
SUBSIDIARY COMPONENT AGREEMENT (SCA)



**BRITISH
COLUMBIA**

Ministry of Children
and Family Development

Version: 1.0
Printed: 2012.12.10 10.46.17

KT11113002
PHOENIX HUMAN SERVICES
ASSOCIATION

1 of 13



Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113002

Agreement Name: Out of Care Support Worker

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
BRITISH COLUMBIA, represented by
The Minister of Children and Family Development
(the "Province", "we", "us", or "our" as applicable) at the following
address:

140 - Chatterton Way
PO Box 9727 Stn Prov Govt
Victoria, British Columbia
Canada V8W 9S2
Authorized Email: Sarah.Bower@gov.bc.ca

Fax Number: (250)952-4282

AND PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

(the "Contractor", "you", or "your" as applicable) at the following
address:

2 FL-1824 STORE ST
VICTORIA, BC
V8T 4R4

Fax Number: (250)386-7142

The term for the Subsidiary Component Agreement begins on: 01/01/2013 and ends on 31/12/2013
(Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.

APPLICABLE SCHEDULES:

- SCHEDULE A - SERVICES
- SCHEDULE B - PAYMENT & FINANCIAL REPORTING
- SCHEDULE C - APPROVED SUBCONTRACTOR(S)
- SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION
- SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)
- SCHEDULE H - ADDITIONAL TERMS

SIGNED AND DELIVERED on the 24TH day of
December, 2012 on behalf of the Province by its
duly authorized representative

Signature:

Print Name: Sarah Bower

Position: Community Services Manager or Designate

Responsibility
Centre: MGR COMM SRVS CORE VIC

SIGNED AND DELIVERED on the 14TH day of
DECEMBER, 2012 by or on behalf of the Contractor (or by its
authorized signatory or signatories if the Contractor is a corporation)

Signature:

Print Name: George Klukowski Position: Executive
Director or
Designate

Signature:

Print Name: Position:

Signature:


Print Name: Position:

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

Version: 1.0
Printed: 2012.12.10 10.46.17

KT11113002
PHOENIX HUMAN SERVICES
ASSOCIATION

2 of 13

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 <i>Agreement name:</i> Out of Care Support Worker SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/01/2013 to 31/12/2013 *Total Amount of Component Agreement* **\$67,344.00**

Allocation by Programs and Services

Grouped Services		
<i>Out of Care Support</i>		
	Outreach - General	\$33,672.00
	Training and Education - General	\$33,672.00
Non-Program Services		
	Sub-Total	\$0.00
	Total	\$67,344.00

Allocation by Community

Communities Served		
	Greater Victoria	\$67,344.00
	Total	\$67,344.00

Allocation by Business Area

Core Business Area		
Business Area - Sub Business Area		
	Child and Family Development	
	Family Development/Service to Strengthen Families	\$67,344.00
	Sub-Total	\$67,344.00
	Total	\$67,344.00

Out of Care Support

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount		\$33,672.00
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.			
Project Code	18CN529			
Input	Degreed Staff			
Output Indicators	# Direct Hours	Quantity	454	
Reporting Frequency	Upon Contract Completion			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served	Greater Victoria			
	Recipient(s)	Parents/Caregivers	Amount	\$33,672.00

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount		\$33,672.00
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.			
Project Code	18CN409			
Input	Degreed Staff			
Output Indicators	# Direct Hours	Quantity	454	
Reporting Frequency	Upon Contract Completion			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served	Greater Victoria			
	Recipient(s)	Parents/Caregivers	Amount	\$33,672.00

This allocation is provided as an estimate.

Additional Descriptions**ACTIVITIES**

The Family Development Worker will provide services to Out-of-Care caregivers and children placed in their homes, individually in their homes and in group settings. He/she will support Out-of-Care caregivers in developing their parenting skills through such interventions as education, mentoring, modeling, training, and providing feedback on observations. Parenting groups will be provided if this is effective for the populations served. Group sessions could take place at the Contractor's office, or in other community based agencies for group services as appropriate.

REPORTING

The Family Development Worker will provide reports to MCFD regarding client issues in a number of ways:

- as needed, day to day connections via phone conversations, in person or voicemail to share important information about emerging or pressing client issues;
- meetings organized with Ministry staff, clients and others to address pressing issues

- service plans
- reports on critical incidents or client complaints; and,
- as prescribed in the *Child, Family and Community Service Act*, reports on any information regarding suspected or real risk to a child's safety.


The Contractor also provides important information to the Ministry as to the overall quality of services through quarterly output reports. These reports will include the following indicators:

- Number of direct hours of service provided by service
- Number of clients served
- Age of children and youth clients
- Number of hours of service per client
- A summary of the length of period during which individual clients receive services

The indicators to be reported on may be modified at the Ministry's request during the term of the contract.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$67,344.00, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of January, 2013 as provided in the following payment schedule:

From	To	Amount	HST	Total
January 1, 2013	December 31, 2013	\$5,612.00	\$0.00	\$67,344.00
				\$67,344.00

2.2 Payment Address

2 FL-1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)


Financial Reports

- 2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments


- 2.4 Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:
None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:

	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Executive Director of Service	Executive Director or Designate
Stage Three:	Assistant Deputy Minister	Executive Director or Designate

Permits and Licenses

3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:

- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A.
- (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

A. For all Contractor's activities under this Agreement to which the Master Insurance Program applies, as determined by the Province in its sole discretion:

- 4.1 The Province will purchase and maintain Comprehensive General Liability insurance in the amount of \$2,000,000 inclusive per occurrence against bodily injury and property damage arising out of the Contractor's performance of the Services on behalf of the Province as outlined in this Agreement.
- 4.2 The Contractor shall be responsible for and pay any deductible under the policy.
- 4.3 The Contractor will be provided with a Certificate of Insurance and a copy of the insurance policy wording.
- 4.4 The Province will take reasonable steps to ensure the coverage specified in section 1 is continuous for the duration of this Agreement but the Province does not accept responsibility for providing coverage in the event the insurance is cancelled or reduced by the insurer.
- 4.5 The Province does not represent or warrant that the policy contains insurance for any and all losses. It is the Contractor's responsibility to ascertain the exact nature and extent of coverage of the policy as well as any and all terms and conditions of the policy.
- 4.6 The Contractor shall provide, maintain, and pay for, any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in section 1.


B. For all Contractor's activities to which the Master Insurance Program does not apply, the Contractor shall:

- 5.1 The Contractor must, without limiting its obligation or liabilities and at its own expense, purchase and maintain throughout the term of this Agreement the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:
 - (i) include the Province as an additional insured;
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change; and
 - (iii) include a cross liability clause.
- 5.2 All insurance described in paragraph 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
- 5.3 The Contractor must provide the Province with evidence of all required insurance:

- (a) Within 10 working days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (b) If the insurance policy(ies) expire before the end of the term of this Agreement, the Contractor must provide within 10 working days of expiration, evidence of new or renewal policy(ies) of all expired insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (c) Notwithstanding paragraph 3(a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
- 5.4 The Contractor shall provide, maintain, and pay for, any additional insurance which it is required by law to carry, or which it considers necessary to cover risks not otherwise covered by insurance specified in this schedule in its sole discretion.

C. Whether A or B applies to the Services, for all Contractor activities under this Agreement:

- 6.1 The Contractor shall maintain Automobile Liability insurance on all vehicles owned, operated or licensed by the Contractor in an amount not less than \$2,000,000 per-occurrence, and where applicable the Contractor may show evidence of this insurance using an ICBC Confirmation of Insurance Coverage (APV-47) form in place of the requirement for the BC Certificate of Insurance.
- 6.2 Additional Insurance: Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons


- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:

George Klukowski, Executive Director or Designate

Joan Chalmers, Director

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:


Sarah Bower, Community Services Manager or Designate

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE H
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SCHEDULE H – ADDITIONAL TERMS

Other

1. Notwithstanding Clause 55 (b) of the Third Party Service Agreement, the termination notice period for this Subsidiary Component Agreement is 60 days.

 BRITISH COLUMBIA	Ministry of Children and Family Development	MODIFICATION AGREEMENT
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BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113002, beginning January 01, 2011.
 B. The parties have agreed to modify the Agreement effective January 01, 2012.

AGREEMENT

1. To extend the term of this agreement to December 31, 2012.
2. Amend Schedule B – to increase the Aggregate under this agreement by \$67,344.00. The revised monthly payments will be \$5,612.00.
3. This amount of \$67,344.00 is the equivalent of .75 of a Family Development Worker.

Modifications have been made to the following attachments:

- Schedule A
- Schedule B

Additional Information

1. In all other respects, the Agreement is confirmed.

The parties have duly executed this modification agreement as of the 1st day of January, 2012.

<p>SIGNED AND DELIVERED on the <u>16th</u> day of <u>Dec</u>, <u>2011</u> on behalf of the Province by its duly authorized representative</p> <p>Signature: <u>[Signature]</u></p> <p>Print Name: <u>Sarah Bower</u></p> <p>Position: <u>Community Services Manager or Designate</u></p> <p>Responsibility Centre: _____</p>	<p>SIGNED AND DELIVERED on the <u>9th</u> day of <u>DEC</u>, <u>2011</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation)</p> <p>Signature: <u>[Signature]</u></p> <p>Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u></p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p>
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Version: 1.0

Printed: 2011.12.01 14.56.09

KT11113002
PHOENIX HUMAN SERVICES
ASSOCIATION

2 of 7

DISTRIBUTION: COPY 1 - REGIONAL FINANCE OFFICE COPY 2 - CONTRACTOR COPY 3 - ORIGINATING OFFICE

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 <i>Agreement name:</i> Out of Care Support Worker SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/01/2011 to 31/12/2012 *Total Amount of Component Agreement* **\$157,286.64**
Allocation by Programs and Services

Grouped Services		
<i>Out of Care Support</i>		
	Outreach - General	\$78,644.64
	Training and Education - General	\$78,642.00
Non-Program Services		
	Sub-Total	\$0.00
	Total	\$157,286.64

Allocation by Community

Communities Served		
Greater Victoria		
	Total	\$157,286.64

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development		
	Family Development/Service to Strengthen Families	\$157,286.64
	Sub-Total	\$157,286.64
	Total	\$157,286.64

Version: 1.0

Printed: 2011.12.01 14:56:09

KT11113002

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3 of 7

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Out of Care Support

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount	\$78,642.00
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.		
Project Code	18CN529		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	454
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Service to Strengthen Families		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount
			\$33,672.00

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount	\$78,644.64
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.		
Project Code	18CN409		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	454
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Service to Strengthen Families		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount
			\$33,672.00

This allocation is provided as an estimate.

Additional Descriptions

ACTIVITIES

The Family Development Worker will provide services to Out-of-Care caregivers and children placed in their homes, individually in their homes and in group settings. He/she will support Out-of-Care caregivers in developing their parenting skills through such interventions as education, mentoring, modeling, training, and providing feedback on observations. Parenting groups will be provided if this is effective for the populations served. Group sessions could take place at the Contractor's office, or in other community based agencies for group services as appropriate.

REPORTING

The Family Development Worker will provide reports to MCFD regarding client issues in a number of ways:

- as needed, day to day connections via phone conversations, in person or voicemail to share important information about emerging or pressing client issues;
- meetings organized with Ministry staff, clients and others to address pressing issues

Version: 1.0

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KT11113002

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ASSOCIATION

4 of 7

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- service plans
- reports on critical incidents or client complaints; and,
- as prescribed in the *Child, Family and Community Service Act*, reports on any information regarding suspected or real risk to a child's safety.


The Contractor also provides important information to the Ministry as to the overall quality of services through quarterly output reports. These reports will include the following indicators:

- Number of direct hours of service provided by service
- Number of clients served
- Age of children and youth clients
- Number of hours of service per client
- A summary of the length of period during which individual clients receive services

The indicators to be reported on may be modified at the Ministry's request during the term of the contract.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$157,286.64, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of January, 2012 as provided in the following payment schedule:

From	To	Amount	HST	Total
January 1, 2012	December 31, 2012	\$5,612.00	\$0.00	\$67,344.00
				\$67,344.00

2.2 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

Financial Reports

- 2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments

- 2.4 Not applicable

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KT11113002

PHOENIX HUMAN SERVICES
ASSOCIATION

6 of 7


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ASSOCIATION

7 of 7

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 BRITISH COLUMBIA	Ministry of Children and Family Development	MODIFICATION AGREEMENT
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BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113002, beginning January 01, 2011.
B. The parties have agreed to modify the Agreement effective January 01, 2011.

AGREEMENT

Agreement extended for six months at current monthly rates.

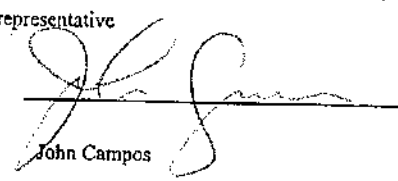
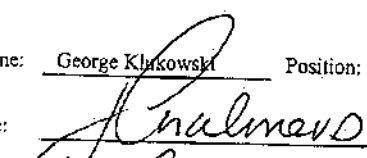
Modifications have been made to the following attachments:

- Schedule A
- Schedule B

Additional Information

1. In all other respects, the Agreement is confirmed.

The parties have duly executed this modification agreement as of the 1st day of January, 2011.

<p>SIGNED AND DELIVERED on the <u>24</u> day of <u>MAY</u>, <u>2011</u> on behalf of the Province by its duly authorized representative</p> <p>Signature: </p> <p>Print Name: <u>John Campos</u></p> <p>Position: <u>Community Services Manager</u> or <u>Designate</u></p> <p>Responsibility Centre: _____</p>	<p>SIGNED AND DELIVERED on the <u>19</u> day of <u>MAY</u>, <u>2011</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation)</p> <p>Signature: _____</p> <p>Print Name: <u>George Klakowski</u> Position: <u>Executive Director</u> or <u>Designate</u></p> <p>Signature: </p> <p>Print Name: <u>Joan Chalmers</u> Position: <u>DIRECTOR OF FINANCE</u></p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p>
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Version: 1.0


Printed: 2011.05.13 09.22.43

KT11113002

PHOENIX HUMAN SERVICES
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1 of 7

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 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 <i>Agreement name:</i> Out of Care Support Worker SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/01/2011 to 31/12/2011 *Total Amount of Component Agreement* **\$89,942.64**

Allocation by Programs and Services

Grouped Services		
<i>Out of Care Support Worker</i>		
	Outreach - General	\$44,972.64
	Training and Education - General	\$44,970.00
Non-Program Services		
	Sub-Total	\$89,942.64
	Total	\$89,942.64

Allocation by Community

Communities Served		
Greater Victoria		
	Total	\$89,942.64

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development		
	Family Development/Service to Strengthen Families	\$89,942.64
	Sub-Total	\$89,942.64
	Total	\$89,942.64

Out of Care Support Worker

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount	\$44,970.00
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.		
Project Code	18CN529		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	606
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Service to Strengthen Families		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount
			\$44,970.00

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount	\$44,972.64
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.		
Project Code	18CN409		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	606
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Service to Strengthen Families		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount
			\$44,972.64

This allocation is provided as an estimate.

Additional Descriptions

ACTIVITIES

The Family Development Worker will provide services to Out-of-Care caregivers and children placed in their homes, individually in their homes and in group settings. He/she will support Out-of-Care caregivers in developing their parenting skills through such interventions as education, mentoring, modeling, training, and providing feedback on observations. Parenting groups will be provided if this is effective for the populations served. Group sessions could take place at the Contractor's office, or in other community based agencies for group services as appropriate.

REPORTING

The Family Development Worker will provide reports to MCFD regarding client issues in a number of ways:

- as needed, day to day connections via phone conversations, in person or voicemail to share important information about emerging or pressing client issues;
- meetings organized with Ministry staff, clients and others to address pressing issues
- service plans
- reports on critical incidents or client complaints; and,
- as prescribed in the *Child, Family and Community Service Act*, reports on any information regarding suspected or real risk to a child's safety.

The Contractor also provides important information to the Ministry as to the overall quality of services through quarterly output reports. These reports will include the following indicators:

Version: 1.0

Printed: 2011.05.13 09:22.43

KT11113002

PHOENIX HUMAN SERVICES
ASSOCIATION

4 of 7


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- Number of direct hours of service provided by service
- Number of clients served
- Age of children and youth clients
- Number of hours of service per client
- A summary of the length of period during which individual clients receive services

The indicators to be reported on may be modified at the Ministry's request during the term of the contract.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$89,942.64, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of January, 2011 as provided in the following payment schedule:

From	To	Amount	HST	Total
January 1, 2011	December 31, 2011	\$7,495.22	\$0.00	\$89,942.64
				\$89,942.64

2.2 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

Financial Reports

- 2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments

- 2.4 Not applicable

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KT11113002
PHOENIX HUMAN SERVICES
ASSOCIATION

6 of 7

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KT11113002

PHOENIX HUMAN SERVICES
ASSOCIATION

7 of 7

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SUBSIDIARY COMPONENT AGREEMENT (SCA)



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KT11113002
PHOENIX HUMAN SERVICES
ASSOCIATION

I of 11



Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113002

Agreement Name: Out of Care Support Worker

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
BRITISH COLUMBIA, represented by
The Minister of Children and Family Development
(the "Province", "we", "us", or "our" as applicable) at the following
address:

140 - Chatterton Way
PO Box 9727 Stn Prov Govt
Victoria, British Columbia
Canada V8W 9S2

Fax Number: (250)952-4282

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

(the "Contractor", "you", or "your" as applicable) at the following
address:

2ND FLR - 1824 STORE ST
VICTORIA, BC
V8T 4R4

Fax Number: (250)386-7142

The term for the Subsidiary Component Agreement begins on: 01/01/2011 and ends on 30/06/2011
(Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.

APPLICABLE SCHEDULES:

- SCHEDULE A - SERVICES
- SCHEDULE B - PAYMENT & FINANCIAL REPORTING
- SCHEDULE C - APPROVED SUBCONTRACTOR(S)
- SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION
- SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

SIGNED AND DELIVERED on the 19th day of
January, 2011 on behalf of the Province by its
duly authorized representative

Signature:

Print Name:

John Campos

Position:

Community Services Manager or Designate

Responsibility

Centre:

MGR PROCMT & CONTRT MGMT

SIGNED AND DELIVERED on the 5th day of
Jan, 11 by or on behalf of the Contractor (or by its
authorized signatory or signatories if the Contractor is a corporation)

Signature:

Print Name:

George Klukowski

Position:

Executive

Director or

Designate

Signature:

Print Name:


Position:

Signature:

Print Name:

Position:

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 <i>Agreement name:</i> Out of Care Support Worker SCHEDULE A
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SCHEDULE A – SERVICES

This agreement is intended to provide one-time interim funding to provide one to one and group supports to the Ministry's "Out-of-Care" caregivers while the Ministry develops a more permanent solution to provide these services in the future.

SUMMARY

Term 01/01/2011 to 30/06/2011 *Total Amount of Component Agreement* **\$44,971.32**

Allocation by Programs and Services

Grouped Services		
<i>Out of Care Support Worker</i>		
	Outreach - General	\$22,486.32
	Training and Education - General	\$22,485.00
Non-Program Services		
	Sub-Total	\$0.00
	Total	\$44,971.32

Allocation by Community

Communities Served		
Greater Victoria		
	Total	\$44,971.32

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development		
	Family Development/Service to Strengthen Families	\$44,971.32
	Sub-Total	\$44,971.32
	Total	\$44,971.32

Out of Care Support Worker

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount	\$22,485.00
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.		
Project Code	18CN529		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	303
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Service to Strengthen Families		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount \$22,485.00

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount	\$22,486.32
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.		
Project Code	18CN409		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	303
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Service to Strengthen Families		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount \$22,486.32

This allocation is provided as an estimate.

Additional Descriptions

ACTIVITIES

The Family Development Worker will provide services to Out-of-Care caregivers and children placed in their homes, individually in their homes and in group settings. He/she will support Out-of-Care caregivers in developing their parenting skills through such interventions as education, mentoring, modeling, training, and providing feedback on observations. Parenting groups will be provided if this is effective for the populations served. Group sessions could take place at the Contractor's office, or in other community based agencies for group services as appropriate.

REPORTING

The Family Development Worker will provide reports to MCFD regarding client issues in a number of ways:

- as needed, day to day connections via phone conversations, in person or voicemail to share important information about emerging or pressing client issues;
- meetings organized with Ministry staff, clients and others to address pressing issues
- service plans
- reports on critical incidents or client complaints; and,
- as prescribed in the *Child, Family and Community Service Act*, reports on any information regarding suspected or real risk to a child's safety.

The Contractor also provides important information to the Ministry as to the overall quality of services through quarterly output reports. These reports will include the following indicators:


- Number of direct hours of service provided by service

- Number of clients served
- Age of children and youth clients
- Number of hours of service per client
- A summary of the length of period during which individual clients receive services

The indicators to be reported on may be modified at the Ministry's request during the term of the contract.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$44,971.32, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of January, 2011 as provided in the following payment schedule:

From	To	Amount	HST	Total
January 1, 2011	June 30, 2011	\$7,495.22	\$0.00	\$44,971.32
				\$44,971.32

2.2 Variable

Not applicable

2.3 One-Time-Only Payments and Additional Costs

Not applicable

2.4 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

- 2.5 The HST payable on regular monthly payments is not applicable
2.6 The HST payable on one time only payments is not applicable
2.7 The HST payable on variable payments is not applicable
2.8 The total HST payable under this agreement is not applicable


Financial Reports

- 2.9 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required.

Not applicable

Transition to Unit Cost Based Payments


3.0 Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:
None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:

	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Regional Executive Director	Executive Director or Designate
Stage Three:	Deputy Minister or Designate	Executive Director or Designate


Permits and Licenses

3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:

- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A.
- (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

- 4.1 If eligible, you will be enrolled for insurance coverage under our Master Insurance Program (MIP).
- 4.2 In the event that you are deemed ineligible for coverage under the Master Insurance Program (MIP), you must, without limiting your obligations or liabilities and at your own expense, provide and maintain throughout the Term, Comprehensive General Liability in an amount not less than \$2,000,000 inclusive per occurrence insuring against bodily injury, personal injury and property damage and including liability assumed under contract with insurers licensed in the province of British Columbia and in the forms and amounts acceptable to us.
- 4.3 You must ensure all required insurance is endorsed to provide us with 30 days advance written notice of cancellation or material change.
- 4.4 You must provide us with evidence of the required insurance, in the form of a completed Province of British Columbia Certificate of Insurance, immediately following execution and delivery of the Agreement.
- 4.5 You must maintain a minimum of \$2,000,000.00 automobile third party insurance on any vehicle used to provide Services to the public.
- 4.6 Additional Insurance: Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113002 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:
George Klukowski, Executive Director or Designate
Joan Chalmers, Director

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:
John Campos, Community Services Manager or Designate
Nancy Frederick, Community Services Manager or Designate

SUBSIDIARY COMPONENT AGREEMENT (SCA)





Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113009

Agreement Name: Supervised Access/Visitation

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
BRITISH COLUMBIA, represented by
The Minister of Children and Family Development
(the "Province", "we", "us", or "our" as applicable) at the following
address:

201 - 2955 Jutland Road
PO Box 9747 STN Prv Govt
Victoria, British Columbia
Canada V8T 5J9
Authorized Email: Sarah.Bower@gov.bc.ca

Fax Number:

AND PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

(the "Contractor", "you", or "your" as applicable) at the following
address:

2 FL-1824 STORE ST
VICTORIA, BC
V8T 4R4
Authorized Email: jchalmers@phoenixhumanservices.org

Fax Number: (250)386-7142

The term for the Subsidiary Component Agreement begins on: 01/04/2013 and ends on 30/06/2013
(Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.

APPLICABLE SCHEDULES:

- SCHEDULE A - SERVICES
- SCHEDULE B - PAYMENT & FINANCIAL REPORTING
- SCHEDULE C - APPROVED SUBCONTRACTOR(S)
- SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION
- SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)
- SCHEDULE H - ADDITIONAL TERMS

SIGNED AND DELIVERED on the 16th day of
April, 2013, on behalf of the Province by its
duly authorized representative

Signature:

Print Name: Sarah Bower

Position: Community Services Manager or Designate

Responsibility
Centre: MGR COMM SRVS CORE VIC

SIGNED AND DELIVERED on the 5th day of
APR, 2013, by or on behalf of the Contractor (or by its
authorized signatory or signatories if the Contractor is a corporation)

Signature:

Print Name: George Klukowski

Position: Executive
Director or
Designate

Signature:

Print Name:

Position:

Signature:

Print Name:


Position:

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

Version: 1.0
Printed: 2013.03.27 13:09:49

KT11113009
PHOENIX HUMAN SERVICES
ASSOCIATION

2 of 14

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 <i>Agreement name:</i> Supervised Access/Visitation SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/04/2013 to 30/06/2013 *Total Amount of Component Agreement* **\$7,222.80**

Allocation by Programs and Services

Programs		
<i>Family Preservation and Reunification</i>		
	Monitoring and Supervision - Supervised Visitation	\$7,222.80
	Sub-Total	\$7,222.80
	Total	\$7,222.80

Allocation by Community

Communities Served		
	Greater Victoria	\$7,222.80
	Total	\$7,222.80

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development	Family Development/Family Preservation and Reunification	\$7,222.80
	Sub-Total	\$7,222.80
	Total	\$7,222.80

PROGRAMS

Family Preservation and Reunification

TARGET POPULATION: Families involved with the ministry through its protection mandate. The focus is on families with children twelve years of age and under, but includes families with both children and youth.

OUTCOME: Children, youth and their families are able to remain together or, if apart, are able to reunite, free from abuse and neglect.

Supervised Access/Visitation (Family Preservation and Reunification)

SERVICE: MONITORING AND SUPERVISION - SUPERVISED VISITATION		Total Amount	\$7,222.80
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CA364		
Input	Social Worker Qualified Staff		
Output Indicators	# Recipients	Quantity	2
	# Hours		195
Reporting Frequency	As Scheduled		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Court Ordered		
Aboriginal Communities Served	Yes		
Greater Victoria	Recipient(s)	Family	Amount
			\$7,222.80

This allocation is provided as an estimate.

Additional Descriptions

OUTCOMES

- Children remain safe during visitation with their families.
- Parents are assisted to gain insight into the reasons why visitation requires supervision, are assisted to strengthen their parental knowledge and ability and are coached to improve relationships within their family so they are able to visit with or care for their children unsupervised.

ACTIVITIES

The Supervised Visitation program will ensure the safety of children visiting their parents and/or family members. Families are provided coaching, modelling and educational advice to appropriately parent and maintain healthy relationships.

The service agency will provide the following coordination of supervised visitation services after receiving referrals from MCFD:

- At or before the 1st meeting collaborate with the parent and/or family and social worker to develop and sign a supervised visitation plan, to clarify roles/responsibilities, arrange visitation time and location, and confirm the transportation schedule.
- Conduct supervised visitation sessions as scheduled.
- Observe parental attendance and appropriateness and make notations as required.
- Where a serious incident has occurred during visitation the agency will immediately verbally report the circumstances to a Ministry District Office social worker, or if after district office hours of operation, to the Helpline for Children. The agency will provide a written summary of the serious incident to the district office within 24 hours of the session. A serious incident is deemed to have occurred when the safety and well-being of the child is deemed at risk and/or the safety, well-being of any other person who is a party to or present at the visitation.
- Implement the services identified in the Ministry service plan to reduce risk and facilitate the reunification of the family.
- Report on the progress the parents and/or family members have made in developing parenting skills and ability and in understanding the reasons for supervision of visitation.
- Report on the progress the parents and/or family members have made in dealing with separation, grief and loss.
- Staff supervising visitation will be experienced at effectively monitoring and accurately recording interactions, and de-escalating or terminating situations that may present a risk to the child.

Parent coaching may include one or more of the following:

- Coach parents and children through the grief and loss of relationship they experience during separation.
- Coach and model parents in appropriate parenting strategies.
- Assist parents and children in gaining and understanding of why their visitation is supervised.
- Assist parents in how to communicate feelings with children.
- Assist parents in how to comfort children each time a visitation session ends.


- Provide parents with the opportunity to develop and display new skills through an interactive parent/child parenting session.
- Help parents develop the ability to comfort their children and to prepare them for the separation loss that occurs following each visitation.

REPORTING

- Reporting on issues where safety of a child or freedom from harm was deemed to be at risk shall occur by telephone to a Ministry social worker either in the District Office or to the Helpline for Children immediately and by writing within 24 hours to the District Office.
- The agency will continue to report to the district office and/or CSM area office by completing the Supported / Supervised Access Evaluation Form attached and forward the completed forms to the MCFD District Office; Attention: Drew Smith, Team Leader, Child Protection Services.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$7,222.80, including GST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Variable

For Service: Monitoring and Supervision – Supervised Visitation

We will pay you, to a maximum amount of \$7,222.80, in accordance with the following payment schedule:

The Contractor will submit a monthly invoice to the Ministry of Children and Family Development through the term of this contract. The required content includes:

Supplier's name (must match name on contract)

Supplier's mailing address

Supplier's telephone/email address

Date of statement

Unique statement number

Reference to contract number

Description of service(s) provided,

Date of service(s) completed

Unit cost (if applicable)

Details of expense(s) for reimbursement (if applicable) and

Total cost invoiced.

Invoices are to be forwarded to the Ministry of Children and Family Development, # Suite 201 - 2955 Jutland Road, PO BOX 9747 STN PROV GOVT, Victoria, B.C. V8T 5J9 and Attention: Drew Smith, Team Leader, Child Protection Services.

The billing rate is April 1, 2013 to June 30, 2013 and includes the following rates:

Hours per week: Maximum of 15 hours per week

Rate: \$37.04 (includes administration/coordination fees, wages, expenses and mileage)

The need for additional service hours and expenses further than those set out above (ie: increased mileage costs, space rental, etc.) must be identified by the Contractor and reported to the Community Services Manager. The Community Services Manager must provide approval of the additional services prior to them being delivered.

2.2 Payment Address

2 FL-1824 STORE ST VICTORIA, BC V8T 4R4

Goods and Services Tax (GST)


Financial Reports

2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments

2.4 Not applicable


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:

None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:

	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Executive Director of Service	Executive Director or Designate
Stage Three:	Assistant Deputy Minister	Executive Director or Designate

Permits and Licenses

3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:

- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A.
- (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

A. For all Contractor's activities under this Agreement to which the Master Insurance Program applies, as determined by the Province in its sole discretion:

- 4.1 The Province will purchase and maintain Comprehensive General Liability insurance in the amount of \$2,000,000 inclusive per occurrence against bodily injury and property damage arising out of the Contractor's performance of the Services on behalf of the Province as outlined in this Agreement.
- 4.2 The Contractor shall be responsible for and pay any deductible under the policy.
- 4.3 The Contractor will be provided with a Certificate of Insurance and a copy of the insurance policy wording.
- 4.4 The Province will take reasonable steps to ensure the coverage specified in section 1 is continuous for the duration of this Agreement but the Province does not accept responsibility for providing coverage in the event the insurance is cancelled or reduced by the insurer.
- 4.5 The Province does not represent or warrant that the policy contains insurance for any and all losses. It is the Contractor's responsibility to ascertain the exact nature and extent of coverage of the policy as well as any and all terms and conditions of the policy.
- 4.6 The Contractor shall provide, maintain, and pay for, any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in section 1.


B. For all Contractor's activities to which the Master Insurance Program does not apply, the Contractor shall:

- 5.1 The Contractor must, without limiting its obligation or liabilities and at its own expense, purchase and maintain throughout the term of this Agreement the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:
 - (i) include the Province as an additional insured;
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change; and
 - (iii) include a cross liability clause.
- 5.2 All insurance described in paragraph 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
- 5.3 The Contractor must provide the Province with evidence of all required insurance:

- (a) Within 10 working days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (b) If the insurance policy(ies) expire before the end of the term of this Agreement, the Contractor must provide within 10 working days of expiration, evidence of new or renewal policy(ies) of all expired insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (c) Notwithstanding paragraph 3(a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
- 5.4 The Contractor shall provide, maintain, and pay for, any additional insurance which it is required by law to carry, or which it considers necessary to cover risks not otherwise covered by insurance specified in this schedule in its sole discretion.

C. Whether A or B applies to the Services, for all Contractor activities under this Agreement:

- 6.1 The Contractor shall maintain Automobile Liability insurance on all vehicles owned, operated or licensed by the Contractor in an amount not less than \$2,000,000 per occurrence, and where applicable the Contractor may show evidence of this insurance using an ICBC Confirmation of Insurance Coverage (APV-47) form in place of the requirement for the BC Certificate of Insurance.
- 6.2 Additional Insurance: Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:


George Klukowski, Executive Director or Designate

Joan Chalmers, Director of Operations

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:

Drew Smith, Team Lead

Sarah Bower, Community Services Manager or Designate

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE H
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SCHEDULE H – ADDITIONAL TERMS

Other

1. Notwithstanding Clause 55 (b) of the Third Party Service Agreement, the termination notice period for this Subsidiary Component Agreement is 60 days.

SUBSIDIARY COMPONENT AGREEMENT (SCA)





Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113009

Agreement Name: Supervised Access/Visitation

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
BRITISH COLUMBIA, represented by
The Minister of Children and Family Development
(the "Province", "we", "us", or "our" as applicable) at the following
address:

201 - 2955 Jutland Road
PO Box 9747 STN Prv Govt
Victoria, British Columbia
Canada V8T 5J9
Authorized Email: Sarah.Bower@gov.bc.ca

Fax Number:

AND PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

(the "Contractor", "you", or "your" as applicable) at the following
address:

2ND FLR - 1824 STORE ST
VICTORIA, BC
V8T 4R4
Authorized Email: jchalmers@phoenixhumanservices.org

Fax Number: (250)386-7142

The term for the Subsidiary Component Agreement begins on: 20/06/2012 and ends on 31/03/2013
(Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.

APPLICABLE SCHEDULES:

- SCHEDULE A - SERVICES
- SCHEDULE B - PAYMENT & FINANCIAL REPORTING
- SCHEDULE C - APPROVED SUBCONTRACTOR(S)
- SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION
- SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)
- SCHEDULE H - ADDITIONAL TERMS

SIGNED AND DELIVERED on the 3rd day of
Aug, 2012 on behalf of the Province by its
duly authorized representative

Signature:

Print Name: Sarah Bower

Position: Community Services Manager or Designate

Responsibility
Centre: MGR COMM SRVS CORE VIC

SIGNED AND DELIVERED on the 18th day of
July, 2012 by or on behalf of the Contractor (or by its
authorized signatory or signatories if the Contractor is a corporation)

Signature:

Print Name: George Klukowski Position: Executive
Director or
Designate

Signature:

Print Name: Position:

Signature:


Print Name: Position:

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

Version: 1.0
Printed: 2012.07.09 15:42:56

KT11113009
PHOENIX HUMAN SERVICES
ASSOCIATION

2 of 14

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 <i>Agreement name:</i> Supervised Access/Visitation SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 20/06/2012 to 31/03/2013 *Total Amount of Component Agreement* **\$22,000.00**

Allocation by Programs and Services

Programs		
<i>Family Preservation and Reunification</i>		
	Monitoring and Supervision - Supervised Visitation	\$22,000.00
	Sub-Total	\$22,000.00
	Total	\$22,000.00

Allocation by Community

Communities Served		
	Greater Victoria	\$22,000.00
	Total	\$22,000.00

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development		
	Family Development/Family Preservation and Reunification	\$22,000.00
	Sub-Total	\$22,000.00
	Total	\$22,000.00

PROGRAMS

Family Preservation and Reunification

TARGET POPULATION: Families involved with the ministry through its protection mandate. The focus is on families with children twelve years of age and under, but includes families with both children and youth.

OUTCOME: Children, youth and their families are able to remain together or, if apart, are able to reunite, free from abuse and neglect.

Supervised Access/Visitation (Family Preservation and Reunification)

SERVICE: MONITORING AND SUPERVISION - SUPERVISED VISITATION	Total Amount	\$22,000.00
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.	
Project Code	18CA364	
Input	Social Worker Qualified Staff	
Output Indicators	Quantity	
# Recipients	2	
# Hours	585	
Reporting Frequency	As Scheduled	
Core Business Area	Child and Family Development	
Business Area	Family Development	
Sub Business Area	Family Preservation and Reunification	
Special Tracking	Court Ordered	
Aboriginal	Yes	
Communities Served		
Greater Victoria	Recipient(s)	Amount
	Family	\$22,000.00

This allocation is provided as an estimate.

Additional Descriptions

OUTCOMES

- Children remain safe during visitation with their families.
- Parents are assisted to gain insight into the reasons why visitation requires supervision, are assisted to strengthen their parental knowledge and ability and are coached to improve relationships within their family so they are able to visit with or care for their children unsupervised.

ACTIVITIES

The Supervised Visitation program will ensure the safety of children visiting their parents and/or family members. Families are provided coaching, modelling and educational advice to appropriately parent and maintain healthy relationships.

The service agency will provide the following coordination of supervised visitation services after receiving referrals from MCFD:

- At or before the 1st meeting collaborate with the parent and/or family and social worker to develop and sign a supervised visitation plan, to clarify roles/responsibilities, arrange visitation time and location, and confirm the transportation schedule.
- Conduct supervised visitation sessions as scheduled.
- Observe parental attendance and appropriateness and make notations as required.
- Where a serious incident has occurred during visitation the agency will immediately verbally report the circumstances to a Ministry District Office social worker, or if after district office hours of operation, to the Helpline for Children. The agency will provide a written summary of the serious incident to the district office within 24 hours of the session. A serious incident is deemed to have occurred when the safety and well-being of the child is deemed at risk and/or the safety, well-being of any other person who is a party to or present at the visitation.
- Implement the services identified in the Ministry service plan to reduce risk and facilitate the reunification of the family.
- Report on the progress the parents and/or family members have made in developing parenting skills and ability and in understanding the reasons for supervision of visitation.
- Report on the progress the parents and/or family members have made in dealing with separation, grief and loss.
- Staff supervising visitation will be experienced at effectively monitoring and accurately recording interactions, and de-escalating or terminating situations that may present a risk to the child.

Parent coaching may include one or more of the following:

- Coach parents and children through the grief and loss of relationship they experience during separation.
- Coach and model parents in appropriate parenting strategies.
- Assist parents and children in gaining and understanding of why their visitation is supervised.
- Assist parents in how to communicate feelings with children.
- Assist parents in how to comfort children each time a visitation session ends.

- Provide parents with the opportunity to develop and display new skills through an interactive parent/child parenting session.
- Help parents develop the ability to comfort their children and to prepare them for the separation loss that occurs following each visitation.

REPORTING


- Reporting on issues where safety of a child or freedom from harm was deemed to be at risk shall occur by telephone to a Ministry social worker either in the District Office or to the Helpline for Children immediately and by writing within 24 hours to the District Office.
- The agency will continue to report to the district office and/or CSM area office by completing the Supported / Supervised Access Evaluation Form attached and forward the completed forms to the MCFD District Office; Attention: Drew Smith, Team Leader, Child Protection Services.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Attachments

Name	Supervised Access Evaluation	<i>Supervised Access Evaluation.pdf</i>
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 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$22,000.00, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Variable

For Service: Monitoring and Supervision - Supervised Visitation

We will pay you, to a maximum amount of \$22,000.00, in accordance with the following payment schedule:

The Contractor will submit a monthly invoice to the Ministry of Children and Family Development through the term of this contract. The required content includes:

Supplier's name (must match name on contract)
 Supplier's mailing address
 Supplier's telephone/email address
 Date of statement
 Unique statement number
 Reference to contract number
 Description of service(s) provided,
 Date of service(s) completed
 Unit cost (if applicable)
 Details of expense(s) for reimbursement (if applicable) and
 Total cost invoiced:

Invoices are to be forwarded to the Ministry of Children and Family Development, # Suite 201 - 2955 Jutland Road, PO BOX 9747 STN PROV GOVT, Victoria, B.C. V8T 5J9 and Attention: Drew Smith, Team Leader, Child Protection Services.

The billing rate is June 20, 2012 to March 31, 2013 and includes the following rates:

Hours per week: Maximum of 15 hours per week:

Rate: \$37.04 (includes administration/coordination fees, wages, expenses and mileage)

The need for additional service hours and expenses further than those set out above (ie: increased mileage costs, space rental, etc.) must be identified by the Contractor and reported to the Community Services Manager. The Community Services Manager must provide approval of the additional services prior to them being delivered.

2.2 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)


Financial Reports

2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments


2.4 Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:
- None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:

	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Executive Director of Service	Executive Director or Designate
Stage Three:	Assistant Deputy Minister	Executive Director or Designate

Permits and Licenses

- 3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:
- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A.
 - (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

A. For all Contractor's activities under this Agreement to which the Master Insurance Program applies, as determined by the Province in its sole discretion:

- 4.1 The Province will purchase and maintain Comprehensive General Liability insurance in the amount of \$2,000,000 inclusive per occurrence against bodily injury and property damage arising out of the Contractor's performance of the Services on behalf of the Province as outlined in this Agreement.
- 4.2 The Contractor shall be responsible for and pay any deductible under the policy.
- 4.3 The Contractor will be provided with a Certificate of Insurance and a copy of the insurance policy wording.
- 4.4 The Province will take reasonable steps to ensure the coverage specified in section 1 is continuous for the duration of this Agreement but the Province does not accept responsibility for providing coverage in the event the insurance is cancelled or reduced by the insurer.
- 4.5 The Province does not represent or warrant that the policy contains insurance for any and all losses. It is the Contractor's responsibility to ascertain the exact nature and extent of coverage of the policy as well as any and all terms and conditions of the policy.
- 4.6 The Contractor shall provide, maintain, and pay for, any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in section 1.


B. For all Contractor's activities to which the Master Insurance Program does not apply, the Contractor shall:

- 5.1 The Contractor must, without limiting its obligation or liabilities and at its own expense, purchase and maintain throughout the term of this Agreement the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:
 - (i) include the Province as an additional insured;
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change; and
 - (iii) include a cross liability clause.
- 5.2 All insurance described in paragraph 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
- 5.3 The Contractor must provide the Province with evidence of all required insurance:

- (a) Within 10 working days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (b) If the insurance policy(ies) expire before the end of the term of this Agreement, the Contractor must provide within 10 working days of expiration, evidence of new or renewal policy(ies) of all expired insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (c) Notwithstanding paragraph 3(a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
- 5.4 The Contractor shall provide, maintain, and pay for, any additional insurance which it is required by law to carry, or which it considers necessary to cover risks not otherwise covered by insurance specified in this schedule in its sole discretion.

C. Whether A or B applies to the Services, for all Contractor activities under this Agreement:

- 6.1 The Contractor shall maintain Automobile Liability insurance on all vehicles owned, operated or licensed by the Contractor in an amount not less than \$2,000,000 per occurrence, and where applicable the Contractor may show evidence of this insurance using an ICBC Confirmation of Insurance Coverage (APV-47) form in place of the requirement for the BC Certificate of Insurance.
- 6.2 Additional Insurance: Not applicable


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:
 - George Klukowski, Executive Director or Designate
 - Joan Chalmers, Director of Operations

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:
 - Drew Smith, Team Lead
 - Sarah Bower, Community Services Manager or Designate

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113009 SCHEDULE H
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SCHEDULE H – ADDITIONAL TERMS

Other

- i. Notwithstanding Clause 55 (b) of the Third Party Service Agreement, the termination notice period for this Subsidiary Component Agreement is 60 days.

SUBSIDIARY COMPONENT AGREEMENT (SCA)





Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113005

Agreement Name: Family Development Workers

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
BRITISH COLUMBIA, represented by
The Minister of Children and Family Development
(the "Province", "we", "us", or "our" as applicable) at the following
address:

140 - 4460 Chatterton Way
PO Box 9727 Stn Prov Govt
Victoria, British Columbia
Canada V8W 9S2

Fax Number: (250)952-4282

AND PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

(the "Contractor", "you", or "your" as applicable) at the following
address:

2ND FLR - 1824 STORE ST
VICTORIA, BC
V8T 4R4
Authorized Email: gklukowski@phoenixhumanservices.org

Fax Number: (250)386-7142

The term for the Subsidiary Component Agreement begins on: 01/12/2011 and ends on 30/11/2014
(Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.

APPLICABLE SCHEDULES:

- SCHEDULE A - SERVICES
- SCHEDULE B - PAYMENT & FINANCIAL REPORTING
- SCHEDULE C - APPROVED SUBCONTRACTOR(S)
- SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION
- SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)
- SCHEDULE H - ADDITIONAL TERMS

SIGNED AND DELIVERED on the 24 day of
Oct. 2011 on behalf of the Province by its
duly authorized representative

Signature:

Print Name: Sarah Bower

Position: Community Services Manager or Designate

Responsibility
Centre: MGR COMM SRVS CORE VIC

SIGNED AND DELIVERED on the 18th day of
Oct. 2011 by or on behalf of the Contractor (or by its
authorized signatory or signatories if the Contractor is a corporation)

Signature:

Print Name: George Klukowski Position: Executive
Director or
Designate


Signature: _____

Print Name: _____ Position: _____

Signature: _____

Print Name: _____ Position: _____

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113005 <i>Agreement name:</i> Family Development Workers SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/12/2011 to 30/11/2014 *Total Amount of Component Agreement* **\$2,025,000.00**

Allocation by Programs and Services

Programs		
<i>Family Preservation and Reunification</i>		
Crisis Response - General		\$506,250.00
Intervention - General		\$506,250.00
Outreach - General		\$506,250.00
Training and Education - General		\$506,250.00
	Sub-Total	\$2,025,000.00
	Total	\$2,025,000.00

Allocation by Community

Communities Served		
Greater Victoria		\$2,025,000.00
	Total	\$2,025,000.00

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development	Family Development/Family Preservation and Reunification	\$2,025,000.00
	Sub-Total	\$2,025,000.00
	Total	\$2,025,000.00

PROGRAMS

Family Preservation and Reunification

TARGET POPULATION: Families involved with the ministry through its protection mandate. The focus is on families with children twelve years of age and under, but includes families with both children and youth.

OUTCOME: Children, youth and their families are able to remain together or, if apart, are able to reunite, free from abuse and neglect.

SERVICE: CRISIS RESPONSE - GENERAL		Total Amount	\$506,250.00
Definitions	Unscheduled, immediate service that may include assessment, stabilizing treatment, and/or referral, often but not always provided outside normal business hours.		
Project Code	18CN217		
Input	Social Worker		
Output Indicators	# Direct Hours	Quantity	6085
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Children in Care		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
			\$506,250.00

This allocation is provided as an estimate.

SERVICE: INTERVENTION - GENERAL		Total Amount	\$506,250.00
Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.		
Project Code	18CN289		
Input	Social Worker		
Output Indicators	# Direct One to One Hours	Quantity	6085
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Children in Care		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
			\$506,250.00

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount	\$506,250.00
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.		
Project Code	18CN409		
Input	Social Worker		
Output Indicators	# Direct Hours	Quantity	6085
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Children in Care		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
			\$506,250.00

This allocation is provided as an estimate.

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ASSOCIATION

4 of 16

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount	\$506,250.00
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.		
Project Code	18CN529		
Input	Social Worker		
Output Indicators	# Direct Group Hours	Quantity	6085
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Communities Served	Greater Victoria		
	Recipient(s)	Parents/Caregivers	Amount
			\$506,250.00

This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

Part of the management structure for this program includes the Executive Director and the Family Development Team Coordinator. The Coordinator will report to the Executive Director.

Executive Director

The Executive Director is ultimately responsible for planning, organizing, directing, controlling and administering all agency activities, including the Family Development program. The Executive Director holds overall responsibility for ensuring that a high standard of client based program delivery is maintained for Family Development services. The Executive Director will conduct case supervision and performance reviews for the Family Development Coordinator. The Executive Director is responsible for monitoring and responding to appeals to client complaints and critical incidents. If necessary, the Executive Director may support mediation of disputes or responses to complaints.

Family Development Team Coordinator

The Coordinator will supervise all Family Development Workers, including providing case supervision. She will address client complaints and critical incidents, as a delegate of the Executive Director. The Coordinator will also support ongoing staff development with annual performance reviews and related training plans.

The Coordinator reports directly to, and receives case supervision from, the Executive Director. The Coordinator will also play the key function of liaising with Ministry Team Leaders and their delegates who are responsible for coordinating over-all services with the Contractor's Family Development Team. The Coordinator will ensure that the Contractor's systems for managing caseloads and service quality are developed in collaboration with Ministry staff and are responsive to the needs of the Ministry and its clients.

The Coordinator is responsible for working with the Family Development Workers to review each case within one month of its being referred and monthly thereafter. As a delegate of the Executive Director, the Coordinator will also respond directly to concerns and complaints registered by clients, social workers and Family Development Workers, as well as to critical incidents. In addition, the Coordinator will maintain regular contact with the Ministry Team Leaders and Social Workers to ensure quality services are being delivered.

The Coordinator will provide up to seven hours per month of one-to-one clinical consultation with members of the Family Development team.

Staffing Model

Version: 1.0

Printed: 2011.10.16 09.39.34

KT11113005

PHOENIX HUMAN SERVICES
ASSOCIATION

5 of 16

7 full-time equivalents (FTE's) will be dedicated to service delivery (working directly with clients) to support the Family Development program. One FTE represents one employee working 35 hours/week, including vacation and sick leave in accordance with the collective agreement with BCGEU. Family Development Workers will carry out intervention and support meetings with children, youth and families based on service goals identified with the Ministry and the client. Family Development Workers will aid their clients in identifying, understanding and overcoming personal/family problems and in establishing and achieving realistic goals. As well as providing one on one and family support and intervention, the Family Development Workers will be responsible for facilitating group sessions. All positions on the Family Development Team will be full-time, with the full-time Coordinator providing clinical and administrative oversight of the program for 0.7 of an FTE.

Family Development Workers Qualifications

Family Development Workers qualifications include:

- A Bachelors degree in Social Work, Child and Youth Care, or a related field
- An equivalent combination of education and experience, as determined by the collective agreement between the Contractor and its employees, will be acceptable for individuals employed by the Contractor immediately preceding the inception of this agreement. An undergraduate degree will be a requirement for employees hired in the future to deliver services under this program
- Minimum of three years' previous work in a similar environment is required, preferably involvement with child protection and mental health.
- Direct program delivery experience in the community social services sector is required with a demonstrated working knowledge of community-based programs and related provincial and community support systems.

Working knowledge required of the *Child, Family and Community Service Act* and policies and procedures of risk assessment and reduction employed by the Ministry of Children and Family Development.

ACTIVITIES

This model has been developed on the understanding of an estimated annual caseload of 190 youths and 170 children and their families. Within the Contractor's proposed staffing model, this model results in a typical caseload per Family Development Worker of up to 55 clients per year, depending on the number of clients involved in one-to-one rather than group settings. The essential elements of the service model are described and illustrated in the figure below.

Caseload Management

The number of clients to be served by the Family Development Team will result in approximately seven (7) referrals per week and an expectation of considerably shorter service than has been common in current family development service on the South Island. This referral and service environment will require careful caseload management. The Coordinator will maintain an overview of the caseloads of individual Family Development Workers, including monitoring of expected closing dates and current intensity of open files. When a family requires less intensive service, space will be created on the caseload for new referrals or more intensive work with existing families. Through case supervision, the Coordinator will support Family Development Workers in creative, solution-focused service delivery that will maximize client outcomes and efficient use of the Family Development Team resources.

Collaborative Planning

Family Development Workers play a vital role in supporting clients and work closely with Ministry Social Workers. A key function of the Family Development Worker is to facilitate connections and discussions between clients and Ministry Social Workers, as well as with other supports the clients may need. Wherever possible, Family Development Workers include the Ministry Social Worker at service planning meetings with Family Development clients. If the Ministry Social Worker is unable to attend, Family Development Workers provide the Social Worker with a draft service plan for review and approval, preferably through a meeting with the Social Worker. Progress toward the achievement of service goals is discussed with the client and documented in regular progress reports to Social Workers. This reporting, as well as regular informal updates enable Social Workers to stay abreast of service and provide direction in a timely fashion, which prevents family development services from taking directions not aligned with

Ministry priorities. Service goals are reviewed with clients at least quarterly, and often more frequently. Social Workers are invited to participate in these reviews and receive reports if not available.

The Contractor's staff will maintain a respectful and positive relationship with Ministry staff, and work to mediate and resolve any conflicts. In the case of a significant disagreement with the Ministry regarding the service needs of a client, Family Development Workers, the Family Development Team Coordinator and, if necessary, the Executive Director shall act professionally to resolve the conflict. The Contractor's policy directs that Family Development Workers take the following steps in instances of significant disagreement:

1. The Family Development Worker will first try to resolve the conflict with the ministry personnel.
2. If the disagreement persists, the Family Development Worker will consult with the Family Development Coordinator and his or her team members to develop strategies for resolving the conflict, and the Family Development Worker will again try to resolve the disagreement with the ministry personnel.
3. If the disagreement continues, the Family Development Team Coordinator will contact and problem solve with the ministry personnel's Team Leader.

If the disagreement is not resolved, the Family Development Worker and Coordinator will consult with the Executive Director and take agreed upon steps to again try to resolve the disagreement with the ministry personnel, which may include the Executive Director contacting the ministry personnel's Team Leader or, if necessary, raising the matter with higher ranking officials of the Ministry.

Types of services

Family Development Workers will provide services to individual children and youth, to parents, to families and to clients in group settings. They will provide crisis response support to Ministry social workers through the referral and staffing systems described above and respond to families' immediate needs through initial crisis intervention as well as on-going service delivery. They will also support risk reduction planning with diverse clients and social workers. While working on a specific service plan to reduce risks and support family development, Family Development Workers will conduct ongoing assessment of the risks, strengths and vulnerabilities related to the individuals and families served.

Family Development Workers will support parents in developing their parenting skills through such interventions as modelling, training, and providing feedback on observations. They will also provide parents and social workers with feedback on their strengths and areas that need strengthening for parents to resume care for their children. Parenting groups will be provided if this is effective for the populations served. Group sessions could take place at the Contractor's office, or in other community based agencies for group services as appropriate.

Family Development Workers will provide youth-focused service as well. Depending on service goals, specific youth service supports will include crisis intervention, outreach to street-engaged youth, mediation with parents, foster parents or other care givers, facilitating self-help and mutual aid among youth, accessing and maintaining education programs and independent living skill development and supports, including supports specific to youth in care reaching the age of majority. Group services will be provided for youth when effective and efficient.

Along with delivering services which are flexible to clients' needs, the Contractor will deliver services in locations which are appropriate to each client. This can involve work in clients' homes, coffee shops or community agencies in their neighbourhood. The Contractor's staff are expected and equipped to travel to clients. Family Development Workers will also meet clients during evenings and weekends.

Communications

Family Development Workers will inform Social Workers immediately of any critical incidents and submit related critical incident reports within one business day.

In accordance with the Contractor's Media Relations policy, only the Executive Director or designated members of the board of directors will communicate with the media. The Executive Director will consult with the Ministry prior to speaking with the media about any service or program for which the Contractor receives funding from the Ministry. The Executive Director's communication with the media will be conducted in a manner that protects the clients and the Ministry and is consistent with its Confidentiality policy. The Contractor's staff shall not connect clients with the media.

Client Confidentiality

The Contractor's Client Confidentiality Policy, in compliance with PIPA (see Appendix 1), outlines the principles and practices that will be followed in protecting the personal information of the clients served.

The Contractor's board members, staff, practicum students and volunteers are required to sign a confidentiality statement contained in the Employee Agreement Form upon hire. The Client Confidentiality policy details that information concerning a client or the affairs of the employer is privileged and confidential and staff shall not share any confidential information except according to the Contractor's policies and procedures. A breach of confidentiality will result in disciplinary action up to and including dismissal.

Information shared with the written consent of a client or legal guardian, is only done on a "need to know" basis (only as much information with another agency as that agency needs to do its work). Documents on file with the Contractor, which have been received from other professionals or agencies, will not be released from the Contractor's record. Finally, the Contractor's Records Access, Retention and Disposal policy (see Appendix 2), details the steps the Contractor undertakes to ensure that all organizational information shall be safely and securely maintained. Storage of information is only permitted on our password protected server or on password protected USB drives stored in locked metal boxes. Client hard copy files are locked in secure file storage cabinets and secure storage rooms.

REPORTING

Family Development Workers will provide reports to MCFD regarding client issues in a number of ways:

- as needed, day to day connections via phone conversations, in person or voicemail to share important information about emerging or pressing client issues;
- meetings organized with Ministry staff, clients and others to address pressing issues
- service plans
- monthly and closing reports on client's progress towards service plan goals;
- reports on critical incidents or client complaints, with follow up from the Family Development Coordinator and/or Executive Director; and,
- as prescribed in the *Child, Family and Community Service Act*, reports on any information regarding suspected or real risk to a child's safety.

The Contractor also provides important information to the Ministry as to the overall quality of services through quarterly output reports. These reports will include the following indicators:

- Number of direct hours of service provided by service
- Number of clients served
- Age of children and youth clients
- Number of hours of service per client
- A summary of the length of period during which individual clients receive services


The indicators to be reported on may be modified at the Ministry's request during the term of the contract.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Attachments

Name	Appendix 1 - Client Confidentiality Policy	<i>Appendix 1 - Client Confidentiality Policy.pdf</i>
Name	Appendix 2 - Records Access, Retention and Disposal Policy	<i>Appendix 2 - Records Access, Retention and Disposal Policy.pdf</i>

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113005 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$2,025,000.00, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of December, 2011 as provided in the following payment schedule:

From	To	Amount	HST	Total
December 1, 2011	November 30, 2014	\$56,250.00	\$0.00	\$2,025,000.00
				\$2,025,000.00

2.2 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

- 2.3 The HST Payable on regular monthly payments is not applicable
2.4 The HST Payable on variable payments is not applicable
2.5 The HST Payable on one time only payments is not applicable
2.6 The total HST payable under this agreement is not applicable

Financial Reports

- 2.7 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable


Transition to Unit Cost Based Payments

Version: 1.0
Printed: 2011.10.16 09.39.34

KT11113005
**PHOENIX HUMAN SERVICES
ASSOCIATION**

10 of 16


2.8 Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113005 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:
- None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113005 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:


	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Regional Executive Director	Executive Director or Designate
Stage Three:	Assistant Deputy Minister	Executive Director or Designate

Permits and Licenses

- 3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:
- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A,
 - (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

- 4.1 If eligible, you will be enrolled for insurance coverage under our Master Insurance Program (MIP).
- 4.2 In the event that you are deemed ineligible for coverage under the Master Insurance Program (MIP), you must, without limiting your obligations or liabilities and at your own expense, provide and maintain throughout the Term, Comprehensive General Liability in an amount not less than \$2,000,000 inclusive per occurrence insuring against bodily injury, personal injury and property damage and including liability assumed under contract with insurers licensed in the province of British Columbia and in the forms and amounts acceptable to us.
- 4.3 You must ensure all required insurance is endorsed to provide us with 30 days advance written notice of cancellation or material change.
- 4.4 You must provide us with evidence of the required insurance, in the form of a completed Province of British Columbia Certificate of Insurance, immediately following execution and delivery of the Agreement.
- 4.5 You must maintain a minimum of \$2,000,000.00 automobile third party insurance on any vehicle used to provide Services to the public.
- 4.6 Additional Insurance: Not applicable


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113005 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:
George Klukowski, Executive Director or Designate

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:
John Campos, Community Services Manager or Designate
Sarah Bower, Community Services Manager or Designate

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113005 SCHEDULE H
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SCHEDULE H – ADDITIONAL TERMS

Other

1. Notwithstanding Clause 55 (b) of the Third Party Service Agreement, the termination notice period for this Subsidiary Component Agreement is 90 days.



Phoenix Human Services Association

CLIENT CARE

C5 Client Confidentiality

CLIENT CONFIDENTIALITY

POLICY

Clients have a right to confidentiality and staff will not share information about persons served except in accordance with the following conditions and procedures.

SCOPE OF POLICY

Board and all staff, excluded and bargaining unit, permanent and casual, students and volunteers.

PURPOSE OF POLICY

To ensure that every client's right to confidentiality is protected.

PROCEDURES

Agency staff may only disclose client information to Program Coordinators and professionals working with the client when such information is consistent with and limited to the purpose for which it was obtained and in accordance with FIPPA.

Release of Information and Employee Agreement Forms

As part of the orientation to the Agency, staff will inform clients that information may need to be shared with Program Coordinators and other professionals in order to better serve them. Clients will be asked to sign a Release of Information Form to that effect and, where applicable, a Pictorial and Videotape Waiver Form, giving their consent to such limited release. As a condition of hire, Agency staff will have signed an Employee Agreement Form that requires their actions to be consistent with this policy.

Special Circumstances

It may be necessary to release confidential information, with or without the client's consent, sufficient to meet the requirements of the following situations:

1. If staff suspect that an individual's safety or well-being is at risk.
2. If a client states an intention to inflict bodily harm on themselves or another person.

3. If there is sufficient cause to believe that a client has or will commit a criminal offence.
4. Subject to a subpoena in court.
5. If client information is required under law by the Office of the Coroner or the Ombudsman as part of an investigation.
6. If client information is required during a medical emergency and consent cannot be obtained in a timely manner.
7. For the purpose of auditing client files as part of the Agency's quality assurance practices.

NOTE

Under the laws of British Columbia, some children, depending on considerations of capacity, age and maturity, have the right to consent to their own treatment. This right extends to having a confidential relationship with their Agency staff and determining what if any information may be disclosed to Program Coordinators, professionals involved with the child, family members and other relevant individuals.

Similarly, adults with developmental disabilities have the right to consent to their own treatment based upon a presumption of capability unless the contrary can be demonstrated. This right extends to having a confidential relationship with their Agency staff and determining what if any information may be disclosed to Program Coordinators, professionals involved with the adult, family members and other relevant individuals.

ACCESS TO INFORMATION

All client records and files are the property of MCFD and/or CLBC

1. Clients and/or their legal guardians can acquire information contained in the client records by making a written request for access through MCFD's Information and Privacy Office (IPO). The IPO then typically requests the complete record from Phoenix and then reviews the contents and removes third party information in order to protect the confidentiality of those third party individuals. The remaining information is then released to the client and/or guardian.
2. All other requests for client information are subject to the same process except for a court-ordered subpoena in which case the documentation would be sent directly from the Agency to the party that issued the subpoena.
3. Clients will, however, in all instances receive copies of their Individual Service Plan (ISP), Transition Plan and any Protocol Procedure Forms that have been created by their Phoenix staff person. In addition, clients may at any time request to have copies of the following documents; Release of Information, Pictorial Waiver, High Risk Activity Waiver and Orientation Checklist.
4. Ministry of Children and Family Development (MCFD) social workers are entitled to receive a verbal report of information contained in the client record under the guidelines of the MCFD Privacy Charter if it is relevant to a child protection investigation conducted under the Child, Family and Community Service Act.

QUALITY ASSURANCE/RESPONSIBILITY:

- Program Coordinators – to ensure that Employee Agreement Forms are signed by all new staff and to ensure staff are vigilant in their preservation of client confidentiality.
- Agency Staff – to ensure vigilance in the preservation of client confidentiality.

EFFECTIVE DATE: April 2010

REVIEW DATE: April 2011

REFERENCES: FIPPA, PIPA, Infant Act, Child, Family and Community Service Act, Adult Guardianship Act, Health Care (Consent) and Care Facility (Admission) Act, MCFD Privacy Charter.

APPLICABLE FORMS OR DOCUMENTATION: Employee Agreement Form, Release of Information Form, Pictorial/Video Waiver Form, Orientation Checklist, Client Handbook, High Risk Activity Waiver, Individual Service Plan, Transition Plan, Protocol Procedures Form.



Phoenix Human Services Association

GOVERNANCE

A16 Records: Access, Retention and Disposal

RECORDS: ACCESS, RETENTION AND DISPOSAL

POLICY

All Agency personnel, client and financial records are confidential, with access to this information limited to authorized staff and those individuals authorized by FOIPPA.

Confidential documents are stored for designated periods in secure storage. Storage and retention of Agency documents shall comply with FOIPPA as well as Ministry of Children and Family Development (MCFD) and Community Living British Columbia (CLBC) Client Services Agreements.

Documents for disposal will be shredded in accordance with the Document Disposal Act (DDA).

SCOPE OF POLICY

All staff, excluded and bargaining unit, permanent and casual.

PURPOSE OF POLICY

This policy ensures the availability of needed information, and provides documentary evidence of the actions of the Agency and its staff. It is also necessary to ensure confidentiality, and to protect the legal interests of clients, staff and the Agency.

PROCEDURES

1. Personnel records will be kept for up to ten years after the employee's last day of employment.
2. Client records will be retained after client file closure.
3. Financial records will be kept for a minimum of seven years.
4. The ED will:
 - a) ensure the Agency has appropriate storage for current and inactive files;
 - b) obtain secure off-site storage;
 - c) authorize access to files in accordance with the FOIPPA;
 - d) release files to external agencies in compliance with laws and regulations; and,
 - e) approve and supervise destruction of documents.
5. Administrative personnel will:
 - a) unlock files after opening the office, and lock files prior to closing the office;

- b) ensure only authorized persons have access to the files;
 - c) sort files for retention and destruction; and,
 - d) notify the ED of the need to destroy files.
6. Confidentiality will be maintained by all Agency staff regarding file contents.
 7. Front line staff can access the files of clients whom they are providing service to.
 8. Front line staff can access other client files within their program when permitted to do so by the Program Coordinator and only as part of a quality assurance activity.
 9. Program Coordinators can access client files within other programs only when permitted to do so by the Program Coordinator that has direct responsibility for that program and only as part of a quality assurance activity.
 10. Program Coordinators can access personnel files only for those employees whom they directly supervise.
 11. The DFO can access all employee personnel files.
 12. The ED can access all client and personnel files.

QUALITY ASSURANCE/RESPONSIBILITY:


- ED – to ensure record management is in compliance with the FOIPPA.
- Program Coordinators – to limit staff access to client and Agency files on a “need to know” basis in keeping with this policy.

EFFECTIVE DATE: April 2010

REVIEW DATE: April 2011

REFERENCES: FOIPPA, DDA

**APPLICABLE FORMS
OR DOCUMENTATION:** N/A

 BRITISH COLUMBIA	Ministry of Children and Family Development	MODIFICATION AGREEMENT
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BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113001, beginning December 01, 2010.
 B. The parties have agreed to modify the Agreement effective March 01, 2012.

AGREEMENT

1. This modification amends the Activity Worker position to 0.6 of an FTE.
2. This modification also reflects the reclassification of the Family Support Worker (Grid 12) to a Family Development Worker (Grid 14).
3. To increase the contract aggregate by \$7,446.18. The revised monthly amount effective March 1, 2012 is \$19,521.25

Modifications have been made to the following attachments:

- Schedule A
- Schedule B

Additional Information

1. In all other respects, the Agreement is confirmed.

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1 of 17

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The parties have duly executed this modification agreement as of the 1st day of March, 2012.

<p>SIGNED AND DELIVERED on the <u>13</u> day of <u>April</u>, <u>2012</u> on behalf of the Province by its duly authorized representative</p> <p>Signature: <u>[Signature]</u></p> <p>Print Name: <u>Sarah Bower</u></p> <p>Position: <u>Community Services Manager or Designate</u></p> <p>Responsibility Centre: _____</p>	<p>SIGNED AND DELIVERED on the <u>10</u> day of <u>April</u>, <u>2012</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation)</p> <p>Signature: _____</p> <p>Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u></p> <p>Signature: <u>[Signature]</u></p> <p>Print Name: <u>John Chalmers</u> Position: <u>DIRECTOR OF FINANCE</u></p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p>
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KT11113001
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2 of 17

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 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 <i>Agreement name:</i> Supervised Access & Transportation SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/12/2010 to 30/11/2013 *Total Amount of Component Agreement* **\$816,689.06**
Allocation by Programs and Services

Grouped Services		
<i>Interim Youth Services</i>		
	Intervention - General	\$44,971.38
	Outreach - General	\$44,971.38
	Sub-Total	\$89,942.76
<i>Supervised Access & Transportation</i>		
	Monitoring and Supervision - Supervised Visitation	\$547,446.18
	Transportation - General	\$154,300.12
	Sub-Total	\$701,746.30
<i>Transitional Service</i>		
	Monitoring and Supervision - Supervised Visitation	\$25,000.00
<i>Non-Program Services</i>		
	Sub-Total	\$0.00
	Total	\$816,689.06

Allocation by Community

Communities Served	
Greater Victoria	
	Total
	\$701,746.30
	\$701,746.30

Allocation by Business Area

Core Business Area	
Business Area - Sub Business Area	
Child and Family Development	
	Family Development/Family Preservation and Reunification
	Youth Services
	Sub-Total
	Total
	\$726,746.30
	\$89,942.76
	\$816,689.06
	\$816,689.06

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KT11113001
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3 of 17

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Supervised Access & Transportation

SERVICE: TRANSPORTATION - GENERAL

Definitions	Service whereby children, youth and families are able to move from one location to another.		Total Amount	\$154,300.12
Project Code	18CN553			
Input	Qualified Staff			
Output Indicators	# Recipients	Quantity		
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			
Communities Served	Greater Victoria			
	Recipient(s)	0 to 18 years	Amount	\$154,300.12

This allocation is provided as an estimate.

SERVICE: MONITORING AND SUPERVISION - SUPERVISED

VISITATION		Total Amount	\$547,446.18
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CN364		
Input	Degreed Staff		
Output Indicators	# Service Units	Quantity	1500
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Court Ordered		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
			\$547,446.18

This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;

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KT11113001

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4 of 17

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- delivering the bulk of the individualized high risk supervised visits;
- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 2 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 0.6 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (Note: an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are:

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) – effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of

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5 of 17

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Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Workers will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;

Version: 1.0

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ASSOCIATION

6 of 17

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- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Workers will distribute surveys to the parent(s), the child (as appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

Client Confidentiality

The Contractor has three key policies and associated procedures for the protection of client information. They are Client Confidentiality, Information Technology and Communications and Records: Access, Retention and Disposal. See Appendix 1 for additional details.

Communication

There are two key processes that will be used to inform MCFD about issues that affect the well-being of children, youth and families. The first is Contractor's Critical Incident Reporting protocol. See Appendix 2 for additional details.

Where a critical incident involving a child, youth or family occurs:

- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;
- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an

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KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

7 of 17

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Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Transitional Service

SERVICE: MONITORING AND SUPERVISION - SUPERVISED		Total Amount	\$25,000.00
VISITATION			
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CN364		
Input	Degreed Staff		
Output Indicators	# Hours	Quantity	446
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		

Version: 1.0

KT11113001

8 of 17

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Sub Business Area	Family Preservation and Reunification		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
<i>This allocation is provided as an estimate.</i>			\$25,000.00

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;
- delivering the bulk of the individualized high risk supervised visits;
- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 1 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 1 FTE Family Support Worker, classified at Grid 12, 0.6 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (Note: an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,

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ASSOCIATION

9 of 17

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- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Family Support Worker are:

- an undergraduate degree in a related Human/Social Services field;
- at least one year's previous and recent direct program delivery experience in the community social services sector;
- some knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- familiarity with community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- good written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are:

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) – effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

Version: 1.0

Printed: 2012.04.05 13.33.56

KT11113001
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ASSOCIATION

10 of 17

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The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Worker and the Family Support Worker will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modeling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make

Version: 1.0

Printed: 2012.04.05 13:33:56

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

11 of 17

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recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Worker and Family Support Worker will distribute surveys to the parent(s), the child (as appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

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- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;
- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

Version: 1.0

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KT11113001

PHOENIX HUMAN SERVICES
ASSOCIATION

12 of 17

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The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Interim Youth Services

SERVICE: INTERVENTION - GENERAL

Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.	Total Amount	\$44,971.38
Project Code	18CN289		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	605
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Youth Services		
Communities Served			
Greater Victoria	Recipient(s) 13 to 18 years	Amount	\$44,971.38

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL

Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.	Total Amount	\$44,971.38
Project Code	18CN409		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	605
Reporting Frequency	Quarterly		

Version: 1.0

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ASSOCIATION

13 of 17

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Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113001

SCHEDULE B

SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$816,689.06, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of March, 2012 as provided in the following payment schedule:

From	To	Amount	HST	Total
December 1, 2010	December 31, 2010	\$25,416.67	\$0.00	\$25,416.67
January 1, 2011	March 31, 2011	\$40,407.13	\$0.00	\$121,221.39
April 1, 2011	June 30, 2011	\$34,157.13	\$0.00	\$102,471.39
July 1, 2011	February 29, 2012	\$19,166.67	\$0.00	\$153,333.36
March 1, 2012	November 30, 2013	\$19,521.25	\$0.00	\$409,946.25
				\$812,389.06

2.2 Variable

For Service: Transportation - General

We will pay you, to a maximum amount of \$4,300.00.

2.3 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

Financial Reports

- 2.4 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Version: 1.0

Printed: 2012.04.05 13:33:56

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16 of 17

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Not applicable

Transition to Unit Cost Based Payments


2.5 Not applicable

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17 of 17

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 BRITISH COLUMBIA	Ministry of Children and Family Development	MODIFICATION AGREEMENT
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BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113001, beginning December 01, 2010.
B. The parties have agreed to modify the Agreement effective February 01, 2011.

AGREEMENT

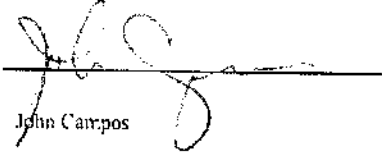
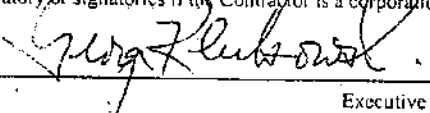
1. This modification increases the aggregate by **\$4,300.00**, which will be issued as a lump-sum payment, to cover the following Supervised Access and Transportation Program expenses:

- assortment of creative toys, arts supplies, Tupperware storage
- assortment of children's books
- specialized interactive games for parents and children
- child-appropriate furniture (tables, chairs, sofa)
- car seats

Additional Information

2. In all other respects, the Agreement is confirmed.

The parties have duly executed this modification agreement as of the 1st day of February, 2011.


<p>SIGNED AND DELIVERED on the <u>21st</u> day of <u>February, 2011</u> on behalf of the Province by its duly authorized representative</p> <p>Signature: </p> <p>Print Name: <u>John Campos</u></p> <p>Position: <u>Community Services Manager or Designate</u></p> <p>Responsibility: _____</p> <p>Centre: _____</p>	<p>SIGNED AND DELIVERED on the <u>8th</u> day of <u>FEB, 2011</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation)</p> <p>Signature: </p> <p>Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u></p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p>
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Version: 1.0
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1 of 1

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 BRITISH COLUMBIA	Ministry of Children and Family Development	MODIFICATION AGREEMENT
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BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113001, beginning December 01, 2010.
B. The parties have agreed to modify the Agreement effective January 01, 2011,

AGREEMENT

This modification is intended to add an interim program pending the award of an agreement as a result of the Request for Proposals for Youth Services in Core Victoria (KAD2010-016). Two full-time Family Development Workers are to be employed under this agreement as follows:

- a) One worker is to provide support, mentoring and intervention services to youth on Youth Agreements served by the Youth Services team.
- b) The other worker is to provide support, mentoring and intervention services to youth under a Child Custody Order (CCO) served by the Youth Guardianship team who are living independently.

Both these teams are located at the Ministry's office located at 2814 Nanaimo Street, Victoria, B.C.

Modifications have been made to the following attachments:

- Schedule A
- Schedule B

Additional Information

1. In all other respects, the Agreement is confirmed.

Version: 1.0
Printed: 2010.12.20 11.47.20

KT11113001
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ASSOCIATION

1 of 17

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The parties have duly executed this modification agreement as of the 1st day of January, 2011.


SIGNED AND DELIVERED on the <u>1st</u> day of <u>January</u> , 2011 on behalf of the Province by its duly authorized representative.	SIGNED AND DELIVERED on the <u>5th</u> day of <u>January</u> , 2011 by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation)
Signature: <u>[Signature]</u>	Signature: <u>[Signature]</u>
Print Name: <u>John Campos</u>	Print Name: <u>George Khukowski</u> Position: <u>Executive Director or Designate</u>
Position: <u>Community Services Manager or Designate</u>	Position: <u>Designate</u>
Responsibility Centre: _____	Signature: _____
	Print Name: _____ Position: _____
	Signature: _____
	Print Name: _____ Position: _____

Version: 1.0
Printed: 2010.12.20 11.47.20

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2 of 17

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 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 Agreement name: Supervised Access & Transportation SCHEDULE A
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SCHEDULE A - SERVICES

SUMMARY

Term 01/12/2010 to 30/11/2013 **Total Amount of Component Agreement** **\$804,942.88**
Allocation by Programs and Services

Grouped Services		
<i>Interim Youth Services</i>		
	Intervention - General	\$44,971.38
	Outreach - General	\$44,971.38
	Sub-Total	\$89,942.76
<i>Supervised Access & Transportation</i>		
	Monitoring and Supervision - Supervised Visitation	\$540,000.00
	Transportation - General	\$150,000.12
	Sub-Total	\$690,000.12
<i>Transitional Service</i>		
	Monitoring and Supervision - Supervised Visitation	\$25,000.00
<i>Non-Program Services</i>		
	Sub-Total	\$0.00
	Total	\$804,942.88

Allocation by Community

Communities Served	
Greater Victoria	\$804,942.88
Total	\$804,942.88

Allocation by Business Area

Core Business Area	
Business Area - Sub Business Area	
Child and Family Development	
	Family Development/Family Preservation and Reunification
	Youth Services
	Sub-Total
	Total
	\$715,000.12
	\$89,942.76
	\$804,942.88
	\$804,942.88

Version: 1.0
Printed: 2010.12.20 11:47:20

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3 of 17

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Interim Youth Services

SERVICE: INTERVENTION - GENERAL			Total Amount	\$44,971.38
Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.			
Project Code	18CN289			
Input	Degreed Staff			
Output Indicators	# Direct Hours	Quantity	605	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Youth Services			
Communities Served	Greater Victoria			
	Recipient(s)	13 to 18 years	Amount	\$44,971.38

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount		\$44,971.38
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.			
Project Code	18CN409			
Input	Degreed Staff			
Output Indicators	# Direct Hours	Quantity	605	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Youth Services			
Communities Served	Greater Victoria			
	Recipient(s)	13 to 18 years	Amount	\$44,971.38

This allocation is provided as an estimate.

Additional Descriptions

ACTIVITIES

This is intended as an interim program pending the award of an agreement as a result of the Request for Proposals for Youth Services in Core Victoria (KAD2010-016). Two full-time Family Development Workers are to be employed under this agreement as follows:

- a) One worker is to provide support, mentoring and intervention services to youth on Youth Agreements served by the Youth Services team.
 - b) The other worker is to provide support, mentoring and intervention services to youth under a Child Custody Order (CCO) served by the Youth Guardianship team who are living independently.
- Both these teams are located at the Ministry's office located at 2814 Nanaimo Street, Victoria, B.C.

The range of youth services to be provided to youth referred by MCFD is:

a) Early Intervention Supports

- May include early intervention with family development supports, youth-focused supports, and specialized treatment/supports, including individual counselling to reduce high risk behaviours, as well as referral and connection to other community supports for education, health services, and addiction services.

b) Outreach and Short-term Emergency Supports

Outreach Services (a co-ordinated approach, in conjunction with other community agencies), to:

- Locate and connect with youth away without permission from residential settings and /or family home identified as high risk

Version: 1.0

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KT11113001

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ASSOCIATION

4 of 17

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- Provide immediate counselling and assessment
- Assist in developing an immediate risk reduction plan
- Establish with the community and family the assigned case manager to provide ongoing involvement within the context of an Integrated Case Management approach.

e) Youth Development Supports

- Youth Family Re-Integration Supports include any services with goals of mediation, parent-teen conflict resolution, to promote family re-unification, re-connection or repatriation.
- Transitional Supports to Independence are interventions that promote the development of adult competencies so that youth may achieve independent living with confidence and success
- Youth Housing / Residential Supports assist transition to longer term, safe housing.

BUSINESS AREA OUTCOMES

- Youth participate in identifying their short and longer term needs and in developing plans to address them
- Youth experiencing high levels of risk to their health and safety have the levels of risk reduced
- Youth have immediate basic needs met including shelter, food and clothing
- Youth establish connections with community resources to address needs such as physical health, mental health, addictions and/or sexual exploitation
- Youth have improved connections to positive community supports including family/extended family, peers, education, employment, and/or housing
- Youth acquire skills and knowledge necessary to keep themselves safe, achieve identified goals, and successfully transition to adulthood

Supervised Access & Transportation

SERVICE: TRANSPORTATION - GENERAL

Definitions	Service whereby children, youth and families are able to move from one location to another.		Total Amount	\$150,000.12
Project Code	18CN553			
Input	Qualified Staff			
Output Indicators	# Recipients	Quantity		
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			
Communities Served	Greater Victoria			
	Recipient(s)	0 to 18 years	Amount	\$150,000.12

This allocation is provided as an estimate.

SERVICE: MONITORING AND SUPERVISION - SUPERVISED

VISITATION			Total Amount	\$540,000.00
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.			
Project Code	18CN364			
Input	Degreed Staff			
Output Indicators	# Service Units	Quantity	1500	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			

Version: 1.0

Printed: 2010.12.20 11.47.20

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ASSOCIATION

5 of 17

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Special Tracking Communities Served Greater Victoria	Court Ordered	Recipient(s)	Family	Amount	\$540,000.00
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This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;
- delivering the bulk of the individualized high risk supervised visits;
- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 1 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 1 FTE Family Support Worker, classified at Grid 12, 1 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (**Note:** an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,

Version: 1.0

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ASSOCIATION

6 of 17

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- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Family Support Worker are;

- an undergraduate degree in a related Human/Social Services field;
- at least one year's previous and recent direct program delivery experience in the community social services sector;
- some knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- familiarity with community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- good written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are;

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) -- effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

Version: 1.0

Printed: 2010.12.20 11.47.20

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

7 of 17

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The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Worker and the Family Support Worker will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make

Version: 1.0

Printed: 2010.12.20 11.47.20

KT11113001

PHOENIX HUMAN SERVICES
ASSOCIATION

8 of 17

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recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Worker and Family Support Worker will distribute surveys to the parent(s), the child (as appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

Client Confidentiality

The Contractor has three key policies and associated procedures for the protection of client information. They are Client Confidentiality, Information Technology and Communications and Records: Access, Retention and Disposal. See Appendix 1 for additional details.

Communication

There are two key processes that will be used to inform MCFD about issues that affect the well-being of children, youth and families. The first is Contractor's Critical Incident Reporting protocol. See Appendix 2 for additional details.

Where a critical incident involving a child, youth or family occurs:

- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;
- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

Version: 1.0

Printed: 2010.12.20 11:47:20

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

9 of 17

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The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Transitional Service

SERVICE: MONITORING AND SUPERVISION - SUPERVISED		Total Amount	\$25,000.00
VISITATION			
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CN364		
Input	Degreed Staff		
Output Indicators	# Hours	Quantity	446
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Communities Served			
Greater Victoria	Recipient(s)	Family	Amount \$25,000.00

This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a

Version: 1.0

KT11113001

10 of 17

Printed: 2010.12.20 11:47:20

PHOENIX HUMAN SERVICES
ASSOCIATION

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Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;
- delivering the bulk of the individualized high risk supervised visits;
- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 1 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 1 FTE Family Support Worker, classified at Grid 12, 1 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (Note: an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Family Support Worker are:

- an undergraduate degree in a related Human/Social Services field;
- at least one year's previous and recent direct program delivery experience in the community social services sector;
- some knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;

Version: 1.0

Printed: 2010.12.20 11:47:20

KT11113001

PHOENIX HUMAN SERVICES
ASSOCIATION

11 of 17

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- familiarity with community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- good written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are:

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) – effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

Version: 1.0

Printed: 2010.12.20 11.47.20

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

12 of 17

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- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Worker and the Family Support Worker will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Worker and Family Support Worker will distribute surveys to the parent(s), the child (as appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

Version: 1.0

Printed: 2010.12.20 11:47:20

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ASSOCIATION

13 of 17

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The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

Client Confidentiality

The Contractor has three key policies and associated procedures for the protection of client information. They are Client Confidentiality, Information Technology and Communications and Records: Access, Retention and Disposal. See Appendix 1 for additional details.

Communication

There are two key processes that will be used to inform MCFD about issues that affect the well-being of children, youth and families. The first is Contractor's Critical Incident Reporting protocol. See Appendix 2 for additional details.

Where a critical incident involving a child, youth or family occurs:

- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;
- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service


population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$804,942.88, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of January, 2011 as provided in the following payment schedule:

From	To	Amount	HST	Total
January 1, 2011	March 31, 2011	\$40,407.13	\$0.00	\$121,221.39
April 1, 2011	June 30, 2011	\$34,157.13	\$0.00	\$102,471.39
July 1, 2011	November 30, 2013	\$19,166.67	\$0.00	\$555,833.43
				\$779,526.21

2.2 Variable

Not applicable

2.3 One-Time-Only Payments and Additional Costs

Not applicable

2.4 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

- 2.5 The HST payable on regular monthly payments is not applicable
2.6 The HST payable on one time only payments is not applicable
2.7 The HST payable on variable payments is not applicable
2.8 The total HST payable under this agreement is not applicable

Financial Reports

Version: 1.0

Printed: 2010.12.20 11.47.20

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

16 of 17

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2.9 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required.

Not applicable

Transition to Unit Cost Based Payments

3.0 Not applicable

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17 of 17

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SUBSIDIARY COMPONENT AGREEMENT (SCA)




**BRITISH
COLUMBIA**
Ministry of Children
and Family Development

Version: 1.0
Printed: 2010.11.12 13.43.27

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1 of 19

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 Agreement Name: Supervised Access & Transportation
--	--	--

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, represented by The Minister of Children and Family Development (the "Province", "we", "us", or "our" as applicable) at the following address:	AND <u>PHOENIX HUMAN SERVICES ASSOCIATION</u> (Legal Name) (the "Contractor", "you", or "your" as applicable) at the following address:
140 - Chatterton Way PO Box 9727 Stn Prov Govt Victoria, British Columbia Canada V8W 9S2 Fax Number: (250)952-4282	2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4 Fax Number: (250)386-7142


The term for the Subsidiary Component Agreement begins on: <u>01/12/2010</u> and ends on <u>30/11/2013</u> (Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
 THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000:

APPLICABLE SCHEDULES: SCHEDULE A - SERVICES SCHEDULE B - PAYMENT & FINANCIAL REPORTING SCHEDULE C - APPROVED SUBCONTRACTOR(S) SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

SIGNED AND DELIVERED on the <u>26</u> day of <u>November 2010</u> on behalf of the Province by its duly authorized representative Signature: <u>[Signature]</u> Print Name: <u>John Campos</u> Position: <u>Community Services Manager or Designate</u> Responsibility Centre: <u>MGR PROCMT & CONTRT MGMT</u>	SIGNED AND DELIVERED on the <u>29th</u> day of <u>Nov 2010</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation) Signature: <u>[Signature]</u> Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u> Signature: _____ Print Name: _____ Position: _____ Signature: _____ Print Name: _____ Position: _____
---	--

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 <i>Agreement name:</i> Supervised Access & Transportation SCHEDULE A
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SCHEDULE A – SERVICES

The Supervised Access & Transportation portion of this agreement arises out of the Request for Proposal "Supervised Access & Transportation – Core Victoria KAD2010-006RFP".

One-time funding of \$25,000 will be added to this agreement for the equivalent of 0.75 FTE Family Development Worker to be employed from December 1, 2010 to March 31, 2011. This resource is expected to address the transitional requirements identified by the MCFD Under 12 Guardianship team. The goal is to assist these families in their transition to new supervised access programs being developed or find alternate measures to address this need.

SUMMARY

Term 01/12/2010 to 30/11/2013 *Total Amount of Component Agreement* **\$715,000.12**

Allocation by Programs and Services

Grouped Services		
<i>Supervised Access & Transportation</i>		
	Monitoring and Supervision - Supervised Visitation	\$540,000.00
	Transportation - General	\$150,000.12
	Sub-Total	\$690,000.12
<i>Transitional Service</i>		
	Monitoring and Supervision - Supervised Visitation	\$25,000.00
<i>Non-Program Services</i>		
	Sub-Total	\$0.00
	Total	\$715,000.12

Allocation by Community

Communities Served		
	Greater Victoria	\$715,000.12
	Total	\$715,000.12

Allocation by Business Area

Core Business Area		
Business Area - Sub Business Area		
<i>Child and Family Development</i>		
	Family Development/Family Preservation and Reunification	\$715,000.12
	Sub-Total	\$715,000.12
	Total	\$715,000.12

Supervised Access & Transportation

SERVICE: TRANSPORTATION - GENERAL		Total Amount	\$150,000.12
Definitions	Service whereby children, youth and families are able to move from one location to another.		
Project Code	18CN553		
Input	Qualified Staff		
Output Indicators	# Recipients	Quantity	
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Communities Served	Greater Victoria		
	Recipient(s)	0 to 18 years	Amount
			\$150,000.12

This allocation is provided as an estimate.

SERVICE: MONITORING AND SUPERVISION - SUPERVISED VISITATION		Total Amount	\$540,000.00
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CN364		
Input	Degreed Staff		
Output Indicators	# Service Units	Quantity	1500
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Court Ordered		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
			\$540,000.00

This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;
- delivering the bulk of the individualized high risk supervised visits;

Version: 1.0

Printed: 2010.11.12 13.43.27

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

4 of 19

- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 1 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 1 FTE Family Support Worker, classified at Grid 12, 1 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (Note: an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCPD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Family Support Worker are:

- an undergraduate degree in a related Human/Social Services field;
- at least one year's previous and recent direct program delivery experience in the community social services sector;
- some knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCPD Risk Assessment model;
- familiarity with community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- good written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are:

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,

months); and,

- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) – effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Worker and the Family Support Worker will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning

- opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Worker and Family Support Worker will distribute surveys to the parent(s), the child (as appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

Client Confidentiality

The Contractor has three key policies and associated procedures for the protection of client information. They are Client Confidentiality, Information Technology and Communications and Records: Access, Retention and Disposal. See Appendix 1 for additional details.

Communication

There are two key processes that will be used to inform MCFD about issues that affect the well-being of children, youth and families. The first is Contractor's Critical Incident Reporting protocol. See Appendix 2 for additional details.

Where a critical incident involving a child, youth or family occurs:

- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;

- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Transitional Service

SERVICE: MONITORING AND SUPERVISION - SUPERVISED

Total Amount

\$25,000.00

VISITATION

Definitions

Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.

Project Code

18CN364

Input

Degreed Staff

Output Indicators

Hours

Quantity

446

Reporting Frequency

Upon Contract Completion

Core Business Area

Child and Family Development

Business Area

Family Development

Sub Business Area

Family Preservation and Reunification

Communities Served

Greater Victoria

Recipient(s)

Family

Amount

\$25,000.00

This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
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- performing intake/assessment functions;
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- responsibility for providing clinical support to the Family Support and Activity Workers;
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Version: 1.0

Printed: 2010.11.12 13.43.27

KT11113001
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9 of 19

- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
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The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

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The Program Coordinator will:

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- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
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- make referrals to other community services as appropriate; and
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The Activity Worker will:

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- region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

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and/or the Executive Director.

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REPORTING

The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.


To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Attachments

Name	Client Confidentiality	
Description	Client Confidentiality	<i>KT11113001 Appendix 1.docx</i>
Name	Critical Incident Reporting	
Description	Critical Incident Reporting	<i>KT11113001 Appendix 2.docx</i>

 <p>Ministry of Children and Family Development</p>	<p>SUBSIDIARY COMPONENT AGREEMENT: KT11113001</p> <p>SCHEDULE B</p>
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$715,000.12, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of December, 2010 as provided in the following payment schedule:

From	To	Amount	HST	Total
December 1, 2010	March 31, 2011	\$25,416.67	\$0.00	\$101,666.68
April 1, 2011	November 30, 2013	\$19,166.67	\$0.00	\$613,333.44
				\$715,000.12

2.2 Variable

Not applicable

2.3 One-Time-Only Payments and Additional Costs

Not applicable

2.4 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

- 2.5 The HST payable on regular monthly payments is not applicable
 2.6 The HST payable on one time only payments is not applicable
 2.7 The HST payable on variable payments is not applicable
 2.8 The total HST payable under this agreement is not applicable


Financial Reports

- 2.9 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required.

Not applicable

Transition to Unit Cost Based Payments

3.0 Not applicable


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:

None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated “Officials” of the parties for the purposes of the Conflict Resolution Protocol are:


	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Regional Executive Director	Executive Director or Designate
Stage Three:	Deputy Minister or Designate	Executive Director or Designate

Permits and Licenses

- 3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:
- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A,
 - (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

- 4.1 If eligible, you will be enrolled for insurance coverage under our Master Insurance Program (MIP).
- 4.2 In the event that you are deemed ineligible for coverage under the Master Insurance Program (MIP), you must, without limiting your obligations or liabilities and at your own expense, provide and maintain throughout the Term, Comprehensive General Liability in an amount not less than \$2,000,000 inclusive per occurrence insuring against bodily injury, personal injury and property damage and including liability assumed under contract with insurers licensed in the province of British Columbia and in the forms and amounts acceptable to us.
- 4.3 You must ensure all required insurance is endorsed to provide us with 30 days advance written notice of cancellation or material change.
- 4.4 You must provide us with evidence of the required insurance, in the form of a completed Province of British Columbia Certificate of Insurance, immediately following execution and delivery of the Agreement.
- 4.5 You must maintain a minimum of \$2,000,000.00 automobile third party insurance on any vehicle used to provide Services to the public.
- 4.6 Additional Insurance: Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:
 - George Klukowski, Executive Director or Designate
 - Joan Chalmers, Director

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:
 - John Campos, Community Services Manager or Designate
 - Nancy Frederick, Community Services Manager or Designate

SUBSIDIARY COMPONENT AGREEMENT (SCA)



Version: 1.0
Printed: 2013.12.16 10.31.38

KT11113001
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1 of 22



Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113001

Agreement Name: Supervised Access &
Transportation

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF
BRITISH COLUMBIA, represented by
The Minister of Children and Family Development
(the "Province", "we", "us", or "our" as applicable) at the following
address:

140 - 4460 Chatterton Way
PO Box 9727 Stn Prov Govt
Victoria, British Columbia
Canada V8W 9S2
Authorized Email: Sarah.Bower@gov.bc.ca

Fax Number: (250)952-4282

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

(the "Contractor", "you", or "your" as applicable) at the following
address:

2 FL-1824 STORE ST
VICTORIA, BC
V8T 4R4
Authorized Email: gklukowski@phoenixhumanservices.org

Fax Number: (250)386-7142

The term for the Subsidiary Component Agreement begins on: 01/12/2013 and ends on 31/03/2014
(Day/Month/Year) (Day/Month/Year)

THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW.
THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.

APPLICABLE SCHEDULES:

- SCHEDULE A - SERVICES
- SCHEDULE B - PAYMENT & FINANCIAL REPORTING
- SCHEDULE C - APPROVED SUBCONTRACTOR(S)
- SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION
- SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)
- SCHEDULE H - ADDITIONAL TERMS

SIGNED AND DELIVERED on the 13th day of
January 2014 on behalf of the Province by its
duly authorized representative

Signature: [Signature]

Print Name: Sarah Bower

Position: Community Services Manager or Designate

Responsibility
Centre: MGR COMM SRVS CORE VIC

SIGNED AND DELIVERED on the 16th day of
DEC, 2013 by or on behalf of the Contractor (or by its
authorized signatory or signatories if the Contractor is a corporation)

Signature: [Signature]

Print Name: George Klukowski Position: Executive

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

Position: _____

Position: _____


READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

Version: 1.0

Printed: 2013.12.16 10.31.38

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

2 of 22

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 <i>Agreement name:</i> Supervised Access & Transportation SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/12/2013 to 31/03/2014 *Total Amount of Component Agreement* **\$78,085.00**

Allocation by Programs and Services

Grouped Services		
<i>Interim Youth Services</i>		
Intervention - General		\$4,144.68
Outreach - General		\$4,144.64
	Sub-Total	\$8,289.32
<i>Supervised Access & Transportation</i>		
Monitoring and Supervision - Supervised Visitation		\$52,316.96
Transportation - General		\$14,836.16
	Sub-Total	\$67,153.12
<i>Transitional Service</i>		
Monitoring and Supervision - Supervised Visitation		\$2,642.56
<i>Non-Program Services</i>		
	Sub-Total	\$0.00
	Total	\$78,085.00

Allocation by Community

Communities Served	
Greater Victoria	\$78,085.00
Total	\$78,085.00

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development	Family Development/Family Preservation and Reunification	\$69,795.68
	Youth Services	\$8,289.32
	Sub-Total	\$78,085.00
	Total	\$78,085.00

Supervised Access & Transportation

SERVICE: TRANSPORTATION - GENERAL		Total Amount	\$14,836.16
Definitions	Service whereby children, youth and families are able to move from one location to another.		
Project Code	18CN553		
Input	Qualified Staff		
Output Indicators	# Recipients	Quantity	
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Communities Served	Greater Victoria		
	Recipient(s)	0 to 18 years	Amount
			\$14,836.16

This allocation is provided as an estimate.

SERVICE: MONITORING AND SUPERVISION - SUPERVISED VISITATION		Total Amount	\$52,316.96
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CN364		
Input	Degreed Staff		
Output Indicators	# Service Units	Quantity	500
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Court Ordered		
Communities Served	Greater Victoria		
	Recipient(s)	Family	Amount
			\$52,316.96

This allocation is provided as an estimate.

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;
- delivering the bulk of the individualized high risk supervised visits;

Version: 1.0

Printed: 2013.12.16 10:31:38

KT11113001

PHOENIX HUMAN SERVICES
ASSOCIATION

4 of 22

- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 2 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 0.6 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (**Note:** an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are:

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) – effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Workers will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;

- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Workers will distribute surveys to the parent(s), the child (as appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

Client Confidentiality

The Contractor has three key policies and associated procedures for the protection of client information. They are Client Confidentiality, Information Technology and Communications and Records: Access, Retention and Disposal. See Appendix 1 for additional details.

Communication

There are two key processes that will be used to inform MCFD about issues that affect the well-being of children, youth and families. The first is Contractor's Critical Incident Reporting protocol. See Appendix 2 for additional details.

Where a critical incident involving a child, youth or family occurs:

- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;
- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Transitional Service

SERVICE: MONITORING AND SUPERVISION - SUPERVISED		Total Amount	\$2,642.56
VISITATION			
Definitions	Service provided for children to maintain contact with parents/caregivers/extended family in a safe setting observed by a third party.		
Project Code	18CN364		
Input	Degreed Staff		
Output Indicators	# Hours	Quantity	115
Reporting Frequency	Upon Contract Completion		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Communities Served			
Greater Victoria	Recipient(s)	Family	Amount
			\$2,642.56

This allocation is provided as an estimate.

Version: 1.0

Printed: 2013.12.16 10.31.38

KT11113001

PHOENIX HUMAN SERVICES
ASSOCIATION

8 of 22

Additional Descriptions

INPUTS

Management Structure

The management structure for the delivery of this program includes among others a Program Coordinator and a Family Development Worker.

Program Coordinator - this individual will provide:

- clinical supervision to the Family Development Worker;
- administrative supervision to all three staff members;
- referral screening and liaison duties with MCFD;
- field concerns regarding services from Social Workers, clients, caregivers and other community members including service providers;
- employee performance and professional development management;
- some tracking of utilization and effectiveness trends in conjunction with the Family Development Worker and Administrative Support Personnel; and
- recruitment, hiring and orientation of all program staff.

Family Development Worker - this individual has the most central role in the program and key duties include:

- performing intake/assessment functions;
- delivering the bulk of the individualized high risk supervised visits;
- responsibility for providing clinical support to the Family Support and Activity Workers;
- providing mentorship and training in relevant skill development areas (e.g. mediation, court preparation); and
- acting coordination for the program in the absence of the Program Coordinator.

Program Staffing

The program will be staffed with 1 Full Time Equivalent (FTE) Family Counsellor (Family Development Worker) classified at Grid 14 of the BCGEU Community Living Services Collective Agreement, 1 FTE Family Support Worker, classified at Grid 12, 0.6 FTE Activity Worker, classified as Grid 8 and a .14 FTE Program Coordinator in an excluded, non-unionized position (Note: an FTE is based upon a 35 hours/week position).

The qualifications for the Family Development Worker are:

- an undergraduate degree in Child and Youth Care, Social Work or a related Human Services field (preference given to Child and Youth Care or Social Work degree);
- at least two years' previous direct program delivery experience in the community social services sector;
- knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- knowledge of community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- exceptional written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Family Support Worker are:

- an undergraduate degree in a related Human/Social Services field;

- at least one year's previous and recent direct program delivery experience in the community social services sector;
- some knowledge of the Child, Family, and Community Service Act;
- familiarity with the MCFD Risk Assessment model;
- familiarity with community supports and services available to families;
- ability to provide informative and accurate testimony in court;
- good written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

The qualifications for the Activity Worker are:

- a certificate/diploma in a related Human/Social Services field or a Recreation course;
- at least six months of recent and related experience;
- possession of safe driving record;
- some direct experience as a driver with group or pooled transportation;
- satisfactory written and verbal reporting skills;
- possession of a valid Class 5 Driver's License;
- possession of current First Aid certificate (minimum Emergency level);
- a valid and satisfactory Criminal Record Check (issued by the local Police Department within the past six months); and,
- completion of and satisfactory response to a Criminal Record Review application.

ACTIVITIES

The Contractor's employees are guided both by the agency's Code of Ethics and those of the various affiliations that apply to the work of child welfare practitioners. As per Contractor's Code of Ethics, staff are expected to "demonstrate collaboration in the integrated case management process to achieve the best outcome for each client".

The services will be provided either in any one of three Contractor facilities located at:

- 1824 Store Street (Victoria)
- 1095 Joan Crescent (Victoria) – effective January 1, 2011
- 345 Wale Road (Colwood)

or in community settings (e.g. family homes, parks, community centres), the latter being dependent on the ability of Contractor staff to establish a safe context within which the visit can occur.

The scheduling of services will be determined in concert with Social Workers, parents, children and youth, caregivers and other individuals who will need to be consulted from time to time. The service must remain flexible to accommodate access visits during day, evening and weekend periods.

Referral/ Intake/ Screening:

Referrals to the program will be mediated by a shared process involving both the Program Coordinator and the Family Development Worker.

The Program Coordinator will:

- be the referral agent for the Social Worker;
- complete a brief, pre-screening risk assessment with the Social Worker to identify safety concerns for the visits; and
- determine availability and timeframe for service initiation based on both the Social Worker's assessment of risk

Version: 1.0

Printed: 2013.12.16 10:31:38

KT11113001
PHOENIX HUMAN SERVICES
ASSOCIATION

10 of 22

to the child and the existing caseload and accompanying access schedule.

The Family Development Worker will:

- complete the intake process with the Social Worker and determine all areas of strength for children and parents;
- make all necessary contacts with key individuals to establish visitation parameters; and
- organize the logistics for service delivery.

Assessment:

The Family Development Worker in consultation with the Social Worker and with input from Team members and other involved individuals will continuously assess risk. Any decisions regarding significant changes to the visitation protocols, excluding the need to address immediate risk to the child, will be made between the Social Worker and the Family Development Worker.

Intervention:

The Family Development Worker and the Family Support Worker will:

- ensure that visits occur in a safe setting and under safe circumstances;
- consistently and effectively address identified risk reduction issues within the supervised access setting;
- maintain a strengths-based focus at all times;
- keep an accurate and detailed record of the visits;
- provide modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- provide debriefing to caregivers as appropriate;
- develop a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- attend ICM meetings;
- attend court and provide testimony as necessary;
- make referrals to other community-services as appropriate; and
- produce reports as required.

The Activity Worker will:

- ensure that children are safely transported to and from their visits;
- effectively manage any challenging behaviours during transport;
- ensure that visits occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from multiple MCFD offices in the region;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Transition:

The Family Development Worker in consultation with Team members and the Program Coordinator will make recommendations to the Social Worker as to when and under what circumstances the children can be transitioned to community-based supported access programs. Transition may arise out of the need to terminate services where there is an immediate and substantial risk to the child. Such decisions will be taken with the explicit agreement of the Social Worker.

Evaluation:

The Family Development Worker and Family Support Worker will distribute surveys to the parent(s), the child (as

appropriate) and the Social Worker (as appropriate) asking about the effectiveness of the service, satisfaction with what was provided and access concerns including transportation.

The Supervised Access Team will also develop measurable outcomes for the program in consultation with the Ministry's designated Program Liaison and report annually on effectiveness.

The service delivery model described above is subject to review and will be adjusted with Ministry consent over time to provide the best program for children and families.

Client Confidentiality

The Contractor has three key policies and associated procedures for the protection of client information. They are Client Confidentiality, Information Technology and Communications and Records: Access, Retention and Disposal. See Appendix 1 for additional details.

Communication

There are two key processes that will be used to inform MCFD about issues that affect the well-being of children, youth and families. The first is Contractor's Critical Incident Reporting protocol. See Appendix 2 for additional details.

Where a critical incident involving a child, youth or family occurs:

- the Ministry Social Worker and Program Coordinator are immediately notified by the Contractor's staff;
- a Critical Incident report is produced by that staff person within 24 hours of the incident;
- this report is submitted to Administrative Support Personnel and prioritized for immediate editing and distribution to the appropriate MCFD office (i.e. where the client's Social Worker is based); and
- the Program Coordinator at Phoenix is required to formally review the Critical Incident report within 48 hours of the incident and submit a report to the Executive Director. The report assesses staff compliance to prescribed practices and protocols and identifies any issues for follow up including service quality issues.

The second key process that will be available to apprise MCFD regarding issues of concern for children, youth and families is the Event/Issue of Note report. In those instances where an incident does not reach the level of seriousness of Critical Incidents (e.g. minor fall not resulting in an injury, to draw attention to a concern in a more timely manner than a normal report would permit), an Event/Issue of Note report will be produced and forwarded immediately to the appropriate MCFD Social Worker.

With respect to issues of service quality, other than those that come to light as a result of a Critical Incident or an Event/Issue of Note report, the Contractor will hold monthly liaison meetings between MCFD teams and/or designate and the Program Coordinator to highlight and review any issues of concern with the services that are being delivered. Service issues can also be addressed at any other time between MCFD personnel and the Program Coordinator and/or the Executive Director.

The Contractor has a Media Relations policy that prohibits staff from speaking to the media. Only the Board of Directors or its authorized representative may respond to the media. In those instances where media inquiries pertain to children, youth and families served under contract with MCFD, the Board or its designate will contact the Ministry's Community Services Manager for consultation and direction prior to responding to any media inquiries.

REPORTING

The efficacy of programs is measured through a series of quality assurance activities that occur throughout the fiscal year. It is determined predominantly through the use of two key indicators which are:

- Target Outcome Measures (TOMs); and
- Surveys

Each Contractor program has TOMs associated with it. The number of TOMs can vary depending on what outcomes are critical to track in the service population. TOMs can also be primary in that the majority of the service population will need to achieve this outcome or secondary, where the outcome may apply to only a sub-group of the service

population.

The other key element in the determination of program effectiveness is the survey, especially the component questions that asks about whether or not clients were satisfied with the services, what in particular worked for them and whether there were any issues of concern that they would like the program and/or agency to address.

To complete the quality assurance cycle, all efficiency, effectiveness and satisfaction data across a fiscal year are pooled, analysed and discussed in an annual report for each agency program. Improvement goals are established within the report and serve as an action blueprint for the upcoming year.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Interim Youth Services

SERVICE: INTERVENTION - GENERAL

Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.	Total Amount	\$4,144.68
Project Code	18CN289		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	200
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Youth Services		
Communities Served	Greater Victoria		
	Recipient(s)	13 to 18 years	Amount
			\$4,144.68

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL

Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.	Total Amount	\$4,144.64
Project Code	18CN409		
Input	Degreed Staff		
Output Indicators	# Direct Hours	Quantity	200
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Youth Services		
Communities Served	Greater Victoria		
	Recipient(s)	13 to 18 years	Amount
			\$4,144.64

This allocation is provided as an estimate.

Additional Descriptions

ACTIVITIES

This is intended as an interim program pending the award of an agreement as a result of the Request for

Version: 1.0

Printed: 2013.12.16 10.31.38

KT11113001
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ASSOCIATION

13 of 22

Proposals for Youth Services in Core Victoria (KAD2010-016). Two full-time Family Development Workers are to be employed under this agreement as follows:

- a) One worker is to provide support, mentoring and intervention services to youth on Youth Agreements served by the Youth Services team.
 - b) The other worker is to provide support, mentoring and intervention services to youth under a Child Custody Order (CCO) served by the Youth Guardianship team who are living independently.
- Both these teams are located at the Ministry's office located at 2814 Nanaimo Street, Victoria, B.C.

The range of youth services to be provided to youth referred by MCFD is:

a) Early Intervention Supports

- May include early intervention with family development supports, youth-focused supports, and specialized treatment/supports, including individual counselling to reduce high risk behaviours, as well as referral and connection to other community supports for education, health services, and addiction services.

b) Outreach and Short-term Emergency Supports

Outreach Services (a co-ordinated approach, in conjunction with other community agencies), to:


- Locate and connect with youth away without permission from residential settings and /or family home identified as high risk
- Provide immediate counselling and assessment
- Assist in developing an immediate risk reduction plan
- Establish with the community and family the assigned case manager to provide ongoing involvement within the context of an Integrated Case Management approach.

c) Youth Development Supports

- Youth Family Re-Integration Supports include any services with goals of mediation, parent-teen conflict resolution, to promote family re-unification, re-connection or repatriation.
- Transitional Supports to Independence are interventions that promote the development of adult competencies so that youth may achieve independent living with confidence and success
- Youth Housing / Residential Supports assist transition to longer term, safe housing.

BUSINESS AREA OUTCOMES

- Youth participate in identifying their short and longer term needs and in developing plans to address them
- Youth experiencing high levels of risk to their health and safety have the levels of risk reduced
- Youth have immediate basic needs met including shelter, food and clothing
- Youth establish connections with community resources to address needs such as physical health, mental health, addictions and/or sexual exploitation
- Youth have improved connections to positive community supports including family/extended family, peers, education, employment, and/or housing
- Youth acquire skills and knowledge necessary to keep themselves safe, achieve identified goals, and successfully transition to adulthood

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE B
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SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$78,085.00, including GST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of December, 2013 as provided in the following payment schedule:

From	To	Amount	GST	Total
December 1, 2013	March 31, 2014	\$19,521.25	\$0.00	\$78,085.00
				\$78,085.00

2.2 Payment Address

2 FL-1824 STORE ST VICTORIA, BC V8T 4R4.

Goods and Services Tax (GST)


Financial Reports

- 2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments

- 2.4 Not applicable


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:

None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:

	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Designate
Stage Two:	Executive Director of Service	Executive Director or Designate
Stage Three:	Assistant Deputy Minister	Executive Director or Designate

Permits and Licenses

- 3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:
- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A.
 - (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

A. For all Contractor's activities under this Agreement to which the Master Insurance Program applies, as determined by the Province in its sole discretion:

- 4.1 The Province will purchase and maintain Comprehensive General Liability insurance in the amount of \$2,000,000 inclusive per occurrence against bodily injury and property damage arising out of the Contractor's performance of the Services on behalf of the Province as outlined in this Agreement.
- 4.2 The Contractor shall be responsible for and pay any deductible under the policy.
- 4.3 The Contractor will be provided with a Certificate of Insurance and a copy of the insurance policy wording.
- 4.4 The Province will take reasonable steps to ensure the coverage specified in section 1 is continuous for the duration of this Agreement but the Province does not accept responsibility for providing coverage in the event the insurance is cancelled or reduced by the insurer.
- 4.5 The Province does not represent or warrant that the policy contains insurance for any and all losses. It is the Contractor's responsibility to ascertain the exact nature and extent of coverage of the policy as well as any and all terms and conditions of the policy.
- 4.6 The Contractor shall provide, maintain, and pay for, any additional insurance which the Contractor is required by law to carry, or which the Contractor considers necessary to cover risks not otherwise covered by insurance specified in section 1.

B. For all Contractor's activities to which the Master Insurance Program does not apply, the Contractor shall:

- 5.1 The Contractor must, without limiting its obligation or liabilities and at its own expense, purchase and maintain throughout the term of this Agreement the following insurances with insurers licensed in Canada in forms and amounts acceptable to the Province:
 - (a) Commercial General Liability in an amount not less than \$2,000,000.00 inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:
 - (i) include the Province as an additional insured;
 - (ii) be endorsed to provide the Province with 30 days advance written notice of cancellation or material change; and
 - (iii) include a cross liability clause.
- 5.2 All insurance described in paragraph 1 of this Schedule must:
 - (a) be primary; and
 - (b) not require the sharing of any loss by any insurer of the Province.
- 5.3 The Contractor must provide the Province with evidence of all required insurance:

Version: 1.0

Printed: 2013.12.16 10.31.38

KT11113001


PHOENIX HUMAN SERVICES
ASSOCIATION

19 of 22

- (a) Within 10 working days of commencement of the Services, the Contractor must provide to the Province evidence of all required insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (b) If the insurance policy(ies) expire before the end of the term of this Agreement, the Contractor must provide within 10 working days of expiration, evidence of new or renewal policy(ies) of all expired insurance in the form of a completed Province of British Columbia Certificate of Insurance.
 - (c) Notwithstanding paragraph 3(a) or (b) above, if requested by the Province at any time, the Contractor must provide to the Province certified copies of the required insurance policies.
- 5.4 The Contractor shall provide, maintain, and pay for, any additional insurance which it is required by law to carry, or which it considers necessary to cover risks not otherwise covered by insurance specified in this schedule in its sole discretion.

C. Whether A or B applies to the Services, for all Contractor activities under this Agreement:

- 6.1 The Contractor shall maintain Automobile Liability insurance on all vehicles owned, operated or licensed by the Contractor in an amount not less than \$2,000,000 per occurrence, and where applicable the Contractor may show evidence of this insurance using an ICBC Confirmation of Insurance Coverage (APV-47) form in place of the requirement for the BC Certificate of Insurance.
- 6.2 Additional Insurance: Not applicable


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:
George Klukowski, Executive Director or Designate

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:
Sarah Bower, Community Services Manager or Designate

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113001 SCHEDULE II
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SCHEDULE H – ADDITIONAL TERMS

Other

1. Notwithstanding Clause 55 (b) of the Third Party Service Agreement, the termination notice period for this Subsidiary Component Agreement is 60 days.

SUBSIDIARY COMPONENT AGREEMENT (SCA)





Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113003

Agreement Name: WSPGI Intensive Services

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA, represented by The Minister of Children and Family Development (the "Province", "we", "us", or "our" as applicable) at the following address:	AND <u>PHOENIX HUMAN SERVICES ASSOCIATION</u> (Legal Name) (the "Contractor", "you", or "your" as applicable) at the following address:
140 4460 CHATTERTON WAY PO BOX 9727 STN PROV GOVT VICTORIA, B.C. CANADA V8X 5J2 Authorized Email: John.Campos@gov.bc.ca	2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4 Authorized Email: gklukowski@phoenixhumanservices.org
Fax Number: (250)952-4282	Fax Number: (250)386-7142
The term for the Subsidiary Component Agreement begins on: <u>01/02/2011</u> and ends on <u>31/01/2014</u> (Day/Month/Year) (Day/Month/Year)	
THE PARTIES AGREE TO THE TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND OUTLINED BELOW. THIS SUBSIDIARY COMPONENT AGREEMENT IS PART OF THE THIRD PARTY SERVICE AGREEMENT KT11113000.	
APPLICABLE SCHEDULES: SCHEDULE A - SERVICES SCHEDULE B - PAYMENT & FINANCIAL REPORTING SCHEDULE C - APPROVED SUBCONTRACTOR(S) SCHEDULE D - RISK MANAGEMENT & CONFLICT RESOLUTION SCHEDULE E - AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT) SCHEDULE II - ADDITIONAL TERMS	

SIGNED AND DELIVERED on the <u>17</u> day of <u>MARCH</u> , 2011 on behalf of the Province by its duly authorized representative Signature: <u>[Signature]</u> Print Name: <u>John Campos</u> Position: <u>Community Services Manager or Designate</u> Responsibility Centre: <u>MGR PROCMT & CONTRT MGMT</u>	SIGNED AND DELIVERED on the <u>11</u> day of <u>MARCH</u> , 2011 by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation) Signature: <u>[Signature]</u> Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u> Signature: _____ Print Name: _____ Position: _____ Signature: _____ Print Name: _____ Position: _____
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READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT

Version: 1.0
Printed: 2011.03.10 15.10.42

KT11113003
PHOENIX HUMAN SERVICES
ASSOCIATION

2 of 23



Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113003

Agreement name: WSPGI Intensive Services

SCHEDULE A

SCHEDULE A – SERVICES

This agreement is the outcome of the competitive process for Westshore/Sooke & Peninsula/Gulf Islands Intensive Services KAD2010-013RFP.

SUMMARY

Term 01/02/2011 to 31/01/2014 Total Amount of Component Agreement \$1,323,749.88

Allocation by Programs and Services

Programs	
Family Preservation and Reunification	
Note: This Component Agreement Includes an amount allocated to Program Level Funding - General Funding. This is an amount that the service provider is free to allocate across the requested services as they see fit.	
Intervention - General	\$188,437.68
Linking and Brokerage - General	\$188,437.32
Outreach - General	\$188,437.68
Training and Education - General	\$188,437.32
Sub-Total	\$753,750.00
Grouped Services	
Intensive Parenting Program	
Information and Referral - General	\$77,499.72
Intervention - General	\$77,500.08
Mentoring - General	\$77,500.08
Monitoring and Supervision - General	\$77,499.72
Outreach - General	\$77,500.08
Training and Education - General	\$77,500.08
Sub-Total	\$464,999.76
Supported Family Visits and Transportation	
Mentoring - General	\$52,499.88
Transportation - General	\$52,500.24
Non-Program Services	
Sub-Total	\$105,000.12
Total	\$1,323,749.88

Allocation by Community

Communities Served	
Metchosin	\$138,078.38
Sidney	\$95,356.38
Colwood	\$393,444.65

Version: 1.0
Printed: 2011.03.10 15:10.42

KT11113003
PHOENIX HUMAN SERVICES
ASSOCIATION

3 of 23

Communities Served	
Sooke	\$133,387.97
Langford	\$563,482.50
Total	\$1,323,749.88

Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development		
	Family Development/Family Preservation and Reunification	\$858,750.12
	Family Development/Service to Strengthen Families	\$464,999.76
	Sub-Total	\$1,323,749.88
	Total	\$1,323,749.88

PROGRAMS

Family Preservation and Reunification

TARGET POPULATION:	Families involved with the ministry through its protection mandate. The focus is on families with children twelve years of age and under, but includes families with both children and youth.
OUTCOME:	Children, youth and their families are able to remain together or, if apart, are able to reunite, free from abuse and neglect.

SERVICE: INTERVENTION - GENERAL

Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.			
Project Code	18CN289			
Input	Social Worker			
Output Indicators	# Recipients	Quantity		300
	# Direct One to One Hours			2270
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			
Communities Served				
Colwood	Recipient(s)	Family	Amount	\$67,707.23
Langford	Recipient(s)	Family	Amount	\$96,968.77
Metchosin	Recipient(s)	Family	Amount	\$23,761.68

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL

Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.			
Project Code	18CN409			
Input	Social Worker			
Output Indicators	# Direct Hours	Quantity		2270
	# Recipients			300
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			
Communities Served				
Colwood	Recipient(s)	Family	Amount	\$67,707.24
Langford	Recipient(s)	Family	Amount	\$96,968.77
Metchosin	Recipient(s)	Family	Amount	\$23,761.67

This allocation is provided as an estimate.

SERVICE: TRAINING AND EDUCATION - GENERAL

Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.			
Project Code	18CN529			
Input	Social Worker			
Output Indicators	# Direct Group Hours	Quantity		2270
	# Recipients			300
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			

Version: 1.0

Printed: 2011.03.10 15:10.42

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

5 of 23

Communities Served

Colwood	Recipient(s)	Parents/Caregivers	Amount	\$67,707.11
Langford	Recipient(s)	Parents/Caregivers	Amount	\$96,968.58
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$23,761.63

This allocation is provided as an estimate.

SERVICE: LINKING AND BROKERAGE - GENERAL

Definitions Activities to connect a family, child or youth to a formal support/resource, or to facilitate the formal support's direct connection to a child, youth or family.

Project Code 18CN313

Input Social Worker

Output Indicators	# Hours	Quantity	2270
	# Recipients of One to One Services		300

Reporting Frequency Quarterly

Core Business Area Child and Family Development

Business Area Family Development

Sub Business Area Family Preservation and Reunification

Communities Served

Colwood	Recipient(s)	Family	Amount	\$67,707.11
Langford	Recipient(s)	Family	Amount	\$96,968.58
Metchosin	Recipient(s)	Family	Amount	\$23,761.63

This allocation is provided as an estimate.

Additional Descriptions**SERVICE DESCRIPTION****Staffing**

The services will be delivered by 2.5 Family Development Workers.

Number of Recipients

The number of recipients identified under Output Indicators reflects the minimum of 25 families referred to the Request for Proposal, and on the assumption that each family would require services for an average of three months. This indicator is subject to review as changing practices are introduced in the Ministry's district offices.

Service locations

The services will be delivered predominantly on an outreach basis in the communities where the child, youth and/or family reside. Services will also be delivered where appropriate at the Westshore Child, Youth and Family Centre located at 345 Wale Rd. In some instances where service delivery on the Westshore constitutes a barrier for referred families, alternate settings on the South Island will be explored (e.g. parks, community centres).

Intake/Assessment

Social Workers from the respective teams will make referrals to the program via the Program Coordinator using a single referral form that will be used for all component services of this RFP.

Services

While support and counselling visits typically range from 30 minutes to 2 hours and generally take place on a weekly basis, it is expected that a service ceiling for each family in terms of hours/week will be

established in consultation with Social Workers.

In light of the need to serve 25-35 families at any given time with the proposed deployment of Family Development Workers, the Contractor will work closely with Social Workers to:

- inform clients regarding expectations for full participation in service interventions at the onset of services;
- set timeframes for service in consideration of the need to facilitate fluid transition from family to family, youth to youth;
- sort out caseload management issues expeditiously in order to maintain service fluidity; and
- streamline existing CARF-related paperwork requirements to maximize direct service hours without sacrificing the integrity of contractual reporting obligations.

Services will be provided predominantly on an individual basis and, where appropriate, in a group format.

Service Planning

Quarterly reports will be provided summarizing quantitative outputs as required by MCFD and stipulated in the service contract. For the purposes of this program, the Output Indicator of "Recipient" refers to each family receiving services.

Transition Planning

A transition summary report will be produced by the Family Development Worker for each referred parent(s), a copy of which will be given to the parent(s), MCFD Social Workers and any other key individuals that will be authorized by the parent and/or MCFD to receive that information. This transition report will include:

- goals for service;
- progress made;
- issues outstanding;
- referrals made to community services; and
- plans/individuals in place for service continuity.

Once the file is closed, the Family Development Workers will assess progress on the outcome indicators identified during the initial assessment and report these to the Program Coordinator.

Finally, a client evaluation of the services will be sent out to parents, youth and where appropriate, children. A brief collateral survey will also be sent out to their Social Workers. These evaluations will be collated along with the outcome indicators and summarized in the program's annual report which will be shared with MCFD.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Intensive Parenting Program

SERVICE: MENTORING - GENERAL	Total Amount	\$77,500.08
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Definitions	Provision of guidance and support to child, youth, family or community through the sharing of first-hand knowledge and experience.		
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Project Code	18CN337		
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Input	Social Worker		
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Output Indicators	# Recipients of One to One Services	Quantity	81
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Reporting Frequency	Quarterly		
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Core Business Area	Child and Family Development		
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Business Area	Family Development		
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Sub Business Area	Service to Strengthen Families		
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Communities Served			
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Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
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Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.52
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Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
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Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.14
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Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.11
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This allocation is provided as an estimate.

SERVICE: INTERVENTION - GENERAL	Total Amount	\$77,500.08
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Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.		
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Project Code	18CN289		
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Input	Social Worker		
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	Qualified Staff		
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Output Indicators	# Recipients	Quantity	81
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Reporting Frequency	Quarterly		
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Core Business Area	Child and Family Development		
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Business Area	Family Development		
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Sub Business Area	Service to Strengthen Families		
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Communities Served			
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Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
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Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.53
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Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
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Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.13
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Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.11
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This allocation is provided as an estimate.

SERVICE: TRAINING AND EDUCATION - GENERAL	Total Amount	\$77,500.08
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Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.		
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Project Code	18CN529		
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Input	Social Worker		
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	Qualified Staff		
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Output Indicators	# Recipients	Quantity	81
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Reporting Frequency	Quarterly		
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Core Business Area	Child and Family Development		
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Business Area	Family Development		
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Sub Business Area	Service to Strengthen Families		
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Communities Served			
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Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
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Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.53
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Version: 1.0

Printed: 2011.03.10 15:10.42

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

8 of 23

Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.14
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.10

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL	Total Amount	\$77,500.08
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Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.			
Project Code	18CN409			
Input	Social Worker Qualified Staff			
Output Indicators	# Recipients	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.53
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.13
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.11

This allocation is provided as an estimate.

SERVICE: INFORMATION AND REFERRAL - GENERAL	Total Amount	\$77,499.72
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Definitions	Provision of information about and referrals to other services and programs that may be useful to the child, youth and/or family.			
Project Code	18CN265			
Input	Social Worker Qualified Staff			
Output Indicators	# Inquiries # Recipients of One to One Services	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.41
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.42
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.79
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.08
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.02

This allocation is provided as an estimate.

SERVICE: MONITORING AND SUPERVISION - GENERAL	Total Amount	\$77,499.72
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Definitions	Observation of, and supplementary case management and/or enforcement for, a child or youth or family.			
Project Code	18CN361			
Input	Social Worker			
Output Indicators	# Recipients	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			

Sub Business Area Service to Strengthen Families

Communities Served

Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.41
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.42
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.79
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.08
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.02

This allocation is provided as an estimate.

Additional Descriptions

SERVICE DESCRIPTION

Staffing

The services will be delivered by 1 FTE Family Development Worker and a .5 FTE Activity Worker assigned to the Intensive Parenting Program component deployed in the following manner:

- 1 FTE Family Development Worker assigned to deliver the educational curriculum and provide home and community-based, follow-up support for referred families; and
- .5 FTE Activity Worker to provide transportation services to children and parents for whom access to services constitutes a barrier as well as logistical and practical support for the delivery of the group component(s) of the program and child care and transportation support for home-based visits.

Service locations

The group services will be delivered at the Westshore Child, Youth and Family Centre located at 345 Wale Rd. Home-based services will be provided predominantly on an outreach basis in the communities where the families reside. Services may also be delivered periodically in alternate locations (e.g. parks, community centres) where service delivery in home communities will constitute a barrier for referred families.

Intake/Assessment

Social Workers from the respective teams and/or a central liaison person from MCFD could make referrals to the program via the Program Coordinator using the common referral form.

Services

Services will include a group and an individual component.

Group services

The group sessions will:

- be centre-based;
- range between 1.5 to 2 hours each, once a week per parent;
- accommodate 8-10 adult parents;
- run for up to 14 consecutive weeks, at least 3 and possibly 4 times per year;
- be scheduled at a fixed time/day each week, during the late afternoon, early evening and/or weekend;
- periodically include the children; and
- include transportation for parents and periodically for children for whom access is a barrier.

There will be an open referral group where parents can join the sessions at any time, thereby limiting and/or eliminating service delays and ensuing waitlists.

The proposed curriculum for this format has been developed in concert with one of our Family Development Workers who holds a specialization in Early Childhood Education and includes:

1) Understanding Children

- biological, environmental and community influences on children
- child development (ages and stages)
- the role of attachment in parenting

2) Attachment Parenting

- bonding and attunement
- learning to play with your child
- understanding the role of temperament in attachment

3) Discipline and Loving Parenting

- parenting styles and strategies
- guidance and discipline strategies

4) Specific Challenges of Parenting

- personal values and beliefs
- family of origin
- barriers to parenting (e.g. addictions, mental health issues, family violence)

5) Caring for Children

- safety
- emotional and physical well-being of children (e.g. nutrition)
- routines and structure

6) Self-discipline for Parents and Caregivers

- anger management
- cognitive behavioural strategies (e.g. reframing, thought stopping)

7) Loving Communication

- pro-social and appropriate help-seeking behaviours
- appropriate self-advocacy and accessing community resources

8) Celebrating Success

- goal setting for the future

This curriculum has a concentrated emphasis on attachment, which is a particularly critical component to include for parents of children ages 0-3. Incorporated in this program is the work of: Dr. Bruce Perry on developing bonding through better 'attunement' or 'fit' between parent and child; Carolyn Webster Stratten's Incredible Years training, especially components on child-directed play and the art of praise and encouragement; and parenting discipline concepts from a medley of evidence-based approaches including but not limited to Triple P, the Incredible Years and the work of Gerald Patterson and colleagues from the Oregon Social Learning Centre.

This program will be evaluated after the delivery of the first complete run. Adjustments will be made as

required by the Ministry in consultation with the Contractor. The evaluation format will be developed before the first delivery of the program is complete.

Individual Services

Individual sessions will:

- occur predominantly in family homes for individual and family support component;
- occur as appropriate in other settings like foster homes, schools, parks, community centres and office environments;
- include parents and children;
- occur at least weekly in line with the parenting group sessions;
- range between 1.5 and 2 hours per visit;
- be scheduled to best fit with the needs of the parent(s), the child and foster parents or other associated caregivers; and
- be supplemented with phone support as required.

Service Planning

The Family Development Worker will engage in an ongoing assessment and document the changing needs of the child, youth and family within and outside of the context of the services being delivered. The Family Development Worker will regularly apprise Social Workers of any pertinent developments that have implications for risk to children on both sides of the continuum. The ISP will be reviewed on a monthly basis with the parents given the relatively brief timeframe of the service and could also prompt an adjustment to goals, objectives and timeframes as necessary. These reviews will be summarized into monthly update reports and sent to Social Workers.

Also during the course of service planning, the Program Coordinator will meet at least monthly with the Team Leaders of the referring MCFD offices or a liaison Social Worker designated for the program to:

- update referral/utilization trends as necessary;
- listen to feedback about staff performance and service quality;
- problem-solve any service delivery barriers; and
- share information about any emerging developments that may impact service delivery.

In addition, quarterly reports will be provided summarizing quantitative outputs as required by MCFD and stipulated in the service contract. Annual reports of performance for the Intensive Parenting component will be distributed to MCFD.

Transition Planning

A transition summary report will be produced by the Family Development Worker for each referred parent(s), a copy of which will be given to the parent(s), MCFD Social Workers and any other key individuals that will be authorized by the parent and/or MCFD to receive that information. This transition report will include:

- goals for service;
- progress made;
- issues outstanding;
- referrals made to community services;
- plans/individuals in place for service continuity;
- pre/post test scores from the Parenting Stress Index;
- an interpretation of the scores with associated implications for the parent and child; and
- any other administered assessments and their results utilized during the intervention.

A client evaluation of the services will be sent out to parents. A brief collateral survey will also be sent out to their Social Workers. These evaluations will be collated and summarized in the program's annual report.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Supported Family Visits and Transportation

SERVICE: TRANSPORTATION - GENERAL		Total Amount	\$52,500.24
Definitions	Service whereby children, youth and families are able to move from one location to another.		
Project Code	18CN553		
Input	Qualified Staff Social Worker		
Output Indicators	# Recipients	Quantity	
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Children in Care		
Communities Served			
Colwood	Recipient(s)	0 to 12 years	Amount \$11,293.63
Langford	Recipient(s)	0 to 12 years	Amount \$16,174.48
Metchosin	Recipient(s)	0 to 12 years	Amount \$3,963.47
Sidney	Recipient(s)	0 to 12 years	Amount \$8,782.87
Sooke	Recipient(s)	0 to 12 years	Amount \$12,285.79

This allocation is provided as an estimate.

SERVICE: MENTORING - GENERAL		Total Amount	\$52,499.88
Definitions	Provision of guidance and support to child, youth, family or community through the sharing of first-hand knowledge and experience.		
Project Code	18CN337		
Input	Social Worker		
Output Indicators	# Recipients of One to One Services	Quantity	
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		
Special Tracking	Children in Care		
Communities Served			
Colwood	Recipient(s)	Parents/Caregivers	Amount \$11,293.55
Langford	Recipient(s)	Parents/Caregivers	Amount \$16,174.37

Version: 1.0

Printed: 2011.03.10 15.10.42

KT11113003
PHOENIX HUMAN SERVICES
ASSOCIATION

13 of 23

Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$3,963.44
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$8,782.81
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$12,285.71

This allocation is provided as an estimate.

Additional Descriptions

SERVICE DESCRIPTION

Supervised Access/Transportation Staffing

The services will be delivered by a .5 FTE Family Development Worker deployed exclusively to provide high and medium risk supervised access visits in the Westshore, Sooke and Saanich Peninsula regions.

A .5 FTE Activity Worker will provide:

- transportation services for children and youth to attend supervised access visits where there is an identified barrier to access;
- round-trip transportation services for children, youth and families requiring these to reach certain appointments or attend programs that they will otherwise not be able to attend; and
- support for medium and low risk visits involving multiple children and parents in a group setting.

We anticipate that this capacity may be overextended on occasion in serving 7-10 individuals (based on historical data) at any given time, but we believe that the capacity can be significantly supplemented by the following. Where possible please consider:

- parent/child visits delivered by the Intensive Parenting Program as supervised access visits if referred parents are also scheduled to receive supervised access visits;
- grouping medium risk visits together where child and/or adult safety is not compromised in order to provide more access to more parents at a given time;
- deploying the Activity Worker to co-supervise visits in order to increase the number of medium risk visits that can be held at a given time (this will apply only if the Activity Worker was involved in the transportation of some or all of the children present and was therefore already on site and the group visit could be conducted safely);
- deploying some capacity from the Family Development Workers component on an urgent, priority basis;
- using any banked hours to deploy casual staff to deliver supervised access visits; and
- combine the .5 FTE Family Development Worker with the remaining .5 FTE in the Family Development Worker Services serving the Westshore teams to create one position and thereby maximize flexibility and continuity of service.

Again the proposed deployment within the context of the entire group of deliverables is meant to be flexible to best accommodate the needs of the referred population.

Service locations

The services will be delivered predominantly on an outreach basis in the Westshore, Sooke and Saanich Peninsula communities where the families reside. Services will also be delivered where appropriate at the Westshore Child, Youth and Family Centre located at 345 Wale Rd. as well as suitable locations in Sooke (e.g. the Sooke Child, Youth and Family Centre) and on the Saanich Peninsula (e.g. Brentwood Bay Cultural Centre). In some instances where service delivery in any one of the key service regions constitutes a barrier for referred families, alternate settings on the South Island will be explored (e.g. parks, community centres).

Intake/Assessment

Social Workers from the respective teams will make supervised access and transportation referrals to the

Program Coordinator using the common referral form that will apply for all components within this RFP.

The ISP described elsewhere (see) will be developed after the initial meeting between the parent(s) and the Family Development Worker to ensure that the parent(s) had an opportunity to indicate the goals that they wished to focus on based on a review of their strengths, needs, abilities and preferences. These will be combined with the existing risk reduction goals for the supervised visitation context.

In the case of transportation referrals, a pre-screening risk assessment will be done by the Program Coordinator in conjunction with the Social Worker to determine safety parameters for engagement and transport. An ISP will not be developed for this component. The Program Coordinator will coordinate transportation services directly with the Activity Worker and in consultation with the Family Development Worker as required.

Activities

Supervised access visits typically range from 1 to 1.5 hours per visit and often occur on a weekly basis. The duration and frequency of the visits will be determined in consultation with case Social Workers. Visits will take place on an individual and/or group basis.

The Family Development Worker services within the context of supervised access typically encompass:

- ensuring that visits occur in a safe setting and under safe circumstances;
- consistently and effectively addressing identified risk reduction issues within the supervised access setting;
- maintaining a strengths-based focus at all times;
- keeping an accurate and detailed record of the visits;
- providing modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- providing debriefing to caregivers as appropriate;
- developing a visitation schedule to manage and coordinate requests from MCFD offices in the respective services areas;
- attending ICM meetings;
- attending court and providing testimony as necessary;
- making referrals to other community services as appropriate; and
- producing reports as required.

The Activity Worker will:

- ensure that children, youth and adults are safely transported to and from their visits and/or destinations;
- effectively manage any challenging behaviours during transport;
- ensure that visits (when they are expected to be in attendance) occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from MCFD offices in the respective service areas ;
- attend court and provide testimony as necessary;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns immediately to the Program Coordinator.

Service Planning

As with the Family Development Workers component of this RFP, the Program Coordinator in this instance will meet with a designated liaison Social Worker and/or Team Leader on a regular (e.g. monthly)

basis to review service utilization/trends, remove and/or ease obstacles that congest staff capacity and availability, review any feedback about staff performance/quality and share information about emerging trends.

As a matter of course, we will also provide quarterly data to MCFD on all service outputs/outcomes.

Client Surveys

The Contractor will send out a Client and Collateral Satisfaction survey and collate any outcome measures and report the results in an Annual Report. A brief Client Satisfaction survey will be sent out to those individuals that have received transportation services, the results of which will be featured in the Annual Report.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Attachments

Name	Program Package C - Westshore-Sooke & Peninsula-Gulf Islands Intensive Services	<i>Program Package C - Westshore-Sooke & Peninsula-Gulf Islands Intensive Services.pdf</i>
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Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113003

SCHEDULE B

SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$1,323,749.88, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of February, 2011 as provided in the following payment schedule:

From	To	Amount	HST	Total
February 1, 2011	January 31, 2014	\$36,770.83	\$0.00	\$1,323,749.88
				\$1,323,749.88

2.2 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

Financial Reports

- 2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable


Transition to Unit Cost Based Payments

- 2.4 Not applicable

Version: 1.0
Printed: 2011.03.10 15:10.42

KT11113003
PHOENIX HUMAN SERVICES
ASSOCIATION

18 of 23


 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113003 SCHEDULE C
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SCHEDULE C – APPROVED SUBCONTRACTOR(S)

Subcontractors

- 1.1 The following persons or organizations, are specified as Subcontractors under section 12 of the Third Party Service Agreement, for purposes of this Subsidiary Component Agreement:

None

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113003 SCHEDULE D
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SCHEDULE D – RISK MANAGEMENT & CONFLICT RESOLUTION

Criminal Record Check

- 1.1 In accordance with the Criminal Records Review Act, you must undertake a criminal record check of each staff member or other person who has, or potentially has, unsupervised access to children, or who has access to their records.
- 1.2 In addition to any criminal record checks required under the Criminal Records Review Act, you must undertake a criminal record check on volunteers or other individuals who have, or potentially have, unsupervised access to children or their records.
- 1.3 Upon our written request you must provide us written confirmation that:
 - (a) criminal record checks have been initiated;
 - (b) you have acted on instructions from the adjudicator or us; and
 - (c) all other related procedures have been followed.

Conflict Resolution Officials

- 2.1 The designated "Officials" of the parties for the purposes of the Conflict Resolution Protocol are:


	Province	Contractor
Stage One:	Community Services Manager or Designate	Executive Director or Chairperson
Stage Two:	Regional Executive Director	Executive Director or Chairperson
Stage Three:	Deputy Minister or Designate	Executive Director or Chairperson

Permits and Licenses

- 3.1 You must obtain all the permits and licenses required to perform the Services, including, but not limited to:
- (a) any permits or licenses required by municipal or health authorities for the operation of the Services delineated in Schedule A.
 - (b) any municipal, provincial, federal permits and licenses required to provide the Services including motor vehicle licenses of the appropriate class to provide transportation to clients.

Insurance and Indemnity

- 4.1 If eligible, you will be enrolled for insurance coverage under our Master Insurance Program (MIP).
- 4.2 In the event that you are deemed ineligible for coverage under the Master Insurance Program (MIP), you must, without limiting your obligations or liabilities and at your own expense, provide and maintain throughout the Term, Comprehensive General Liability in an amount not less than \$2,000,000 inclusive per occurrence insuring against bodily injury, personal injury and property damage and including liability assumed under contract with insurers licensed in the province of British Columbia and in the forms and amounts acceptable to us.
- 4.3 You must ensure all required insurance is endorsed to provide us with 30 days advance written notice of cancellation or material change.
- 4.4 You must provide us with evidence of the required insurance, in the form of a completed Province of British Columbia Certificate of Insurance, immediately following execution and delivery of the Agreement.
- 4.5 You must maintain a minimum of \$2,000,000.00 automobile third party insurance on any vehicle used to provide Services to the public.
- 4.6 Additional Insurance: Not applicable

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113003 SCHEDULE E
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SCHEDULE E – AUTHORIZED PERSONS (FOR THE SUBSIDIARY COMPONENT AGREEMENT)

Authorized Persons

- 1.1 The Contractor designates any of the following persons, (identified by name and/or position) to act for you in relation to this Subsidiary Component Agreement:
George Klukowski, Executive Director or Designate

- 1.2 The Ministry designates any of the following persons (identify by name and/or position) to act for us in relation to this Subsidiary Component Agreement:
John Campos, Community Services Manager or Designate

Patti Simmons, Community Services Manager or Designate

 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113003 SCHEDULE H
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SCHEDULE H - ADDITIONAL TERMS

Other

1. Notwithstanding Clause 55 (b) of the Third Party Service Agreement, the termination notice period for this Subsidiary Component Agreement is 90 days.



Ministry of
Children and Family
Development

MODIFICATION AGREEMENT

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION
(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113003, beginning February 01, 2011.
B. The parties have agreed to modify the Agreement effective October 01, 2013.

AGREEMENT

The parties agree to:

1. Increase the aggregate by \$1,702.80.
2. The Contractor will provide up to 36 hours of additional support services at a rate of \$47.30 per hour.
3. The Contractor will submit an invoice for the services to the Ministry as described in Schedule B of this agreement.

Modifications have been made to the following attachments:

- Schedule B

Additional Information

1. In all other respects, the Agreement is confirmed.

Version: 1.0
Printed: 2013.11.08 08:55:22

KT11113003
PHOENIX HUMAN SERVICES
ASSOCIATION

1 of 4

DISTRIBUTION: COPY 1 - REGIONAL FINANCE OFFICE COPY 2 - CONTRACTOR COPY 3 - ORIGINATING OFFICE

The parties have duly executed this modification agreement as of the 1st day of October, 2013.

SIGNED AND DELIVERED on the <u>18th</u> day of <u>Nov</u> , <u>2013</u> on behalf of the Province by its duly authorized representative Signature: <u>[Signature]</u> Print Name: <u>Patti Simmons</u> Position: <u>Community Services Manager or Designate</u> Responsibility Centre:	SIGNED AND DELIVERED on the <u>13</u> day of <u>Nov</u> , <u>2013</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation) Signature: <u>[Signature]</u> Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u> Signature: _____ Print Name: _____ Position: _____ Signature: _____ Print Name: _____ Position: _____
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Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113003

SCHEDULE B

SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$1,317,512.02, including GST, in the aggregate, for providing the Services set out in Schedule A. during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of October, 2013 as provided in the following payment schedule:

From	To	Amount	GST	Total
October 1, 2013	January 31, 2014	\$36,415.00	\$0.00	\$145,660.00
				\$145,660.00

2.2 Variable

For Service: Intervention - General

We will pay you, to a maximum amount of \$1,702.80. in accordance with the following payment schedule:

The required content includes: Supplier's name (must match name on contract), Supplier's mailing address, Supplier's telephone/email address, Date of statement, Unique statement number, Reference to contract number, Description of service(s) provided, Date of service(s) completed, Unit cost (if applicable), Details of expense(s) for reimbursement (if applicable) and Total cost invoiced.

Invoices are to be forwarded to the Ministry of Children and Family Development, #140 - 4460 Chatterton Way, PO Box 9727 Stn Prov Govt, Victoria, BC V8W 9S2, Attention: Procurement Administrator.

2.3 Payment Address

2 FL-1824 STORE ST VICTORIA, BC V8T 4R4

Goods and Services Tax (GST)

Version: 1.0

Printed: 2013.11.08 08.55.22

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

3 of 4

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Financial Reports

2.4 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments

2.5 Not applicable

Version: 1.0


Printed: 2013.11.08 08.55.22

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

4 of 4

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 BRITISH COLUMBIA	Ministry of Children and Family Development	MODIFICATION AGREEMENT
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BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF THE PROVINCE OF BRITISH COLUMBIA,
represented by the Minister of Children and Family Development

AND

PHOENIX HUMAN SERVICES ASSOCIATION

(Legal Name)

BACKGROUND

- A. The parties entered into a Subsidiary Component Agreement KT11113003, beginning February 01, 2011.
 B. The parties have agreed to modify the Agreement effective January 01, 2012.

AGREEMENT

1. Effective January 1, 2012, the aggregate will be decreased by \$7,940.66 for the recovery of unearned revenue against the Intensive Parenting Program.
2. This decrease will be reflected in the January 2012 monthly payment only. Revised monthly payment for January is \$28,830.17.

Modifications have been made to the following attachments:

- Schedule A
- Schedule B

Additional Information

1. In all other respects, the Agreement is confirmed.

Version: 1.0
 Printed: 2011.12.16 08.50.02


KT11113003
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 ASSOCIATION

1 of 17

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The parties have duly executed this modification agreement as of the 1st day of January, 2012.

<p>SIGNED AND DELIVERED on the <u>22</u> day of <u>Dec</u>, <u>2011</u> on behalf of the Province by its duly authorized representative</p> <p>Signature: <u>[Signature]</u></p> <p>Print Name: <u>Patti Simmons</u></p> <p>Position: <u>Community Services Manager or Designate</u></p> <p>Responsibility Centre: _____</p>	<p>SIGNED AND DELIVERED on the <u>16th</u> day of <u>DEC</u>, <u>2011</u> by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation)</p> <p>Signature: _____</p> <p>Print Name: <u>George Klukowski</u> Position: <u>Executive Director or Designate</u></p> <p>Signature: <u>[Signature]</u></p> <p>Print Name: <u>John Chambers</u> Position: <u>DIRECTOR OF FINANCE</u></p> <p>Signature: _____</p> <p>Print Name: _____ Position: _____</p>
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 BRITISH COLUMBIA	Ministry of Children and Family Development	SUBSIDIARY COMPONENT AGREEMENT: KT11113003 <i>Agreement name:</i> WSPGI Intensive Services SCHEDULE A
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SCHEDULE A – SERVICES

SUMMARY

Term 01/02/2011 to 31/01/2014 *Total Amount of Component Agreement* **\$1,315,809.22**

Allocation by Programs and Services

Programs	
<i>Family Preservation and Reunification</i>	
Intervention - General	\$188,437.68
Linking and Brokerage - General	\$188,437.32
Outreach - General	\$188,437.68
Training and Education - General	\$188,437.32
Sub-Total	\$753,750.00
Grouped Services	
<i>Intensive Parenting Program</i>	
Information and Referral - General	\$77,499.72
Intervention - General	\$77,500.08
Mentoring - General	\$69,559.42
Monitoring and Supervision - General	\$77,499.72
Outreach - General	\$77,500.08
Training and Education - General	\$77,500.08
Sub-Total	\$457,059.10
<i>Supported Family Visits and Transportation</i>	
Mentoring - General	\$52,499.88
Transportation - General	\$52,500.24
Non-Program Services	
Sub-Total	\$105,000.12
Total	\$1,315,809.22

Allocation by Community

Communities Served	
Sidney	\$94,033.18
Metchosin	\$137,483.08
Sooke	\$131,519.94
Colwood	\$391,721.85
Langford	\$561,051.17
Total	\$1,315,809.22

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3 of 17

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Allocation by Business Area

Core Business Area	Business Area - Sub Business Area	
Child and Family Development		
	Family Development/Family Preservation and Reunification	\$858,750.12
	Family Development/Service to Strengthen Families	\$457,059.10
	Sub-Total	\$1,315,809.22
	Total	\$1,315,809.22

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4 of 17

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PROGRAMS

Family Preservation and Reunification

TARGET POPULATION: Families involved with the ministry through its protection mandate. The focus is on families with children twelve years of age and under, but includes families with both children and youth.

OUTCOME: Children, youth and their families are able to remain together or, if apart, are able to reunite, free from abuse and neglect.

SERVICE: INTERVENTION - GENERAL			Total Amount	\$188,437.68
Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.			
Project Code	18CN289			
Input	Social Worker			
Output Indicators	# Recipients	Quantity	300	
	# Direct One to One Hours		2270	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification.			
Communities Served				
Colwood	Recipient(s)	Family	Amount	\$67,707.23
Langford	Recipient(s)	Family	Amount	\$96,968.77
Metchosin	Recipient(s)	Family	Amount	\$23,761.68

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount		\$188,437.68
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.			
Project Code	18CN409			
Input	Social Worker			
Output Indicators	# Direct Hours	Quantity	2270	
	# Recipients		300	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			
Communities Served				
Colwood	Recipient(s)	Family	Amount	\$67,707.24
Langford	Recipient(s)	Family	Amount	\$96,968.77
Metchosin	Recipient(s)	Family	Amount	\$23,761.67

This allocation is provided as an estimate.

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount		\$188,437.32
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.			
Project Code	18CN529			
Input	Social Worker			
Output Indicators	# Direct Group Hours	Quantity	2270	
	# Recipients		300	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			

Version: 1.0

KT11113003

5 of 17

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PHOENIX HUMAN SERVICES
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Sub Business Area	Family Preservation and Reunification			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$67,707.11
Langford	Recipient(s)	Parents/Caregivers	Amount	\$96,968.58
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$23,761.63

This allocation is provided as an estimate.

SERVICE: LINKING AND BROKERAGE - GENERAL			Total Amount		\$188,437.32
Definitions	Activities to connect a family, child or youth to a formal support/resource, or to facilitate the formal support's direct connection to a child, youth or family.				
Project Code	18CN313				
Input	Social Worker				
Output Indicators	# Hours	Quantity	2270		
	# Recipients of One to One Services		300		
Reporting Frequency	Quarterly				
Core Business Area	Child and Family Development				
Business Area	Family Development				
Sub Business Area	Family Preservation and Reunification				
Communities Served					
Colwood	Recipient(s)	Family	Amount	\$67,707.11	
Langford	Recipient(s)	Family	Amount	\$96,968.58	
Metchosin	Recipient(s)	Family	Amount	\$23,761.63	

This allocation is provided as an estimate.

Additional Descriptions

SERVICE DESCRIPTION

Staffing

The services will be delivered by 2.5 Family Development Workers.

Number of Recipients

The number of recipients identified under Output Indicators reflects the minimum of 25 families referred to the Request for Proposal, and on the assumption that each family would require services for an average of three months. This indicator is subject to review as changing practices are introduced in the Ministry's district offices.

Service locations

The services will be delivered predominantly on an outreach basis in the communities where the child, youth and/or family reside. Services will also be delivered where appropriate at the Westshore Child, Youth and Family Centre located at 345 Wale Rd. In some instances where service delivery on the Westshore constitutes a barrier for referred families, alternate settings on the South Island will be explored (e.g. parks, community centres).

Intake/Assessment

Social Workers from the respective teams will make referrals to the program via the Program Coordinator using a single referral form that will be used for all component services of this RFP.

Services

While support and counselling visits typically range from 30 minutes to 2 hours and generally take place

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ASSOCIATION

6 of 17

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on a weekly basis, it is expected that a service ceiling for each family in terms of hours/week will be established in consultation with Social Workers.

In light of the need to serve 25-35 families at any given time with the proposed deployment of Family Development Workers, the Contractor will work closely with Social Workers to:

- Inform clients regarding expectations for full participation in service interventions at the onset of services;
- set timeframes for service in consideration of the need to facilitate fluid transition from family to family, youth to youth;
- sort out caseload management issues expeditiously in order to maintain service fluidity; and
- streamline existing CARF-related paperwork requirements to maximize direct service hours without sacrificing the integrity of contractual reporting obligations.

Services will be provided predominantly on an individual basis and, where appropriate, in a group format.

Service Planning

Quarterly reports will be provided summarizing quantitative outputs as required by MCFD and stipulated in the service contract. For the purposes of this program, the Output Indicator of "Recipient" refers to each family receiving services.

Transition Planning

A transition summary report will be produced by the Family Development Worker for each referred parent(s), a copy of which will be given to the parent(s), MCFD Social Workers and any other key individuals that will be authorized by the parent and/or MCFD to receive that information. This transition report will include:

- goals for service;
- progress made;
- issues outstanding;
- referrals made to community services; and
- plans/individuals in place for service continuity.

Once the file is closed, the Family Development Workers will assess progress on the outcome indicators identified during the initial assessment and report these to the Program Coordinator.

Finally, a client evaluation of the services will be sent out to parents, youth and where appropriate, children. A brief collateral survey will also be sent out to their Social Workers. These evaluations will be collated along with the outcome indicators and summarized in the program's annual report which will be shared with MCFD.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

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7 of 17

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Intensive Parenting Program

SERVICE: MENTORING - GENERAL		Total Amount		\$69,559.42
Definitions	Provision of guidance and support to child, youth, family or community through the sharing of first-hand knowledge and experience.			
Project Code	18CN337			
Input	Social Worker			
Output Indicators	# Recipients of One to One Services	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$14,948.69
Langford	Recipient(s)	Parents/Caregivers	Amount	\$21,445.19
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,255.52
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$11,641.94
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$16,268.08

This allocation is provided as an estimate.

SERVICE: INTERVENTION - GENERAL		Total Amount		\$77,500.08
Definitions	Activities provided to maintain or prompt a planned change in the behaviour, condition or functioning of children, youth, and/or families/caregivers.			
Project Code	18CN289			
Input	Social Worker Qualified Staff			
Output Indicators	# Recipients	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.53
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.13
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.11

This allocation is provided as an estimate.

SERVICE: TRAINING AND EDUCATION - GENERAL		Total Amount		\$77,500.08
Definitions	Range of strategies for imparting knowledge, improving skills and building awareness of resources.			
Project Code	18CN529			
Input	Social Worker Qualified Staff			
Output Indicators	# Recipients	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				

Version: 1.0

Printed: 2011.12.16 08.50.02

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

8 of 17

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Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.53
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.14
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.10

This allocation is provided as an estimate.

SERVICE: OUTREACH - GENERAL		Total Amount		\$77,500.08
Definitions	Direct contact initiated with children, youth, families or communities for the purpose of engaging them in one or more services.			
Project Code	18CN409			
Input	Social Worker Qualified Staff			
Output Indicators	# Recipients	Quantity	81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.49
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.53
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.82
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.13
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.11

This allocation is provided as an estimate.

SERVICE: INFORMATION AND REFERRAL - GENERAL			Total Amount	\$77,499.72
Definitions	Provision of information about and referrals to other services and programs that may be useful to the child, youth and/or family.			
Project Code	18CN265			
Input	Social Worker Qualified Staff			
Output Indicators	# Inquiries	Quantity		
	# Recipients of One to One Services		81	
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Service to Strengthen Families			
Communities Served				
Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.41
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.42
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.79
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.08
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.02

This allocation is provided as an estimate.

SERVICE: MONITORING AND SUPERVISION - GENERAL		Total Amount	\$77,499.72
Definitions	Observation of, and supplementary case management and/or enforcement for, a child or youth or family.		
Project Code	18CN361		
Input	Social Worker		
Output Indicators	# Recipients	Quantity	81
Reporting Frequency	Quarterly		

Version: 1.0

KT11113003

9 of 17

Printed: 2011.12.16 08.50.02

PHOENIX HUMAN SERVICES
ASSOCIATION

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Core Business Area Child and Family Development
Business Area Family Development
Sub Business Area Service to Strengthen Families

Communities Served

Colwood	Recipient(s)	Parents/Caregivers	Amount	\$16,671.41
Langford	Recipient(s)	Parents/Caregivers	Amount	\$23,876.42
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$5,850.79
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$12,965.08
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$18,136.02

This allocation is provided as an estimate.

Additional Descriptions

SERVICE DESCRIPTION

Staffing

The services will be delivered by 1 FTE Family Development Worker and a .5 FTE Activity Worker assigned to the Intensive Parenting Program component deployed in the following manner:

- 1 FTE Family Development Worker assigned to deliver the educational curriculum and provide home and community-based, follow-up support for referred families; and
- .5 FTE Activity Worker to provide transportation services to children and parents for whom access to services constitutes a barrier as well as logistical and practical support for the delivery of the group component(s) of the program and child care and transportation support for home-based visits.

Service locations

The group services will be delivered at the Westshore Child, Youth and Family Centre located at 345 Wale Rd. Home-based services will be provided predominantly on an outreach basis in the communities where the families reside. Services may also be delivered periodically in alternate locations (e.g. parks, community centres) where service delivery in home communities will constitute a barrier for referred families.

Intake/Assessment

Social Workers from the respective teams and/or a central liaison person from MCFD could make referrals to the program via the Program Coordinator using the common referral form.

Services

Services will include a group and an individual component.

Group services

The group sessions will:

- be centre-based;
- range between 1.5 to 2 hours each, once a week per parent;
- accommodate 8-10 adult parents;
- run for up to 14 consecutive weeks, at least 3 and possibly 4 times per year;
- be scheduled at a fixed time/day each week, during the late afternoon, early evening and/or weekend;
- periodically include the children; and
- include transportation for parents and periodically for children for whom access is a barrier.

There will be an open referral group where parents can join the sessions at any time, thereby limiting

Version: 1.0

Printed: 2011.12.16 08.50.02

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

10 of 17

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and/or eliminating service delays and ensuing waitlists.

The proposed curriculum for this format has been developed in concert with one of our Family Development Workers who holds a specialization in Early Childhood Education and includes:

1) Understanding Children

- biological, environmental and community influences on children
- child development (ages and stages)
- the role of attachment in parenting

2) Attachment Parenting

- bonding and attunement
- learning to play with your child
- understanding the role of temperament in attachment

3) Discipline and Loving Parenting

- parenting styles and strategies
- guidance and discipline strategies

4) Specific Challenges of Parenting

- personal values and beliefs
- family of origin
- barriers to parenting (e.g. addictions, mental health issues, family violence)

5) Caring for Children

- safety
- emotional and physical well-being of children (e.g. nutrition)
- routines and structure

6) Self-discipline for Parents and Caregivers

- anger management
- cognitive behavioural strategies (e.g. reframing, thought stopping)

7) Loving Communication

- pro-social and appropriate help-seeking behaviours
- appropriate self-advocacy and accessing community resources

8) Celebrating Success

- goal setting for the future

This curriculum has a concentrated emphasis on attachment, which is a particularly critical component to include for parents of children ages 0-3. Incorporated in this program is the work of: Dr. Bruce Perry on developing bonding through better 'attunement' or 'fit' between parent and child; Carolyn Webster Stratten's Incredible Years training, especially components on child-directed play and the art of praise and encouragement; and parenting discipline concepts from a medley of evidence-based approaches including but not limited to Triple P, the Incredible Years and the work of Gerald Patterson and colleagues from the

Oregon Social Learning Centre.

This program will be evaluated after the delivery of the first complete run. Adjustments will be made as required by the Ministry in consultation with the Contractor. The evaluation format will be developed before the first delivery of the program is complete.

Individual Services

Individual sessions will:

- occur predominantly in family homes for individual and family support component;
- occur as appropriate in other settings like foster homes, schools, parks, community centres and office environments;
- include parents and children;
- occur at least weekly in line with the parenting group sessions;
- range between 1.5 and 2 hours per visit;
- be scheduled to best fit with the needs of the parent(s), the child and foster parents or other associated caregivers; and
- be supplemented with phone support as required.

Service Planning

The Family Development Worker will engage in an ongoing assessment and document the changing needs of the child, youth and family within and outside of the context of the services being delivered. The Family Development Worker will regularly apprise Social Workers of any pertinent developments that have implications for risk to children on both sides of the continuum. The ISP will be reviewed on a monthly basis with the parents given the relatively brief timeframe of the service and could also prompt an adjustment to goals, objectives and timeframes as necessary. These reviews will be summarized into monthly update reports and sent to Social Workers.

Also during the course of service planning, the Program Coordinator will meet at least monthly with the Team Leaders of the referring MCFD offices or a liaison Social Worker designated for the program to:

- update referral/utilization trends as necessary;
- listen to feedback about staff performance and service quality;
- problem-solve any service delivery barriers; and
- share information about any emerging developments that may impact service delivery.

In addition, quarterly reports will be provided summarizing quantitative outputs as required by MCFD and stipulated in the service contract. Annual reports of performance for the intensive Parenting component will be distributed to MCFD.

Transition Planning

A transition summary report will be produced by the Family Development Worker for each referred parent(s), a copy of which will be given to the parent(s), MCFD Social Workers and any other key individuals that will be authorized by the parent and/or MCFD to receive that information. This transition report will include:

- goals for service;
- progress made;
- issues outstanding;
- referrals made to community services;
- plans/individuals in place for service continuity;

Version: 1.0

Printed: 2011.12.16 08.50.02

KT11113003

12 of 17

PHOENIX HUMAN SERVICES
ASSOCIATION

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- pre/post test scores from the Parenting Stress Index;
- an interpretation of the scores with associated implications for the parent and child; and
- any other administered assessments and their results utilized during the intervention.

A client evaluation of the services will be sent out to parents. A brief collateral survey will also be sent out to their Social Workers. These evaluations will be collated and summarized in the program's annual report.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships

Supported Family Visits and Transportation

SERVICE: TRANSPORTATION - GENERAL			Total Amount	\$52,500.24
Definitions	Service whereby children, youth and families are able to move from one location to another.			
Project Code	18CN553			
Input	Qualified Staff Social Worker			
Output Indicators	# Recipients	Quantity		
Reporting Frequency	Quarterly			
Core Business Area	Child and Family Development			
Business Area	Family Development			
Sub Business Area	Family Preservation and Reunification			
Special Tracking	Children in Care			
Communities Served				
Colwood	Recipient(s)	0 to 12 years	Amount	\$11,293.63
Langford	Recipient(s)	0 to 12 years	Amount	\$16,174.48
Metchosin	Recipient(s)	0 to 12 years	Amount	\$3,963.47
Sidney	Recipient(s)	0 to 12 years	Amount	\$8,782.87
Sooke	Recipient(s)	0 to 12 years	Amount	\$12,285.79

This allocation is provided as an estimate.

SERVICE: MENTORING - GENERAL		Total Amount	\$52,499.88
Definitions	Provision of guidance and support to child, youth, family or community through the sharing of first-hand knowledge and experience.		
Project Code	18CN337		
Input	Social Worker		
Output Indicators	# Recipients of One to One Services	Quantity	
Reporting Frequency	Quarterly		
Core Business Area	Child and Family Development		
Business Area	Family Development		
Sub Business Area	Family Preservation and Reunification		

Version: 1.0

KT11113003

13 of 17

Printed: 2011.12.16 08.50.02

PHOENIX HUMAN SERVICES
ASSOCIATION

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**Special Tracking Children in Care
Communities Served**

Colwood	Recipient(s)	Parents/Caregivers	Amount	\$11,293.55
Langford	Recipient(s)	Parents/Caregivers	Amount	\$16,174.37
Metchosin	Recipient(s)	Parents/Caregivers	Amount	\$3,963.44
Sidney	Recipient(s)	Parents/Caregivers	Amount	\$8,782.81
Sooke	Recipient(s)	Parents/Caregivers	Amount	\$12,285.71

This allocation is provided as an estimate.

Additional Descriptions

SERVICE DESCRIPTION

Supervised Access/Transportation Staffing

The services will be delivered by a .5 FTE Family Development Worker deployed exclusively to provide high and medium risk supervised access visits in the Westshore, Sooke and Saanich Peninsula regions.

A .5 FTE Activity Worker will provide:

- transportation services for children and youth to attend supervised access visits where there is an identified barrier to access;
- round-trip transportation services for children, youth and families requiring these to reach certain appointments or attend programs that they will otherwise not be able to attend; and
- support for medium and low risk visits involving multiple children and parents in a group setting.

We anticipate that this capacity may be overextended on occasion in serving 7-10 individuals (based on historical data) at any given time, but we believe that the capacity can be significantly supplemented by the following. Where possible please consider:

- parent/child visits delivered by the Intensive Parenting Program as supervised access visits if referred parents are also scheduled to receive supervised access visits;
- grouping medium risk visits together where child and/or adult safety is not compromised in order to provide more access to more parents at a given time;
- deploying the Activity Worker to co-supervise visits in order to increase the number of medium risk visits that can be held at a given time (this will apply only if the Activity Worker was involved in the transportation of some or all of the children present and was therefore already on site and the group visit could be conducted safely);
- deploying some capacity from the Family Development Workers component on an urgent, priority basis;
- using any banked hours to deploy casual staff to deliver supervised access visits; and
- combine the .5 FTE Family Development Worker with the remaining .5 FTE in the Family Development Worker Services serving the Westshore teams to create one position and thereby maximize flexibility and continuity of service.

Again the proposed deployment within the context of the entire group of deliverables is meant to be flexible to best accommodate the needs of the referred population.

Service locations

The services will be delivered predominantly on an outreach basis in the Westshore, Sooke and Saanich Peninsula communities where the families reside. Services will also be delivered where appropriate at the Westshore Child, Youth and Family Centre located at 345 Wale Rd. as well as suitable locations in Sooke (e.g. the Sooke Child, Youth and Family Centre) and on the Saanich Peninsula (e.g. Brentwood Bay Cultural Centre). In some instances where service delivery in any one of the key service regions constitutes a barrier for referred families, alternate settings on the South Island will be explored (e.g. parks,

Version: 1.0

Printed: 2011.12.16 08.50.02

KT11113003

PHOENIX HUMAN SERVICES
ASSOCIATION

14 of 17

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community centres).

Intake/Assessment

Social Workers from the respective teams will make supervised access and transportation referrals to the Program Coordinator using the common referral form that will apply for all components within this RFP.

The ISP described elsewhere (see) will be developed after the initial meeting between the parent(s) and the Family Development Worker to ensure that the parent(s) had an opportunity to indicate the goals that they wished to focus on based on a review of their strengths, needs, abilities and preferences. These will be combined with the existing risk reduction goals for the supervised visitation context.

In the case of transportation referrals, a pre-screening risk assessment will be done by the Program Coordinator in conjunction with the Social Worker to determine safety parameters for engagement and transport. An ISP will not be developed for this component. The Program Coordinator will coordinate transportation services directly with the Activity Worker and in consultation with the Family Development Worker as required.

Activities

Supervised access visits typically range from 1 to 1.5 hours per visit and often occur on a weekly basis. The duration and frequency of the visits will be determined in consultation with case Social Workers. Visits will take place on an individual and/or group basis.

The Family Development Worker services within the context of supervised access typically encompass:

- ensuring that visits occur in a safe setting and under safe circumstances;
- consistently and effectively addressing identified risk reduction issues within the supervised access setting;
- maintaining a strengths-based focus at all times;
- keeping an accurate and detailed record of the visits;
- providing modelling, education and debriefing to the parent in a timely manner so as to maximize learning opportunities;
- providing debriefing to caregivers as appropriate;
- developing a visitation schedule to manage and coordinate requests from MCFD offices in the respective services areas;
- attending ICM meetings;
- attending court and providing testimony as necessary;
- making referrals to other community services as appropriate; and
- producing reports as required.

The Activity Worker will:

- ensure that children, youth and adults are safely transported to and from their visits and/or destinations;
- effectively manage any challenging behaviours during transport;
- ensure that visits (when they are expected to be in attendance) occur in a safe setting and under safe circumstances;
- maintain a strengths-based focus at all times;
- assist in developing a visitation schedule to manage and coordinate requests from MCFD offices in the respective service areas ;
- attend court and provide testimony as necessary;
- provide logistical support to deal with delays, cancellations and other unforeseen circumstances; and
- ensure that the vehicle is safe and in proper working order and if not to report any concerns

immediately to the Program Coordinator.

Service Planning

As with the Family Development Workers component of this RFP, the Program Coordinator in this instance will meet with a designated liaison Social Worker and/or Team Leader on a regular (e.g. monthly) basis to review service utilization/trends, remove and/or ease obstacles that congest staff capacity and availability, review any feedback about staff performance/quality and share information about emerging trends.

As a matter of course, we will also provide quarterly data to MCFD on all service outputs/outcomes.

Client Surveys

The Contractor will send out a Client and Collateral Satisfaction survey and collate any outcome measures and report the results in an Annual Report. A brief Client Satisfaction survey will be sent out to those individuals that have received transportation services, the results of which will be featured in the Annual Report.

BUSINESS AREA OUTCOMES

- Families have an enhanced capacity to care for their children
- Extended Families and communities are actively engaged and caring for children
- Children and youth are healthy and have a sense of well-being
- Children and youth are free from abuse, neglect and exploitation
- Children and youth experience stability and permanence in their family and alternative family environment
- Children in care are engaged and successful at school and experience positive outcomes
- Children in care transition successfully to adulthood through appropriate supports and supportive relationships



Ministry of
Children and Family
Development

SUBSIDIARY COMPONENT AGREEMENT:
KT11113003

SCHEDULE B

SCHEDULE B – PAYMENT & FINANCIAL REPORTING

Aggregate Maximum

- 1.1 Subject to the provisions of the Third Party Service Agreement and this Subsidiary Component Agreement, we will pay you an amount not exceeding \$1,315,809.22, including HST, in the aggregate, for providing the Services set out in Schedule A, during the term of this Subsidiary Component Agreement.

Payments

2.1 Monthly Recurring

We will pay you on or about the 15th day of the month commencing on the 1st day of January, 2012 as provided in the following payment schedule:

From	To	Amount	HST	Total
February 1, 2011	December 31, 2011	\$36,770.83	\$0.00	\$404,479.13
January 1, 2012	January 31, 2012	\$28,830.17	\$0.00	\$28,830.17
February 1, 2012	January 31, 2014	\$36,770.83	\$0.00	\$882,499.92
				\$1,315,809.22

2.2 Payment Address

2ND FLR - 1824 STORE ST VICTORIA, BC V8T 4R4

Harmonized Sales Tax (HST)

Financial Reports

- 2.3 In addition to the financial statements referred to in the Audit and Service Evaluation section of KT11113000 any financial reports should, at a minimum, relate costs to service outputs. The following additional financial reports are required:

Not applicable

Transition to Unit Cost Based Payments

- 2.4 Not applicable

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17 of 17

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