

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



## **SHSS Guidebook for Service Providers**

**Ministry of Children and Family Development**

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## 1.0 DOCUMENT OWNER

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The SHSS Guidebook for Service Providers is intended to be a living document and will be updated to reflect current needs, policies, and practices. MCFD will provide Service Providers the most up to date version.

Updates to processes need to be consulted and approved by the process owner (identified in the Process Details of each section).

Notification of these updates will be directed to the document owner, the Learning and Development Branch.

## 2.0 PURPOSE

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This document, the SHSS Guidebook, outlines the specific steps and procedures for SHSS business processes. It serves as a guide for Service Providers to follow in order to ensure consistency and efficiency in conducting the process which will help support an agency delivering the SHSS Services.

Each section will be broken out into 3 parts: Process Details, Process Map and Procedures

A brief overview of each section is as follows:

### ***Process Details***

Purpose	Provide a clear, detailed purpose statement.
Key Details	Provide any key details that support the process.
Process Owner	Role that is the key owner of the process and responsible for any updates and/or edits to the process.
Participating Roles	Roles that are identified within the steps of the process and hold responsibility for the completeness of the step .
Related Processes	Related processes within the Guidebook that are a subset. Process will be identified with a link to the related process which may have other roles required.
Related Documents	Any related documents that help support or guide decision in the step.
Required System(s)	System that is required to input and/or retrieve content.
Prerequisite Processes	Related process that is required to be completed prior to the process currently on.

Successor Processes	Related process that is required to occur after to finalize the entire process in its entirety.
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### ***Process Map***

A visual that provides a high-level overview of each step with the related number identified in the procedures.

### ***Procedures***

- Detailed description of each step in the process, including inputs, outputs, and any decision points
- Assign a person responsible for each step
- Identify any dependencies or prerequisites for the process to be completed
- Include any relevant forms, templates, or documents needed for the process

The SHSS Guidebook will help streamline processes, minimize errors, and improve overall performance. Additionally, it also serves as a training tool for new employees, providing them with the information and guidance they need to carry out the process effectively.

### ***Legend***



Represents consultation requirement.

## **3.0 INTENDED AUDIENCE**

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The intended audience for this Guidebook includes Service Providers and individuals who participate directly in SHSS activities for MCFD.

## **4.0 KEY SYSTEMS AND MATERIALS**

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This is a high-level overview of the related systems and documents that will be referenced for support and/or guidance throughout steps within the procedures. Each section will indicate the specific system(s) and materials required that is related to the process overall.

### ***4.1 Systems***

- Procurement Contract Management System (PCMS)
- Integrated Case Management System (ICM)
- Specialized Services Portal (SSP)
- Corporate Data Warehouse (CDW)



## 4.2 Documents

- SHSS Master Service Agreement (MSAs) and Schedules (8 contracts in total)
- [MCFD Core Policy](#)
- MCFD Staff Policy for SHSS; Appendices MCFD Staff Policy for SHSS
- Service Provider Operational Policy for SHSS; Appendices SHSS Service Provider Operational Policy
- Forms/Tools/Templates listed below (NOTE: Please refer to the Service Provider Learning Site for an up-to-date list of forms/tools/templates)

## 4.3 Forms

Form	Location
SHSS (SP) Continuous Improvement Plan Template	SP Learning Site
SHSS (SP) Staffing Schedule Template	SP Learning Site
SHSS (SP) Transition Plan Template	SP Learning Site
SHSS Profile Assignment Template	SP Learning Site
SHSS (SP) Complaints Reporting Form	SP Learning Site
SHSS (SP) Contract Meeting Template - Legacy	SP Learning Site
SHSS (SP) Reportable Incident Reporting Form	SP Learning Site
SHSS (SP) Request for Amendment Form	SP Learning Site
SHSS (SP) Transition-In Completion Certificate – Net New	SP Learning Site
SHSS (SP) Transition-In Plan Template – Net New	SP Learning Site
SHSS Root Cause Analysis	SHSS Service Provider Operational Policy - Appendices
SHSS (SP) Stage 1 Budget Tool - Legacy	SP Learning Site
SHSS (SP) Stage 2 Costing Tool - Legacy	SP Learning Site
SHSS Costing Tool for Net New Contracts	SP Learning Site
SHSS Environment of Care Checklist	Ministry Use
SHSS 90 Day and Annual Review	Ministry Use

## 5.0 TRANSITION-IN – SHSS CONTRACTS

The following processes and procedures are reflected in the activities required to complete the Transition-in period.

For the Financial Processes associated with Transition-In, see [Financial Processes \(Transition In\)](#)

### 5.1 Transition-In - Legacy

Within 60 days, the SHSS Service Provider designs and implements a project management program, "Transition-in Plan," to bring its practices and procedures into full compliance with the Services Agreement within 18 months from the effective date.

#### 5.1.1 Process Details

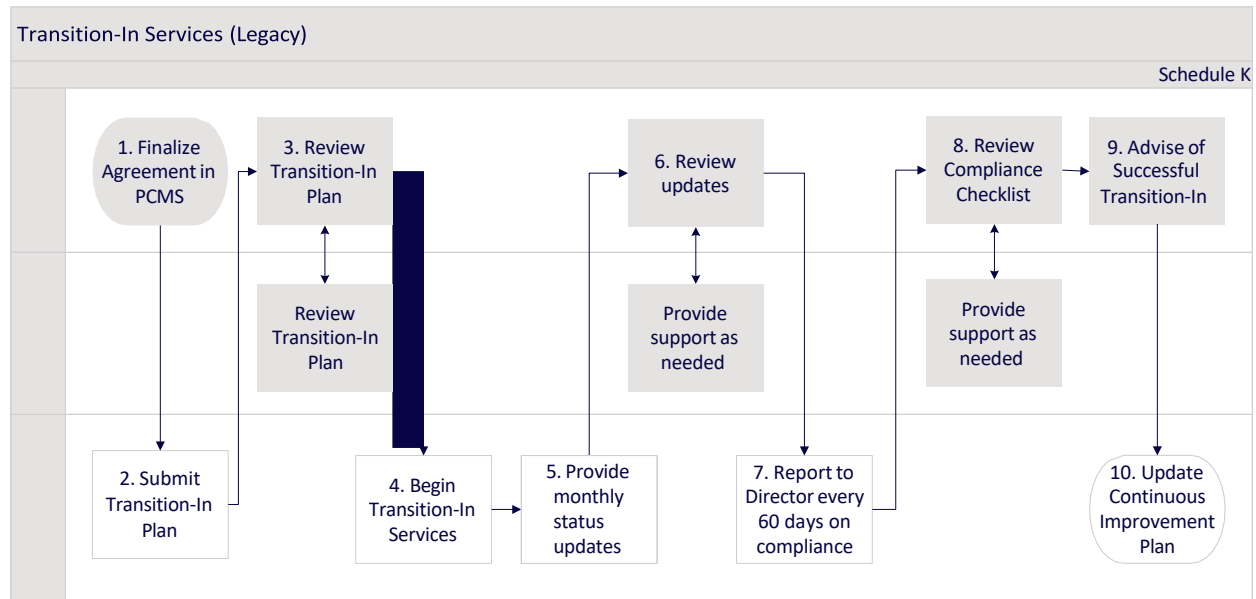
Purpose	The Resource Worker will oversee and support the SHSS Service Provider as they action 'Transition-In Services' and will ensure their compliance with Schedule K of the Agreement and with the 'Transition-In Plan' (SHSS Service Provider Policy, Appendix L).
Key Messages	<p>The Service Provider will comply with:</p> <ul style="list-style-type: none"> <li>• more than 50% of the items listed in Table 1 in Schedule K within 12 months of the Effective Date; and</li> <li>• 100% of the items in Table 1 in Schedule K before the end of the Transition-In Period.</li> </ul> <p>Failure to meet the above milestones will be treated as an <u>Event of Default</u>.</p>
Process Owner	Resource Worker
Participating Roles	Resource Worker FCSD (CMTT) Service Provider
Related Processes	<a href="#">Transition-In Financial</a> Legacy Contract Transition (FCSD (CMTT) Guidebook)
Related Documents	MSA Schedule K SHSS Service Provider Operational Policy SHSS (SP) Transition-In Plan Template – Legacy Continuous Improvement Plan SHSS Transition-In Status Updating and Monitoring - Legacy
Required System(s)	PCMS ICM Specialized Services Portal
Prerequisite Processes	None

Successor Processes

Contractual obligations are now met; proceed with either  
1) New Children/Youth – [Referral into SHSS Services](#), or

2) Existing Children/Youth – [Establishing the SHSS Care Circle](#)

**5.1.2 Process Map**



**5.1.3 Procedures**

Role	Step	Description
Resource Worker	1	Finalize Services Agreement in PCMS.
Service Provider	2	Using the template in the SHSS Service Provider Operational Policy, develop an approach to perform the Transition-In Services, as per Schedule K in the Services agreement. (SHSS (SP) Transition-In Plan Template – Legacy)  2.1 Consult with the Resource Worker as needed. 🧑 2.2 Submit the completed plan to the Resource Worker within 60 days of the Effective Date.
Resource Team	3	In consultation with FCSD (CMTT), review the final Transition-In Plan. 🧑  3.1 Discuss potential feedback to be given or if approval is appropriate.
Service Provider	4	Commence the Transition-In services listed in the Compliance Checklist (Table 1, of Schedule K) in accordance with the approach and dates set out in the Transition-In plan.

		This process is ongoing throughout the transition-in period.
Service Provider	5	At monthly intervals, meet with the Resource Team and provide a written status update regarding progress towards completing the Transition-In Plan.
Resource Team	6	<p>Review and participate in monthly status updates. Complete the SHSS Transition-In Status Updated and Monitoring – Legacy Template to track the status.</p> <p>6.1 Consult with FCSD (CMTT) as needed for providing additional support to the Service Provider. 🧑</p> <p>6.2 Provide additional support as determined.</p> <p>6.3 Document support provided.</p> <p><i>Note: <b>Steps 4 and 5</b> are completed on a monthly basis for the duration of the Transition-In period.</i></p>
Service Provider	7	Send a report to Resource Worker every 60 days on compliance for each component on the Compliance Checklist, marking it as “compliant” or “non-compliant”.
Resource Team	8	<p>Review the Compliance Checklist progress, as received every 60 days. Complete the SHSS Transition-In Status Updated and Monitoring – Legacy Template to track the status.</p> <p>8.1 If there are items that do not meet compliance, consult with FCSD (CMTT) and review the Transition-In plan. Advise on changes to the approach, as necessary. 🧑</p> <p>8.2 Document all issues of non-compliance and follow-up actions.</p> <p>8.3 Consult with Team Leader and DOO if there are non-compliance issues that are impeding progress in meeting Transition-In plans; consult with Resource Leads across Places of Service to assess Agency-wide issues as necessary and determine if a broader follow-up plan is required. 🧑</p> <p>8.4 Consult with FCSD (CMTT) if needed to determine if an Event of Default has taken place. 🧑</p> <p><i>Note: The goal is to support Service Providers to meet their transition-in planning requirements.</i></p> <p><i>Note: <b>Steps 6 and 7</b> are completed every 60 days for the duration of the Transition-In period.</i></p>

Resource Team	9	Advise the Service Provider of successful Transition-In Services completion.  9.1 Document the completion of the Transition-In period, and any Identified Areas of Improvement.
Service Provider	10	Update Continuous Improvement Plan to include Identified Areas of

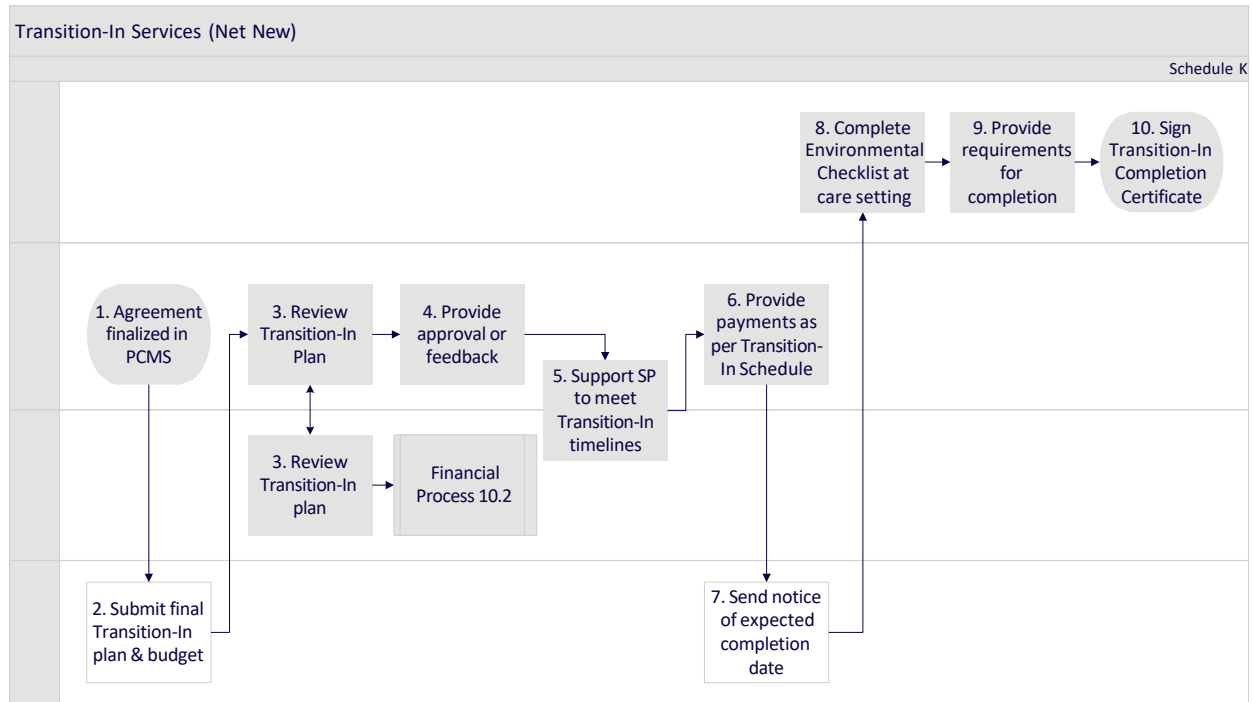
		Improvement within 3 months and send to Resource Worker.
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## 5.2 Transition-In - Net New

### 5.2.1 Process Details

Purpose	The Transition-In period is followed to ensure that new SHSS Service Providers arrange their operations and prepare their facilities to perform SHSS Services at a new Care Setting. Once the period is successfully completed, the SHSS Service Provider is responsible for the performance of SHSS Services as per the Service Agreement.
Key Details	None
Process Owner	Resource Team & FCSD (CMTT)
Participating Roles	Resource Worker FCSD (CMTT) Service Provider
Related Processes	<a href="#">Financial Transition-In Net New</a> <a href="#">Service Provider Draw Down</a>
Related Documents	SHSS (SP) Transition-In Plan Template – Net New SHSS (SP) Transition In Completion Certificate – Net New MSA Schedule K SHSS Environment of Care Checklist
Required System(s)	PCMS ICM
Prerequisite Processes	<a href="#">Contract Authoring</a>
Successor Processes	<a href="#">Referral into SHSS</a>

## 5.2.2 Process Map



## 5.2.3 Procedures

Role	Step	Description
Resource Team	1	Finalize the agreement in PCMS, as per Policy, specifying Transition-In period dates.
Service Provider	2	Within 5 business days from the Effective Date of the contract, submit a final SHSS (SP) Transition-In Plan Template – Net New (consistent with the Transition-In Plan included in the response to CFR) to the Resource Team.
Resource Team FCSD (CMTT)	3	In consultation with FCSD (CMTT), review the final Transition-In Plan. 3.1 Discuss potential feedback to be given or if approval is appropriate. 3.2 FCSD (CMTT) to review budget as per <a href="#">Financial Process</a> . 🧑
Resource Team	4	Provide approval or feedback to the Service Provider within 10 business days of receipt of the final transition plan.
Resource Team FCSD (CMTT)	5	Support the Service Provider as needed to meet their Transition In timelines. Resource Team ensures the appropriate processes are in place to monitor the Service Provider’s progress through: <ul style="list-style-type: none"> <li>Requesting reports as and when needed.</li> <li>Setting meetings as and when needed.</li> </ul>



Resource Team	6	<p>Provide payments as per the Transition In schedule (see <a href="#">Financial section</a>).</p> <p>Payment timeframes are agreed upon during service agreement finalization stage and will be either:</p> <ul style="list-style-type: none"> <li>• <i>Option 1:</i> based on 90-day Transition-In period, instalments of a % of total payment maximum on the effective date at the end of month 1 and 2, and then balance of actual unpaid costs; or</li> <li>• <i>Option 2:</i> released upon completion of the Transition-in Services.</li> </ul>
Service Provider	7	<p>Notify Resource Team of the expected date that the Transition-In Services (at least 10 days notice) will be completed.</p> <p>Provide Resource Team with a signed copy of the SHSS (SP) Transition-In Completion Certificate – Net New.</p>
Resource Worker	8	<p>Upon receipt of the Transition-In Completion Certificate, schedule a site visit to the SHSS Care Setting to confirm that the Transition In activities are complete and that the Service Provider can begin to receive placements.</p> <p><i>Note: This visit includes the completion of the SHSS Environment of Care Checklist.</i></p>
Resource Worker	9	<p>Based on the on-site Care Setting Meeting, if the Resource Team cannot sign off on the completion certificate, any further direction or instruction should be provided to the Service Provider in order to complete the Transition-In Plan.</p> <p>9.1 Document direction given to Service Provider.</p> <p>Complete <b>Step 8</b> above once Service Provider advises that any further action required to complete Transition-In has been finalized.</p>
Resource Worker	10	<p>When confident that all Transition In activities are complete, Sign the SHSS (SP) Transition-In Completion Certificate – Net New.</p> <p>10.1 Advise the Service Provider that the Transition-In Period has been successfully completed.</p> <p>10.2 Document the end of the Transition-In Period.</p> <p>10.3 Update ICM to reflect that Transition In is completed.</p>

## 6.0 SHSS SERVICES AND PLANNING

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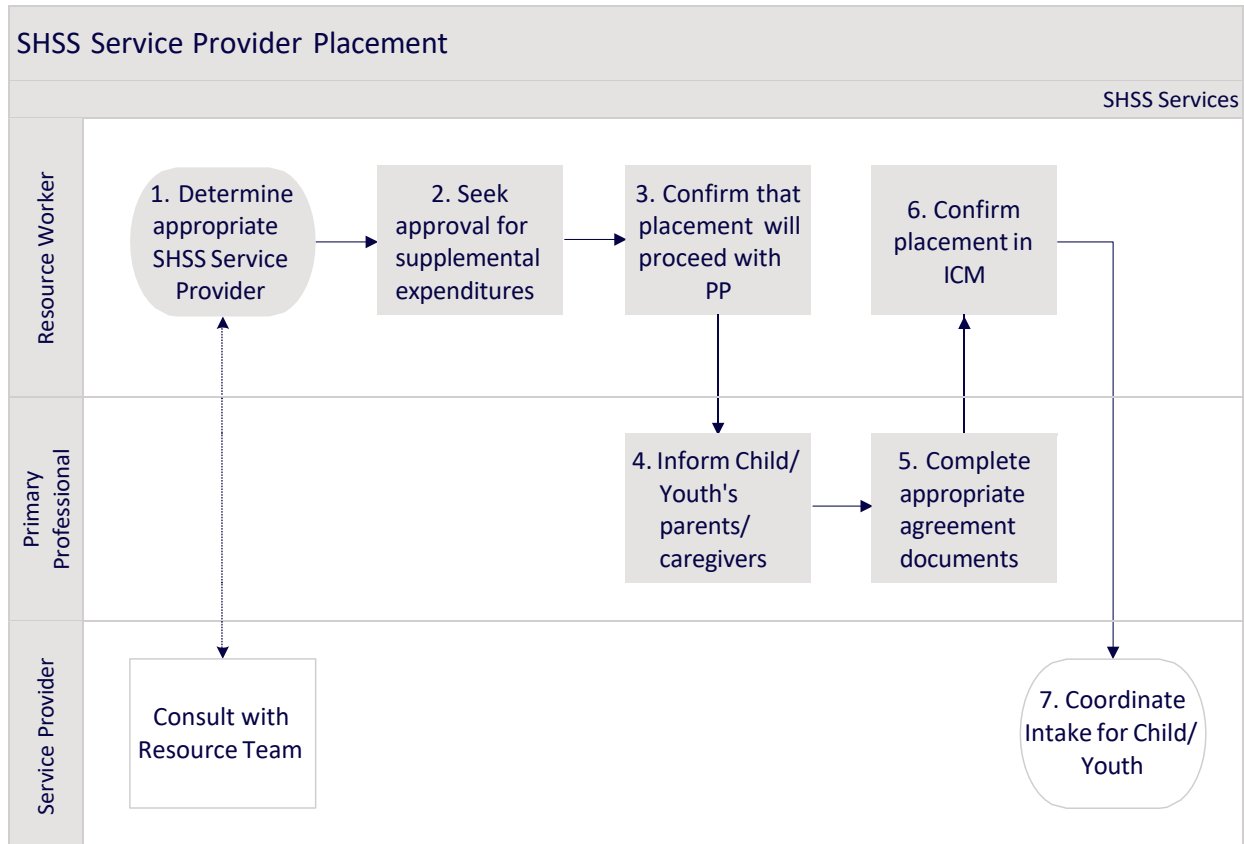
This section will help assist MCFD staff to determine when a child/youth require access to a SHSS Service Type, and how referrals and decisions on prioritization of services are conducted.

### 6.1 SHSS Service Provider Placement

#### 6.1.1 Process Details

Purpose	Selecting the appropriate SHSS Service Provider, including collaboration with Service Provider, Primary Professional, and Resource Worker to determine if any additional supports are needed to support a successful placement.
Key Details	Resource Worker may consult with multiple SHSS Service Providers at one time regarding the same child/youth to determine which placement will best meet the needs of the child/youth. 🧑‍🚒
Process Owner	Resource Worker
Participating Roles	Resource Worker Primary Professional Service Provider
Related Processes	<a href="#">Requesting Additional Supports</a>
Related Documents	MCFD Staff Policy for SHSS SHSS Service Provider Operational Policy Schedule K: Transition-in, Appendix B Referral Document SHSS Referral Document Service Agreement Notice of Significant Measures
Required System(s)	Specialized Services Portal ICM
Prerequisite Processes	<a href="#">Referral into SHSS Service</a>
Successor Processes	<a href="#">Summary of Approach for Transition into SHSS Services</a>

### 6.1.2 Process Map



### 6.1.3 Procedures

Role	Step	Description
Resource Team	1	<p>Determine appropriate SHSS Service Provider.</p> <p>1.1 Consult with Resource Team Lead on selection of SHSS Service Provider. 🧑</p> <p>1.2 Contact appropriate SHSS Service Provider to discuss:</p> <ul style="list-style-type: none"> <li>• Vacancy at the Care Setting to accommodate the referred child or youth.</li> <li>• Circumstances of the Child/Youth.</li> <li>• Appropriate matching.</li> <li>• Potential Additional Supports/Supplemental Expenditures required (if Additional Supports are identified, use process “<a href="#">Additional Supports</a>”).</li> </ul> <p>1.3 If SHSS Care Setting is a new service, ensure Transition-In is completed and that they have a Completion Certificate.</p> <p>1.4 Make the Placement Request to the SHSS Service Provider via</p>

		ICM, including sending all required referral information.
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		<i>Note: A Resource Worker may need to reach out to more than one SHSS resource to determine the most appropriate placement.</i>
Resource Team	2	<p>Based on conversation with Service Provider regarding supplemental needs to facilitate/accept placement, seek approval, in principle, for required Additional Supports. (If funding exceeds supplemental amount, initiate <u>Negotiated Services Amendment Process</u>).</p> <p>2.1 Resource Worker consults with RTL for approval. 🧑</p> <p>2.2 Resource Worker and Resource Team Lead consult with DOO. 🧑</p> <p>2.3 Document consultation.</p> <p>2.4 Relay results of consultation with Service Provider.</p> <p>2.5 Upon confirmation that additional support request will be approved, Resource Worker to confirm the appropriateness of the placement, and the placement will proceed.</p> <p><i>Note: As per the contract, the Service Provider will accept all placements and it is the responsibility of Resource Teams to plan appropriately for the safety and well-being of children/youth being placed in SHSS resources.</i></p>
Service Provider	3	Confirm/Accept Placement Request in the Specialized Services Portal.
Resource Team	4	Inform the Primary Professional that the Placement may proceed.
Primary Professional	5	Inform the child/youth's parents/caregivers that a Placement has been confirmed.
Primary Professional	6	<p>Complete appropriate agreement for service with the family/child/youth as per existing policies (i.e., VCA, Support Services Agreement, Youth Agreement).</p> <p>5.1 Discuss agreement with appropriate parties.</p> <ul style="list-style-type: none"> <li>• Document expectations of the child/youth's parent/guardian</li> <li>• In cases where there are unique service requirements of a foster caregiver for their ongoing involvement with a child or youth in their care who transitions to an SHSS Resource, the Resource Worker will amend, if appropriate, the Schedule A of the Family Care Home Agreement to reflect the caregiver's responsibilities while the child/youth is at the SHSS resource.</li> </ul>

Resource Worker	7	Activate placement in ICM.
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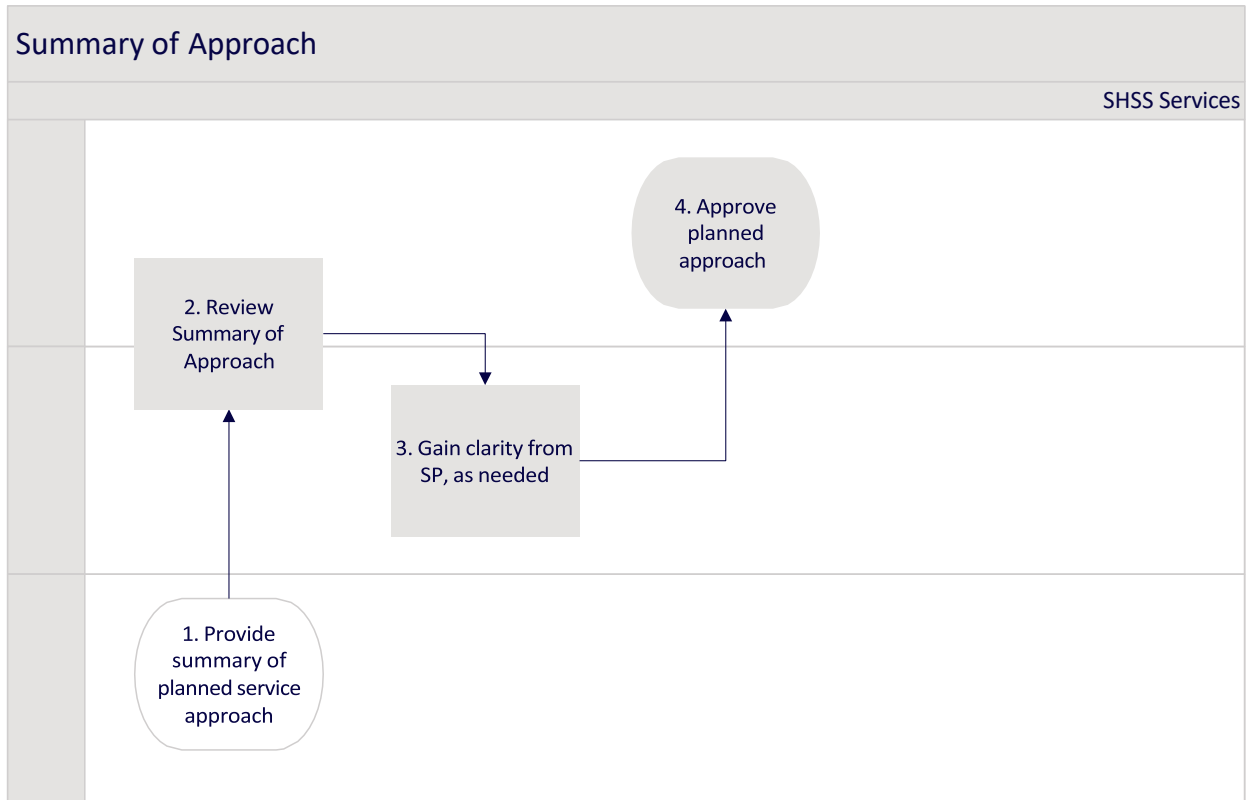
Service Provider	8	When placement is confirmed, work with the Resource Worker and Primary Professional to coordinate a date and time of intake for the child/youth.

## 6.2 Summary of Approach for Transition into SHSS Services

### 6.2.1 Process Details

Purpose	Developing an approach to Service Planning before the child/youth arrives at the SHSS Care Setting to promote a positive Transition-In period.
Key Details	This approach will be based on information contained in the SHSS Referral Documents.
Process Owner	Resource Worker
Participating Roles	Resource Worker Primary Professional Service Provider
Related Processes	<u>Creating the SHSS Service Plan</u>
Related Documents	SHSS Referral Document Service Agreement
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<u>SHSS Service Provider Selection</u>
Successor Processes	<u>Intake Meeting</u>

### 6.2.2 Process Map



### 6.2.3 Procedures

Role	Step	Description
Service Provider	1	Submit a summary of the planned service approach unique to the child/youth to the Resource Worker.
Resource Worker Primary Professional	2	<p>Receive the summary of planned service approach via email from SHSS Service Provider. Ensure that the Transition-In Approach:</p> <ul style="list-style-type: none"> <li>• Considers the child/youth’s lived experience and does not cause further trauma to the child, youth, or family as they transition into service.</li> <li>• Respects the child/youth/family’s unique identity and respects an indigenous child/youth’s inherent right to culture, language, and tradition.</li> <li>• Aligns with information captured in the SHSS Referral Document.</li> <li>• Aligns with and is integrated with other existing plans.</li> </ul> <p>Consider:</p>



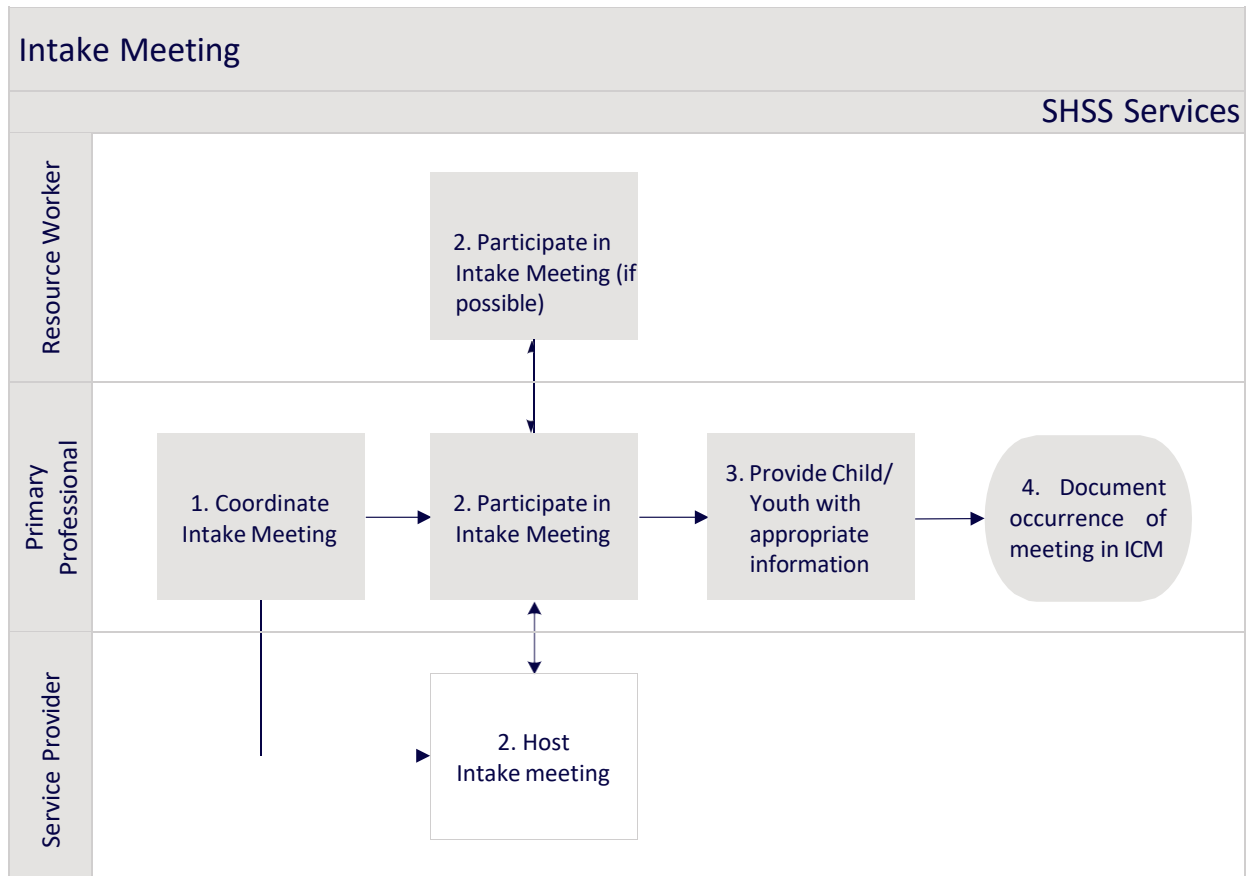
		<ul style="list-style-type: none"> <li>• Assessment and mitigation of any safety, staffing, or cultural concerns that may inhibit a successful placement.</li> <li>• Mitigation of any barriers or challenges where appropriate (e.g., develop a safety plan for children/youth that display high-risk behaviors)</li> <li>• Immediate supports that may be required to accommodate the child/youth into SHSS Services. <ul style="list-style-type: none"> <li>○ If immediate supports are identified, the <a href="#">Requesting Additional Supports</a> procedure is to be followed.</li> <li>○ Ensure planning for immediate supports includes a time frame for reassessment of ongoing need.</li> </ul> </li> <li>• Identification of Additional Supports that may be required to succeed in the SHSS Care Setting as part of SHSS Service planning.</li> </ul> <p>2.1 Resource Worker consults with Resource Team Lead and/or Director of Operations regarding the summary approach. 🧑</p> <p>2.2 If Additional supports are identified, follow the <a href="#">Requesting Additional Supports</a> procedure.</p> <p>If the Summary of Service Planning <i>meets all the requirements</i>, skip to <b>Step 4</b>.</p> <p>If the Summary of Service Planning <i>does not meet all the requirements</i>, continue to <b>Step 3</b>.</p>
Primary Professional	3	The Primary Professional, in consultation with the Resource Worker may reach out to the SHSS Service Provider if clarity is needed to approve the Summary of Service Approach. 🧑
Resource Worker	4	Advise the Service Provider of the approval of the Summary of Service Approach.

## 6.3 Intake Meeting

### 6.3.1 Process Details

Purpose	The Primary Professional coordinates the intake meeting at the SHSS Care Setting as soon as possible after the child/youth arrives.
Key Details	The child/youth, and their family/caregivers are to attend the Intake Meeting.
Process Owner	Primary Professional
Participating Roles	Primary Professional Resource Worker (if possible)
Related Processes	None
Related Documents	Transition Materials SHSS Referral Document
Required System(s)	ICM
Prerequisite Processes	<a href="#">Summary of Approach for Transition into SHSS Services</a>
Successor Processes	<a href="#">Establishing the SHSS Care Circle</a>

### 6.3.2 Process Map



### 6.3.3 Procedures

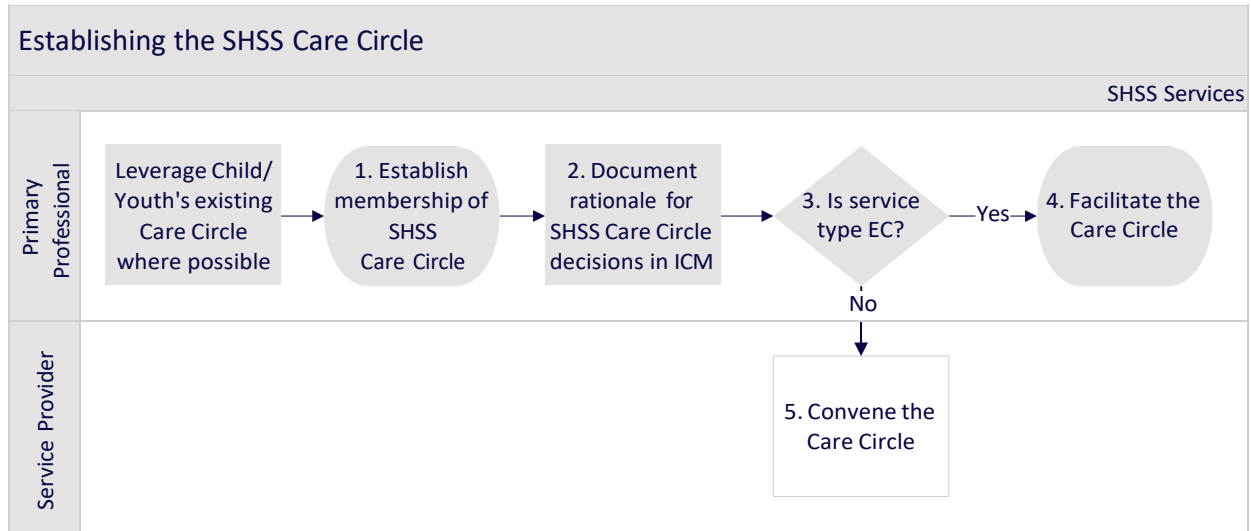
Role	Step	Description
Primary Professional	1	<p>Contact the child/youth's family/caregiver (if applicable), Indigenous representation (if applicable), Resource Worker (if possible) and SHSS Service Provider to set up an Intake Meeting.</p> <p><i>Note: This may occur the same day that the child/youth's placement begins.</i></p>
Primary Professional Resource Worker Service Provider	2	<p>Intake Meeting occurs at SHSS Care Setting with all parties present, with a culturally safe and trauma informed orientation to the home, staff and SHSS Services.</p> <p>The intake meeting will include the following:</p> <ul style="list-style-type: none"> <li>• An introduction to SHSS Service Provider Personnel, physical space and equipment</li> <li>• Estimated length of service</li> <li>• Information about the full range of services the child/youth can be expected to receive</li> <li>• Plans following the service</li> <li>• Emergency practices and procedures, including a safety plan if applicable</li> </ul> <p><i>For Low-Barrier Short Term Stabilization Care, also include:</i></p> <ul style="list-style-type: none"> <li>• Harm Reduction Orientation</li> <li>• Facilitation of a child/youth's and their family's gradual transition into service</li> </ul> <p>2.1 Following the Intake Meeting, the SHSS Service Provider will facilitate a Care Circle meeting within 48 hours of the child/youth's arrival.</p>
Primary Professional	3	<p>Provide the child/youth with</p> <ul style="list-style-type: none"> <li>• Their rights under the Child, Family and Community Service Act and the procedures for enforcing them (per <i>Chapter 5 Children and Youth in Care Policies, Policy 5.3: Safety and Well-being of Children/Youth While in Care</i>)</li> <li>• How to make a complaint and involve relevant authorities</li> <li>• Their rights to privacy and confidentiality</li> <li>• The time, date, and location of their next meeting with Primary Professional</li> <li>• Primary Professional's contact information</li> </ul>
Primary Professional	4	<p>Upon completion of the Intake Meeting, document the occurrence of the meeting in ICM (CS Case).</p>

## 6.4 Establishing the SHSS Care Circle

### 6.4.1 Process Details

Purpose	The Primary Professional and the Service Provider determine appropriate Care Circle members to support service planning.
Key Details	<p>In the context of providing SHSS service to an Indigenous child/youth, if the child/youth is not placed with a member of their family in accordance with paragraph 16(1)(a) or (b) of the Federal Act (<a href="#">link</a>), to the extent that doing so is consistent with the best interests of the child, the child/youth's attachment and emotional ties to each member of their family are to be promoted.</p> <p>Who is part of the Care Circle?</p> <ul style="list-style-type: none"> <li>• The child/youth</li> <li>• A child/youth's Guardian</li> <li>• The child/youth's parent/caregiver (may be the same as Guardian).</li> <li>• The child/youth's caregiver or out-of-care provider</li> <li>• The child/youth's Primary Professional (may be Guardian)</li> <li>• Resource Worker</li> <li>• One or more of the SHSS Service Provider staff providing day-to-day care to the child/youth; and</li> <li>• Those persons with legislative accountabilities (e.g., Indigenous Community Representatives, Youth Probation Officers)</li> </ul>
Process Owner	Primary Professional
Participating Roles	Primary Professional Resource Worker
Related Processes	None
Related Documents	MCFD Staff Policy for SHSS SHSS Service Provider Operational Policy Transition Materials SHSS Referral Document
Required System(s)	ICM
Prerequisite Processes	<a href="#">Intake Meeting</a>
Successor Processes	<a href="#">Ongoing SHSS Service Planning</a>

### 6.4.2 Process Map



### 6.4.3 Procedures

Role	Step	Description
Primary Professional	1	As part of the child/youth's SHSS Referral document, confirm who has been identified as part of the child/youth's SHSS Care Circle.  1.1 Contact the SHSS Service Provider to confirm if there are additional people they recommend including as part of the SHSS Care Circle.
Primary Professional	2	Document the rationale for SHSS Care Circle decisions in ICM.  2.1 Consult as necessary. 🧑
Primary Professional	3	<b>Is the SHSS Service type Emergency Care?</b>  If yes, continue to <b>Step 4</b> , and skip <b>Step 5</b> . If no, proceed to <b>Step 5</b> .
Primary Professional	4	Bring together the SHSS Care Circle within 48 hours of the child/youth being placed. Consult with Team Lead if this time frame cannot be met. * SHSS Care Circle meeting may be attended virtually or in person. 🧑  4.1 Facilitate the SHSS Care Circle meeting as per SHSS MCFD Staff Policy for SHSS: Convening the SHSS Care Circle.

Role	Step	Description
Service Provider	5	Bring the SHSS Care Circle together within 2 calendar days of the child/youth being placed. <i>Note: The Service Provider may request the support of the Primary Professional for administrative tasks associated with bringing the SHSS Care Circle together.</i>

### 6.5 Creating the SHSS Service Plan

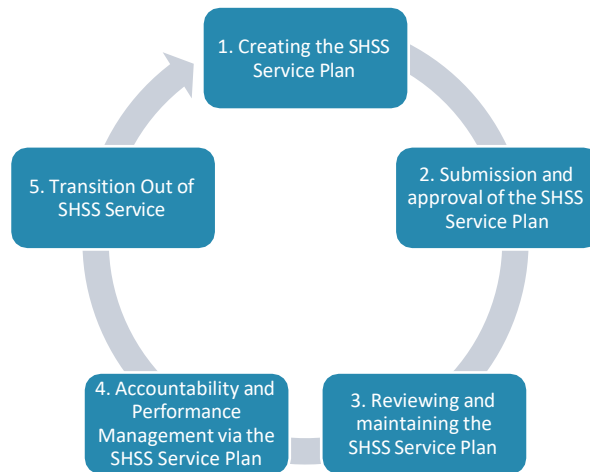
All children and youth residing in MCFD Specialized Homes and Support Services (SHSS) have an SHSS Service Plan. The SHSS Service Plan helps SHSSs align to a vision of holistic child and youth development and empowers SHSS Service Providers to carefully consider each child’s or youth’s needs. The SHSS Service Plan is designed to drive consistency in planning, practice, reporting and accountability across SHSSs.

The SHSS Service Plan has two functions.

1. **Service Planning:** The primary function of the SHSS Service Plan is to enable SHSS Service Providers to plan for the child’s or youth’s care, including identifying key goals and strategies across four domains: Community Inclusion/Belonging; Cultural Attachment and Connectedness; Social Emotional and Day to Day Wellness; and Developmental Needs. Goals and strategies are reviewed at regular intervals and with key input from the child or youth and their SHSS Care Circle.
2. **Accountability and Reporting:** The SHSS Service Plan also serves as a key accountability tool that is used for several monitoring, reporting, and contract management purposes, including measuring against performance metrics and contract deliverables. This enables both MCFD and Service Providers to ensure children and youth are benefiting from the service as intended.

This section of the Guidebook focuses on **service planning**. For information on the **accountability and reporting** function of the SHSS Service Plan, see section [10.0 Reporting Processes](#).

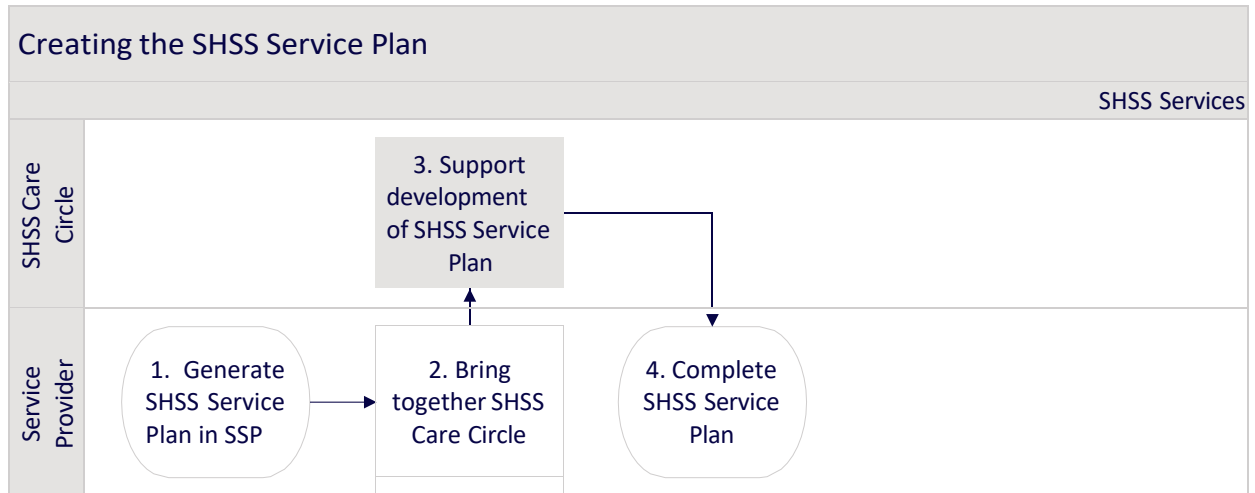
The lifecycle of the SHSS Service Plan has 5 stages:



### 6.5.1 Process Details

Purpose	All children and youth residing in MCFD Specialized Homes and Support Services (SHSS) have an SHSS Service Plan. The SHSS Service Plan helps SHSSs align to a vision of holistic child and youth development and empowers SHSS Service Providers to carefully consider each child or youth’s needs. The SHSS Service Plan is designed to drive consistency in planning, practice, reporting and accountability across SHSSs.
Key Details	If the SHSS Care Circle cannot be convened within the first 7 days of placement, the SHSS Service Provider will submit an Initial SHSS Service Plan based on the SHSS Referral Document. Following the first SHSS Care Circle, the SHSS Service Provider has 2 days to update and resubmit the SHSS Service Plan to the Primary Professional.
Process Owner	Primary Professional
Participating Roles	Care Circle Service Provider
Related Processes	<a href="#">All processes in Reporting Section</a>
Related Documents	SHSS Service Plan SHSS Referral Documents
Required System(s)	ICM Specialized Service Portal
Prerequisite Processes	<a href="#">Intake Meeting</a>
Successor Processes	<a href="#">Submission &amp; Approval of SHSS Service Plan</a>

### 6.5.2 Process Map



### 6.5.3 Procedures

Role	Step	Description
Service Provider	1	Generate the SHSS Service Plan in the Specialized Services Portal <ul style="list-style-type: none"> <li>Use the information contained within the SHSS Referral Document.</li> <li>Use the approved summary of approach that was submitted upon referral.</li> </ul> <p><i>Note: The SHSS Service Plan is started within 2 calendar days</i></p>
Service Provider	2	Set an SHSS Care Circle meeting, ensuring it is within the timeframe as described in the SHSS Service Provider Policy.
SHSS Care Circle	3	During the SHSS Care Circle meeting, support the development of the SHSS Service Plan in accordance with the Policy, while considering the SHSS Referral Document.
Service Provider	4	Complete and submit the SHSS Service Plan within the Specialized Services Portal within 7 days.

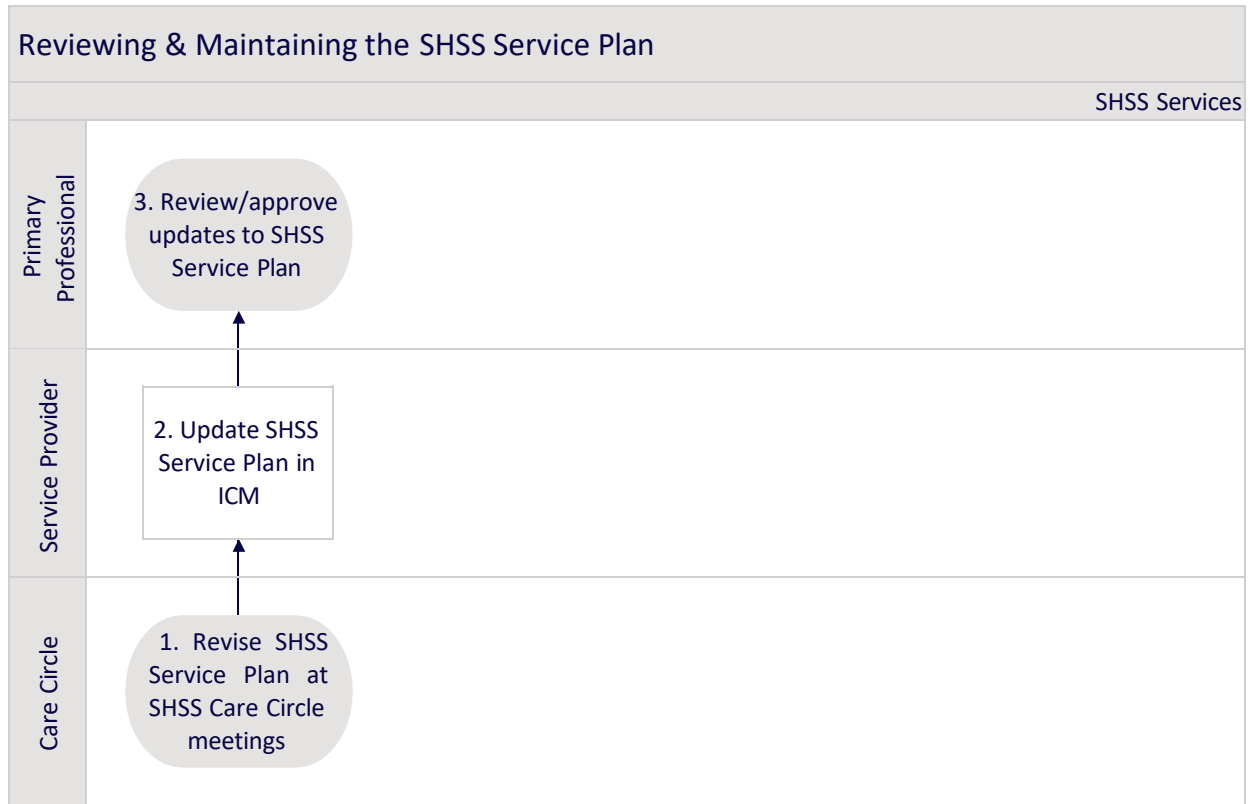


## 6.6 Reviewing & Maintaining the SHSS Service Plan

### 6.6.1 Process Detail

Purpose	The Primary Professional reviews and approves all changes, modifications and updates completed by the SHSS Service Provider to the SHSS Service Plan.
Key Messages	<p>The Primary Professional must provide final approval before the SHSS Service Plan is active and can be actioned by the SHSS Service Provider.</p> <p>While the SHSS Service Plan is under review by the Primary Professional, the SHSS Service Provider must continue to deliver day-to-day care to the child/youth.</p>
Process Owner	Primary Professional
Participating Roles	Primary Professional Service Provider
Related Processes	None
Related Documents	SHSS Service Plan SHSS Referral Documents
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Submission &amp; Approval of SHSS Service Plan</a>
Successor Processes	<a href="#">Ongoing SHSS Service Planning</a>

### 6.6.2 Process Map



### 6.6.3 Procedures

Role	Step	Description
Care Circle	1	Collaboratively revise SHSS Service Plan during SHSS Care Circle meetings.
Service Provider	2	Access the SHSS Service Plan via Specialized Services Portal  2.1 Update as per discussion of SHSS Care Circle. 2.2 Submit revised plan via the Specialized Services Porta.
Primary Professional	3	Review and accept Service Plan as per <a href="#">Submission and Approval of the SHSS Service Plan</a> procedures.

## 6.7 Ongoing SHSS Service Planning

The SHSS Service Provider is responsible for documenting the information needed to enable MCFD to uphold its oversight accountabilities, including preparing the necessary reporting for MCFD staff.

MCFD staff delivers on its monitoring and oversight accountabilities, including monitoring performance standards and measuring desired outcomes.

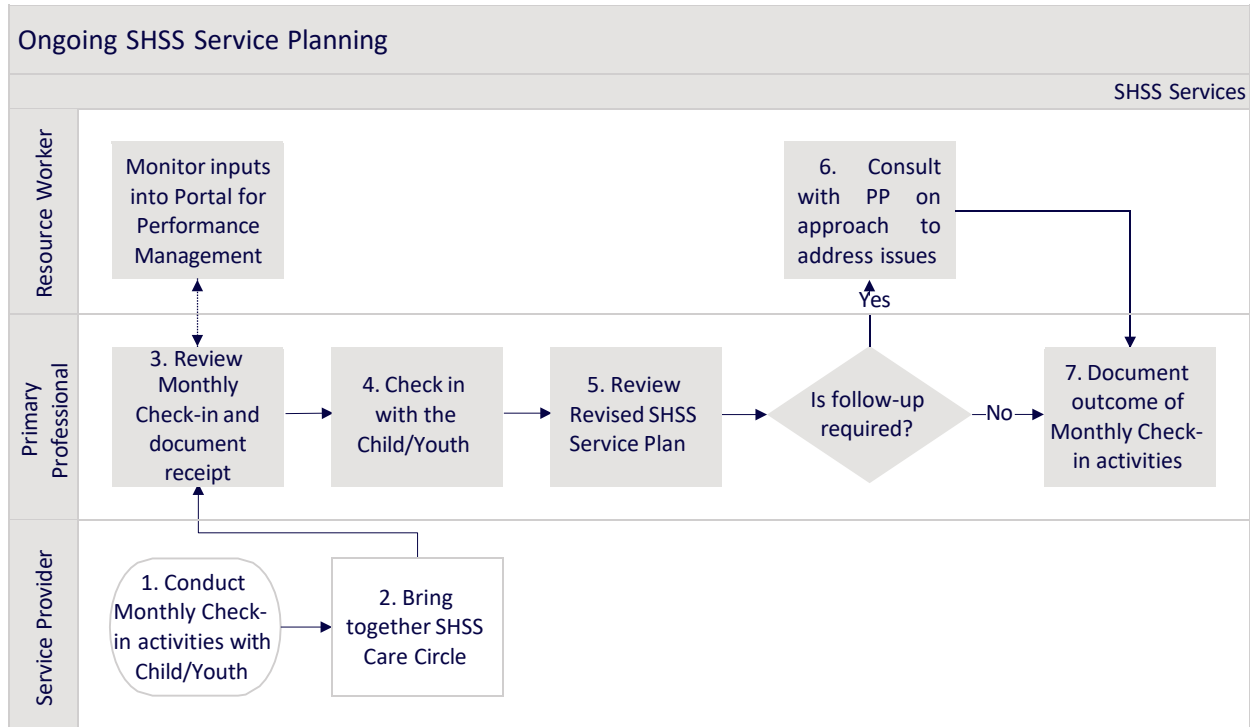
### Child/Youth Specific Level

Primary Professionals are responsible for ensuring that the individual children and youth they serve are getting the quality service they need during their time at an SHSS resource. This level of SHSS Service Plan oversight from the Primary Professional helps ensure that the child/ youth's plans are effectively enabling them to achieve their goals. Primary Professionals play an important role in ensuring that the information documented in the SHSS Service Plan is timely, high quality, and accurate so that MCFD can carry out its oversight, performance, and contract management functions.

#### 6.7.1 Process Details

Purpose	The SHSS Service Plan is updated based on the information discussed at Care Circle meetings, to ensure alignment with the child/youth's goals.
Key Details	The child/youth's voice is to be reflected in the SHSS Service Plan.
Process Owner	Primary Professional
Participating Roles	Primary Professional Service Provider
Related Processes	<a href="#">Reviewing Monthly Check-In Submission and Approval of the SHSS Service Plan</a>
Related Documents	SHSS Service Provider Operational Policy SHSS Referral Documents Monthly Check-In Guidelines for Service Providers
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Reviewing &amp; Maintaining the SHSS Service Plan</a>
Successor Processes	<a href="#">Transition-Out Planning</a>

### 6.7.2 Process Map



### 6.7.3 Procedures

Role	Step	Description
Service Provider	1	<p>In a culturally safe and trauma informed way, check in with the child/youth monthly to:</p> <ul style="list-style-type: none"> <li>Review the SHSS Service Plan (including goals and strategies)</li> <li>Gather information to support the Monthly Check-in procedure as per <i>SHSS Service Provider Operational Policy</i> and <i>Monthly Check-In Guidelines for Service Providers</i>.</li> </ul> <p>1.1 Submit the information via the portal.</p>
Service Provider	2	<p>Convene the SHSS Care Circle in accordance with <i>SHSS Service Provider Operational Policy</i>.</p> <p>2.1 Revises the SHSS Service Plan with information from the SHSS Care Circles</p> <ul style="list-style-type: none"> <li>Review performance measures in Monthly Check-In</li> <li>Review progress towards goals</li> <li>Submit updated SHSS Service Plan</li> </ul>

		2.2 In accordance with Schedule C of the SHSS Contract, support and develop service planning for the child/youth in the Specialized Services Portal.
Primary Professional	3	Review information submitted by Service Provider in ICM.
Primary Professional	4	Discuss the Monthly Check-In with the child/youth at their next routine visit to ensure that the information provided is accurate and <u>appropriately reflects how the child/youth feels</u> . Consult with others (ie: family, community, Nation, SHSS Care Circle members) as necessary to validate the results of the Monthly Check-In.
Primary Professional	5	Review the revised SHSS Service Plan and accompanying documents in ICM.  5.1 Approve revisions and updates accordingly or send back for amendments (as per Submissions and Approvals).
Primary Professional	6	<b>Does the Monthly Check-In review warrant follow-up?</b>  6.1 If yes, consult with the Resource Worker, Resource Team Lead and DOO on appropriate follow up actions. <u>Follow-up with the child or youth as quickly as possible to ensure their safety and wellbeing.</u>
Primary Professional	7	Document the outcome of Monthly Check-in activities in the Notes section of ICM.

### 6.8 Requesting Additional Supports

In addition to the day-to-day care and supervision children and youth receive at an SHSS, they often require additional support to meet their needs and achieve their goals. This additional support can come from “supplemental supports” or “one-time-only supports”, which include services such as clinical therapies and interventions of a wide variety, extra staffing, cultural connections and activities, and peer support, which are provided by a range of professionals. A one-time-only request can be made for services, equipment, repairs/renovations, resources, etc. for an individual child/youth or for the Care Setting.

Requesting Additional Supports is a two-step process. SHSS Service Providers will submit an estimate to get approval for the expense, and then will submit a payment request to receive the funding. The Resource Worker (in consultation with the Primary Professional) is responsible for approving an SHSS Service Provider's estimate request for additional support, and the Resource Team Leader approves the payment request.

MCFD intends to implement a pre-qualified list of Service Providers for supplemental services as part of a future state of SHSS Transformation implementation. During the interim stage of implementation, SHSSs will need to identify and bring supplemental services to children residing in their SHSSs.

***Child-specific Clinical Consultation*** enables SHSS staff to use effective approaches to provide care for children and youth in alignment with the child's needs, their plans and goals, and therapeutic interventions developed for them by clinicians.

***Supplemental Supports*** include services such as:

- *Extra staffing*

- *Clinical and non-clinical supports*
- *One-time-only payments that may be for a child/youth's needs or for a facility (e.g., a significant repair)*

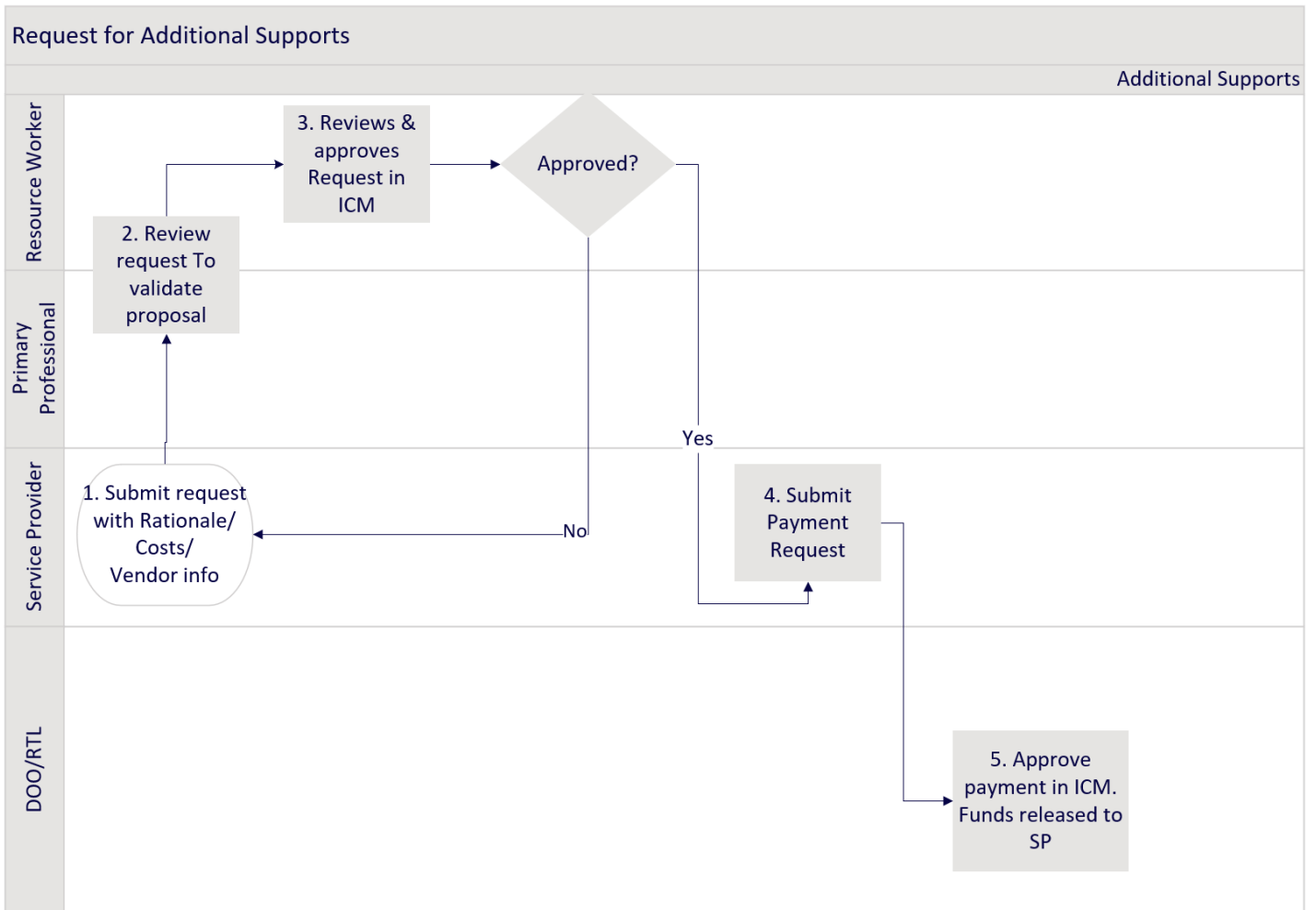
**One-Time-Only Expenses** are one-time operational or facility costs and expenses which are pre-approved by the Director. One-Time-Only Expenses form part of Supplemental Supports funding.

If the request is a One-Time-Only (OTO) request for equipment and resources for the child/youth or for equipment, repairs, renovations, resources, and service for the SHSS Care Setting, the Resource Worker follows the applicable financial and contracting policies and processes for approving OTOs.

### 6.8.1 Process Details

Purpose	Approving required supplemental support as identified by the Primary Professional, Service Provider and Care Circle.
Key Details	For Clinical Supports, and/or other supplemental supports, the Primary Professional will work with the Service Provider on sourcing public services before starting this process.
Process Owner	Resource Worker
Participating Roles	Primary Professional Resource Worker Service Provider DOO/RTL FCSD (CMTT)
Related Processes	<a href="#">Referral into SHSS Services</a> <a href="#">Additional Supports: Funding Request</a> <a href="#">Negotiated Amendment</a>
Related Documents	SHSS Referral Document SHSS Service Plan
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Summary of Approach for Transition in SHSS Services</a> <a href="#">Ongoing SHSS Service Planning</a>
Successor Processes	None


6.8.2 Process Map





### 6.8.3 Procedures

Role	Step	Description
Service Provider	1	<p>Consult with Primary Professional regarding the need for additional supports, and consider the following: 🧑</p> <ul style="list-style-type: none"> <li>• Determination of required additional supports.</li> <li>• Availability of additional support through public sources.</li> </ul> <p>1.1 Submit an Additional Supports Request Estimate on the Specialized Services Portal.</p> <p>1.2 Submit the rationale for Additional Support, as well as the projected cost and proposed vendor that adheres to MCFD Quality &amp; Oversight Requirement.</p>
Resource Worker/Primary Professional	2	<p>In collaboration with the Primary Professional, review the Additional Support Request Payment Estimate in ICM to determine if the request is appropriate. Validate the proposal of the Service Provider by ensuring it aligns with the needs of the child/youth.</p> <ul style="list-style-type: none"> <li>• Review services provided by additional support Service Provider.</li> <li>• Review needs of child/youth as identified in ICM.</li> <li>• Consult with the Team Leader (or PSC if the terms of reference include access to additional support funds).</li> </ul>

Resource Team	3	<p>Consult with Resource Team Lead regarding the request.</p> <p>3.1 Determine if there are sufficient funds remaining in the contract. If not, follow process for <a href="#">Negotiated Contract Amendments</a>. </p> <p>3.2 If the request is appropriate the Resource Worker or Resource Team Leader can approve the Additional Support Request Payment Estimate in ICM so that the Service Provider can proceed with obtaining the additional support.</p> <p>3.3 If the request is not approved, indicate the reasons why in order for the Service Provider to make any necessary changes to the request and resubmit, or cancel the request.</p>
Service Provider	4	<p>In order to receive payment for an approved Additional Support Request Estimate, re-submit the Additional Support Request with the actual cost and supporting documentation through the Specialized Services Portal.</p> <p>The service (or item) for which the Additional Support Request has been approved may be acquired at any time once the estimate request has been approved.</p>
RTL/DOO	5	<p>Review and approve/deny the Additional Support payment request .</p> <p>4.1 If the request is approved, complete the approval in ICM to initiate payment to the Service Provider.</p> <p>4.2 If the request is not approved, indicate in ICM the reason for non-approval so that the Service Provider can make any required changes and re-submit.</p> <p>4.3 If there are insufficient funds remaining in the contract, an error message will display in ICM and the payment request cannot be approved. Follow process for <a href="#">Negotiated Contract Amendments in order to ensure funds are available in the contract</a>.</p>


### 6.9 Transition-Out Planning

Most planning for a child or youth residing in an SHSS is forward-thinking. From the point of placement, Service Providers and MCFD staff track various levels of transition planning for a child or youth.

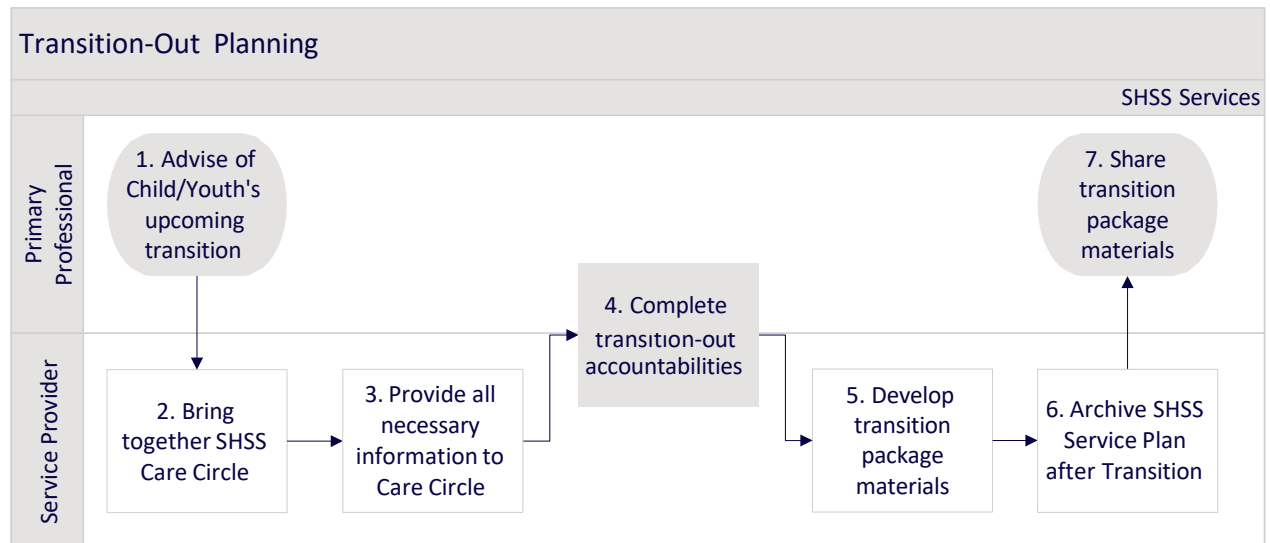
When the decision is made for a child/youth to leave care, all members of the SHSS Care Circle contribute to the support of a positive transition that aligns with other existing plans the child/youth may have.

#### 6.9.1 Process Details

Purpose	Transition planning is child or youth-specific and is developed within the context of the SHSS service provided.
Key Details	<ul style="list-style-type: none"> <li>• The child/youth should participate in planning and preparing for their transition out of SHSS Services.</li> <li>• The SHSS Service Provider continues to provide services during the child/youth’s transition out.</li> <li>• If the child/youth is transitioning out of the SHSS Care Setting because of a placement breakdown, follow the process for Dispute Resolution.</li> <li>• Each SHSS Service type has specific transition accountability, as per the SHSS policy (link).</li> <li>• If the child/youth is transitioning into another SHSS Service, the Resource Worker supports the planning.</li> </ul>
Process Owner	Primary Professional
Participating Roles	Primary Professional Service Provider

Related Processes	None
Related Documents	<a href="#">MCFD Core Policy</a> MCFD Staff Policy for SHSS SHSS Service Provider Operational Policy SHSS Service Plan SHSS Referral Documents
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Creating the SHSS Service Plan</a>
Successor Processes	<a href="#">Reviewing &amp; Maintaining the SHSS Service Plan</a>

### 6.9.2 Process Map



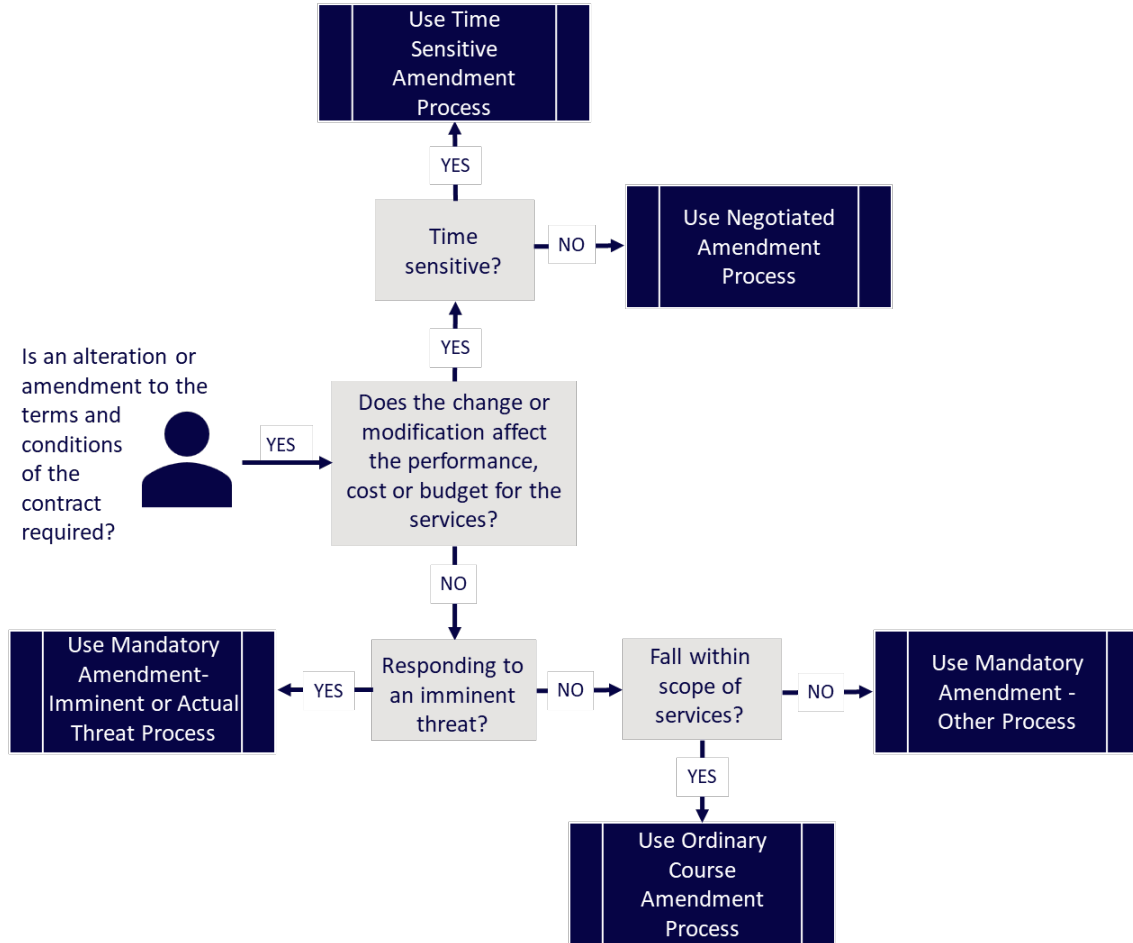
### 6.9.3 Procedures

Role	Step	Description
Primary Professional	1	<p>After consulting with the Resource Team Lead, confirm with the Resource Worker regarding the plan for the child/youth's upcoming transition out of the SHSS Care Setting. 🧑</p> <p>1.1 Contact the SHSS Service Provider to advise that the child/youth has an upcoming transition out of the SHSS Care Setting.</p> <p>1.2 If there is disagreement regarding the timing of a transition-out plan, call a meeting with the Resource Worker and Service Provider to discuss the issue, as per <i>Schedule G – Governance, Stewardship, and Relationship</i>.</p>

		<i>Note: Ensure that reassessment of placement occurs for an Indigenous child or youth as part of transition planning.</i>
Service Provider	2	Bring together the SHSS Care Circle to plan for transition out.
Service Provider	3	<p>Provide the SHSS Care Circle with all relevant information to</p> <ul style="list-style-type: none"> <li>• Support the child/youth to create transition goals.</li> <li>• Identify activities and supports required for positive transition.</li> <li>• Identify and facilitate access to external supports.</li> <li>• Support the ongoing delivery of child/youth’s services and routines, according to their existing plans, during the transition-out period.</li> </ul> <p>3.1 Using this information, transition-out goals are updated in the SHSS Service Plan, adhering to the <a href="#">Reviewing &amp; Maintaining SHSS Service Plan</a> procedure.</p>
Primary Professional/ Service Provider	4	<p>Transition planning is guided by <i>Chapter 5 Child and Youth in Care Policies</i>.</p> <p>4.1 Work collaboratively with the SHSS Care Circle, family, services, etc. to ensure a smooth transition to the child/youth’s next living arrangement.</p>
Service Provider	5	<p>Develop transition package materials to support the child/youth’s next caregiver/care provider, considering privacy considerations.</p> <p>5.1 The Primary Professional supports the preparation of Transition package materials, if required.</p> <p>5.2 Transition materials are provided to the Primary Professional.</p>
Service Provider	6	After the child/youth has transitioned-out of the SHSS Care Setting, the SHSS Service Plan is archived in the Specialized Services Portal.
Primary Professional	7	Share the transition package materials as necessary while considering privacy requirements. Consult as required based on need as determined by clinical judgement. 🧑

## 7.0 CONTRACT MANAGEMENT - AMENDMENTS

To determine which amendment process is appropriate, use the flowchart below:



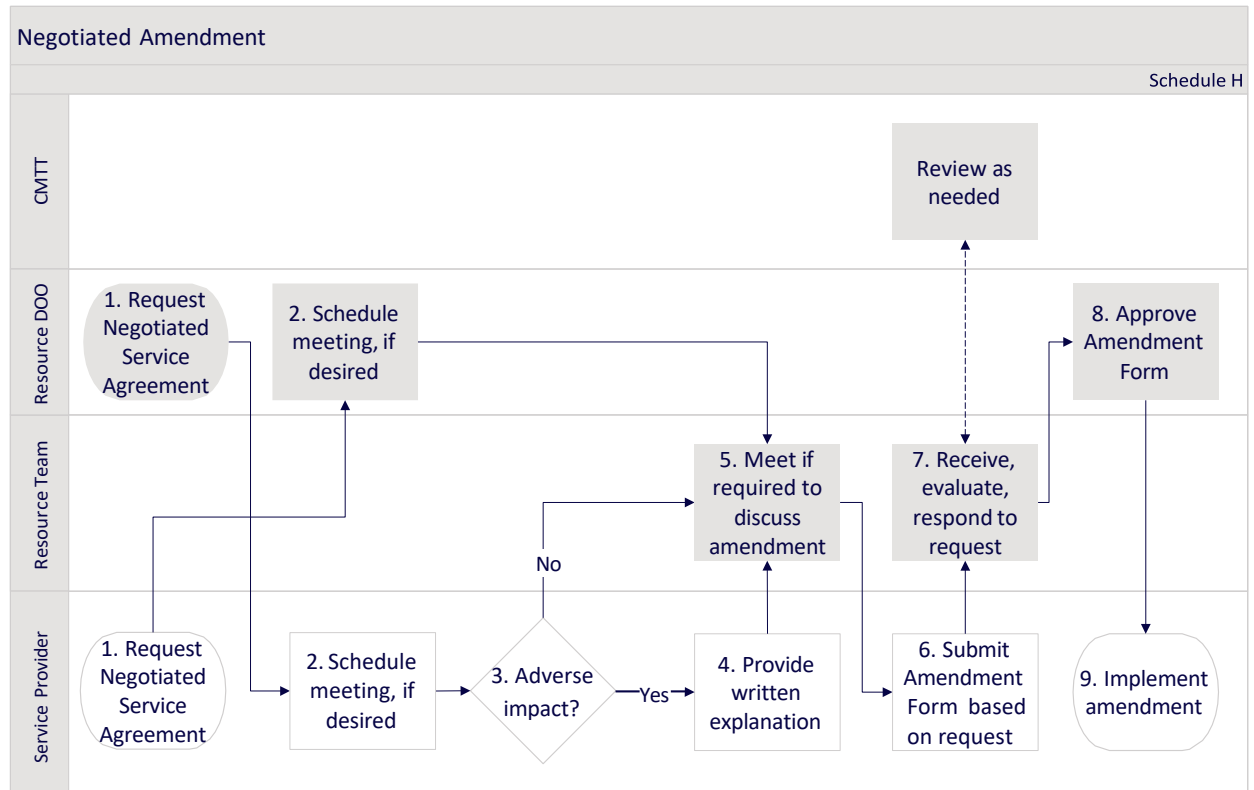
### 7.1 Negotiated Amendment

#### 7.1.1 Process Details

Purpose	Requesting a change in fees, authorized number of children/youths permitted at the Care Setting, location of the Care Setting, or other changes to the Services Agreement.
Key Details	"Negotiated Services Amendments" mean any amendment, change or modification in the Services, the schedule for performing the Services, or the cost or budget for performing the Services as set out in the Services Agreement.
Process Owner	Resource Director of Operations
Participating Roles	Resource Worker

	FCSD (CMTT) Service Provider
Related Processes	None
Related Documents	MSA Schedule F MSA Schedule H MSA Schedule G SHSS Request for Amendment
Required System(s)	PCMS
Prerequisite Processes	None
Successor Processes	None

### 7.1.2 Process Map



### 7.1.3 Procedures

Role	Step	Description
Resource DOO or Service Provider	1	Request a negotiated services amendment, including all relevant information that would be reasonably required for the proper consideration of the requested amendment.
Resource DOO or Service Provider	2	<p>The respondent of the amendment request may ask for a meeting to review the request. Schedule a meeting within 10 business days, using the Relationship Management Process.</p> <p>2.1 Both parties agree upon a suitable meeting time.            2.2 If the requesting party is the Service Provider, skip to <b>Step 5</b>.            2.3 If the requesting party is the Resource DOO, continue to <b>Step 3</b>.</p>
Service Provider	3	<p>Determine if the request will cause an adverse impact on the Service Provider, or the child/youth's well-being.</p> <p>3.1 If yes, continue to <b>Step 4</b>.            3.2 If no, skip to <b>Step 5</b>.</p>
Service Provider	4	Provide the Resource Worker with a written explanation of the adverse impacts the proposed amendments have on the Service Provider or the child/youth's well-being prior to the meeting referenced in <b>Step 2</b> .
Service Provider Resource Team	5	<p>Meet with to review the request if required.</p> <p><i>Note: If the Service Provider determines that this amendment will have an adverse impact, and the adverse impact not resolved within this meeting, seek a resolution using the Relationship Management Process.</i></p>
Service Provider	6	Based on the amendment requested, submit a SHSS Request for Amendment with a description of the proposed amendments with funding, price, and any identified risks as per Schedule F of the Services Agreement.
Resource Team	7	<p>Receive, evaluate, and respond to the request within 10 business days or another agreed-upon period.</p> <p>7.1 Consult and review the amendment form with FCSD (CMTT) if there are any financial impacts, or as needed. 🧑            7.2 Determine if the proposed changes are accepted.</p>



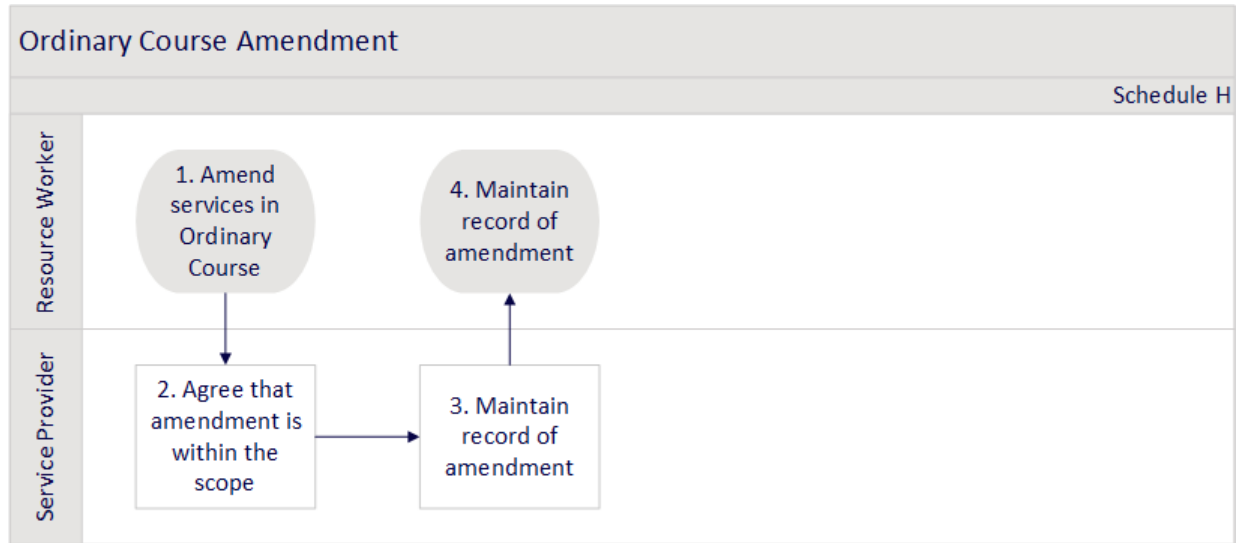
Resource DOO	8	<p>Approve or deny amendment form.</p> <p>8.1 Document and maintain a record of the amendment.</p> <p>8.2 Upload copy of the approved/denied amendment form to PCMS to file with the contract.</p>
Service Provider	9	<p>Implement the amendment to the Services Agreement within the SHSS Service.</p> <p>9.1 Maintain a record of the amendment.</p> <p><i>Note: The Service Provider will not reject any MCFD requested amendment unless:</i></p> <ul style="list-style-type: none"> <li>a) <i>the Service Provider is unable to make the proposed amendment(s) contemplated by the Request as a result of any impediments that are commercially unreasonable to overcome;</i></li> <li>or</li> <li>b) <i>the amendment(s) set out in the Request will result in a material adverse effect on the Service Provider's ability to comply with its obligations regarding the safety and wellbeing of a child/youth, or any other material terms or conditions of the Agreement.</i></li> </ul>

## 7.2 Ordinary Course Amendment

### 7.2.1 Process Details

Purpose	Amending any of the Services that fall within the existing scope of the Services and do not have a material impact on the delivery and performance of the Services, nor the cost of providing Services.
Key Details	None
Process Owner	Resource Worker
Participating Roles	Resource Worker Service Provider
Related Processes	None
Related Documents	MSA Schedule H Relationship Management Process Amendments Form
Required System(s)	PCMS
Prerequisite Processes	None
Successor Processes	None

### 7.2.2 Process Map



### 7.2.3 Procedures

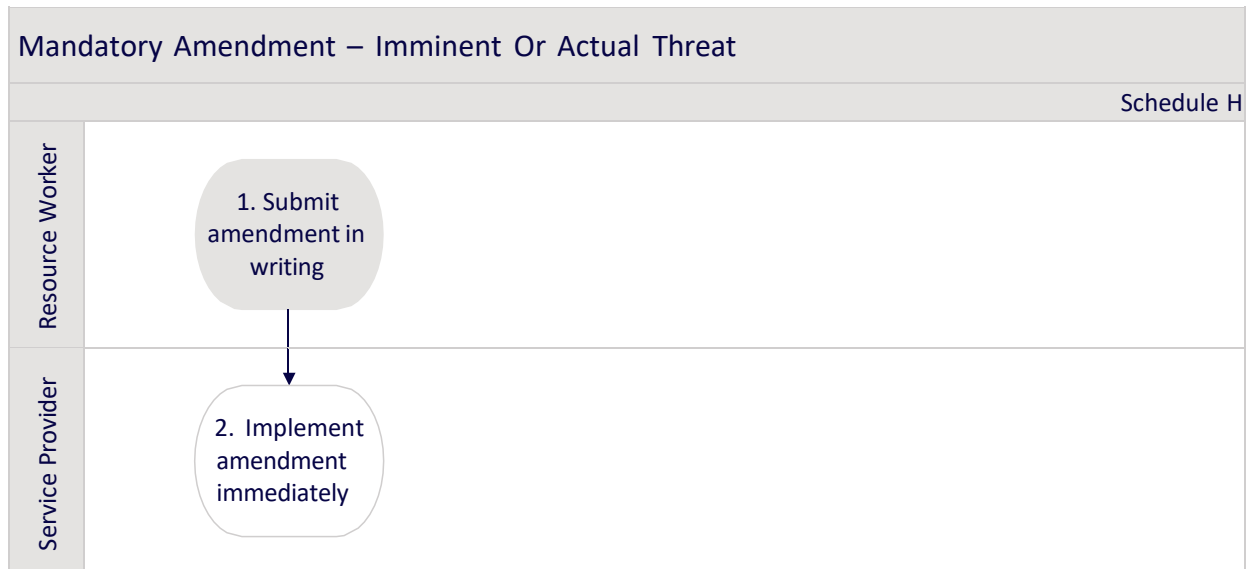
Role	Step	Description
Resource Worker	1	Amend the services in Ordinary Course of its operations within the existing scope and having no material impact on delivery and performance or cost of services provided.  1.1 Advise the Service Provider of the amendment.
Service Provider	2	Agree that amendment is within the scope of services and results in no additional fees payable.
Service Provider	3	Maintain a record of the amendment.
Resource Worker	4	Maintain a record of the amendment.

### 7.3 Mandatory Amendment – Actual or Imminent Threat

#### 7.3.1 Process Details

Purpose	Make a change to a contract in response to an actual or imminent threat.
Key Details	Unless otherwise agreed by the Director, Mandatory Amendments do not result in additional fees payable to the Service Provider.
Process Owner	Resource Worker
Participating Roles	Resource Worker Service Provider
Related Processes	None
Related Documents	MSA Schedule H Relationship Management Process Amendments Form
Required System(s)	PCMS
Prerequisite Processes	None
Successor Processes	None

#### 7.3.2 Process Map



### 7.3.3 Procedures

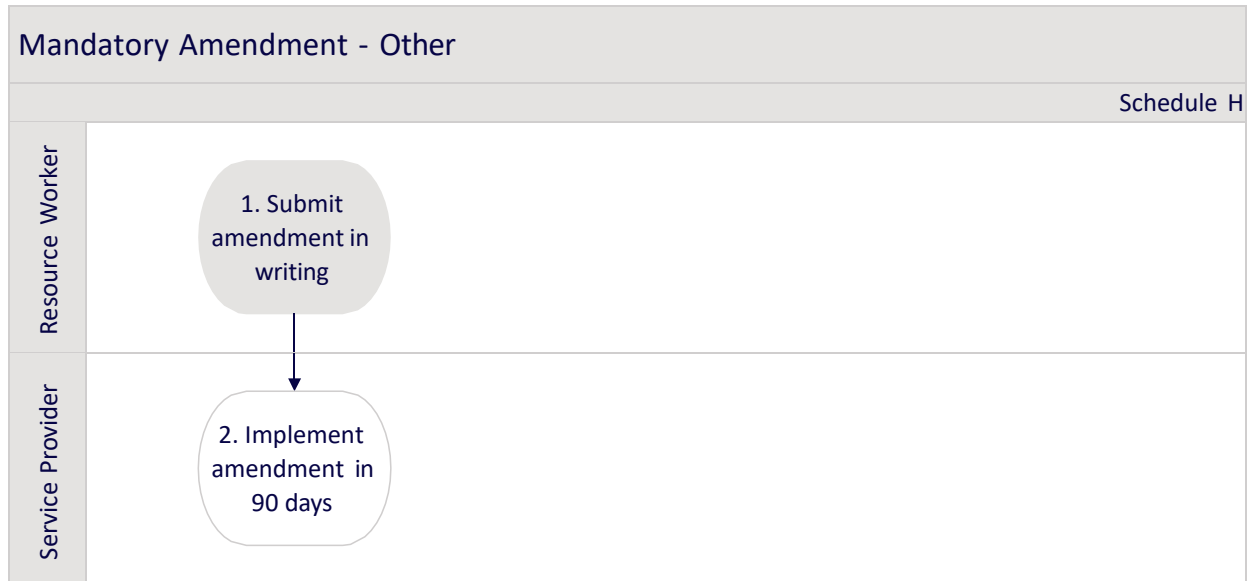
Role	Step	Description
Resource Worker	1	<p>Submit the Mandatory Amendment in writing immediately to the Service Provider to address an actual/imminent threat to the:</p> <ul style="list-style-type: none"> <li>• Health and safety of the child or public.</li> <li>• Health &amp; safety of officers, employees &amp; agents of the Province.</li> <li>• Tangible property/IT Infrastructure of the Province</li> </ul> <p>1.1 Maintain a record of the amendment.</p>
Service Provider	2	<p>Implement the Mandatory Amendment immediately.</p> <p>2.1 Maintain a record of the amendment.</p>

### 7.4 Mandatory Amendment - Other

#### 7.4.1 Process Details

Purpose	Making a contract amendment that is mandatory but is not in response to an imminent threat.
Key Details	Unless otherwise agreed by Director, Mandatory Amendments do not result in additional fees payable to the Service Provider.
Process Owner	Resource Worker
Participating Roles	Resource Worker Service Provider
Related Processes	None
Related Documents	MSA Schedule H Relationship Management Process Amendments Form
Required System(s)	PCMS
Prerequisite Processes	None
Successor Processes	None

### 7.4.2 Process Map



### 7.4.3 Procedures

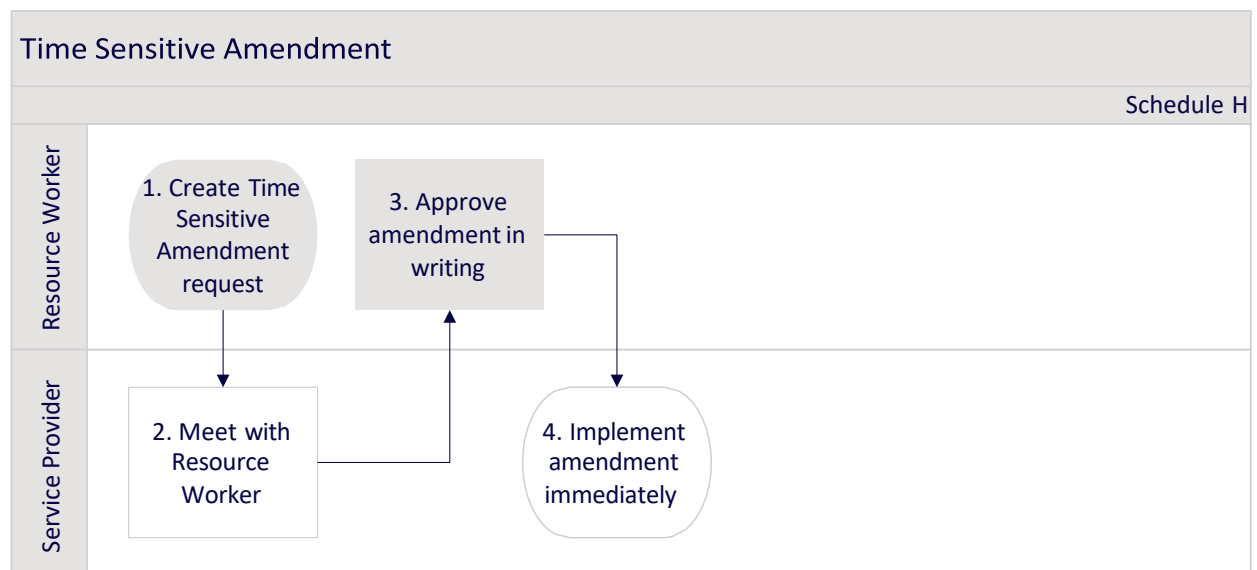
Role	Step	Description
Resource Worker	1	<p>Submit the Mandatory Amendment in writing to the Service Provider to bring the Services or any other Service Provider or Director rights and obligations under this Agreement into conformance with</p> <ul style="list-style-type: none"> <li>• Applicable Laws, as they may be amended from time to time.</li> <li>• The Policies and Standards, as they may be amended from time to time.</li> <li>• Changes to the policies, practices, or procedures of the SHSS Program, MCFD or any other ministry of the Province, applied on an SHSS Program-wide, Ministry-wide or Province-wide basis.</li> </ul> <p>1.1 Maintain a record of the amendment.</p>
Service Provider	2	<p>Implement the Mandatory Amendment within 90 days of receipt of the amendment.</p> <p>2.1 Maintain a record of the amendment.</p>

## 7.5 Time Sensitive Amendment

### 7.5.1 Process Details

Purpose	Making an amendment request that is time sensitive and must be processed on a timeline faster than set out in Section 4.2 of Schedule H, and, on occasion, within hours of an issue or pressing need arising.
Key Details	None
Process Owner	Resource Worker
Participating Roles	Resource Worker Service Provider
Related Processes	None
Related Documents	Schedule H Relationship Management Process Amendment Form
Required System(s)	PCMS
Prerequisite Processes	None
Successor Processes	None

### 7.5.2 Process Map



### 7.5.3 Procedures

Role	Step	Description
Resource Worker	1	Create a Time Sensitive Amendment form to address an amendment that must be processed within hours of an issue or a pressing need arising.  1.1 Inform the Service Provider of the time-sensitive request.
Service Provider	2	If required, meet with the Resource Worker, informally, for discussion and negotiation regarding the amendment.
Resource Worker	3	Approve the amendment in writing.  3.1 Maintain a record of the amendment.
Service Provider	4	Implement the amendment immediately.

## 8.0 CONTRACT MANAGEMENT – OTHER

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For **Conflict Resolution** process, please adhere to MCFD Core Policy – [Conflict Resolution Protocol](#).

For **Relationship Management** process, please adhere to Relationship Principles as outlined in the MSA - Schedule G.

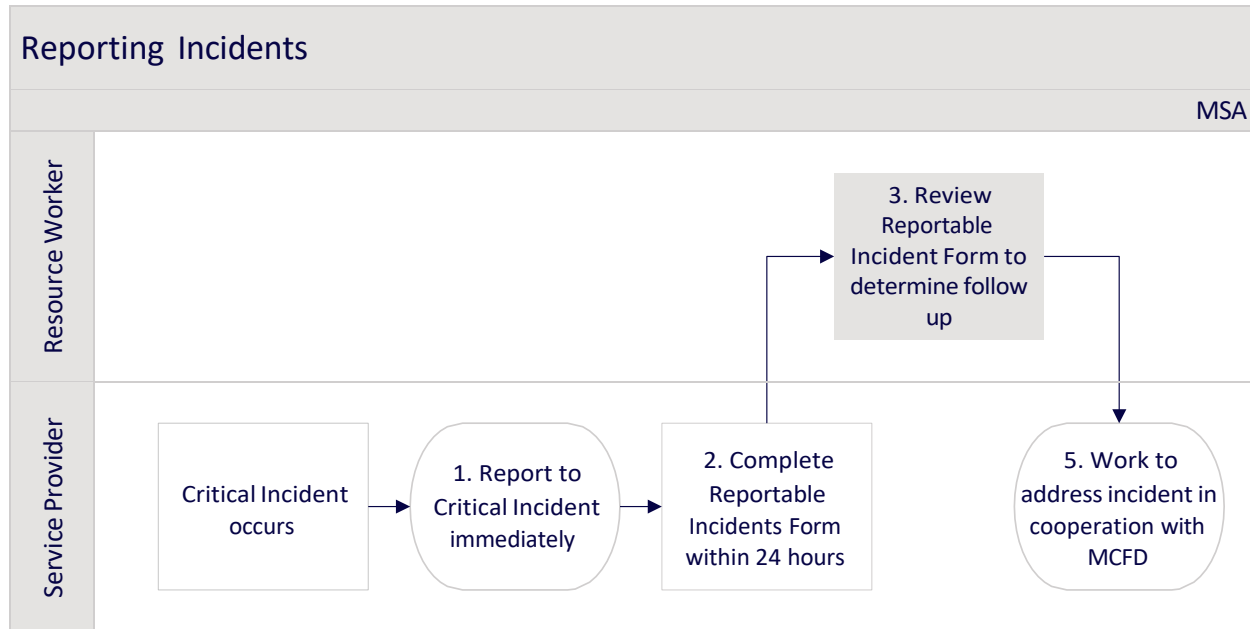
### 8.1 Reportable Incidents

#### 8.1.1 Process Details

Purpose	SHSS Service Providers report critical/reportable incidents.
Key Details	Note that MCFD staff may be required to follow the Reportable Circumstances Policy depending upon the nature of the reportable incident form submitted by the SHSS Service Provider.
Process Owner	Resource Worker
Participating Roles	Resource Worker Service Provider
Related Processes	None
Related Documents	MCFD Staff Policy for SHSS SHSS Service Provider Operational Policy Reportable Circumstances Policy SHSS (SP) Reportable Incident Reporting Form
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	None
Successor Processes	None



### 8.1.2 Process Map



### 8.1.3 Procedures

Role	Step	Description
Service Provider	1	<p>Upon the occurrence of a reportable incident, as defined in the policy, report it immediately.</p> <p>1.1 If the reportable incident occurs outside of regular office hours, contact Provincial Centralized Screening, which is available 24 hours per day, seven days per week.</p> <p>1.2 If the reportable incident occurs within regular office hours, contact the Primary Professional and Resource Worker</p> <p><i>Note: A critical incident must be reported person to person. Voicemail, email, text message or other types of contact are accepted when reporting the occurrence of a critical incident.</i></p>
Service Provider	2	<p>Within 24 hours of the reportable incident, complete the <i>SHSS (SP) Reportable Incidents Reporting Form</i> outlining the details of the incident and submit to the Primary Professional and Resource Worker.</p>
Resource Worker	3	<p>Review the Reportable Incident Form and ensure that the Primary Professional is advised of the reportable incident.</p> <p>3.1 Consult with Resource Team Lead to determine if/what action is necessary in accordance with Ministry policy. 🧑</p>

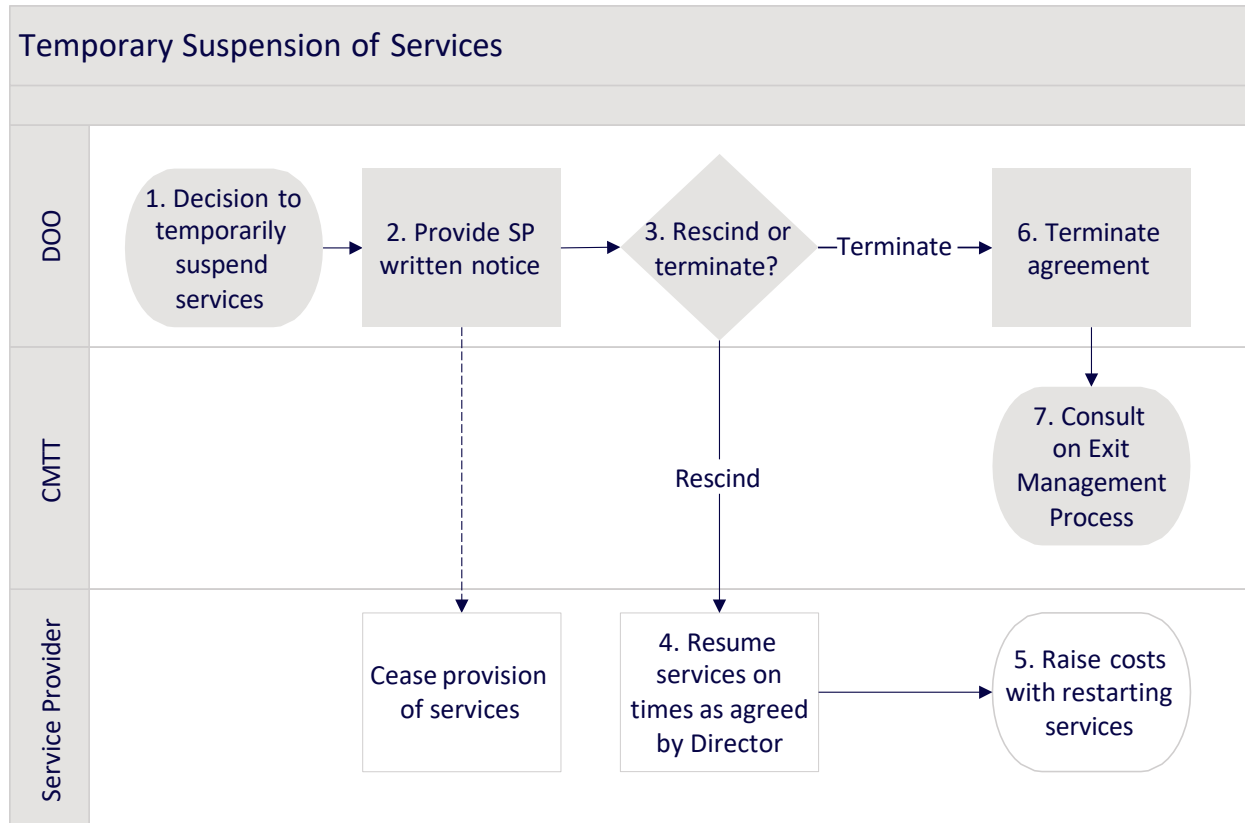
		<p>Possible actions may include:</p> <ul style="list-style-type: none"> <li>• No action or monitoring of the SHSS Service Provider’s handling of the complaint;</li> <li>• Supporting an informal resolution; or</li> <li>• Initiating a Quality-of-Care Review, Investigation, or Reportable Circumstance report.</li> </ul>
Service Provider	4	<p>Work to address the reportable incident based on its developed process and cooperate with MCFD as appropriate; cooperate and collaborate with MCFD on any identified resolution process.</p> <p>4.1 Facilities that are licensed under the Community Care &amp; Assisted Living Act (CCALA) must also consider the requirements to report to the medical health officer.</p>

## 8.2 Temporary Suspension of Services

### 8.2.1 Process Details

Purpose	Without limiting the Director’s discretion under the (Child, Family and Community Services Act (CFCSA) or the procedures and measures that may be taken under the Policies and Standards or any Schedule to this Agreement, the Director may temporarily suspend the Services.
Key Details	An example of when this might be used is during a natural disaster.
Process Owner	Director
Participating Roles	Director FCSD (CMTT) Service Provider
Related Processes	<a href="#">Exit Management Process</a>
Related Documents	MSA
Required System(s)	None
Prerequisite Processes	None
Successor Processes	<a href="#">Negotiated Amendment Process</a> <a href="#">Default and Termination</a>

### 8.2.2 Process Map



### 8.2.3 Procedures

Role	Step	Description
DOO	1	Determine if a temporary suspension of services is required.
DOO	2	Provide the Service Provider with written notice to suspend Services. 2.1 Ensure the Service Provider ceases the provision of Services. 2.2 Document and maintain a record of suspension.
DOO	3	If the temporary suspension is still in place at 90 days, the DOO must choose to:  Rescind the suspension, continue to <b>Steps 4 &amp; 5</b> . OR Terminate the Agreement, skip to <b>Steps 6 &amp; 7</b> . Terminate all or any of the suspended services, skip to <b>Steps 6 &amp; 7</b> .
DOO	4	Provide the Service Provider written notice to resume Service provision, including a timeline.

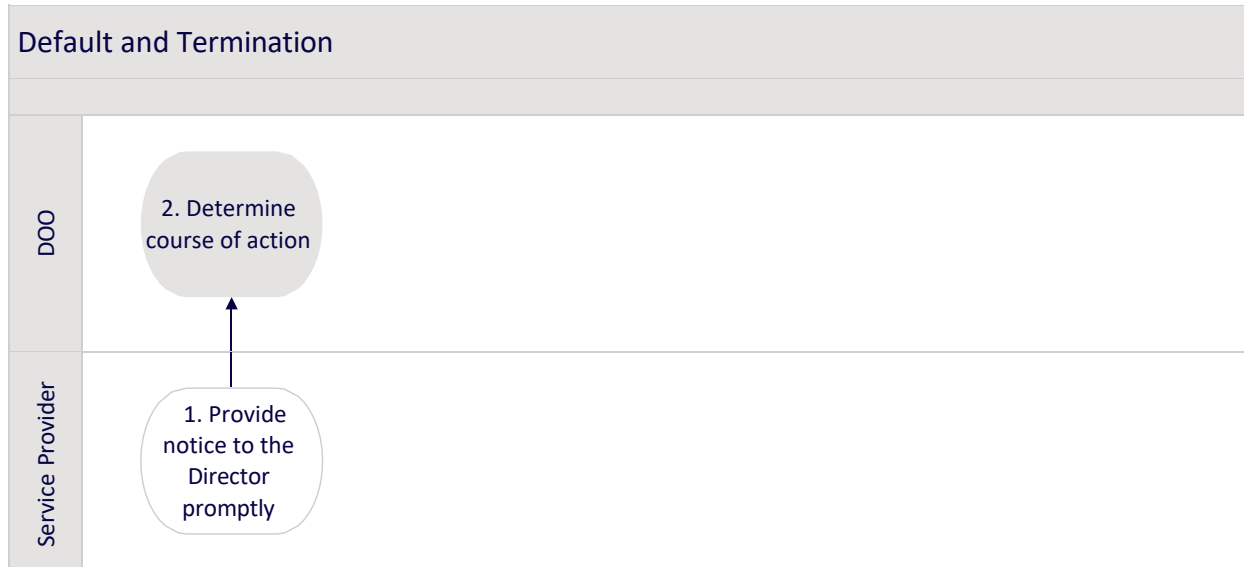
		4.1 Ensure the Service Provider resumes the provision of Services.
Service Provider	5	Raise unforeseen costs with restarting services through Negotiated Services Amendment Process.  <i>The process ends here.</i>
DOO	6	Terminate any or all of the suspended Services, or terminate the Agreement, as per the <a href="#">Default and Termination process</a> .  6.1 Consult with FCSD (CMTT) on the <a href="#">Exit Management Process</a> . 🧑
FCSD (CMTT)	7	Consult with the Director to engage the <a href="#">Exit Management Process</a> . 🧑

### 8.3 Default and Termination

#### 8.3.1 Process Details

Purpose	Identification that an event of default (defined below) has occurred or is likely to occur.
Key Details	Each of the following occurrences will be deemed to be an “Event of Default”: <ul style="list-style-type: none"> <li>• A failure by the Service Provider to perform any of its obligations under this Agreement, or a failure to perform such obligations in a manner satisfactory to the Director;</li> <li>• The Director determines that the Service Provider’s failure to perform any of its obligations in the Agreement place the health or safety of any person receiving Services at risk;</li> <li>• An Insolvency Event;</li> <li>• If the Service Provider is a corporation, a Change of Corporate Control of the Service Provider without the Director’s prior written consent; or</li> <li>• Any representation, warranty or covenant made by the Service Provider is or becomes untrue or incorrect.</li> </ul>
Process Owner	Service Provider
Participating Roles	Resource Team FCSD (CMTT)
Related Processes	None
Related Documents	Schedule L Schedule F
Required System(s)	None
Prerequisite Processes	<a href="#">Chronic or Severe Failure</a>
Successor Processes	<a href="#">Exit Management</a>

### 8.3.2 Process Map



### 8.3.3 Procedures

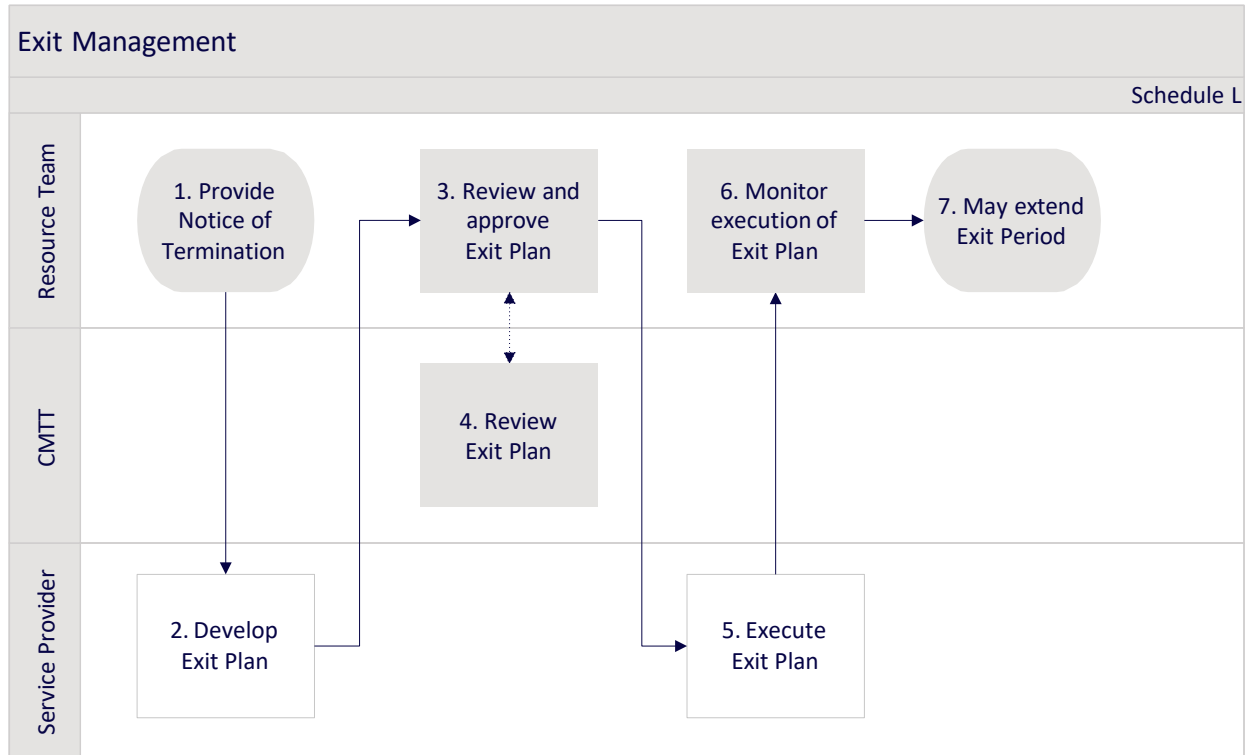
Role	Step	Description
Service Provider	1	<p>If possible, alert the Director that an Event of Default has occurred or is likely to occur.</p> <p><i>Note: An Event of Default may be a result of <u>Chronic or Severe Failure</u>.</i></p> <p><i>Note: The Service Provider may terminate the Agreement if the Director is in material breach of the obligation to pay any undisputed amount and has failed to rectify in 60 days.</i></p>
DOO	2	<p>Respond to the Event of Default with <b>one</b> of the following three options:</p> <ol style="list-style-type: none"> <li>1. Provide written notice to the Service Provider to remedy the Event of Default within a specified time period. (Process ends here); or</li> <li>2. Pursue any remedy or action available at law or in equity. (Process ends here), or</li> <li>3. Terminate the Agreement or individual Service within the Agreement with 90 days notice and starts the <u>Exit Management Process</u>.</li> </ol>

## 8.4 Exit Management

### 8.4.1 Process Details

Purpose	The Service Provider will provide all such reasonable assistance as the Director may require for the purpose of ensuring an orderly, effective, and efficient transition of the Services to the Director and/or to an Other Service Provider.
Key Details	Plans for the provision of service to a child/youth, including transition out planning, must continue to be delivered as per the child/youth's SHSS Service Plan.
Process Owner	DOO
Participating Roles	DOO Resource Team FCSD (CMTT) Service Provider
Related Processes	<a href="#">Default and Termination</a>
Related Documents	MSA - Schedule L
Required System(s)	None
Prerequisite Processes	None
Successor Processes	None

### 8.4.2 Process Map



### 8.4.3 Procedures

Role	Step	Description
Resource Team	1	<p>Provide a Notice of Termination of the agreement to the Service Provider.</p> <p>1.1 Document and maintain a record of the notice and date sent.</p>
Service Provider	2	<p>Within 60 days, develop a detailed Exit Plan for transition of Terminated Services to the Director or other Service Providers as identified. The Exit Plan, should include, but not be limited to, the following considerations:</p> <ul style="list-style-type: none"> <li>• Whether the Service Provider will continue to provide contracted services for the Director;</li> <li>• whether any dedicated assets can be used by another Other Service Provider for the benefit of a child/youth;</li> <li>• The value of the dedicated assets;</li> <li>• Whether or not the Service Provider is intending to continue to remain in business providing services for children and youth;</li> </ul>

		<ul style="list-style-type: none"> <li>• Any rental or lease obligations of the Service Provider;</li> <li>• The Service Provider's obligations to union and non-union employees;</li> <li>• The impact of the Terminated Services on children and youth; and</li> <li>• Retention and/or Disposal of the Director's Records.</li> </ul> <p>2.2 Submit the Exit Plan to the Director.</p>
Resource Team	3	<p>Review the Exit Plan, in consultation with FCSD (CMTT). 🧑</p> <p>3.1 Determine the Exit Period.</p> <p>3.2 Advise the Service Provider if the Exit Plan is approved or needs revisions.</p>
FCSD (CMTT)	4	<p>Consult with the Resource Team regarding the proposed Exit Plan. 🧑</p>
Service Provider	5	<p>Assist and cooperate with the Resource Team and other Service Providers in the execution of the Exit Plan.</p> <p>5.1 Continue to provide services as planned.</p>
Resource Team	6	<p>Monitor the execution of the Exit Plan by ensuring both parties provide to each other with such reasonable information and assistance as may be required to create, revise, update and successfully execute the Exit Plan.</p>
Director	7	<p>Determine if there is a requirement to extend the Exit Period up to 6 months.</p> <p>7.1 If the Exit Period must be extended, advise the Service Provider in writing with no less than 30 days' notice.</p>



## 9.0 FINANCIAL PROCESSES

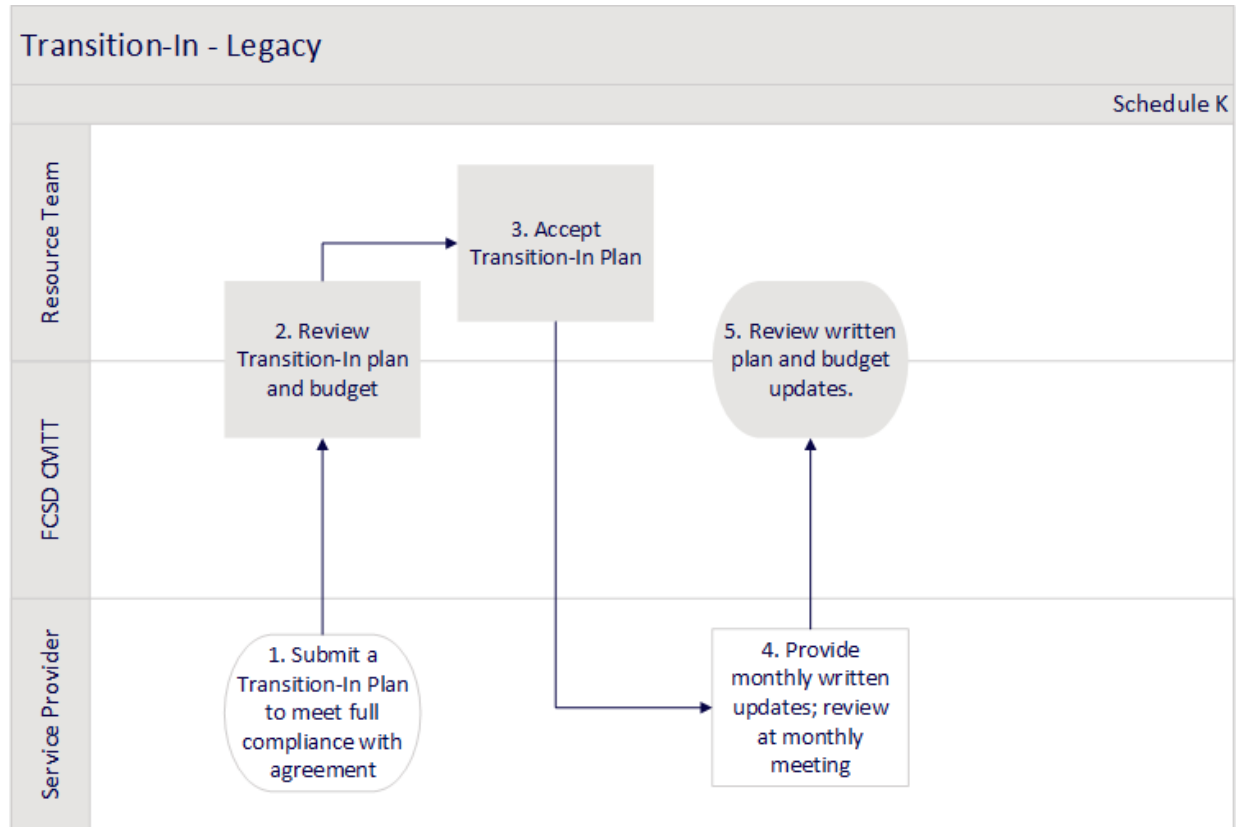
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### 9.1 Transition-In - Legacy

#### 9.1.1 Process Details

Purpose	Identify the required steps to ensure financial readiness during the transition-in period
Key Details	Any supplemental or OTO payments that are required during the Transition In phase are paid according to the process (below)
Process Owner	Resource Team & FCSD (CMTT)
Participating Roles	Resource Team FCSD (CMTT) Accounts Payable Service Provider
Related Processes:	<a href="#">Transition In - Legacy</a>
Related Documents:	MSA (Legacy) - Schedule K MCFD Staff Policy for SHSS SHSS Service Provider Operational Policy
Required System(s)	Specialized Services Portal ICM
Prerequisite Processes	None
Successor Processes	<a href="#">Payment Set Up/Assessing Need for Adjustment</a>

### 9.1.2 Process Map



### 9.1.3 Procedures

Role	Step	Description
Service Provider	1	Within 60 days of the contract effective date, design and implement a project management program "Transition-In Plan" (Schedule K) to bring practices and procedures into full compliance with this agreement within 18 months.
Resource Team FCSD (CMTT)	2	Review Transition-In Plan as per Schedule K.
Resource Team	3	Accept Transition-In Plan and confirm in writing with the Service Provider that it has been accepted. Resource Team to retain a copy in the Service Provider file.  Confirm with FCSD (CMTT) that the plan has been accepted and provide a copy of the approved plan.

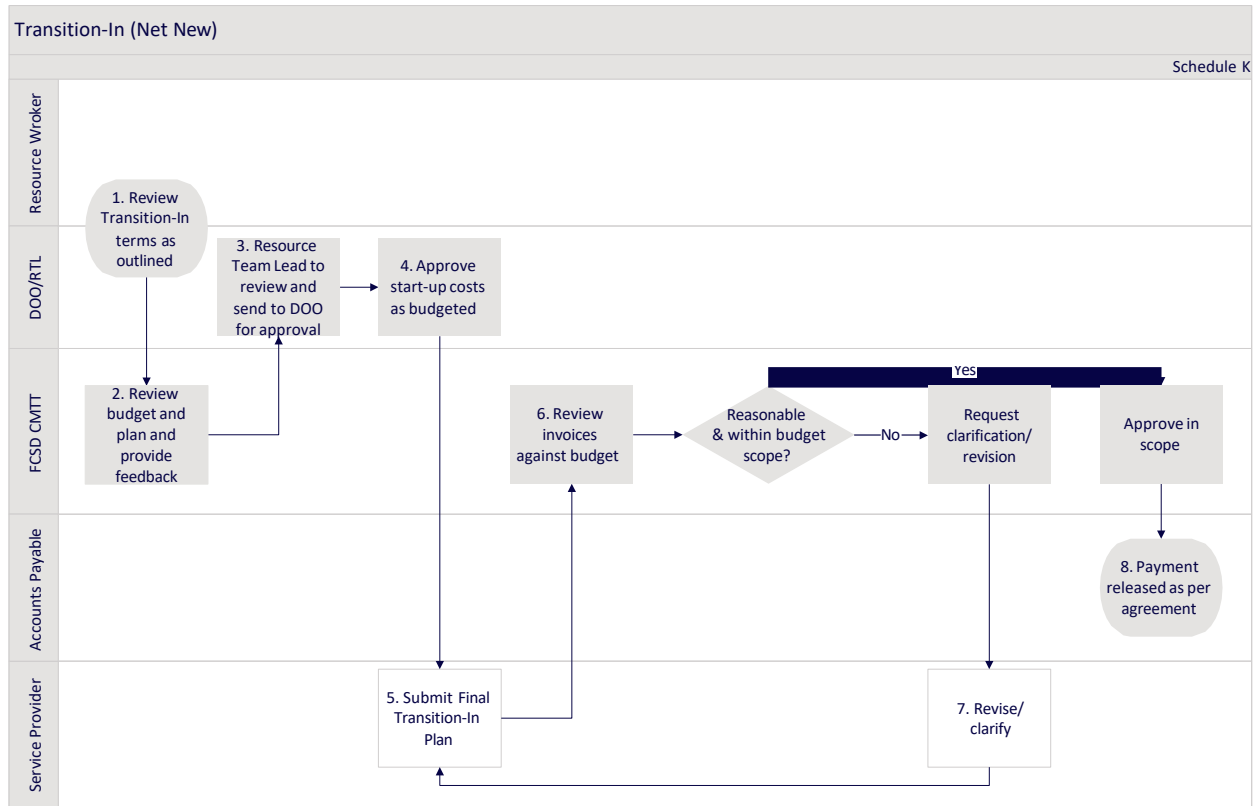
Service Provider	4	Provide monthly written updates against the Transition-In Plan to the Resource Team. Meet with the Resource Team monthly to review these updates.
Resource Team FCSD (CMTT)	5	Resource Team and FCSD (CMTT) review written plan and work with the Service Provider on any concerns in meeting the targets outlined in the Transition-In Plan.
Resource Team	6	Approve any changes to operational cost structure.

## 9.2 Transition-In Net New

### 9.2.1 Process Details

Purpose	Outline the required steps to establish a new SHSS resource and ensure operational, facility, and financial readiness for the net new contract.
Key Details	As part of the CFR process, Service Providers will submit a Transition-In plan.
Process Owner	Resource Worker & FCSD (CMTT)
Participating Roles	Resource Worker DOO FCSD (CMTT) Accounts Payable Service Provider
Related Processes	<a href="#">Transition-In Net New</a>
Related Documents	MSA (Net New) – Schedule K MSA (Net New) – Appendix K1 Relevant sections of the SHSS policy CFR posted to BC Bid
Required System(s)	PCMS ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Draw Down of Service Providers</a>
Successor Processes	<a href="#">Payment Set Up/Assessing Need for Adjustment</a>

### 9.2.2 Process Map



### 9.2.3 Procedures

Role	Step	Description
Resource Team	1	Review Transition-In terms as outlined in the prequalified package; these are determined as per MSA Appendix K1.
FCSD (CMTT) Analyst	2	Review budget and plan. Provide feedback to Resource Team.
Resource Worker	3	Review with the Resource Team Lead and send to DOO for approval.
DOO	4	Approve Transition-In Plan.  <i>Note: Transition-In Plan informs completion of Schedule K.</i>

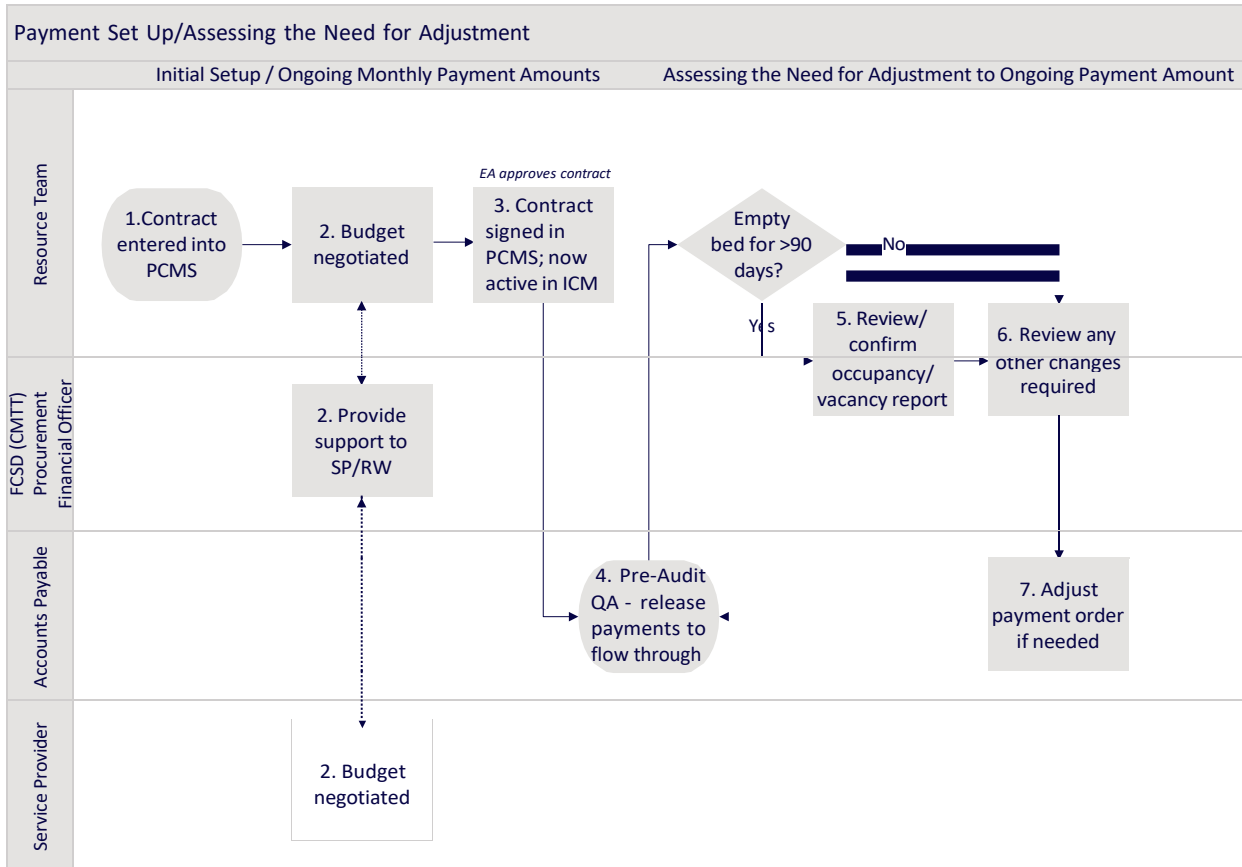
Service Provider	5	Within 5 business days from effective date of contract, submit a final Transition-In Plan to the Resource Worker.
FCSD (CMTT) Analyst	6	Review invoices against the budget and confirm the Transition-In Plan falls within budget scope. If no, request clarification/revisions from the Service Provider. Continue to <b>Step 7</b> . If yes, approve and send to Accounts Payable. Skip to <b>Step 8</b> .
Service Provider	7	Revise and/or clarify. Go back to <b>Step 6</b> .
Accounts Payable	8	Release payment as per agreed timeframe (Option A or B).

### 9.3 Payment Set Up /Assessing Need for Adjustment

#### 9.3.1 Process Details

Purpose	Determine and set up monthly payment amounts, including Occupancy Based Variable Amounts.
Key Details	Note that placements are not to be made in new SHSS resources until the Transition-In phase is complete and the placement request process can begin.
Process Owner	Accounts Payable
Participating Roles	Resource Team FCSD (CMTT) – Financial Officer Accounts Payable Service Provider
Related Processes	None
Related Documents	MSA – Schedule H Service Provider Submitted Costing Tool Workbook (excel)
Required System(s)	PCMS ICM
Prerequisite Processes	<a href="#">Transition-In Net New</a> or <a href="#">Transition-In Legacy</a>
Successor Processes	None

### 9.3.2 Process Map



### 9.3.3 Procedures

Role	Step	Description
<i>Initial Set Up / Ongoing Monthly Payment Amounts</i>		
Resource Team	1	Contract authored in PCMS.
Resource Team Service Provider	2	Based on Costing Tool for Monthly, Occupancy-Based Variable Amount, Supplemental Funding, as well as As-Needed and One-Time-Only (Transition-In), confirm payment amounts and schedule.
FCSD (CMTT) Financial Officer		Provide support to the Service Provider and the Resource Worker on budget, workbook, and payment model.
Resource Team (EA) Service Provider	3	Service Provider and Ministry sign contract via PCMS. Contract is now active which triggers the contract to flow into ICM. (ICM creates the

		contract, aka agreement, with the payment schedule from the contract in PCMS.)
Accounts Payable	4	<p>Pre-audit QR to release payments to flow through in ICM. (Payments move from the “agreement” to an “order”). Create first set of orders in ICM; after that the system rolls it over and ongoing monthly payments begin automatically.</p> <p>Payment set up ends here. For ongoing months, continue to <b>Step 5</b> if there’s a need for an adjustment.</p> <p><i>Note: If there are concerns, Accounts Payable will consult with the Resource Team. 🧑</i></p> <p><i>Note: Detailed ICM processes are available in the ICM User Guide.</i></p>
<i>Assessing the Need for Adjustment to Ongoing Payment Amount</i>		
Resource Team	5	<p>If, as a result of regular monthly monitoring of the Vacancy report, it is determined that a bed has been empty for more than 90 days, set up a meeting with the Service Provider and FCSD (CMTT) to review. If an adjustment of the variable amount is necessary, go straight to <b>Step 6</b>.</p> <p>If no adjustment needed, regular monthly payment proceeds.</p>
FCSD (CMTT) Resource Team	6	Review any other changes required.
Accounts Payable	7	Adjust the payment order if needed. Go back to <b>Step 4</b> .

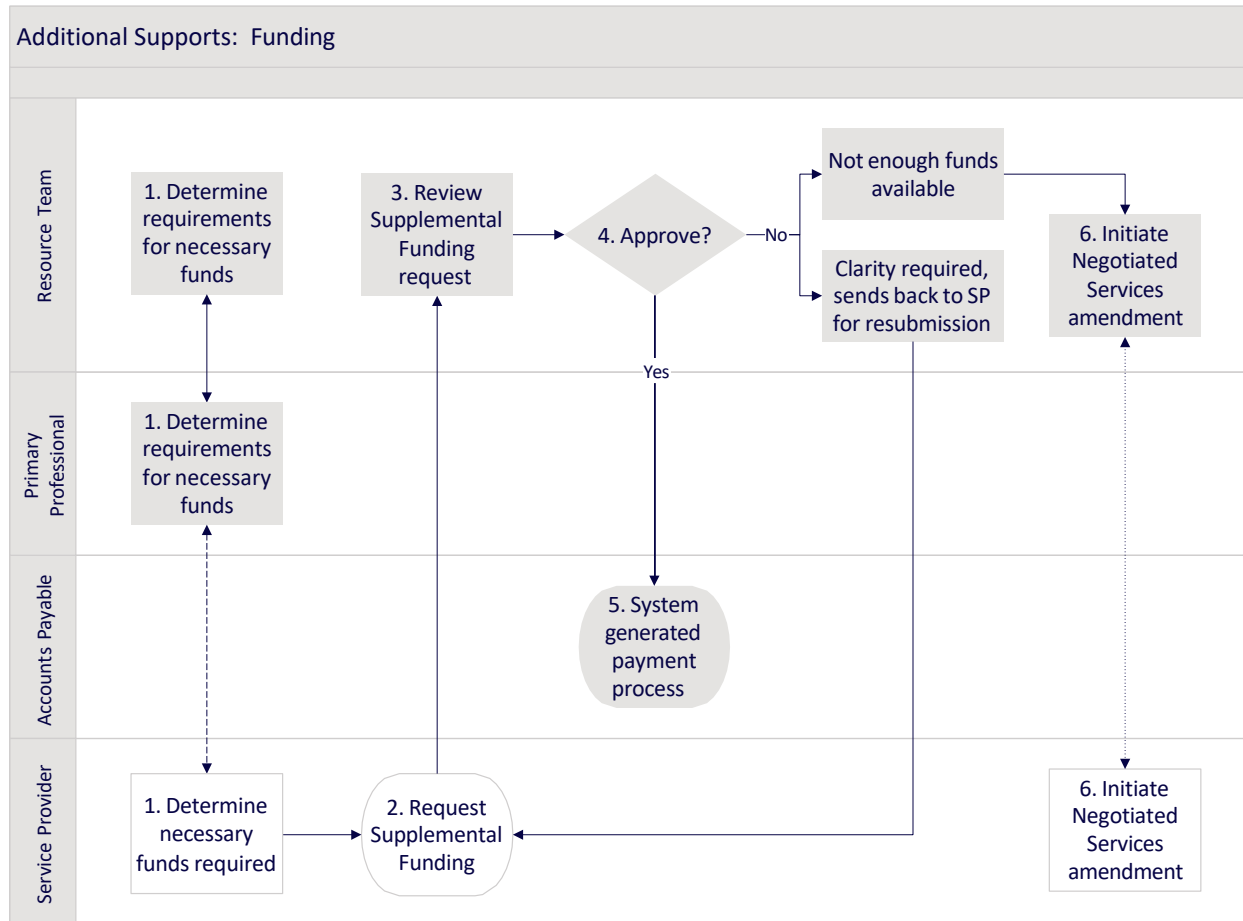
## 9.4 Additional Supports: Funding Request

### 9.4.1 Process Details

Purpose	Identify steps and roles involved in Service Provider request for OTO and/or supplemental funding for additional supports.
Key Details	Supplemental Supports includes services such as: <ul style="list-style-type: none"><li>• Extra staffing</li><li>• Clinical and non-clinical Supports</li><li>• One-time-only payments that may be for a child/youth's needs or may be for a facility (e.g., a significant repair)</li></ul>
Process Owner	Resource Team
Participating Roles	Resource Team Primary Professional Accounts Payable Service Provider
Related Processes:	<a href="#">Requesting Additional Supports</a>
Related Documents:	MSA Schedule H
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	None
Successor Processes	None



### 9.4.2 Process Map



### 9.4.3 Procedures

Role	Step	Description
Resource Team Primary Professional Service Provider	1	Determine if necessary Additional Supports are needed.
Service Provider	2	Submit estimate request for Supplemental Funding for Additional Supports as per MSA Schedule F via Specialized Services Portal.
Resource Team Primary Professional	3	Review request in ICM for Supplemental Funds. Consult with FCSD (CMTT) if needed (example: cross-contract verification for a supplemental service, such as Nursing). 🧑

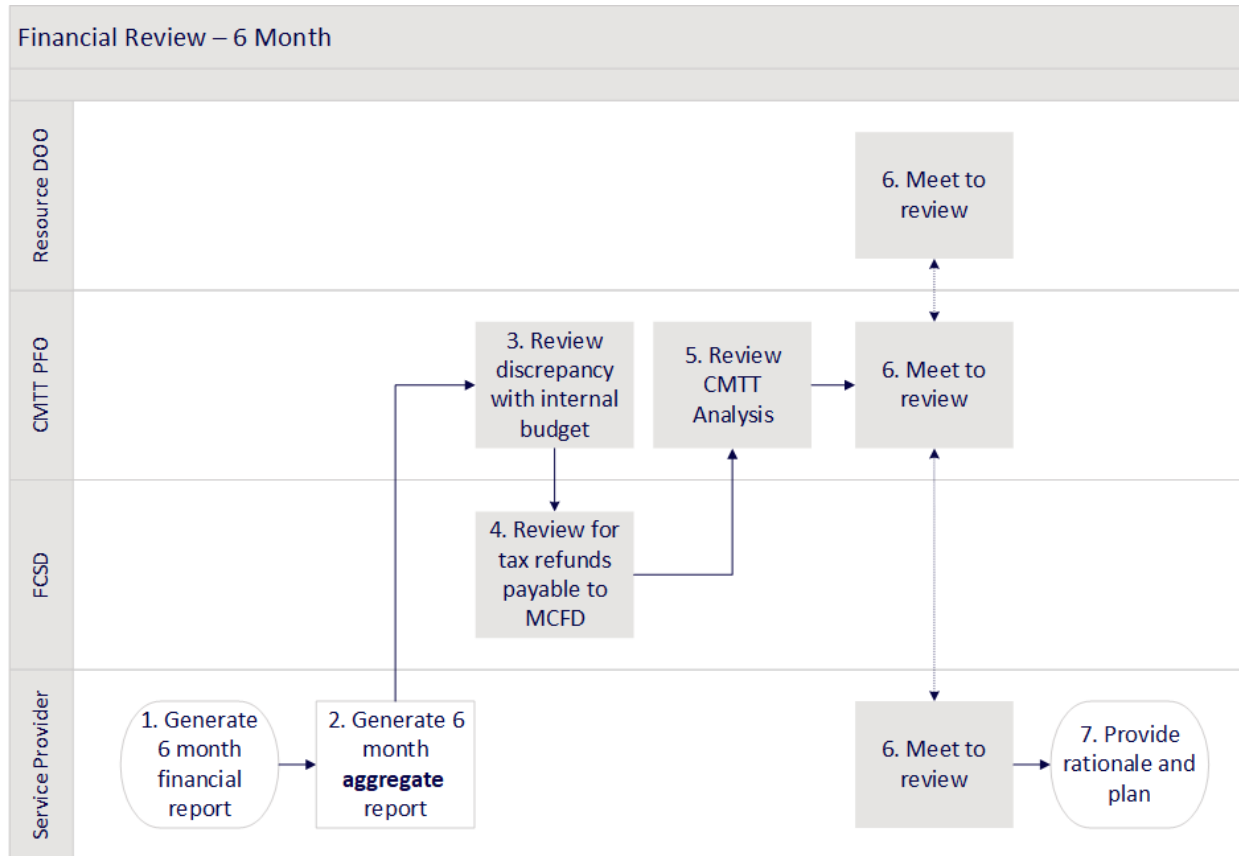
		3.1 The Primary Professional to provide the Service Provider confirmation of the approval of the support/service to be delivered.
Service Provider	4	Submit Additional Support Request for payment via Specialized Services Portal with supporting documentation attached.
Resource Team Leader	5	Approve or deny payment request in ICM. 4.1 If not approved, send back to Service Provider for resubmission and start process over at <b>Step 1</b> . 4.2 If not approved due to insufficient contract funds remaining, go to <b>Step 7</b> . 4.3 If approved, go to <b>Step 6</b> .
Accounts Payable	6	Pre-audit QR to release payments; system generated payment process in ICM.
Resource Team Service Provider	7	Initiate <a href="#">Negotiated Services Amendment</a> Process if necessary.

## 9.5 Financial Review – 6 Months

### 9.5.1 Process Details

Purpose	To review per contract expenditures and performance.
Key Details	Six month reviews allow for individual contracts and Service Provider agencies to be reviewed and identify problems that may require course corrections in a timely and collaborative manner.
Process Owner	FCSD (CMTT)
Participating Roles	Resource Team FCSD (CMTT) FCSD Service Provider
Related Processes:	None
Related Documents:	MSA
Required System(s)	None
Prerequisite Processes	None
Successor Processes	None

### 9.5.2 Process Map



### 9.5.3 Procedures

Role	Step	Description
Service Provider	1	<p>Generate 6-month financial reports or statements (dependent upon reporting period) for each contract that shows budgeted vs. actuals for each line.</p> <p>Send to mailbox: (<a href="mailto:MCF.agencyfinancialreporting@gov.bc.ca">MCF.agencyfinancialreporting@gov.bc.ca</a>).</p> <p><i>Note: Semi-annual reviews require reports, annual reviews require statements.</i></p>
Service Provider	2	<p>Generate aggregate 6-month report that rolls up all contracts across the agency showing budgeted vs. actuals with explanations for variances.</p>

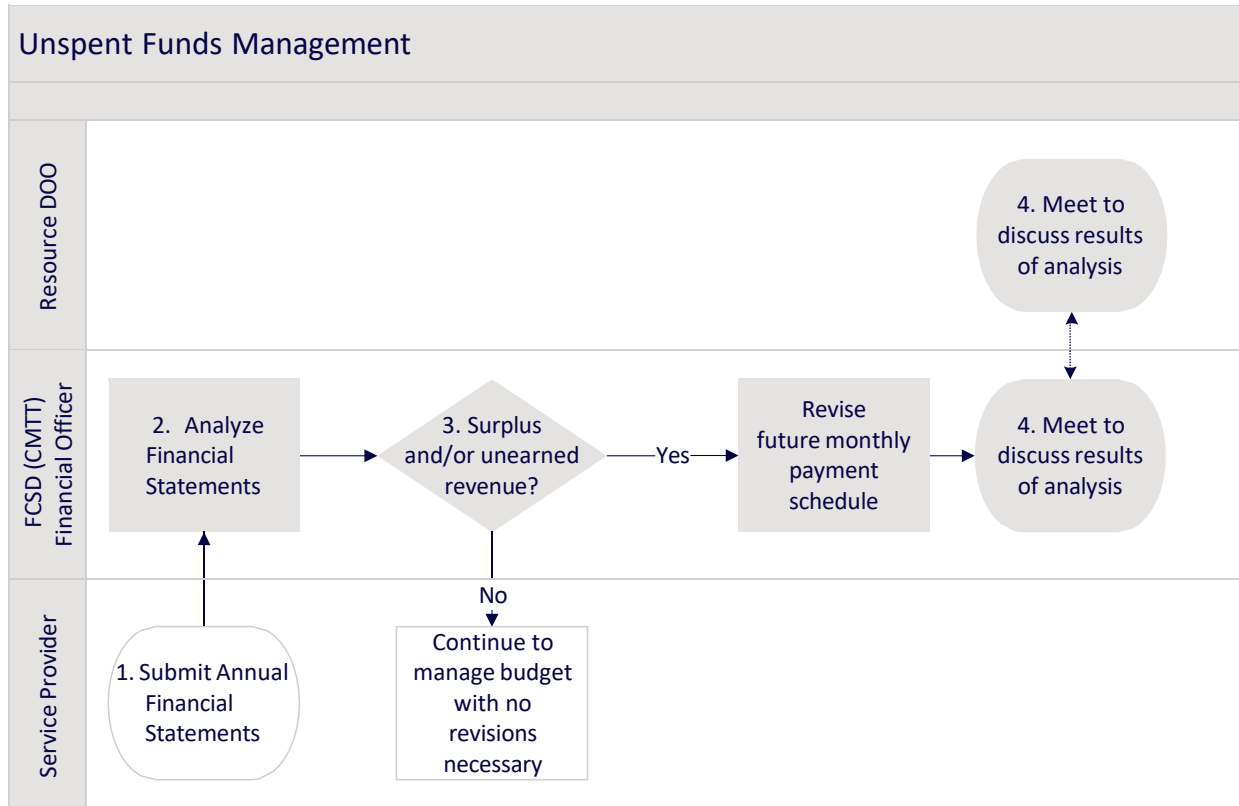
		Send to mailbox: ( <a href="mailto:MCF.agencyfinancialreporting@gov.bc.ca">MCF.agencyfinancialreporting@gov.bc.ca</a> )
FCSD (CMTT) Procurement Financial Officer	3	Review reports for discrepancies with internal budget per contract and per agency.
FCSD	4	As necessary, there may be a review of financial reports or statements for tax refunds payable to MCFD as per MSA Article 9 Section 9.9.
FCSD (CMTT) Resource DOO	5	FCSD (CMTT) and Resource DOO (for contract) and/or Resource Lead (for Service Provider) meet to review FCSD (CMTT) analysis.  Review performance report in conjunction with budget trends.
FCSD (CMTT) Resource DOO	6	Meet with Service Provider to review and discuss reports and analysis.
Service Provider	7	Provide rationale and plan to manage any concerns/issues/discrepancies raised as a result in the review.

## 9.6 Unspent Funds Management

### 9.6.1 Process Details

Purpose	This process addresses how to assess and plan for the management of unspent funds.
Key Details	Chapter 30 of the Financial Policy and Procedures Manual is a core financial policy specific to unearned revenue and is applicable to SHSS. This process may occur within the funding period.
Process Owner	FCSD (CMTT)
Participating Roles	FCSD (CMTT) FCSD Service Provider
Related Processes:	<a href="#">Exit Management</a>
Related Documents:	MSA 9.1
Required System(s)	ICM
Prerequisite Processes	None
Successor Processes	None

### 9.6.2 Process Map



### 9.6.3 Procedures

Role	Step	Description
Service Provider	1	Submit Annual Financial statements for previous reporting period to the FCSD (CMTT) (as per Financial Reporting and Management Requirements).
FCSD (CMTT) – Financial Officer	2	Review and analyze financial statements, alongside the review of previously submitted financial reports, for discrepancies with internal budget per contract and per agency and send to FCSD.
FCSD (CMTT) – Financial Officer	3	Is there a 5% (or more) budget surplus and/or unearned revenue? 3.1 If no, the Service Provider is to manage the budget with no revisions. 3.2 If yes, revise the future monthly payment schedule (if possible, according to financial policies) to balance contract expenditures or arrange repayment as per MSA 9.1.

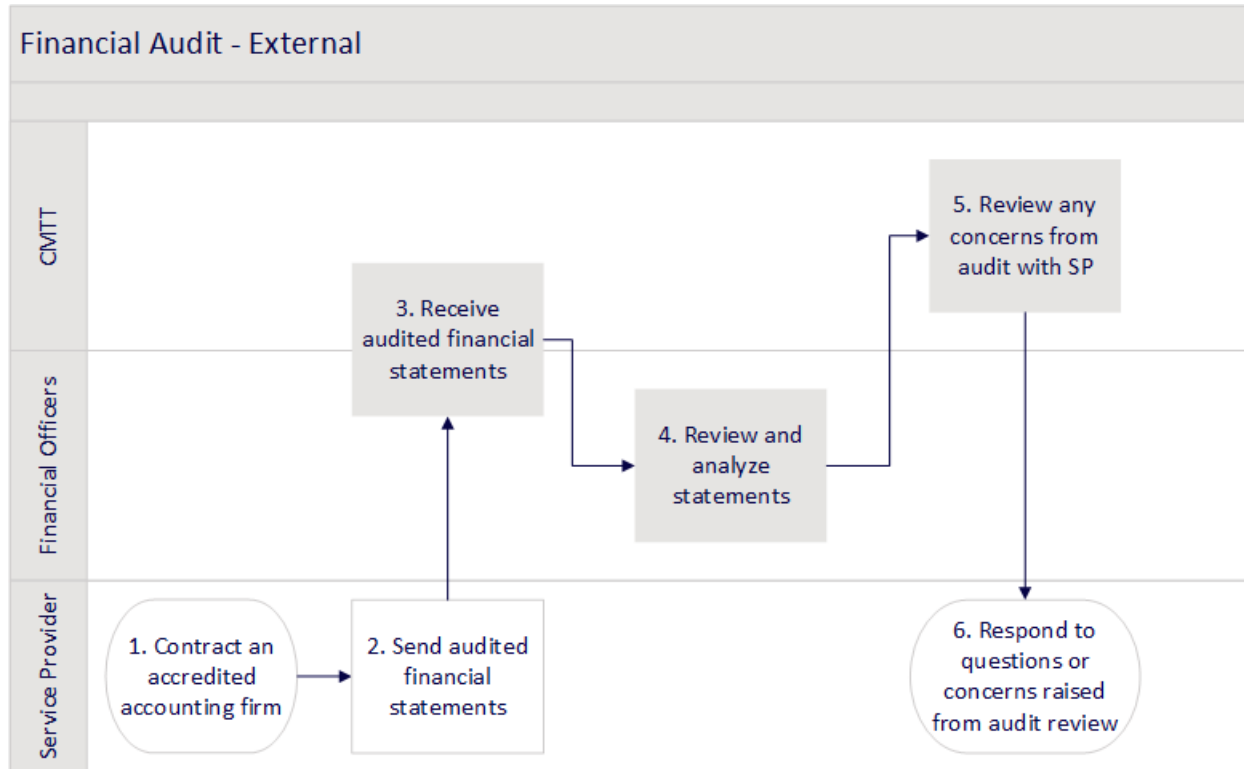
FCSD (CMTT) Resource DOO	4	Meet to discuss results of the analysis and plan for meeting with the Service Provider.
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## 9.7 Financial Audit - External

### 9.7.1 Process Details

Purpose	Financial statements must be completed in accordance with generally accepted accounting principles on a fund accounting basis.
Key Details	Audits must be completed by a 3rd party in accordance with the Canadian Standard on Review Engagements as described in the Chartered Professional Accountants Handbook.
Process Owner	FCSD (CMTT)
Participating Roles	FCSD (CMTT) Financial Audit & Analysis Service Provider
Related Processes:	None
Related Documents:	MSA Article 11 MSA Schedule F
Required System(s)	None
Prerequisite Processes	None
Successor Processes	None

### 9.7.2 Process Map



### 9.7.3 Procedures

Role	Step	Description
Service Provider	1	Contract an accredited accounting firm to audit their financial statements with a schedule specifically for SHSS contracts.
Service Provider	2	Within 90 days of the end of the fiscal year, send audited financial statements by email to <a href="mailto:MCF.agencyfinancialreporting@gov.bc.ca">MCF.agencyfinancialreporting@gov.bc.ca</a> , to FCSD (CMTT) and to Financial Audit & Analysis.
FCSD (CMTT) - Procurement Financial Officers	3	Receive audited financial statements.
FCSD (CMTT) - Procurement Financial Officers	4	Review risk assessment, analyze audited financial statements and associated schedules against contract.

FCSD (CMTT)	5	With Resource DOO, review any concerns from the audit with the Service Provider.
Service Provider	6	Provide responses to questions or concerns raised from the audit review to FCSD (CMTT) and Financial Audit & Analysis.

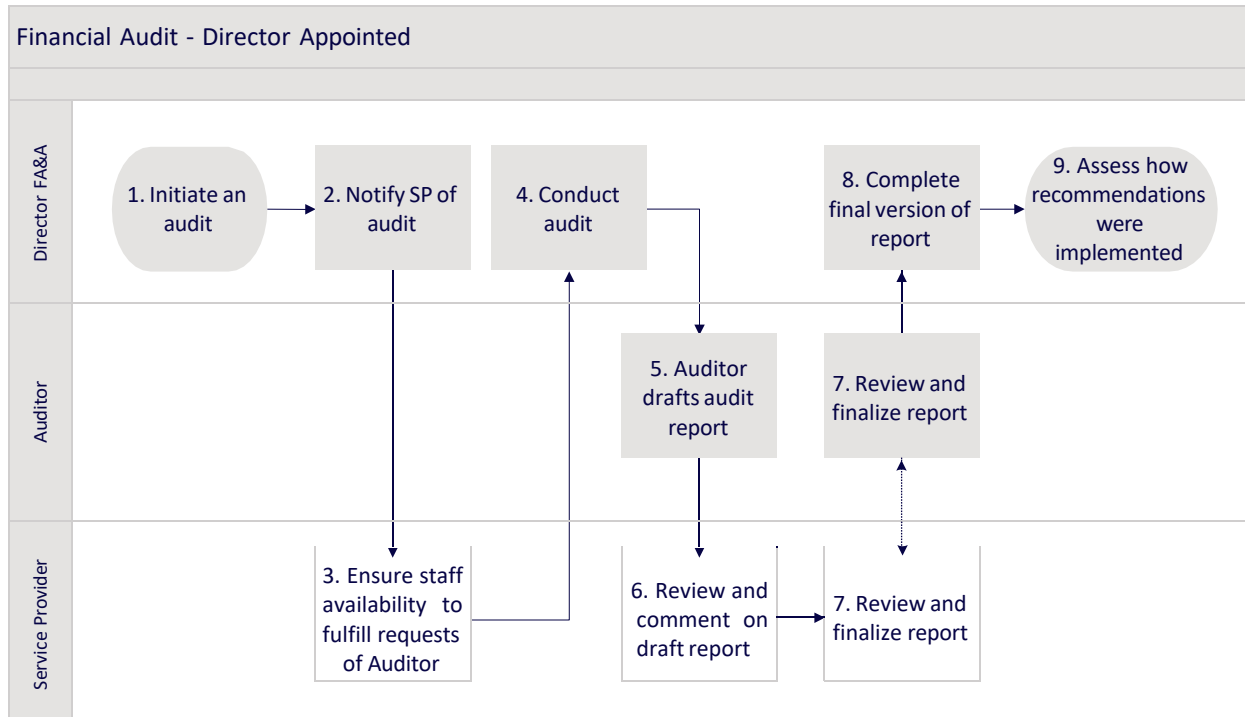
## **9.8 Financial Audit - Director Appointed**

### **9.8.1 Process Details**

Purpose	The explain the process when the Director identifies that an audit is needed.
Key Details	These audits are identified by the director annually, based on risk. They are detailed in the MCFD Annual Audit Plan.
Process Owner	Director of Financial Audit and Assurance (Director of FA&A)
Participating Roles	Director of Financial Audit and Assurance FCSD (CMTT) Auditor Service Provider
Related Processes:	None
Related Documents:	MSA 11.2 The MCFD Audit Guide
Required System(s)	None
Prerequisite Processes	None
Successor Processes	None



### 9.8.2 Process Map



### 9.8.3 Procedures

Role	Step	Description
Director of FA&A	1	As per MCFD Annual Audit Plan, initiate audit and notify to FCSD (CMTT) and others, as per MSA 11.2.  <i>Note: FCSD (CMTT) is made aware but does not participate</i>
Director of FA&A	2	Notify Service Provider of the schedule of the audit.
Service Provider	3	Ensure staff are available to fulfill all requests of the auditor to conduct the audit.
Director of FA&A	4	Conduct audit.
Auditor	5	Draft audit report and provides a draft copy to the Service Provider.
Service Provider	6	Review and comment on the draft report and submit to the Director of FA&A.

Auditor & SP	7	Auditor and Service Provider meet to review and finalize report.
Director of FA&A	8	Complete final version of the report and provides copies to the Director of Operations, Provincial Resources, who will then share the report with other relevant Resource DOOs/TLs.
Director of FA&A	9	Collaborate with the FCSD (CMTT) and Resource DOO to assess how recommendations were implemented (6 months post audit).  Meet with the Service Provider as needed.

## 10.0 REPORTING PROCESSES

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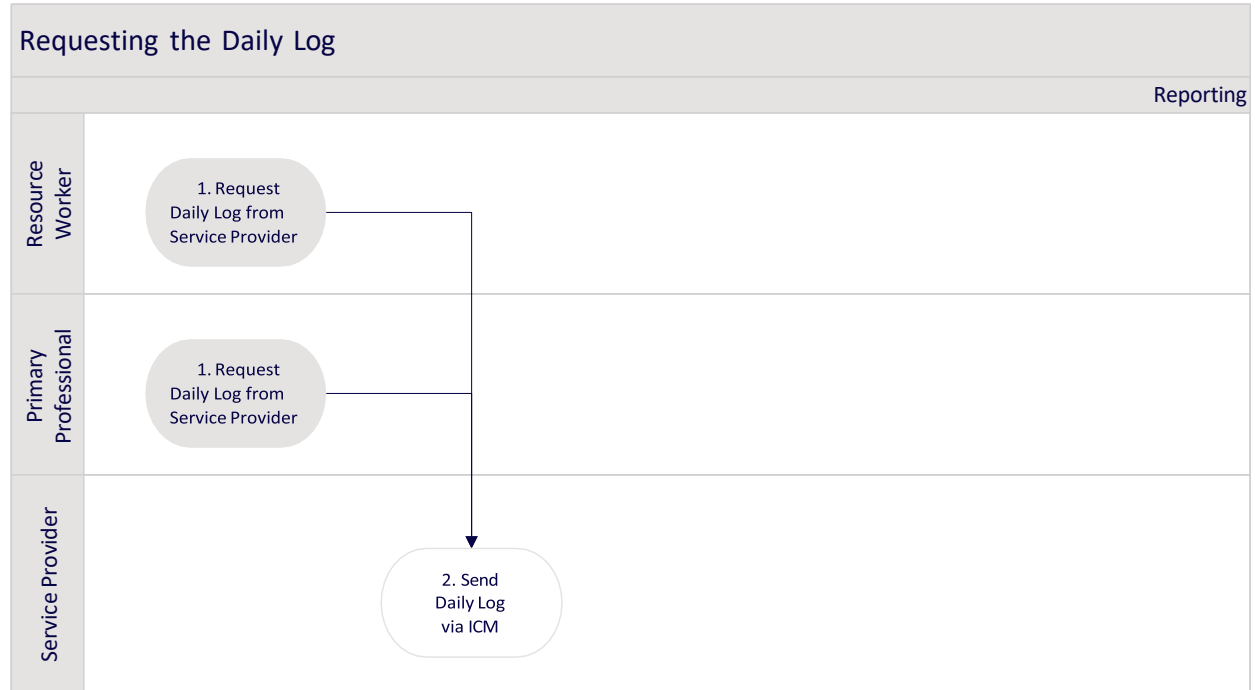
### 10.1 Requesting the Daily Log

#### 10.1.1 Process Details

Purpose	Service Providers keep a daily log related to each child or youth placed in an SHSS resource. The Daily Log may be requested by the Primary Professional for oversight of the care for the child/youth or by the Resource Worker as oversight of the contract/resource.
Key Details	<p>The SHSS Service Provider must update the Daily Log section of the SHSS Service Plan daily, with information about, and activities completed by, the child or youth. The Service Provider is to document day-to-day activities and information via the Specialized Services Portal, capturing progress towards goals across the four domains.</p> <p>The Daily Log serves several functions, including:</p> <ul style="list-style-type: none"> <li>• Local planning for Service Providers;</li> <li>• Note capturing about the day-to-day care of the child or youth, including any important events, incidents, accidents, and use of restraint;</li> <li>• Documenting the child's/youth's progress generally, as well as notes/progress towards their goals across the four domains;</li> <li>• Supporting information sharing among caregivers at the SHSS resource.</li> </ul>
Process Owner	Service Provider
Participating Roles	Resource Worker Primary Professional Service Provider
Related Processes	None
Related Documents	None

Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Ongoing SHSS Service Planning</a>
Successor Processes	<a href="#">Reviewing Monthly Check-in</a> <a href="#">Measuring Progress Towards Goals</a>

### 10.1.2 Process Map



### 10.1.3 Procedures

Role	Step	Description
Resource Worker	1	<p>Determine, in consultation with the Resource Team Lead, the need to request the Daily Log from the Service Provider. 🧑</p> <p>The Resource Worker may collaborate with the Primary Professional on the need for the Daily Log.</p> <p>1.1 The staff member sends a request for access to the Daily Log via ICM.</p>
Primary Professional	1	<p>Determine, in consultation with Team Leader, the need to request the Daily Log from the Service Provider. 🧑</p>

		Request access to the Daily Log via the Resource Worker.
Service Provider	2	After receipt of the request from the RW, the Service Provider provides access to the Daily Log via ICM.

## 10.2 Reviewing Monthly Check-In

The Monthly Check-In is a monitoring and reporting function of the SHSS Service Plan. The SHSS Service Provider is responsible for completing the Monthly Check-In with the child or youth each month.

This occurs on a monthly basis for **Long-Term Specialized Care, Respite Care, and Low-Barrier Short-Term Stabilization Care.**

This occurs on a bi-monthly basis for **Emergency Care.**

For SHSS **Respite Care** only, the SHSS Service Provider is responsible for completing the Monthly Check-In with the child/youth's parent/guardian, caregiver, and/or out-of-care provider each month.

The Monthly Check-In is a process of gathering the voice of the child/youth, family, and SHSS Care Circle to report on different measures of the child/youth's experience in the SHSS resource. It is completed through conversations and observations, and is done in a culturally safe, trauma informed, and developmentally appropriate way. The Service Provider follows the guidance provided in the SHSS Monthly Check In Guidelines for Service Providers and assigns a rating of 1-5 for each area assessed.

Additional information or comments include:

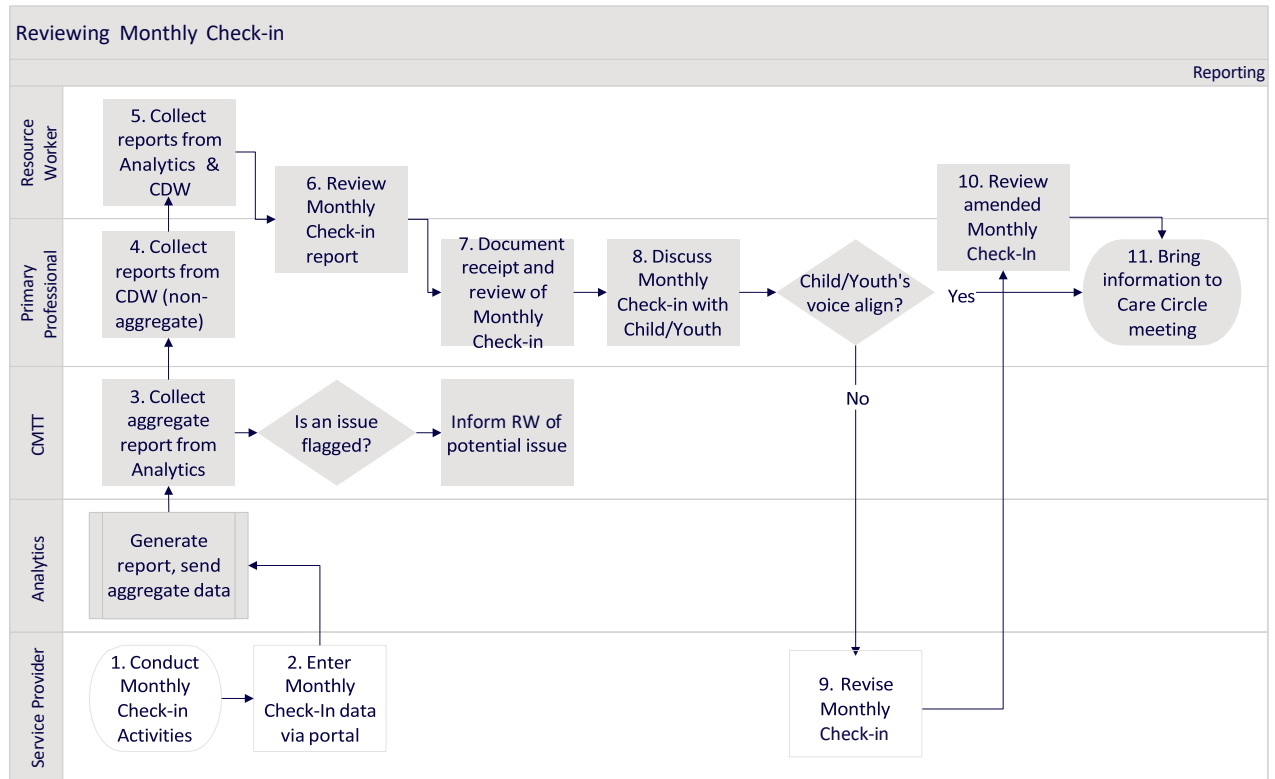
- Why the rating from 1 to 5 was selected
- Supporting information such as the child/youth's words or behaviours
- Any non-verbal communication and/or use of alternative communication tools etc.

The Monthly Check-In ensures that the child/youth's voice is meaningfully considered and reflected in their care, and that both MCFD and the Service Provider understand the child's or youth's perspective and experience.

### 10.2.1 Process Details

Purpose	The information collected during the Monthly Check-In is used to understand the child/youth's experience living in the SHSS home, inform service planning for the child/youth, and measure against Performance Standards for the SHSS resource. It is reported to and reviewed by MCFD.
Key Details	<p>Sharing information from the Monthly Check-In with the SHSS Care Circle should be done in a trauma-informed way.</p> <p>In addition to providing details about the child or youth, the information gathered through this process may also be used by the Resource Worker to inform conversations at the 90-day review, and Performance Standards reviews as per Schedule C.</p> <p>In Respite Care, this process and procedures are also repeated with the child or youth's family/caregivers.</p>
Process Owner	Service Provider
Participating Roles	Resource Worker Primary Professional Service Provider
Related Processes	None
Related Documents	SHSS Service Plan
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Reviewing and Maintaining the SHSS Service Plan</a>
Successor Processes	<a href="#">Ongoing SHSS Service Planning</a>

### 10.2.2 Process Map



### 10.2.3 Procedures

Role	Step	Description
Service Provider	1	Complete the Monthly Check-In activities in compliance with Schedule C.  The Monthly Check-In Guidelines for Service Providers supports this function.
Service Provider	2	Document the information from the Monthly Check-In in the Specialized Services Portal.

FCSD (CMTT)	3	<p>Receive and review an aggregate report from Analytics.</p> <p>3.1 Review report for any potential issues involving intended outcomes as per Schedule C.</p> <p>3.2 If an issue is flagged, inform the Resource Worker of the potential issue with the SHSS Service Provider.</p> <p><i>(*This process is still under development.)</i></p>
Primary Professional	4	Review the Monthly Check-In report for the child/youth.

		The Monthly Check In information is visible in the Placement Management tab of the CS Case in ICM.
Resource Worker	5	<p>Review both the Monthly Check-In child-specific information and the aggregate data for the Service Provider. (<i>*The process for gathering aggregate data is still under development.</i>)</p> <p>5.1 Document receipt of the Monthly Check-In in the Place of Service file.</p>
Primary Professional	6	<p>Engage with the Resource Worker regarding the information contained in the Monthly Check-In report.</p> <p>6.1 Collaboratively review and assess the information in the Monthly Check-In report against Performance Standards outlined in Appendix D of the MCFD Staff Policy for SHSS specific to each SHSS Service type.</p> <p>6.2 If necessary, establish an appropriate response in collaboration with Team Leaders. If the response includes a follow-up with the child/youth, follow the procedure <a href="#">Determining Child Specific Follow Up Actions of Monthly Check-in</a>.</p>
Primary Professional	7	Document receipt and review of Monthly Check-In in ICM (CS Case Notes tab).
Primary Professional	8	<p>Perform routine visit with child/youth.</p> <p>8.1 Discuss the Monthly Check-In information with the child/youth at their next routine visit to ensure that the SHSS Service Provider accurate and appropriately reflected the child/youth's voice.</p> <p>8.2 If the information contained in the Monthly Check-In aligns with the child/youth's response, skip to <b>Step 11</b>.</p> <p>8.3 If the information contained in the Monthly Check-In does not align with the child/youth's response, consult with Team Leader, and contact the Resource Worker and Service Provider and continue to <b>Step 9</b>. 🧑</p>
Service Provider	9	<p>Convene with the Primary Professional and Resource Worker, if necessary, to revise or amend the Monthly Check-In information to ensure all important information is reflected within the Monthly Check-In.</p> <p>9.1 Send the updated Monthly Check-In report to the Primary Professional and Resource Worker.</p>
Primary	10	Review the amended or revised Monthly Check-In to ensure it



Professional/Resource Worker		accurately reflects the information shared by the child/youth and the Service Provider.  10.1 Document receipt and review of revised Monthly Check-In.
Primary Professional	11	As appropriate, bring information from the Monthly Check-In to the next SHSS Care Circle meeting to inform service planning.

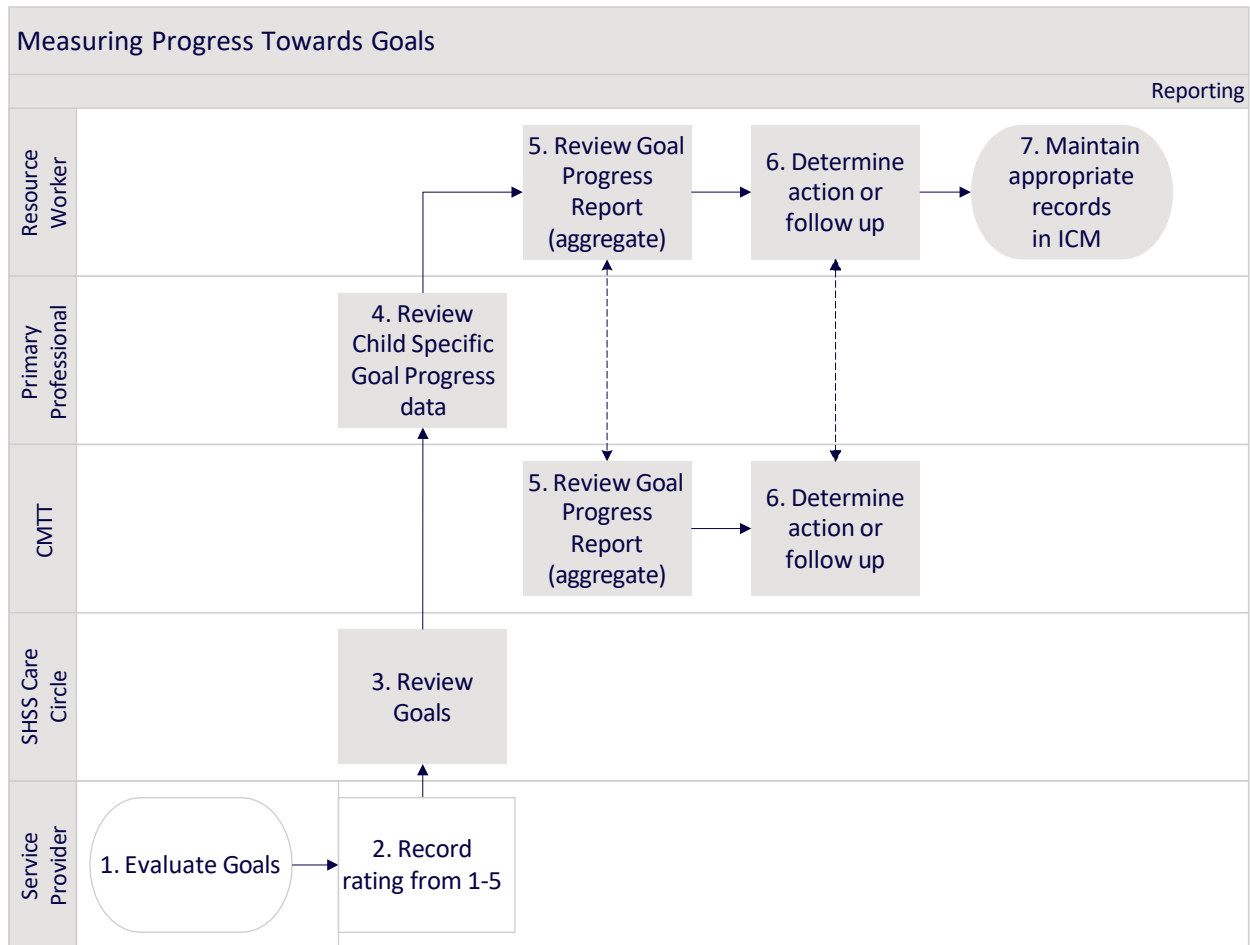
**10.3 Measuring Progress Towards Goal**

**10.3.1 Process Details**

Purpose	Measure progress on the identified Goals for each Domain that are aligned with the overall outcomes outlined in the child/youth’s existing plans.
Key Details	<p><b>Goals</b> are meaningful to the child or aligned with the child’s/youth’s best interests and driven by the child/youth, in collaboration with the SHSS Care Circle and Primary Professional. (Children and youth may express Goals in different ways and with varying level of support from their SHSS Care Circle).</p> <p><b>Domains</b> means the four categories in which Goals are created within the SHSS Service Plan, being:</p> <ul style="list-style-type: none"> <li>• Community Inclusion / Belonging</li> <li>• Developmental (Cognitive, Behavioural, Physical)</li> <li>• Social, Emotional and Day-to-Day Wellness</li> <li>• Cultural Attachment and Connectedness</li> </ul> <p>Measurement of a child/youth’s progress towards goals is completed through the SHSS Service Plan and assessed by the child/youth’s Care Circle. The Service Provider uses the Specialized Services Portal to record the child/youth’s response to the questions using a rating from 1 to 5 and adds additional comments about the selected rating for each question. Additional information or comments include:</p> <ul style="list-style-type: none"> <li>• Why the rating from 1 to 5 was selected</li> <li>• Supporting information such as the child/youth’s exact words or response</li> <li>• Any non-verbal communication and/or use of alternative communication tools etc.</li> </ul> <p>Measurement of a child/youth’s progress towards Goals in the SHSS Service Plan is used for reporting:</p> <ul style="list-style-type: none"> <li>• To ensure children/youth are benefiting from the service as intended.</li> </ul>

	<ul style="list-style-type: none"> <li>• To ensure children/youth are making progress towards their goals related to their respite stay duration.</li> <li>• To ensure new Goals are established on an ongoing basis as existing goals are achieved.</li> </ul> <p>The <b>“Target”</b> sets out the target level of performance or quality that the Service Provider must meet or exceed in relation to the Performance Standard.</p> <p>The <b>“Tolerance”</b> is the lowest acceptable level of performance or quality in respect of the Performance Standard. The Tolerance is also used as the threshold for Performance Standard Failures in relation to Performance Standards, as outlined in Schedule C.</p> <p>In alignment with service provision, steps include:</p> <ol style="list-style-type: none"> <li>1. Gathering info throughout conversations etc.</li> <li>2. Having an SHSS Care Circle meeting.</li> <li>3. Reviewing progress with the group.</li> <li>4. Service Provider documenting the progress.</li> <li>5. Reports provided to Primary Professional, FCSD (CMTT), Resource Worker</li> <li>6. Reports analyzed and acted upon by those above in consultation with Team Lead as needed.</li> <li>7. Reports inform conversations/reviews as per other parts of the policy.</li> </ol>
Process Owner	Service Provider
Participating Roles	Resource Worker Primary Professional Service Provider
Related Processes	<a href="#">Reviewing Monthly Check-In</a>
Related Documents	SHSS Service Plan
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	None
Successor Processes	None

### 10.3.2 Process Map



### 10.3.3 Procedures

Role	Step	Description
Service Provider	1	Continuously evaluate Goals outlined in the child/youth's SHSS Service Plan with input and insight from the SHSS Care Circle and the child/youth.
Service Provider	2	<p>Appropriately measure the progress toward Goals and Strategies based on the input of the child/youth and the Care Circle. Progress is discussed at SHSS Care Circle meetings as per the time frames indicated in the policy.</p> <p><i>Note: Input from the child/youth is based on developmental ability</i></p> <p>2.1 Consult with the Primary Professional and SHSS Care Circle.</p>

		2.2 Record a rating of 1-5 in the Specialized Services Portal on the progress towards goals, including comments.
SHSS Care Circle	3	<p>As part of the review:</p> <ul style="list-style-type: none"> <li>• Ensure that Goals exist, make sense, and are appropriate for the child/youth.</li> <li>• Adapt or establish new goals if an existing goal is no longer appropriate or suitable for a child/youth.</li> <li>• Provide the right supports and strategies and enable the appropriate services to help the children/youth make progress towards their goals.</li> </ul> <p>3.1 Record any changes/amendments/new Goals into the SHSS Service Plan</p>
Primary Professional	4	Collect and review Goal progress child-specific information data.
Resource Worker FCSD (CMTT)	5	<p>Collect and review Goal progress child-specific information data and aggregate data for Service Provider.</p> <p><i>Note: Pending reports available from Data Warehouse, Resource Worker and FCSD (CMTT) will need a manual process.</i></p> <p><i>Note: FCSD (CMTT) will use this data for contract monitoring functions. Resource Worker will use this as part of Performance Standards and as part of 90-day reviews.</i></p> <p><i>Note: there will be gaps in reporting, for example due to the age of child (Age 0, this may impact performance metrics re: not providing reports).</i></p> <p>5.1 Log into Data Warehouse to ensure measurement of goals has been completed to the minimum standard as per the Service Type contract.</p> <p>5.2 Receive and review report generated from Analytics.</p>
Resource Worker FCSD (CMTT)	6	<p>Determine if an action or follow-up is required. Consider the targets and tolerances set out in Schedule C.</p> <p>6.1 If action is required, determine the appropriate response to the performance standards in consultation with the Resource Team Leader, following the processes and approaches detailed in the Agreement (Schedule C and Schedule G).</p>
Resource Worker	7	Document the receipt and review of Goal Progress.

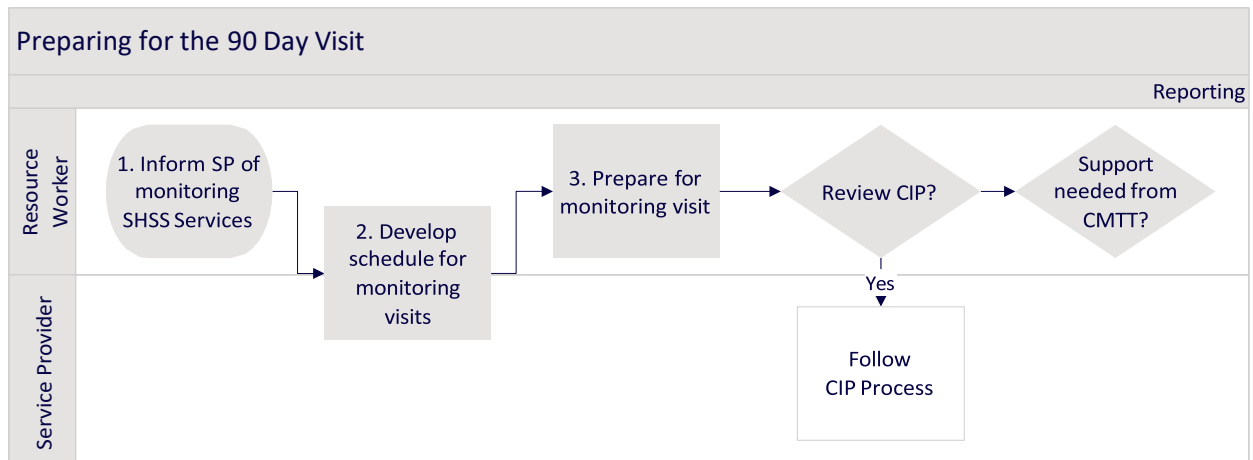
		7.1 If action or follow-up are required, document all details of follow-up within ICM.
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## 10.4 Preparing for 90-Day and Annual Review

### 10.4.1 Process Details

Purpose	Resource Workers seek feedback from Primary Professionals, review Monthly Check-In and Goal progress activities, and review the SHSS Service Plans for children/youth placed in a specific SHSS Care Setting as tools to aid in assessing the quality of the services being provided. The information collected will guide discussions about the delivery of services during the 90-Day and Annual Reviews.
Key Details	An Annual Review may take the place of a 90-day Review where policy requirements for timeframes are met.
Process Owner	Resource Worker
Participating Roles	FCSD (CMTT) Service Provider
Related Processes	<a href="#">Continuous Improvement Plan</a>
Related Documents	SHSS Service Plan Aggregated Reports
Required System(s)	ICM
Prerequisite Processes	<a href="#">Transition-In - Net New</a> <a href="#">Transition-In - Legacy</a>
Successor Processes	None

### 10.4.2 Process Map



### 10.4.3 Procedures

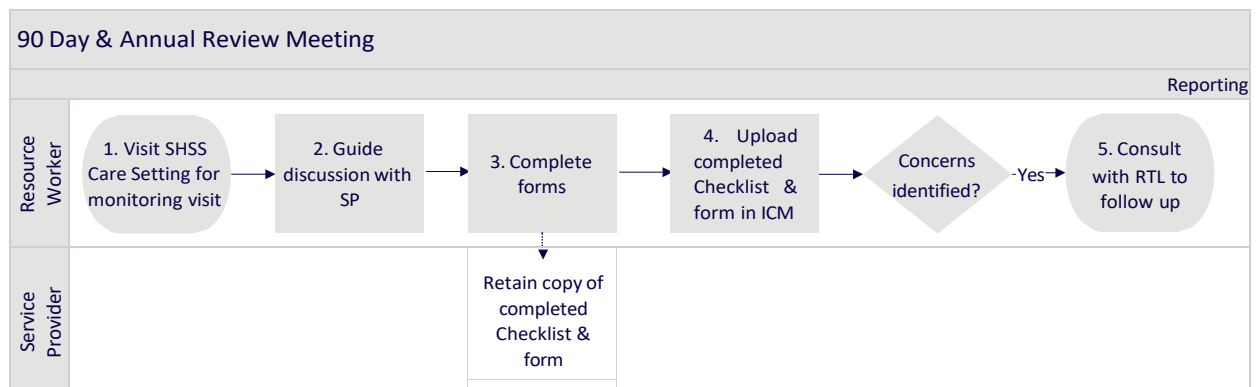
Role	Step	Description
Resource Worker	1	<p>During the Transition-In Period, inform the Service Provider of the responsibility and purpose of monitoring SHSS Services.</p> <p><i>Note: Activities related to Transition-In Services do not replace 90-Day and Annual Review activities.</i></p>
Resource Worker	2	<p>Develop a schedule for 90-Day and Annual Review meetings that meet the timeframes as described in <i>MCFD Staff Policy for SHSS</i>.</p> <p>2.1 If the Monitoring visit is delayed:</p> <ul style="list-style-type: none"> <li>• Develop a plan for rescheduling the visit.</li> <li>• Seek approval from the Resource Team Lead.</li> <li>• Document the delay of the meeting, and plan to reschedule.</li> </ul>
Resource Worker	3	<p>Prepare for the 90-Day/Annual Review meeting by considering the following items:</p> <ul style="list-style-type: none"> <li>• Feedback from Primary Professionals who have had children/youth placed at the SHSS resource</li> <li>• Review the SHSS Care Plans of children/youth who have resided in the SHSS Care Setting</li> <li>• Aggregate reports generated from the SHSS Care Setting</li> <li>• The SHSS Service Provider's performance in meeting children/youth's cultural needs.</li> <li>• SHSS Care Setting's Continuous Improvement Plan (CIP).</li> </ul> <p>3.1 If it is determined that the Resource Worker requires support with the contractual obligations that need to be met by the SHSS Service Provider, they may consult with FCSD (CMTT). 🧑</p> <p>3.2 If it is determined that it is time to review the CIP, follow the <a href="#">Continuous Improvement Plan</a> process and include as part of the 90-Day/Annual Review.</p>

## 10.5 90-Day and Annual Review Meeting

### 10.5.1 Process Details

Purpose	Meeting with the Service Provider at the SHSS Care Setting to review and monitor quality service delivery of the SHSS Service.
Key Details	As part of policy iteration, a comprehensive review and update to the 90-Day Visit, Annual Review, and Quality of Care Review policy will be completed through a collaborative process with key groups. The monitoring information below is essential for this first iteration of the SHSS policy. the updated policy will be added once complete.
Process Owner	Resource Worker
Participating Roles	Service Provider FCSD (CMTT)
Related Processes	<a href="#">Continuous Improvement Plan</a> <a href="#">Reviewing Monthly Check-In</a> <a href="#">Measuring Progress Towards Goal</a>
Related Documents	90-Day & Annual Review Form SHSS Environment of Care Checklist Aggregate Report Continuous Improvement Plan MCFD Core Policy MCFD Staff Policy for SHSS SHSS Service Provider Operational Policy
Required System(s)	ICM
Prerequisite Processes	<a href="#">Preparing for 90-Day &amp; Annual Review</a>
Successor Processes	<a href="#">Annual Performance Standards Review</a>

### 10.5.2 Process Map



### 10.5.3 Procedures

Role	Step	Description
Resource Worker	1	As per the meeting schedule, physically visit the SHSS Care setting to conduct the 90-Day or Annual Review.
Resource Worker	2	Using the information gathered in <a href="#">Preparing for the 90-Day and Annual Review Process</a> , guide the discussion as per the SHSS MCFD Policy - Monitoring.
Resource Worker	3	Complete the appropriate forms: <ul style="list-style-type: none"><li>• Environmental Checklist</li><li>• 90-Day or Annual Review form</li></ul> <p>3.1 Where there are items requiring follow-up, document a plan and time frame for review.</p>
Resource Worker	4	Provide the Service Provider with copies of completed documentation. Ensure the completed Environmental Checklist and 90 Day or Annual Review is appropriately filed. <p>4.1 Document that the 90-Day or Annual Review meeting has occurred and any plan for required follow up.</p>
Resource Worker	5	If concerns are identified, consult with the Resource Team Lead to determine the next steps. 🧑

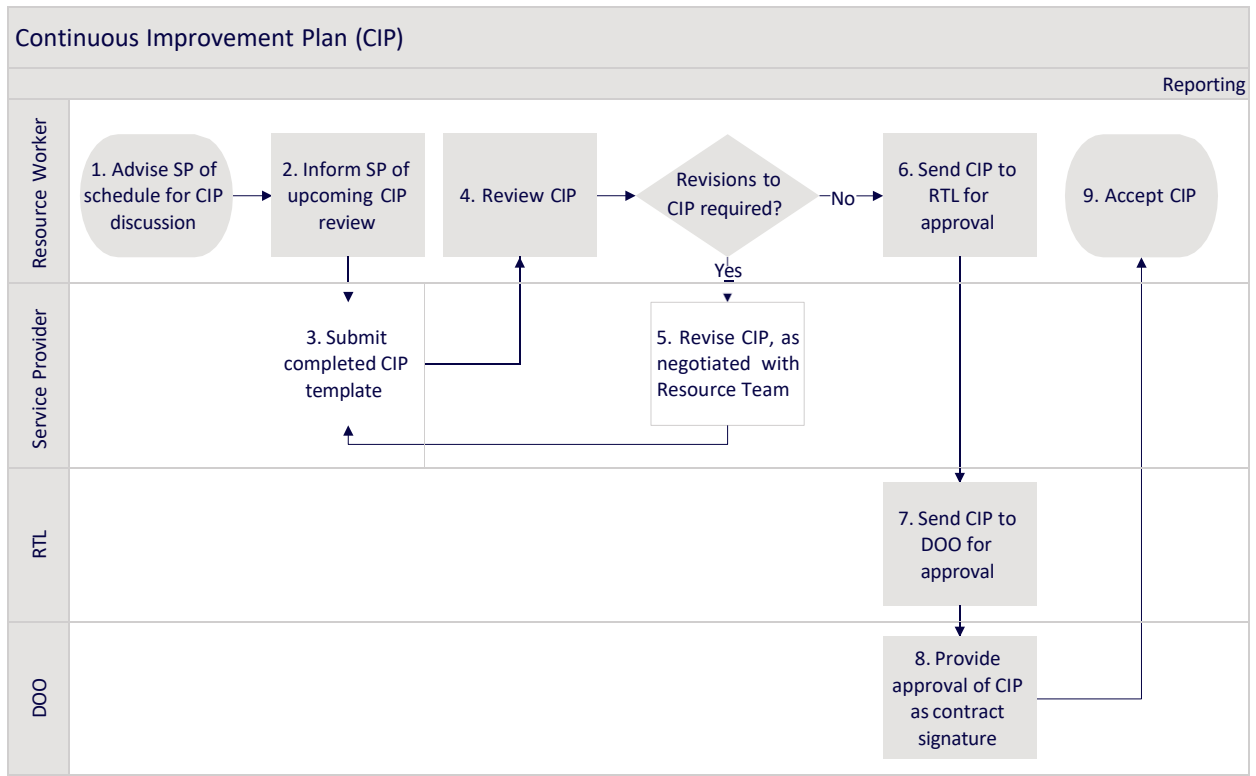


## 10.6 Continuous Improvement Plan

### 10.6.1 Process Details

Purpose	The Continuous Improvement Plan (CIP) is the SHSS Service Provider's plan to continuously make their services better.
Key Details	<p>The CIP uses a strengths-based approach, meaning the emphasis of the plan is to improve provision of service rather than identifying and addressing deficiencies. The CIP is distinct from, and should not be confused with, the performance management program. The CIP includes:</p> <ul style="list-style-type: none"><li>• Vision &amp; Mission Statement</li><li>• Training Plan for Service Provider Personnel</li><li>• Professional Development of Service Provider Personnel</li><li>• Community Connection &amp; Relationship</li><li>• Staff Retention &amp; Recruitment</li><li>• Cultural Safety</li><li>• Identified Areas for Improvement</li></ul>
Process Owner	Service Provider
Participating Roles	Resource Worker DOO Service Provider
Related Processes	<a href="#">Transition-In Services</a> <a href="#">90-Day/Annual Review Meeting</a>
Related Documents	SHSS (SP) Continuous Improvement Plan
Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	None
Successor Processes	None

### 10.6.2 Process Map



### 10.6.3 Procedures

Role	Step	Description
Resource Worker	1	Inform the Service Provider of their CIP schedule.
Resource Worker	2	Inform the Service Provider that a CIP review is upcoming.
Service Provider	3	<p>Complete the CIP template (first to occur within 3 months of the effective date of the contract, and semi-annually by March 31 of each year).</p> <p>3.1 At the request of the Resource Worker, submit 60 days prior to the Annual Review Visit in the Specialized Services Portal.</p>
Resource Worker	4	<p>Review the CIP to ensure compliance with Schedule B - Services, specific to Service Type.</p> <p>4.1 Determine if it is necessary to incorporate any proposed change into the CIP, following the principles set out in Schedule G - Governance.</p>

		<p><i>Note: The Resource Worker may consult with FCSD (CMTT), as needed.</i> 🧑</p> <p>If revisions are recommended, continue to <b>Step 5</b>. If no revisions are recommended, skip to <b>Step 6</b>.</p>
Resource Worker	5	<p>Set up a meeting to discuss and review the CIP to collaboratively amend the Service Provider’s CIP submission to align with Schedule B.</p> <p>5.1 Document the discussion and the proposed change.</p> <p>Return to <b>Step 2</b>.</p>
Resource Worker	6	Send CIP to Resource Team Lead for approval.
Resource Team Leader	7	Send CIP to DOO for approval.
DOO	8	<p>Receive CIP for review and approval.</p> <p>8.1 Review CIP. If not approved, return to Resource Team Lead/Resource Worker to return to <b>Step 2</b>. 8.2 Approve CIP as contract signature. 8.3 Advise Resource Worker of approval.</p>
Resource Worker	9	<p>Advise Service Provider that the CIP for the SHSS Care Setting has been approved.</p> <p>9.1 Document acceptance of the CIP and note any items to be actioned by the SHSS Care Setting.</p>

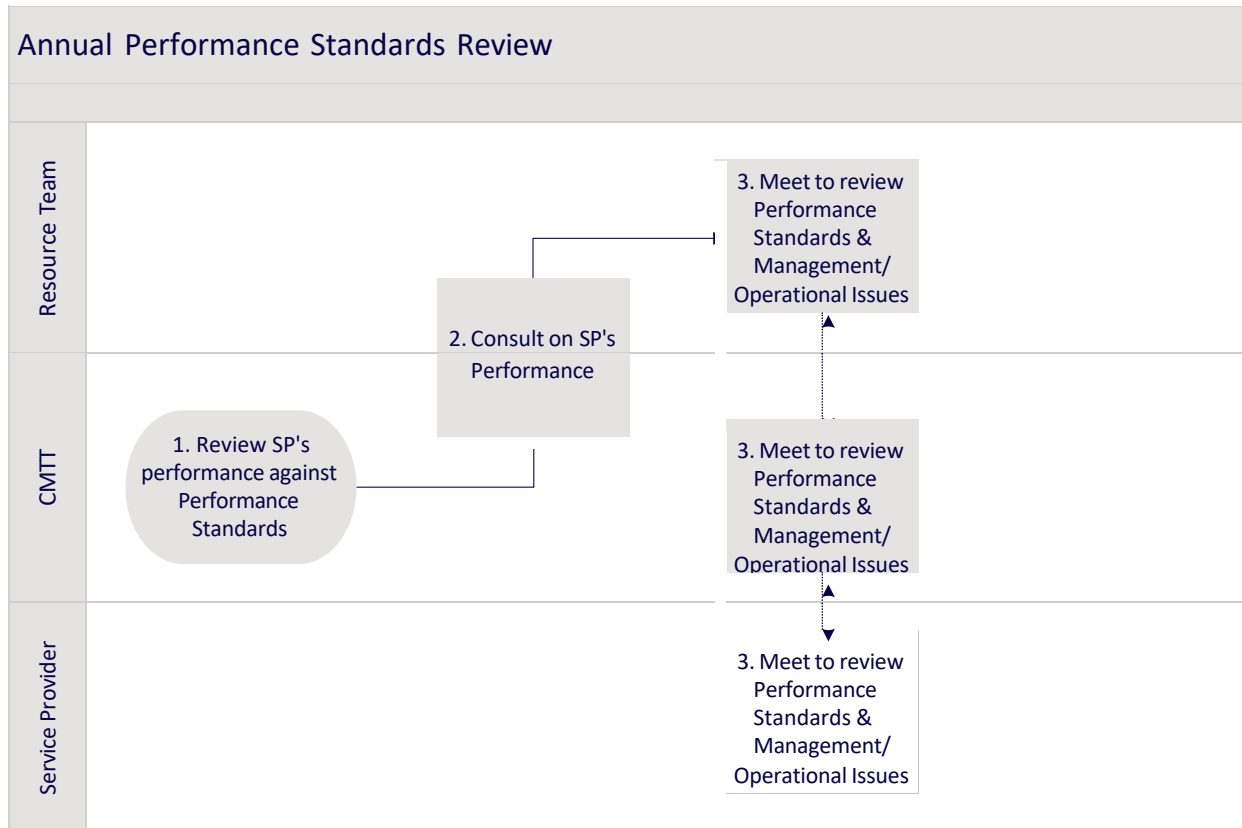
## 10.7 Annual Performance Standards Reviews

### 10.7.1 Process Details

Purpose	<p>At least once annually as part of contract management, there will be a meeting to review:</p> <ul style="list-style-type: none"> <li>• The Performance Standards and SHSS Service Provider’s performance against the Performance Standards.</li> <li>• Any management and operational issues relating to the Performance Standards and any related standards.</li> </ul>
Key Details	<p>Appendix C, specific to SHSS Service type.</p> <p>For each Performance Standard, the Resource Worker and FCSD (CMTT) will review the Service Provider’s performance against the Performance Standards based on either the Reporting Frequency or the Calculation Frequency as determined by Schedule C2 <b>Detailed Performance Standards</b> of the contract.</p> <p>FCSD (CMTT) will conduct the Calculation to review the progress and attainment (i.e., whether the Service Provider has met or exceeded the Target or Tolerance) of each with the Service Provider.</p> <p><b>Calculation Frequency</b> – A description of how often the Performance Standard calculation will be performed.</p> <p><b>Reporting Frequency</b> – A description of how often the party with Data Input Responsibility is required to enter or submit data to the Data Source.</p> <p>The “<b>Target</b>” sets out the target level of performance or quality that the Service Provider must meet or exceed in relation to the Performance Standard.</p> <p>The “<b>Tolerance</b>” is the lowest acceptable level of performance or quality in respect of the Performance Standard. The Tolerance is also used as the threshold for Performance Standard Failures in relation to Performance Standards, as outlined in section 5 of this Schedule.</p>
Process Owner	FCSD (CMTT)
Participating Roles	<p>Resource Worker</p> <p>FCSD (CMTT)</p> <p>Service Provider</p>
Related Processes	<p><a href="#">90-Day and Annual Review Meeting</a></p> <p><a href="#">Continuous Improvement Plan</a></p>
Related Documents	<p>MSA Schedule C</p> <p>MSA Schedule H</p>

Required System(s)	ICM Specialized Services Portal
Prerequisite Processes	<a href="#">Reviewing Monthly Check-In</a> <a href="#">Measuring Progress Towards Goals</a>
Successor Processes	None

### 10.7.2 Process Map



### 10.7.3 Procedures

Role	Step	Description
FCSD (CMTT)	1	<p>Review the Service Provider's performance of SHSS Services delivery as per Schedule C.</p> <p>1.1 Gather performance data for the Performance Standards from the Data Source indicated for the Performance Standard within Schedule C2.</p> <p>1.2 Review can be based on Reporting Frequency or Calculation</p>

		<p>Frequency indicated for the Performance Standard within Schedule C2.</p> <p>1.3 Determine if the Service Provider is meeting or failing the Performance Standards.</p> <p><i>Note: If the Service Provider fails to meet or exceed the Tolerance for any Performance Standard in the applicable “Calculation Frequency” period set out in Appendix C2 (each a “<b>Performance Standard Failure</b>”), there is Chronic or Severe Failure. Follow the <u>Chronic or Severe Failure Process</u>.</i></p>
FCSD (CMTT) Resource Team	2	<p>Communicate as necessary to share information about the Service Provider’s ongoing meeting/failure to meet Performance Standards.</p> <p>2.1 Ensure concerns are flagged with the Resource Team Leader and/or DOO.</p> <p>2.2 Resource Workers may reach out to FCSD (CMTT) for Performance Standards information in order to support 90-Day and Annual Review conversations.</p> <p><i>Note: Early identification of areas needing improvement will help the SHSS Service Providers to deliver quality service and collaborative working relationships.</i></p> <p><i>Note: When there are concerns developing across SHSS Care Settings for a Service Provider, ensure that the Resource Lead for the Agency is involved.</i></p>
FCSD (CMTT)	3	<p>Set a meeting with the Service Provider and Resource Team to discuss:</p> <ul style="list-style-type: none"> <li>• The review of the Performance Standards of the SHSS Service Provider</li> <li>• The Performance Standards as set out by the SHSS Service Contract</li> <li>• Management Issues</li> <li>• Operational Issues</li> <li>• If there is a Chronic or Severe Failure</li> </ul> <p>3.1 If it is decided that Performance Standards need to be amended, follow the process for <a href="#">Negotiated Amendments</a> as per Schedule H.</p> <p>3.2 Document occurrence of meeting and any follow-up actions.</p> <p><i>Note: This meeting could occur as part of a 90-Day Review or</i></p>

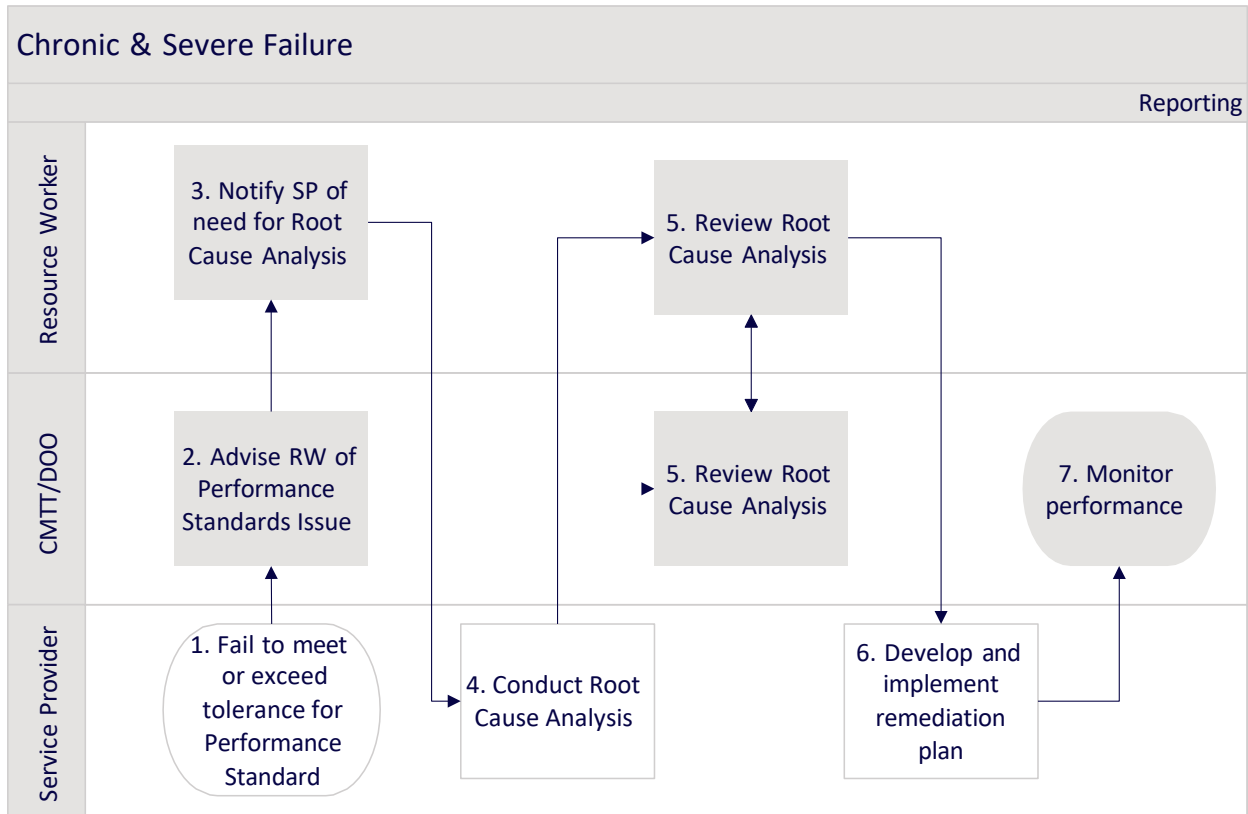
		<i>Annual Review, if appropriate and if it meets review timelines.</i>
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## 10.8 Chronic and Severe Failure

### 10.8.1 Process Details

Purpose	To identify Performance Standards that are not being met to the required tolerance in order to problem-solve and maintain quality provision of services
Key Details	This is a continuous quality improvement process where Service Providers are self-identifying and developing solutions for issues that arise in the provision of their contracted SHSS services. The intended outcome of Performance Standards reviews is to promote quality care. Collaboration between Service Providers and MCFD is designed to support success in meeting contractual obligations and providing high quality care.
Process Owner	FCSD (CMTT)
Participating Roles	Resource Worker FCSD (CMTT) DOO Service Provider
Related Processes	None
Related Documents	None
Required System(s)	ICM Specialized Supports Portal
Prerequisite Processes	<u>Annual Performance Standards Review</u>
Successor Processes	None

### 10.8.2 Process Map



### 10.8.3 Procedures

Role	Step	Description
FCSD (CMTT) Service Provider	1	As per Step 1 in Annual Performance Standards Review, the Service Provider fails to meet or exceed any tolerance for Performance Standards.
FCSD (CMTT)	2	Advise the Resource Worker of Performance Standards issue.
Resource Worker	3	Notify the Service Provider of a need to perform a Root Cause Analysis (RCA).
Service Provider	4	Conduct a Root Cause Analysis to determine why a Performance Standard Failure occurred.  4.1 Share the results with the Resource Team/FCSD (CMTT) for review.



Resource Team FCSD (CMTT)	5	Review the Root Cause Analysis.
Service Provider	6	Develop and implement a remediation plan that aims to prevent the re-occurrence of the Performance Standard Failure.  6.1 Resource Worker/FCSD (CMTT) support the plan to remediate failure.
FCSD (CMTT)	7	Perform a review again in a timeframe based on Schedule C “Performance Management Program”  7.1 If there is a recurrent failure, FCSD (CMTT) may follow the <a href="#">Default and Termination</a> process.

## APPENDIX A: GLOSSARY

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**“Agreement”** means this Services Agreement made between the Service Provider and the Director, including all Schedules and Appendices attached hereto, as they may be amended from time to time in accordance with the terms hereof;

**“Applicable Laws”** means all applicable laws, including any statute, regulation or bylaw, treaty, directive, policy having the force of law, order, judgment, injunction, award or decree of any government body, that are binding on the parties (or on either party, as applicable), and in effect from time to time, or that are otherwise applicable to the performance of the Services, including for greater certainty, CFCSA, YCJA and FOIPPA and any regulations made under them;

**“Audit”** means a formal examination of the operation, practices and financial management of the Service Provider as it pertains to the CFCSA, the *Societies Act*, S.B.C. 2015, c. 18, Policies and Standards and any other Applicable Laws, standards, formal agreements and reporting requirements pertaining to this Agreement;

**“Auditor”** means an internal Provincial or external auditor, inspector, professional advisor or other representative;

**“Business Day”** means a day, other than a Saturday or Sunday or a statutory holiday, on which provincial government offices are open for normal business in British Columbia;

**“Call for Responses”** has the meaning set forth in recital C;

**“Care Plan”** means a comprehensive plan of care for a particular child created by the Director in accordance with the CFCSA and the applicable regulations (for clarity, the Care Plan is separate and distinct from the SHSS Service Plan, which is developed and maintained by the Service Provider in accordance with this Agreement);

**“Care Setting”** means the physical space (building and suite) where the Services are being delivered, as identified in this Agreement;

**“CFCSA”** means the *Child, Family and Community Service Act*, R.S.B.C. 1996 c. 46;

**“Child/Youth’s Voice”** means a child/youth’s views, ideas, preferences, wishes, likes/dislikes made known by a child/youth residing in a Care Setting, including in relation to decisions that may affect them or activities, services and supports in which they may be involved, generally with the support of active inclusion by their SHSS Care Circle. The Child’s/Youth’s Voice is referred in the context of the child/youth’s meaningful inclusion in planning, which includes a developmentally appropriate level of agency, and the capturing of their opinion as well as reflecting their voice in the generation of topics for discussion/planning;

**“Clinical Consultation”** means the provision of advice by clinical professionals (as that term is further defined in the Policies and Standards) to Service Provider Personnel in an interactive and case-specific manner to enable Service Provider Personnel and clinical professionals to meet the specific needs or plans of a child/youth residing at the Care Setting and ensure effective approaches to their care

**“Conflict Resolution Protocol”** means the conflict resolution protocol contained in the Policies and Standards, or as otherwise established or adopted by the Ministry for contractual relationships entered into with Service Providers, as adapted by the Director (acting reasonably and in good faith), for the performance of the Services under this Agreement;

**“Continuous Improvement Plan”** or **“CIP”** is intended to outline the Service Provider’s goals, plans and approaches to continuously improve SLTC Services delivery. The CIP includes the Service Provider’s overall vision and mission for the SLTC Services performed at the Care Setting with corresponding performance goals and strategies);

**“Contract Document”** means all documents that are incorporated into or form part of this Agreement, whether by attachment or reference;

**“Culturally Safe”** is a transformation of relationships where the needs and voice of children, youth and their families take a predominate role. It is a theory and practice that considers power imbalances, institutional discrimination, colonization, and colonial relationships as they apply to social policy and practice. Cultural safety involves actively exploring and challenging complex power relationships including the way that bias, stereotyping, discrimination, and racism impacts how the Services are delivered and received;

**“Dedicated Assets”** is upon expiry or termination of this Agreement for any reason, and in connection with the transfer of the responsibility for the performance of any Terminated Services to the Director or to an Other Service Provider, as designated by the Director, the Director will have the right to purchase from the Service Provider any personal property (including, for greater certainty, equipment such as mechanical beds and lifts, and modified motor vehicles), used by the Service Provider for the performance of the Terminated Services.

**“Effective Date”** is the date written at the beginning of this Agreement;

**“Event of Default”** has the meaning given in section 19.1;

**“Exit Period”** is where the Service Provider will provide the Exit Management Services during the period commencing upon the date of the Director’s written request for Exit Management Services, and terminating upon the earlier of a) the completion of the Exit Management Services; or b) any termination date specified by the Director in their request for Exit Management Services

**“Facilities”** means the physical locations (excluding Province Facilities) the Service Provider uses to provide the Services;

**“Fees”** are fees payable by the Director in respect of the Services will be in the amounts and payable at the times or upon the achievement of the milestones set out;

**“FOIPPA”** and **“Freedom of Information and Protection of Privacy Act”** means the *Freedom of Information and Protection of Privacy Act*, R.S.B.C. 1996, c. 165;

**“GAAP”** means the generally accepted accounting principles as provided in the Handbook of the Canadian Institute of Chartered Accountants;

**“Goals”** are meaningful to the child or aligned with the child’s/youth’s best interests, driven by the child/youth, in collaboration with the SHSS Care Circle and Primary Professional (children and youth may express Goals in different ways and with varying level of support from their SHSS Care Circle);

**“Goal Domains”** means the four categories in which Goals are created within the SHSS Service Plan, being: (a) Community Inclusion / Belonging; (b) Developmental (Cognitive, Behavioural, Physical); (c) Social, Emotional and Day-to-Day Wellness; and (d) Cultural Attachment and Connectedness;

**“Guardian”** means the legal guardian of the child or children;

**“Guardianship Worker”** means a delegate of the Director, with primary responsibility for ensuring the safety and well-being of children and youth in care. They are responsible for ensuring the legislated rights of children and youth in care and the inherent rights of Indigenous children and youth in care are respected and actively promoted. They support children and youth in care with their transition into and out of care and facilitate permanency and belonging through connections to their family, extended family, culture and communities throughout their time in care. For children/youth in care, Guardianship Workers are responsible for developing and implementing a Care Plan (separate to the SHSS Service Plan) that supports development across a variety of domains in collaboration with children/youth and their circle/care team and ensures a child/youth’s Indigenous community(s) is involved in the planning. They work collaboratively with SHSS Service Providers and Resource Workers as a child/youth in care’s Primary Professional to meet their needs throughout their time in care. The scope of guardianship authority, duties and responsibilities is determined by the type of court order or agreement in place;

**“In Care”** means when a child/youth comes under the definition of “child in care” as defined in the CFCSA, and **“Into Care”** has the corresponding meaning;

**“Indigenous”** refers to the First Nations, Inuit, and Métis peoples of Canada. The term Indigenous does not identify the uniqueness and diverse cultures of First Nations, Inuit, and Métis peoples and is often viewed as a “pan-Indigenous” approach. In this Agreement, “Indigenous” is intended to be inclusive of status and non-status First Nations both on- and off-reserve, Metis and Inuit peoples. It is recognized that Indigenous peoples have the right to define and identify themselves as they choose;

**“Insolvency Event”** means any of the following: (a) an order is made, a resolution is passed or a petition is filed, for the liquidation or winding up of the Service Provider; (b) the Service Provider commits an act of bankruptcy, makes an assignment for the benefit of its creditors or otherwise acknowledges its insolvency; (c) a bankruptcy petition is filed or presented against the Service Provider or a proposal under the *Bankruptcy and Insolvency Act* R.S.C. 1985 c. B-3, or similar legislation in other jurisdictions, is made by the Service Provider; (d) a compromise or arrangement is proposed in respect of the Service Provider under the *Companies’ Creditors Arrangement Act* R.S.C. 1985 c. 36, or similar legislation in other jurisdictions; (e) a receiver or receiver-manager is appointed for any of the Service Provider’s property; or (f) the Service Provider ceases, in the reasonable opinion of the Director, to carry on business as a going concern;

**“Intended Outcomes”** means the outcomes that the Director strongly desires to achieve through the Services performed by the Service Provider and as outlined in **Schedule C** (*Outcomes Architecture and Performance Management*);

“**Interventions**” are child and youth-focused services delivered through a team approach that are directed and guided by a Goal-based plan for the child or youth;

“**Monthly Amount**” has the meaning given in **Schedule F** (*Fees and Payment Model*);

“**MCFD**” or the “**Ministry**” means the Province’s Ministry of Children and Family Development (as it maybe renamed from time to time);

“**Network of Care**” is as described in the Policies and Standards;

“**Non-clinical service**” include all other services that a child receives. This includes, cultural services, life skills and educational services, social emotional services and supports provided by non-clinical professionals, day-to-day care, recreation services etc. At times, it is likely that a non-clinical service provider will be asked to support the day-to-day needs of a clinical plan, but they are not clinicians. For example, a day-day SHSS Care Provider may be asked to support a child’s physiotherapy Goals with daily supported exercise;

“**One-Time-Only Expenses**” means one-time operational or facility costs and expenses which are pre-approved by the Director. One-Time-Only Expenses form part of Supplemental Supports funding;

“**Operational Cost Structure**” are the funds and categories outlined in **Schedule F** (*Fees and Payment Model*) that the Service Provider utilizes to provide the Services in **Schedule B** (*Services*);

“**Other Service Provider**” means a third-party service provider (and their personnel and subcontractors) engaged or to be engaged by the Director to perform all or any part of the Services or any other products or services;

“**Outcomes**” see Intended Outcomes;

“**Payment Model**” is the methodology that will determine when and how the Service Provider is paid. See **Schedule F** (*Fees and Payment Model*);

“**Performance Management Program**” means a comprehensive results-based program described in **Schedule C** (*Outcomes Architecture and Performance Management*), focused on the achievement of the Intended Outcomes;

“**Performance Standards**” constitute a results-based performance management program that will be managed in accordance with this Schedule and through the governance structure set out in **Schedule G**

“**Personal Information**” has the meaning given to it under FOIPPA;

“**Policies and Standards**” means the policies, procedures, guidelines, guides, core values, objectives, processes and standards in effect at any time and from time to time, that are applicable to the Services, as they may be amended, renamed, and restated from time to time, and which are referred to in this Agreement or in respect of which the Director has given the Service Provider notice in writing, including but not limited to those identified in **Schedule E** (*Policies and Standards*);

“**Portal**”, and the “**Specialized Services Portal**” mean the primary mission critical application(s) utilized by the Province’s social sector ministries for delivering child protection and welfare services throughout the Province of British Columbia, as they may be replaced from time to time;

“**Primary Professional**” is a delegated social worker who is most responsible for active management and support planning for a child or youth residing in a Care Setting and their family. In some cases, such as children and youth In-Care, the Primary Professional is likely their Guardianship Worker. In other cases, such as children and youth Not-in-Care and who are eligible for CYSN Disability Services, the Primary Professional is their CYSN worker;

“**Program Costs**” means the cost elements of the Operational Cost Structure;

“**Province**” means the His Majesty the King, In Right of the Province of British Columbia;

“**Province Facilities**” means physical office space and other facilities owned, occupied, leased or otherwise under the control of the Province, or otherwise used or accessed to provide services to children/youth;

“**Province IT Infrastructure**” means the information technology and information management systems, including the Portal, or parts thereof, which are owned and operated by the Director, or by third parties on behalf of the Director, and which may include shared resources which are used by the Director to support and deliver other services;

“**Record**” means a record as defined in the Freedom of Information and Protection of Privacy Act that is made under the Child Family and Community Service Act and is in the custody or control of the Director;

“**Resource Workers**” are delegates of the Director, with primary responsibility for developing and maintaining the SHSS Program on behalf of the Director, including monitoring services provided by the Service Provider at the Care Setting, and overseeing adherence to Policy and Standards;

“**Safety**” means children, youth and families being connected to community and culture, and experience spiritual, cultural, physical, emotional and mental safety; and the Child/Youth’s Voice is central to decision making and is meaningfully reflected In-Care/support planning;

“**Service Provider**” has the meaning given to it at the beginning of this Agreement;

“**Service Provider Personnel**” means the Service Provider’s employees, including for greater certainty, SHSS Care Providers;

“**Service Provider Records**” means all accounting and administrative (including human resources) records, books of account, invoices, receipts or vouchers produced or received by the Service Provider or any Subcontractor pertaining to the Services as a result of this Agreement;

“**Service Types**” refers to the four services under the SHSS Program: Specialized Long-Term Care, Emergency Care, Low-Barrier Short-Term Stabilization and Respite Care;

“**SHSS Care Circle**” means a group of trusted people who have knowledge of a child/youth and their strengths and needs;

**“SHSS Care Provider”** means those of the Service Provider Personnel that are providing direct care to the children/youth receiving the Services;

**“SHSS Program”** means, collectively, the MCFD program named the Specialized Homes and Support Services program, which includes the services provided under each of the Service Types, as it may be renamed and restructured from time to time;

**“SHSS Service Plan”** is a technology-enabled plan designed to guide the Services delivery and ensure the child/youth has one SHSS plan by integrating the child/youth’s existing plans (e.g. My Support Plan, CYMH Plan, Care Plan, etc.).

**“Specialized Services Portal”** has the same meaning as the defined term **“Portal”** (see above);

**“Strategies”** are measurable and provide actionable steps developed by the Service Provider and the SHSS Care Circle to meet the Goals of the child/youth. They are aligned with the child’s/youth’s needs and interests and evaluated and updated with the SHSS Care Circle quarterly or as needed;

**“Supplemental Supports”** include services such as clinical therapies and interventions of a wide variety, cultural connections and activities, and peer supports, and are provided by a range of professionals;

**“Taxes”** means any and all taxes, fees, levies, or other assessments, including federal, provincial, local, or foreign income, capital, profits, excise, real or personal property, sales (including PST), Withholding Taxes, social security, occupation, use, services, value added (and for greater clarification, including GST and PST), license, net worth, payroll, franchise, severance, stamp, transfer, registration, premium, windfall, environmental, customs, duties, unemployment, disability, or any similar taxes imposed by any taxing authority together with any interest, penalties or additions to tax and additional amounts imposed with respect thereto (including any fee or assessment or other charge in the nature of or in lieu of any tax) in each case, whether imposed by law or otherwise, and any liability in respect of any tax as a result of being a member of any affiliated, consolidated, combined, unitary or similar group;

**“Terminated Services”** means (i) if this Agreement has expired or has been terminated, all Services provided under this Agreement on the effective date of termination or expiry; or (ii) at any other time during the Term, any Services that the Director has notified the Service Provider in writing that they no longer wish the Service Provider to provide;

**“Trauma-informed”** means integrating an understanding of trauma into all levels of care, system engagement, workforce development, agency policy and interagency work;

**“Variable Amount”** are pre-authorized, One-Time-Only Costs required to operate the facility and provide the Services within this contract. Authorization for these costs is obtained through the processes described in **Schedule E (Policies and Standards)**.