSS Contract Structure

The four SHSS contracts (one for each service type) are standardized and aligned to the structure and design of current Province of BC contracts.

The contracts are designed to be clear with respect to business and legal requirements.

The standard approach and consistency to the contracts removes the need for on-going and continued negotiations.

The core elements of the contract, such as **Services, Outcomes, Performance Management, Payment Model and Transition-In Services** are extracted from the main body of the contract to clearly articulate the core expectations of the Service Provider.

Section	Title
MSA	Main Services Agreement
Schedule A	Definitions
Schedule B	Services
Schedule C	Outcomes Architecture and Performance Management
Schedule D	Personnel Requirements
Schedule E	Policies and Standards
Schedule F	Fees and Payment Model
Appendix F1	Fees
Schedule G	Governance, Stewardship and Relationship
Schedule H	Agreement and Services Amendment Processes
Schedule I	Insurance
Schedule J	Privacy Protection
Schedule K	Transition-In Services
Schedule L	Exit Management

# Standardized Contracts for Individualized Care

*How do you ensure standardized contracts are responsive to the needs of individual children and youth?*

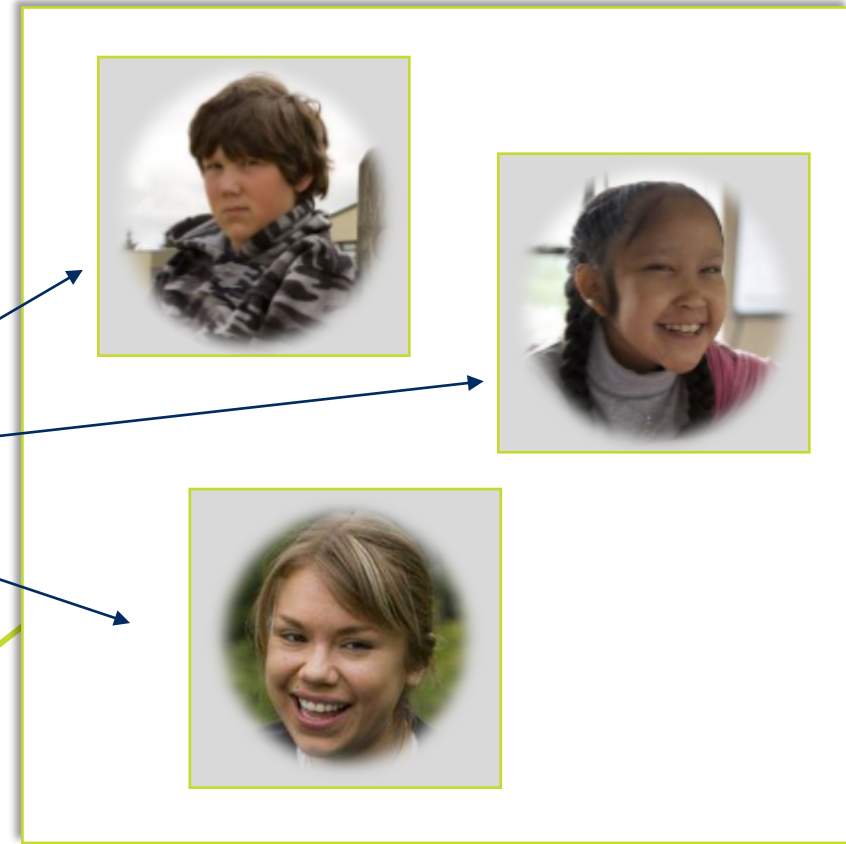
## Standardized Contracts

What	Services
Why	Intended Outcomes & Indicators
How	Service Provider Portal
	Service Plans
	Personnel Requirements
	Fees and Payments
	Legal Requirements
	Policies
	Performance Management Program

## Child Specific Service Plans



Supplemental funding for individualized supports



# Wellbeing of the Child/Youth

## Domains of Wellbeing

### Community Inclusion and Belonging

Children/youth are supported in **developing a deeper sense of belonging** by strengthening and forming new relationships with peers, family, extended family, and their community.

### Cultural Attachment and Connectedness

Children/youth are supported to **meaningfully engage in cultural activities, develop a deeper relationship between self, family, and community**, and to connect with land, culture, language, spirituality, and ancestors.

### Social Emotional & Day to Day Wellness

Children/youth develop a **deeper sense of identity, healthy risk-taking, and resilience, and work towards their continued healing and recovery**. Children/youth are supported to build healthy routines and relationships, strengthen communication skills, and learn to understand, express, and regulate their emotions and actions.

### Developmental Needs

Children/youth develop **knowledge, skills and abilities that foster their independence and individuality**, and support their healthy development and safety.



### Child's Voice

A child/youth's views, ideas, preferences, wishes, likes/dislikes made known by a child/youth are meaningfully included in planning and discussion.



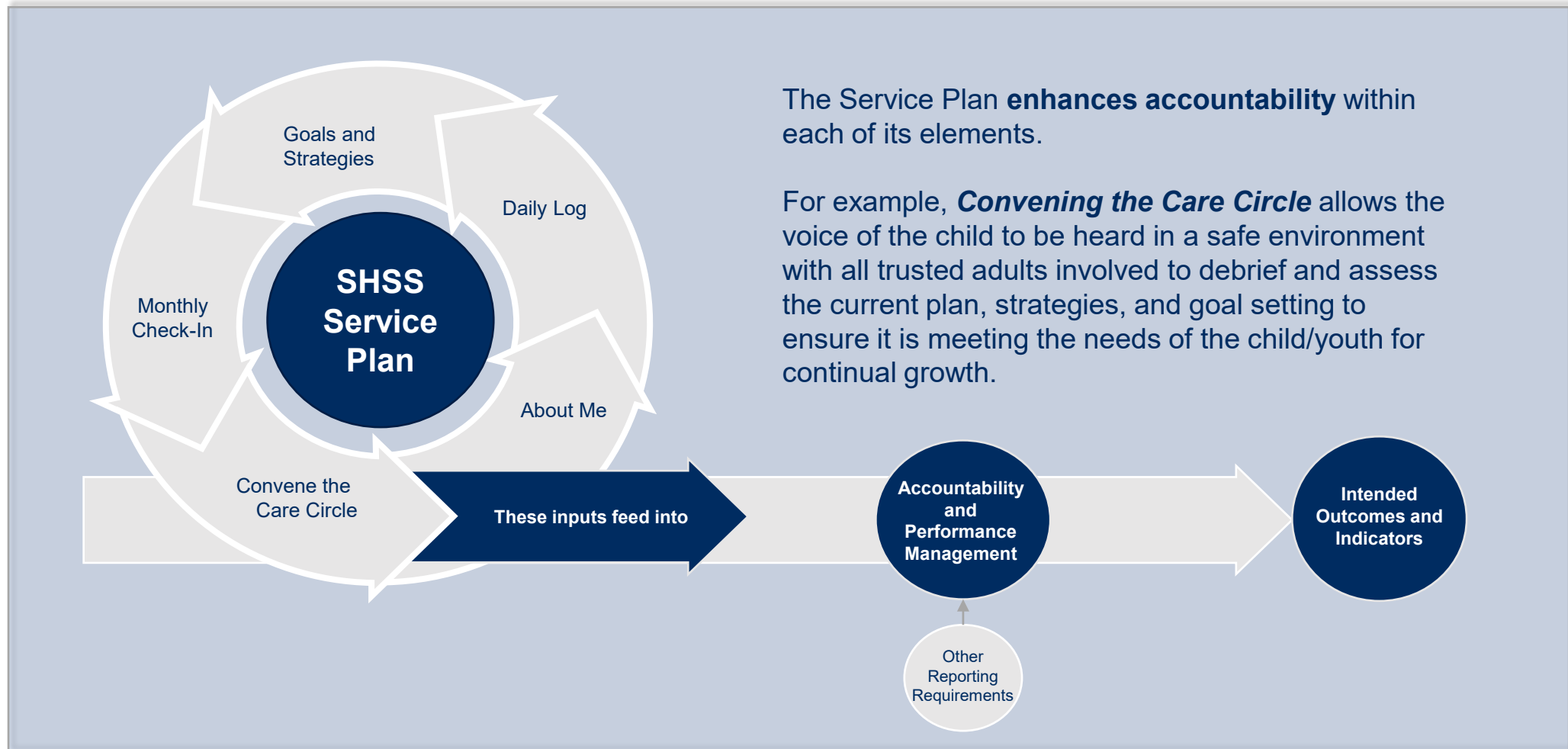
### Circle of Care

Service Providers are required to engage the child/youth's SHSS Care Circle, a group of trusted adults who have knowledge of a child and youth and their strengths and needs, at regular intervals, expanding the circle of accountability.



# SHSS Service Plan

Just by completing SHSS Service Plans, Service Providers largely meet their reporting requirement.

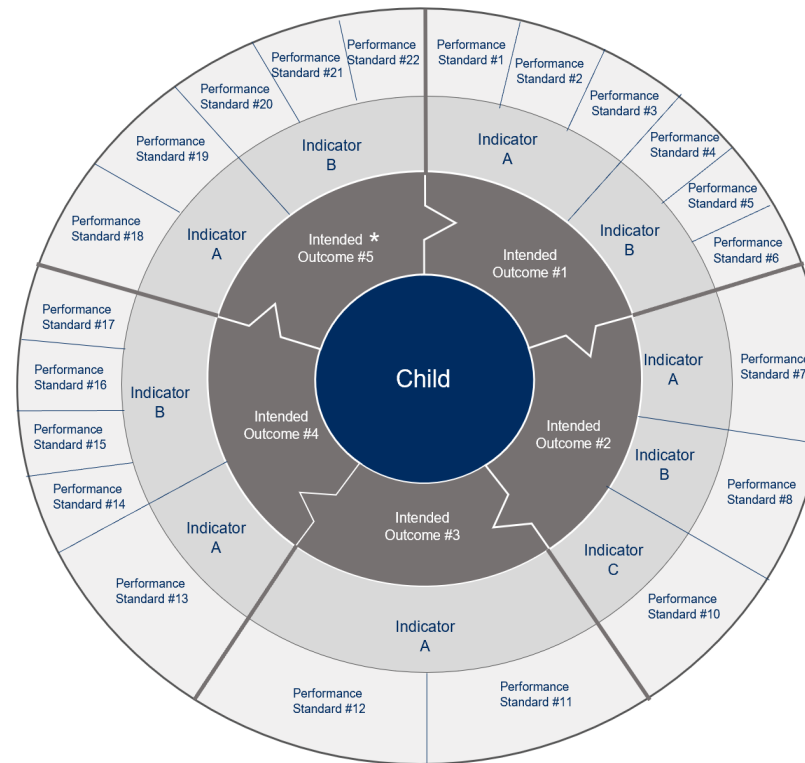


# Performance Management Program

The Performance Management Program is a contract mechanism to link Service delivery with the Intended Outcomes of the contracts and SHSS Program more widely. The Service Provider is held accountable for meeting Performance Standards that are linked to specific Indicators and Intended Outcomes.

## Key Benefits

- Ensure services delivered to children, youth and their families are effective and high-quality
- Support the continued improvement of SHSS Service Providers
- Identify and remediate issues at an SHSS
- A results-based program that focuses on the management and achievement of the Intended Outcomes as outlined in the contracts
- Measures the achievement of the Intended Outcomes through calculations, analysis and management



*\* Example from Specialized Long-Term Care Contract*

### Intended Outcome #5

Child/youth's attachment and emotional ties to family and other supportive relationships is improved

#### Indicator A

Self-reported feelings of belonging, positive relationship, and progress toward cultural attachment and connectedness Goals

#### Performance Standard #18

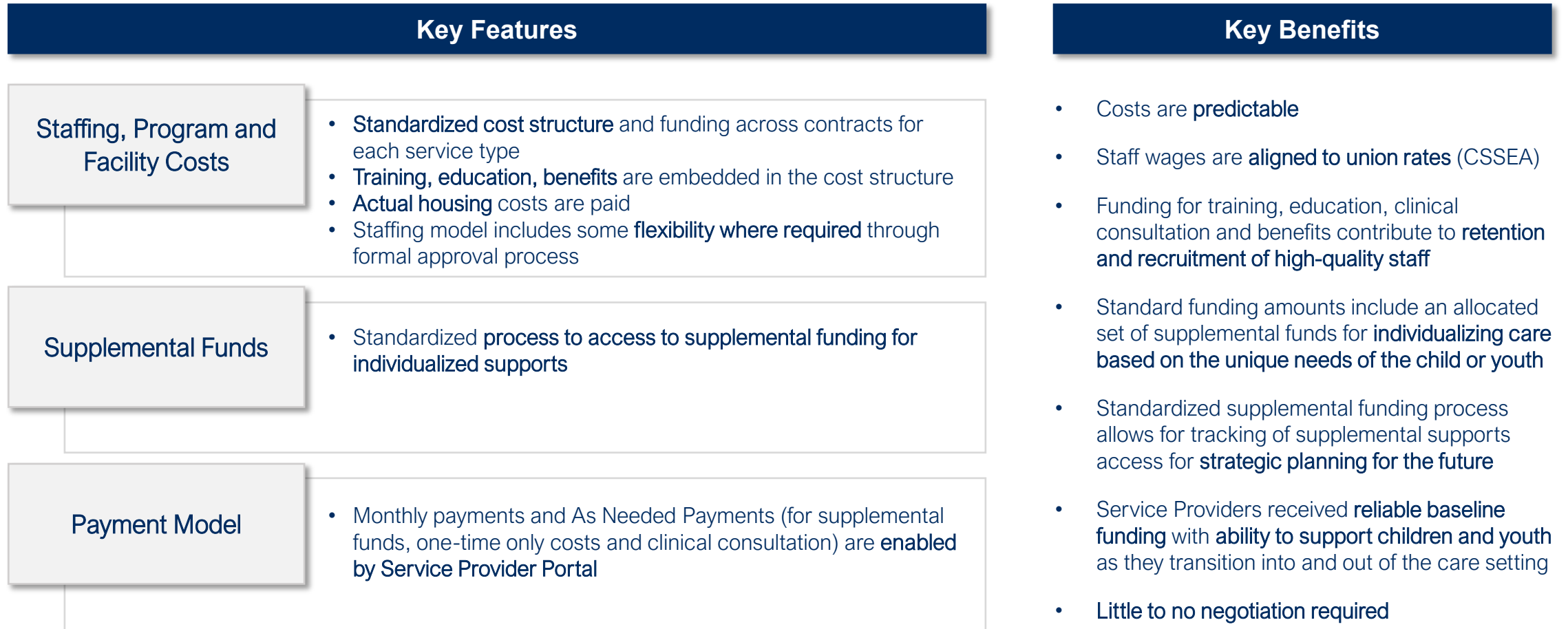
Children/youth indicate whether they felt connected to their family, community, and important people in their life while living at the Care Setting.

#### Performance Standard #19

Service Provider reports in the SHSS Service Plan, based on SHSS Care Circle's input, whether the Cultural Attachment and Connectedness Goals were met and/or Strategies were re-assessed.

# Fees and Payment Model

The contracts ensure consistent, predictable funding across the Province while allowing for individualized supports for children and youth.



# Transitioning to New SHSS Contracts

To reduce impact to children and youth in care, the Ministry will transition to the new contracts in two ways:

## Direct Award Legacy

Existing Service Providers will transition from the existing contracts over an 18-month timeline

**No reduction in funding** for Service Providers with existing contracts

**Providing support with a transition-in plan** to existing service providers to new contract language, accountabilities and processes

**Minimizes impact to the children and youth** residing in existing homes, work slowly to minimize any unanticipated impacts

**Does not add capacity to system**, but takes significant steps to **ensure quality of care and oversight for children** in the resource (via adherence to performance metrics, SHSS service plan, etc.)

## Net New Contracts

Pre-qualified new Service Providers will have 90 days to implement services under new contract structure

Provincial procurement (CFR) will be posted on BCBid to **prequalify service providers** to deliver services (list can be drawn down from as and when needed to address gaps in the network of care)

Providing support to net new service providers with a **transition-in plan and contract readiness checklist**

Transitions **away from reactive** contracting

Provides ability to **plan for needed capacity**

Provides ability to control cost and pace of transition

# Procurement Approach

**The Ministry will use a Call for Responses (CFR) non-binding solicitation process.**

This process will enable a province-wide procurement to prequalify service providers to deliver services.

*The SHSS procurement will:*



Include evaluation criteria that reflects the ideals of the new SHSS Program (e.g. child's voice, care circle, Indigenous cultural safety)



Encourage new applicants including small, local service providers



Encourage existing service providers to expand their service offerings



Reduce the practice of reactive contracting by methodically adding capacity to the system



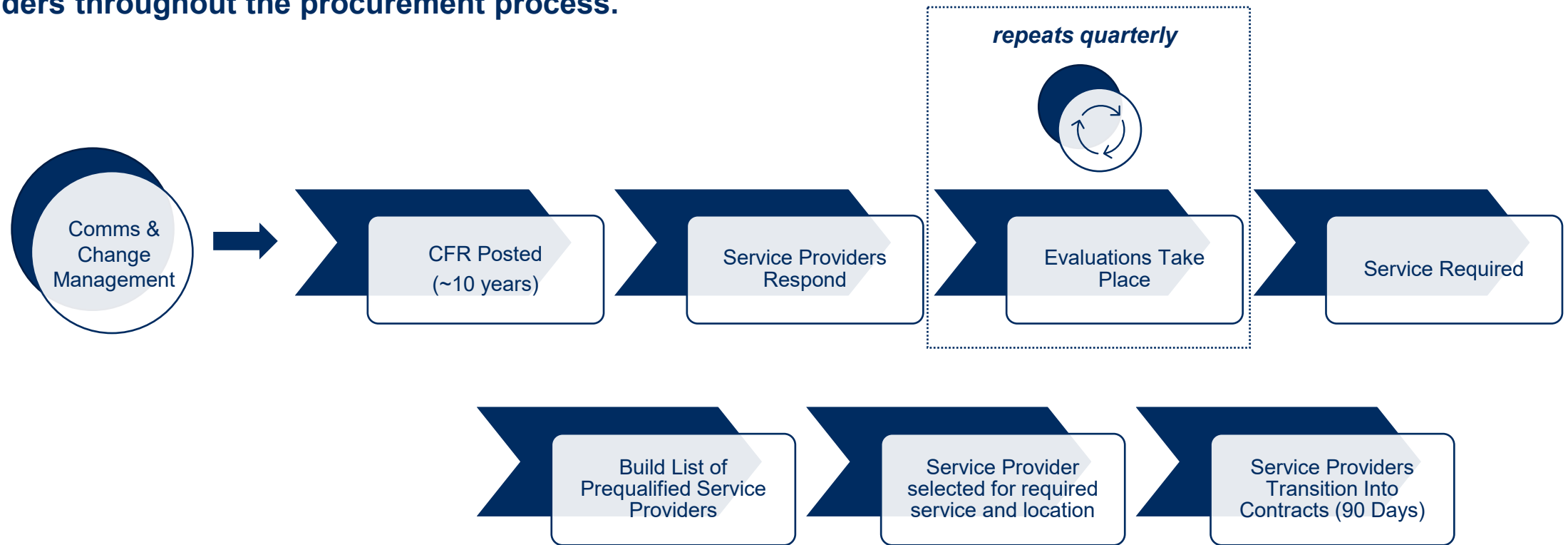
Be ongoing with responses reviewed quarterly to ensure availability of services through prequalified service provider list



Provides transparency to sector with respect to fees and service expectations

# Ongoing Procurement with the CFR

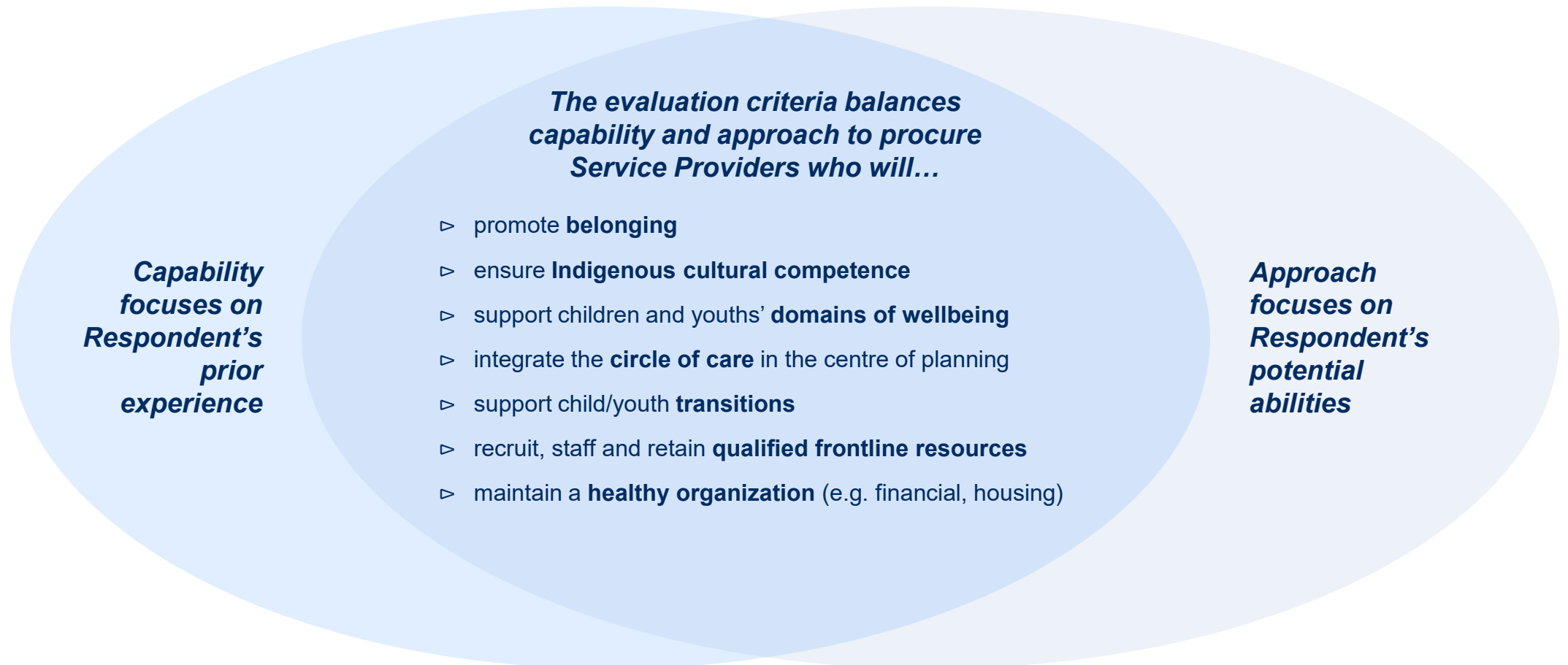
MCFD will work with Government Communications & Public Engagement, Procurement Services Branch and Citizens Services to encourage applicants and communicate effectively and appropriately with service providers throughout the procurement process.



# CFR Evaluation Criteria

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CFR respondents will be asked to describe their experience, and approach to, providing bed-based services to children, youth and relevant adult populations. The key intention is to encourage new respondents and expand the list of high-quality service providers available to provide services.



# Proposed High-Level Procurement Timeline FOR NEW SERVICES

The proposed high-level timeline will provide a lengthy window of time for net new and existing Service Providers to respond to CFR. Within this timeline net new providers would be delivering services under the new SHSS contracts within the Province by fall of 2023.





# Contract Key Benefits

**Service expectations, improved oversight, predictable capacity, standard payment structures, meaningful data and clear roles and responsibilities will provide key improvements to children and youth.**



## Wellbeing of Children and Youth

Consistent and real-time understanding of **how children and youth are doing** individually and in aggregate through the SHSS Service Plan. **Care for the child is centred around the domains of wellbeing.**



## Expansion of the Circle of Accountability

Service Providers report on progress against goals at set intervals and are required to **engage the SHSS Care Circle** at regular intervals, expanding the circle of accountability.



## Child's Voice is Central

**Regular check-ins with children and youth** ensure their voices are included in their service planning ensuring the **Ministry is informed** about the child and youth's involvement in their goal setting and strategy development.



## Enhanced Oversight and Accountability

**Performance Management Program** improves consistency while providing **joint accountability for Service Providers and the Ministry** in ensuring children and families are receiving the desired services and benefits.



## Funding available for Individualized Supports

Ensures the services children/youth receive are **aligned with their service goals** while providing Service Providers with predictable, substantial funding to bring individual supports to children.



## Qualified Caregivers with Clear Roles

Ensures that children/youth are supported by **highly skilled caregivers** with clear roles and expectations while also preserving the ability of Service Providers to be responsive to the needs of individual children.



## Access to Real-time Data

A technology enabled SHSS Service Plan ensures that all Service Plan **data in the system is integrated, shared and accessible** by all team members providing services to children and youth.



## Standardized Contracting and Funding Model

Predictable, capacity-based multi-year funding with the ability to access individualized supports. Contracts are **designed to grow with Service Providers**, eliminating the need to constantly renegotiate and redraft contracts. A pre-qualified list of Service Providers **reduces practice of reactively developing contracts.**

## RCY and Coroner's Recommendations

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In addition to responding to overall recommendations to improve quality and oversight of contracted care (OAG recommendations), the contracts and supporting policies and processes support the following:

### Caught in the Middle (RCY):

- **Rec #5: MCFD ensure a trauma-informed method is implemented in resourcing decisions for children in its care who have experienced multiple adversities in their lives.**
- **Rec #6: As part of the MCFD's overhaul of residential services, assess the need for contracted care and treatment resources across the province to accommodate children with complex needs and to create sufficient resources to meet the assessed need in a timely way.**

### Skye's Legacy recommendations:

- **Enhance cultural and family support resources; immediate investment while systemic review undertaken**
- **Review/revise care planning and guidelines, policies and training to shift to 'belonging'**
- **Meaningfully engage staff (using APPF Circle practices) to review Skye's story: what can we do to enhance belonging**

### Coroner's Recommendations (Dec 2022):

- **Expedite the implementation of the new IT System for all children in care.**
- **Expedite the policies and legislation regarding the new approach favouring family-based services**
- **Identification and involvement of culture as a priority in all services / interactions,**

# Key Enablers for Success

The success of the SHSS Network of Care is highly dependent on:



## Proactive Planning for the Four Services

Network needs to operate as designed and the Ministry must transition away from reactive contracting

Need to assess, determine and fill holes in continuum to reap full benefits of system and network.



## Dedicated Oversight and Management

The Ministry has initiated a Transitional Contract Management Office to ensure the successful transition of the new contracts.

This new management structure should be appropriately staffed, educated, trained and dedicated to ensure the on-going success of the SHSS network of care.



## IT System Enhancements

The integrated IT system is critical to the successful oversight and understanding of the individual child and youth as well as the overall SHSS network of care.

To ease burden on the Ministry staff and the Service Providers continued and expedited evolution should be a priority.



## Change Management, Communication and Training

Change adoption through continued education, training and communications for all resources (internal and external) must continue to be a top priority through the transitions and into stabilization.



## Expanding home-based Care

Continued success in the recruitment, development and retention of Foster Care and Enhanced Out of Care services.