

COMMUNITY OVERVIEW

Innovation and Sustainability Community Service Alignment Pilots

Purpose

This document describes how individual Community Service Alignment pilots, to be carried out under the Innovation and Sustainability Action Plan, link to the provincial initiative, and provides more detail on the process and deliverables for the individual pilots¹. The purpose is to provide a reasonably consistent approach across the pilots while respecting that communities will design their own solutions considering their situation, community needs and personalized options for change.

Community Service Alignment pilots will develop and assess ways to build organizational resilience in community social service delivery agencies through structural change - ***with the overall imperative to sustain and improve services and outcomes for clients and communities.*** The pilots will:

- Work with willing partners in 3-5 communities to gather evidence and test assumptions about the do-ability and effectiveness of structural options;
- Develop supports, tools, a mentoring network and best practices for other agencies to use in exploring structural change; and
- Evaluate the business case for structural change and develop recommendations for scaling up what works

Scope and Definition of a Community Service Alignment Pilot

A community service alignment pilot consists of two or more agencies that identify a common opportunity and agree in good faith to engage in the phased assessment, selection, implementation and evaluation of a structural change option(s) to increase the availability and quality of services and improve outcomes for clients and communities.

The scope of services provided by the agencies participating in the pilot defines the potential geographic scope and the kinds of services that may be included in a pilot. The actual scope of the pilot will be defined during the assessment and development of structural change option(s) by the pilot agencies.

Structural change typically involves change in the way that decisions are made, programs or services are structured and/or resources are deployed between two or more organizations. Common examples are cooperatives, joint program administration, shared front or back office functions, combined/new services or more formal joint ventures

¹ A companion “Provincial Overview” describes the overarching provincial approach and objectives.

Project Structure

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|---|---|
| <p>Provincial Steering Committee</p> <p><i>Innovation and Sustainability Leadership Team</i></p> | <ul style="list-style-type: none"> – Champion the pilots – Help resolve issues that cannot be resolved by communities or the Project Secretariat to support the necessary changes and address barriers (e.g., policy, contracting practice, funding practice) – Receive summary monitoring and evaluation reports – Make decisions on recommendations regarding next steps and scale-up, process and supports for current and future work in the area, legacy tools and means to provide access to tools |
| <p>Provincial Project Secretariat</p> <p><i>Rick FitzZaland (Federation of Community Social Services, FCSSBC)</i> <i>Mark Medgyesi (Social Development and Social Innovation, SDSI)</i> <i>Jennifer Erickson (Children and Family Development, MCFD)</i></p> | <ul style="list-style-type: none"> – Reports to the Innovation and Sustainability Leadership Team – Guide a consistent approach and advice across the pilots – Help resolve issues that cannot be resolved at the community level to support the necessary changes and address barriers – Facilitate consultation with local and provincial funders – Escalate issues to steering as necessary – Roll-up and report monitoring and evaluation reports to Provincial Steering Committee – Oversee development of recommendations on opportunities to scale up – Oversee development of recommendations on legacy process, tools and resources – Provincial communications – Manage relationships with provincial project manager and community consultants |
| <p>Community Steering Committees</p> <p><i>Including leadership from participating agencies, relevant funders (local and provincial members based on the needs of the pilot) and other client/stakeholder representatives as necessary.</i></p> | <ul style="list-style-type: none"> – Champion the implementation of pilots in the community – Make decisions and provide direction on whether to proceed with successive phases of the pilot – Oversee plans, implementation, monitoring, evaluation and recommendations developed under a community pilot – Resolve issues to support the necessary changes and address barriers – escalate issues to Provincial Project Secretariat as necessary |
| <p>Provincial Project Manager</p> <p><i>Consultant hired and housed by FCSS and included as part of the Provincial Project Secretariat</i></p> | <ul style="list-style-type: none"> – Reports to the Provincial Project Secretariat – Liaise and coordinate with community consultants and community steering committees – Centralized project tracking and reporting – Escalate issues to Project Secretariat as needed – Develop a common approach and tool-kit for the phased community discussions, provide advice to communities and community consultants on a common approach – Centralized roll-up and reporting of monitoring and evaluation results |
| <p>Community Consultants</p> <p><i>Expert contractors hired by FCSS</i></p> | <ul style="list-style-type: none"> – Reports to the Community Steering Committee for matters related to the local pilots and to the Provincial Project Manager – Supports the Community Steering Committee to establish agendas, facilitate discussions and document the results of staged pilot discussions – Pilot project management <ol style="list-style-type: none"> a) Develop project plans b) Secure local support and resources c) Liaise with the provincial project manager d) Monitoring and report progress, manage or escalate risks and issues, communications |

Common Phased Approach

Each pilot will involve a staged discussion, invited by the community. Participation at successive stages will be voluntary and the decision to proceed from one stage to the next rests with the community Steering Committees.

| COMMUNITY SERVICE ALIGNMENT PILOTS - COMMON PHASED APPROACH | |
|--|--|
| I. EXPLORE OPPORTUNITIES if... | January-March 2015 |
| <ul style="list-style-type: none"> ✓ Agencies/communities express an interest (first come first served basis until 3 communities have been identified to move beyond the exploratory stage or until March 3, 2015) | |
| <ul style="list-style-type: none"> i) Meet with interested service agencies then ii) Engage local and provincial contract/service managers to discuss opportunities identified by community agencies <ul style="list-style-type: none"> ➤ Provide an overview of the pilot purpose and intent, range of structural options, potential pros/cons ➤ Discuss <ul style="list-style-type: none"> ○ needs and objectives ○ potential or existing early partnerships and where service delivery agency interests intersect ➤ Explore potential for meaningful <ul style="list-style-type: none"> ○ change in the way the organizations involved do business for the long term, and ○ service and outcome improvements for the individuals/community served ○ potential barriers and solutions ○ success indicators | |
| II. ASSESS READINESS if... | March 2015 |
| <ul style="list-style-type: none"> ✓ At least two agencies identify and agree to work together on a structural change opportunity with potential for measureable results ✓ Board Chair and CEO of partner agencies, and funders confirm support to proceed to the next phase | |
| <ul style="list-style-type: none"> ➤ Assess and confirm <ul style="list-style-type: none"> ○ the strategic drivers why agencies are considering change ○ the intended impacts and outcomes, potential metrics and targets to measure the intended change ○ the capacity and change readiness of participating agencies to carry out structural change (within and between the agencies) ○ the capacity and change readiness of funders to support the structural change | |
| III. DEVELOP OPTIONS AND RECOMMENDATIONS if... | April-May 2015 |
| <ul style="list-style-type: none"> ✓ The Board Chair and CEO of participating agencies, and funders confirm their commitment to the intended impacts and outcomes and their commitment, capacity and change readiness to seriously engage in developing a structural change option | |
| <ul style="list-style-type: none"> ➤ Evaluate structural change options considering, cost, feasibility considerations and impact on the intended outcomes ➤ Report including options and recommendations | |
| IV. IMPLEMENT if... | Dates TBD by communities, target September 2015 |
| <ul style="list-style-type: none"> ✓ The Board Chair and CEO of participating agencies and funders accept and commit to implement a structural change option | |
| <ul style="list-style-type: none"> ➤ Develop an implementation plan for the approved option ➤ Develop monitoring and evaluation framework for the approved option ➤ Implement ➤ Monitor, report, evaluate | |

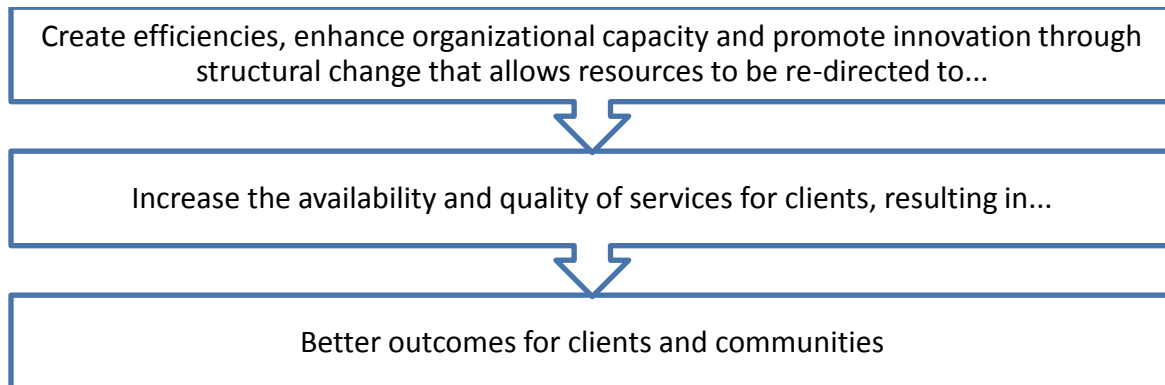
Community Deliverables

Community deliverables under each pilot will include:

- Engagement in the phased readiness assessment, development of options/recommendations and implementation of structural change options;
- A report on the options explored, considerations made and rationale used to determine whether to proceed (or not) at each stage of discussions (*Note: pilots only begin if the intended result is structural change to benefit clients and communities. However, after readiness discussions or the assessment of structural change options the strategic decision might be to not follow through with structural change. In these cases, the circumstances and considerations that went into the decision not to proceed will be valuable learning*);
- Project status reports and post implementation monitoring reports (reasonable); and
- Interim and final evaluation reports including recommendations for scaling up successes, covering both the pilot development and implementation process and the outcomes of the pilot

Evaluation and Defining Success

Pilot success will be defined by the degree in which they achieve all of three core, linked objectives:



During implementation planning, each pilot community will develop a monitoring and evaluation plan with associated targets and metrics (some examples appended). An evaluation plan must include objectives targets and measures under each of the three core objectives. However, these may vary across communities, e.g., according to the circumstances, agencies and service portfolios involved in each community, and communities may choose to add other objectives/measures.

Appendix A

| Objective | | Sample Metrics |
|---|---|---|
| Create efficiencies, enhance organizational capacity and promote innovation through structural change that allows resources to be re-directed to... | <i>Efficiencies</i> | <ul style="list-style-type: none"> • Cost per client • Cost per unit of service • Cost to produce a targeted outcome |
| | <i>Organizational capacity</i> | <ul style="list-style-type: none"> • Measures of skills, expertise and infrastructure available to support program delivery, leadership capacity, financial management, human resource management, information technology services. • Financial measures (revenues and operating margin, assets and liquidity, debt) • Productivity measures (service utilization, occupancy, flow and timing) |
| | <i>Innovation</i> | <ul style="list-style-type: none"> • Percent of employees who rate the agency as open to new ideas • Percent of clients who rate the agency as high or very high in innovation • Demonstrable “game changers” – e.g., Lean or other business process improvements, service configuration improvements |
| Increase the availability and quality of services for clients, resulting in... | <i>Availability</i> | <ul style="list-style-type: none"> • Client spaces available /clients served • Units of service available/delivered |
| | <i>Quality</i> | <ul style="list-style-type: none"> • Quality assurance measures in place • Accreditation and audit performance • Client ratings (availability, accessibility, timeliness, safety, suitability etc.) |
| Better outcomes for clients and communities | <i>Specifics will vary depending on the agencies and services involved in a pilot</i> | <ul style="list-style-type: none"> • Objective measures: <ul style="list-style-type: none"> ○ Knowledge, skills, awareness vis a vis a targeted problem ○ Risk, duration and effects of the targeted problem on a client ○ Incidence of risky behaviour and decisions vis a vis the targeted problem ○ Measures of health, safety, economic wellbeing, inclusion, participation • Client measures, e.g., Quality of Life |