

Attention: Mike Bernier, Chair and Rick Glumac, Deputy Chair of the Select Standing Committee on Public Accounts

Oversight of Contracted Residential Services for Children and Youth in Care: An Independent Audit Released 06/19 <http://www.bcauditor.com/pubs>

PAC Meeting Plan¹ [16/10/2019] Prepared by: Carolyn Kamper, Ministry of Children and Family Development Reviewed by: Allison Bond, Deputy Minister
 1st APPA Update [24/02/2021] Prepared by: Carolyn Kamper, Ministry of Children and Family Development Reviewed by: Allison Bond, Deputy Minister
 2nd APPA Update [DD/MM/YY] Prepared by: [Name], [Organization Name] Reviewed by: [Name of Deputy Minister or Assistant Deputy Minister]

Rec. #	OAG Recommendations	Actions Planned & Target Date(s) ²	Assessment of Progress to date ³ and Actions Taken ⁴ (APPA update)
		<i>February 2021: Target dates have been updated throughout the plan to reflect ministry efforts and response to the COVID-19 pandemic, unanticipated decision delays due to the Interregnum as well as knowledge, and consideration of the magnitude of the change required and its impact on children, youth and their families as well as the over 100 Contracted Residential Agency's, Delegated Aboriginal Agencies and the ministry.</i>	
1. Yes	<p>We recommend that the ministry, in partnership with Delegated Aboriginal Agencies and Indigenous communities, create, implement and communicate a strategy for contracted residential services, based on:</p> <ul style="list-style-type: none"> a) an analysis to determine the best model for delivery of required residential services b) a clear definition of what contracted residential services are and when children and youth should be placed in contracted residential services c) a review of existing residential services, current and future needs for the services, 	<p>The ministry is partnering with the Delegated Aboriginal Agencies (DAAs) to create a strategy to build and implement a responsive in care network where a child or youth's individual needs drive their placement and the supports, they receive while in care. This network includes contracted residential services and is in alignment with the rights of children and youth in care (section 70 of the Child, Family and Community Service Act). Throughout the development and implementation of this network, the ministry and DAAs will listen to, and act on the voices of children and youth in care and their families, as well as seek out the guidance of Elders, Indigenous communities, and the social sector. The ministry will:</p> <p>2019/20 & 2020/21</p> <ul style="list-style-type: none"> • Identify, understand and clearly articulate the service needs of children and youth in care as well as their families, both now and in the future. This 	<p>Status: Partially implemented</p> <p>Over the last year, while proactively responding to the COVID-19 pandemic in order to continue to provide essential services, as well as facing unanticipated decision delays due to the Interregnum period, the ministry has continued its work in partnership with the Delegated Aboriginal Agencies (DAAs) to create a strategy to build and implement a responsive network of placements, services and supports that meet individual children and youth's needs. Significant progress has been made, including:</p> <ul style="list-style-type: none"> • MCFD's vision for Contracted Residential Service (CRA) Redesign has been developed through collaboration, research (analysis of cross government data, jurisdiction scans), modelling and drawing on the voices of children, youth and families (e.g facilitated survey tools developed and tested with individual youth in select CRA programs.)

¹ The audited organization will be required to present their initial action plan at this meeting (i.e. First three columns completed for each OAG recommendation included in the audit report)

² Target date is the date that audited organization expects to have "fully or substantially implemented" the recommendation. If several actions are planned to implement one recommendation, indicate target dates for each if they are different.

³The Select Standing Committee on Public Accounts (PAC) will request that the audited organization provide a yearly update (i.e. completed "Assessment of Progress and Actions Taken" column) until all recommendations are fully implemented or otherwise addressed to the satisfaction of the PAC. This is for the APPA update.

⁴ This action plan and the subsequent updates have not been audited by the OAG. However, at a future date that Office may undertake work to determine whether the entity has implemented the recommendations. The results of that work will be reported in a separate report prepared by the OAG.

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Action Plan and Progress Assessment (APPA) for the implementation of audit recommendations from the OAG- Prepared for the Select Standing Committee of Public Accounts
Attention: Mike Bernier, Chair and Rick Glumac, Deputy Chair of the Select Standing Committee on Public Accounts

Rec. #	OAG Recommendations	Actions Planned & Target Date(s) ²	Assessment of Progress to date ³ and Actions Taken ⁴ (APPA update)
	<p>identification of system gaps (e.g., transitions out of care)</p> <p>d) a determination of an appropriate level of vacancy tolerance in the system</p> <p>e) an alignment with the rights of children and youth in care (section 70 of the Child, Family and Community Service Act)</p> <p>f) the provision of culturally appropriate residential services for Indigenous children and youth, recognizing the differences between cultures and nations</p> <p>g) identification of expected outcomes and metrics to measure the ministry's implementation of its strategy</p>	<p>includes defining the best network for delivery of residential services to meet the individual needs of children and youth in care, especially as it relates to providing culturally focussed and responsive services for Indigenous children and youth in care.</p> <p>2021/22</p> <ul style="list-style-type: none"> Engage with DAAs, partners, service providers, contract holders, staff, families, interest groups and community members to help shape the proposed Contracted Residential Service Redesign model and ensure that, once implemented, it meets the unique needs of vulnerable children, youth and families, Indigenous peoples, communities and organizations in B.C. <p>2022/23</p> <ul style="list-style-type: none"> Begin to roll out enhancements to the contracted residential service model to meet the individual service needs of children and youth in care. This includes contracted residential services that are culturally focussed and responsive, as well as the identification of metrics to measure the ministry's implementation of its in care network. <p>2023/24</p> <ul style="list-style-type: none"> Continue to roll out enhancements to the contracted residential service model to meet the individual service needs of children and youth in care. 	<ul style="list-style-type: none"> This CRA Redesign outlines a transformation for CRAs; shifting from a current state of inconsistent child specific care arrangement to a future state where contracted residential services have a mandate to provide specific types of residential services such as respite/relief care, emergency care, low-barrier short term stabilization care, and specialized long-term care. Each proposed service has defined service expectations, intended outcomes, and metrics for evaluation. (see Appendix A – for an overview of these services and changes that will support this transformation) The ministry now begins 12 to 18 months of engagement to shape the proposed model and ensure that once implemented, it meets the unique needs of vulnerable children, youth, and families in B.C. As well, the ministry will collaborate over the 18 month period directly with Indigenous partners to ensure that changes to contracted residential services support Indigenous partners' vision for child and family services and support a continuum of services that focus on keeping families together and well and connected to culture and identify.
2. Yes	<p>We recommend that the ministry, in partnership with Delegated Aboriginal Agencies and Indigenous communities, clarify roles and responsibilities related to policy development, information sharing, communication and monitoring for the delivery of contracted residential services.</p>	<p>To ensure the effective delivery of contracted residential services for Indigenous children and youth in care, considering the governments commitment to implementing the United Nations Declaration on the Rights of Indigenous People, and the Calls to Action of the Truth and Reconciliation Commission. The ministry will:</p> <p>2019/20 & 2020/21</p> <ul style="list-style-type: none"> Continue to engage with Indigenous communities to identify the needs of Indigenous children and youth in care, including new or revised policy, with a priority on identifying culturally appropriate services and language needs for Indigenous children and youth in care receiving contracted residential services. 	<p>Status: Partially implemented</p> <p>Over the last year, while proactively responding to the COVID-19 pandemic in order to continue to provide essential services, as well as facing unanticipated decision delays due to the Interregnum period, the ministry continues to engage and collaborate with Delegated Aboriginal Agencies (DAAs) and Indigenous partners through the design and development of the CRA redesign, the quality assurance (QA) framework as well as the procurement and management framework. Examples of this work includes:</p> <ul style="list-style-type: none"> In the development of the quality assurance framework and to ensure synergies in the QA process and services, the ministry is collaborating with DAAs, Indigenous communities (rural and urban) and the Métis Commission. The ministry is in the process of implementing an Indigenous Advisory Circle to contribute to the project direction. Collaboration is occurring at all levels of the

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		<ul style="list-style-type: none"> Partner with DAAs to transform the quality assurance framework and develop the in care network. 2021/22 & 2022/23 As part of the roll out of enhancements to the in care network, strengthen on going communication with Indigenous children and youth in care, as well as their families (including those accessing contracted residential services). Partner with the DAAs to develop and begin to roll out an outcomes based reporting process which ensures effective monitoring by DAAs and MCFD of the safety and well being outcomes for Indigenous children and youth placed in contracted residential resources. Continue to work with the DAAs on the enhancements to the in care network and quality assurance framework to ensure effective delivery of contracted residential services for Indigenous children and youth in care 	<p>initiative, e.g. every sub project has similar representation. The collaboration is expected to, and is already, ensuring such things as clarity in roles and responsibilities and provision of culturally safe quality assurance tools.</p> <ul style="list-style-type: none"> The ministry is working with the Ministry of Citizens' Services to align an Indigenous Procurement framework and work in partnership to develop an approach to ensure Indigenous children and youth as well as Indigenous agencies (i.e. DAAs) and contractors are involved in the development of the procurement and contract strategy framework. This includes the intention to collaborate and consult on the process for long term alignment and partnership in the delivery of CRA contract and procurement management. As indicated in recommendation #1, the ministry will continue to work with Indigenous partners to ensure that the CRA Redesign supports their vision for Indigenous child and family services.
3. Yes	<p>We recommend that the ministry, in partnership with Delegated Aboriginal Agencies and Indigenous communities, establish a quality assurance framework for contracted residential services that includes:</p> <ol style="list-style-type: none"> specific standards based on meeting the rights of children and youth in care and improving outcomes ongoing monitoring of standards for contracted residential service providers ongoing monitoring of ministry staff providing oversight of contracted residential services an audit program for contracted residential service providers that looks at service delivery, operations and finance 	<p>To help safeguard the province's most vulnerable children and youth, the ministry will, working with the Delegated Aboriginal Agencies (DAAs), listen to, and act on the voices of children and youth in care and their families, as well as seek out the guidance of Elders, Indigenous communities, and the social sector in order to transform the quality assurance framework for contracted residential services. The ministry will:</p> <p>2019/20</p> <ul style="list-style-type: none"> Review the current audit and quality assurance approach (including standards, policy, practice, processes, third-party oversight and monitoring approaches) and conduct best practice research. <p>2020/21</p> <ul style="list-style-type: none"> Understand and clearly articulate the quality assurance framework in alignment with the in care network, including the oversight model, standards, timing/regularity, protocol investigation process and follow-up, as well as a process for hearing from children and youth. Continue to test and implement new qualitative tools that ensure we are listening to and acting on the voices of children and youth and their experiences in contracted residential resources. 	<p>Status: Partially implemented</p> <p>While proactively responding to the COVID-19 pandemic in order to continue to provide essential services, as well as facing unanticipated decision delays due to the Interregnum period, the ministry continues to advance work to transform the quality assurance framework for contracted residential services with a focus on outcomes, and listening to the voices of children and youth, including:</p> <ul style="list-style-type: none"> In preparation for the ministry CRA Redesign, developed: <ul style="list-style-type: none"> Outcomes for the suite of proposed future CRA services including metrics for evaluation and interim metrics for monitoring contracts. Oversight and monitoring requirements for the future CRA suite of services. The ministry will now begin to implement enhancements to the information systems to allow for effective monitoring of intended outcomes Via a modelling the system approach with CRAs, the ministry implemented a practice compliance audit process to test resource and guardianship standards alignment with expected outcomes.

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	<p>e) regular assessment of the appropriateness and effectiveness of third-party oversight activities (i.e., licensing and accreditation)</p> <p>f) formal processes for follow-up on protocol investigation action plans</p> <p>g) regularly gathering information on the experience and opinions of children and youth who spend time in contracted residential resources</p>	<p>2021/22</p> <ul style="list-style-type: none"> Engage with community and partners to confirm the quality assurance framework including outcomes, indicators and measures that listen to, and act on the voices of children and youth in care and their families, and follow the guidance of Elders, Indigenous communities, and the social sector. <p>2022/23</p> <ul style="list-style-type: none"> Begin the roll out of the transformed quality assurance framework in alignment with the in care network and CRA Redesign <p>2023/24</p> <ul style="list-style-type: none"> Continue roll out of the transformed quality assurance framework in alignment with the in care network and provincial implementation of the CRA Redesign. 	<ul style="list-style-type: none"> Youth placed in CRAs have been interviewed and a facilitated survey process is currently being tested with youth placed in foster homes to hear about their experiences. This program will be expanded to apply to all children and youth unable to live with their parents, including those in CRAs. The ministry is in the process of assessing the accreditation policy as the quality assurance framework is developed. The ministry implemented the Integrated Assurance Model to assesses the CRAs conduct of services through multiple dimensions. Including: appraisal of agencies' screening and assessment process of caregivers, operational and financial management practices, compliance with contractual obligations, and organizational sustainability. The ministry continues to enhance its oversight model to ensure financial prudence and transparency by conducting annual comprehensive Risk Assessments of all CRAs. In 2019/20, the ministry completed audits of nine CRAs and then worked collaboratively with the CRAs to devise "Action Plans" to address audit recommendations. In 2020/21 ten audits are expected to be completed.
4. Yes	<p>We recommend that the ministry improve its management and oversight of contracts for contracted residential services by ensuring that:</p> <p>a) roles and responsibilities for procurement and contract management are appropriately assigned</p> <p>b) staff responsible for procurement and contract management receive appropriate training and support to be effective in their roles</p> <p>c) contracts include clear and measurable deliverables that focus on the needs and rights of children and youth residing in contracted residential services</p>	<p>Effective contract management is necessary to ensure value for money and more importantly to ensure that contractors deliver the best possible quality of residential services for the children and youth placed in their care. The ministry is developing a procurement and contract management framework to ensure that contracts issued by the ministry are clear and include deliverables that focus on the needs and rights of children and youth in care. The ministry will:</p> <p>2019/20</p> <ul style="list-style-type: none"> Identify current procurement and contract management practices related to contracted residential services <p>2020/21</p> <ul style="list-style-type: none"> Begin to re-design the procurement and contract management framework to ensure clear expectations around the services and quality of services provided to children and youth in care. <p>2021/22</p>	<p>Status: Partially implemented</p> <p>While proactively responding to the COVID-19 pandemic in order to continue to provide essential services, as well as facing unanticipated decision delays due to the Interregnum period, the ministry continues to advance the development of the procurement and contract management framework to ensure that contracts issued by the ministry are clear and include deliverables that focus on the needs and rights of children and youth. Work includes:</p> <ul style="list-style-type: none"> In preparation for the ministry CRA Redesign and to be included in CRA contracts, the ministry has developed service expectations and outcomes for the proposed CRA suite of services. In preparation for the redesign of the procurement and contract management process for CRAs, the ministry completed a review of existing contracts and a review of the ministry's current procurement and contract management process. The procurement and contract management review identified a number of challenges which are similar across ministry services and as a result, the

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	<p>d) regular and effective monitoring of contract deliverables and contractor performance takes place</p>	<ul style="list-style-type: none"> • Engage with community and partners on the procurement and contract management framework to ensure that contracts issued by the ministry are clear and focus on the needs and rights of children and youth. • Complete the re-design of the procurement and contract management framework. <p>2022/23</p> <ul style="list-style-type: none"> • Begin the roll out of procurement and contract management framework related to MCFD’s contracted residential services. • Partner with the Public Service Agency and the Ministry of Citizens Service Procurement Branch to develop procurement and contract management training. <p>2023/24</p> <ul style="list-style-type: none"> • Continue roll out of procurement and contract management framework related to MCFD’s contracted residential services. 	<p>ministry determined that a full transformation of the ministry procurement and contract management process is required.</p> <ul style="list-style-type: none"> • The ministry has now begun the process of re-designing the procurement and contract management system. The first phase of focus will be procurement and contract management requirements for CRAs (including ensuring that the new system supports effective monitoring of contracts as per the CRA service expectations). Initial engagement is planned with select members of the Social Sector Services Round Table in March 2021. • The ministry has partnered with the Ministry of Citizens' Services in the advancement of this redesign.

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APPENDIX A: MCFD's CRA Residential Service Redesign Overview

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