

Foundry WestShore – Sooke

Briefing Document

Overview

This document attempts to address the issues and questions cited at the April 6th Board retreat as well as any other points added after the retreat. It builds on the research done over the past few months to help create as clear a picture as possible. It is based on information shared by other ED's and agency reps currently running Foundries, conversation and responses from Toni Carleton at FoundryBC, managers of Thrive and a legal review of the contract.

1. Alignment with current strategic plan priorities.

Area of Concern	Response / considerations
Alignment with current strategic plan priorities.	<p>Foundry checks the boxes in all four of our Strategic goals:</p> <ol style="list-style-type: none"> 1. Diversify revenues by adding new Ministry funding (and potentially fundraised dollars) 2. Provide responsive programming within the social determinants of health by responding to the needs of youth in this region with an integrative services model 3. Foster a progressive employment experience by adding employment growth opportunities 4. Enhance reach and access to services by expanding our services in the Westshore, Sooke and Port Renfrew areas. <p>This opportunity aligns with our 3 core values of Courage, Integrity and Collaboration by increasing our working relationships with new and existing partners, exploring new ways to work with youth, and showcasing our leadership within the sector. We increase the community's awareness of Thrive and the trust we have with funders.</p>
Key Background facts	<ul style="list-style-type: none"> • The strategic plan was created in 2020-2021 and refreshed each year afterwards. • Considering we are a 'forming' Board, we have not done an update on the strategic plan for progress markers. We are currently building the 'scaffolding' for such a process through the creation of the finance, property and governance committees, and the continued development of the Board.
Risk Analysis and mitigation	<ul style="list-style-type: none"> • Mission creep is always something to consider. This model calls for Thrive to offer services not currently provided by us. • Mitigation: See #2 for more on this. • Reduced attention (&resources) to strategic goals around current programs. • Mitigation: The agency will continue to support the existing managers and plans to expand services. We need to continue to evolve our strategic plan with voices from all programs. Also, a Director of Programs (currently posted) will be responsible for this priority.
Implications and required actions	<ul style="list-style-type: none"> ✓ Hire an Implementation Lead for the 2-3 year start-up phase ✓ During the first 2 years, determine the org chart requirements ✓ Create a leadership committee with community leaders to ensure decision-makers are at the table and change/modifications can happen efficiently. ✓ Create a planning services committee to bring agencies and partners together, ensuring the collaborative model is implemented.

	<ul style="list-style-type: none"> ✓ Create a Youth and Family Engagement Committee to ensure that the initiative is taking direction from local youth and families. Services are determined based on youth advisory work. ✓ Draft an org chart once the planning phase is done. <ul style="list-style-type: none"> • Continue to support a strong network and relationships with core partners. • Participative leadership as required to ensure these relationships are strong through the planning, implementation and sustained services phases. • Consider the organizational capacity at a leadership level and begin to add supports as needed (finance, reporting, HR, communications....)
--	---

Scott's opinion:

- I believe we are in-line with our strategic direction.
- The support of the Primary Care Network and partners of TVI, FoundryBC and other Foundries, provides a stable foundation for Thrive to take on the responsibility of service areas outside our current offerings.
- This leadership position we take on opens up our agency for future program growth with new partners such as SD62, Island health, Public Health, MCFD, the Ministry for Mental Health and Addictions, the Ministry of Social Development and Poverty Reduction, and local supports and partnerships.
- What was once a “quiet position” of good work for Thrive, Foundry now allows Thrive to move to a high visibility leadership position for the Western Communities and the GVR. A top-of-mind brand.

2. Clarity of how the Foundry program supports/aligns with THRIVE's service mandate.

Area of Concern	Response / considerations
How the Foundry program supports/aligns with THRIVE's service mandate.	<p>Thrive's expertise and reputation in working with youth and families is established and highly regarded by partners in the Westshore. Although our current work in the area of children, youth and families is different, there are strong parallels and community connections are well established. There is a strong fit overall in this regard.</p> <p>In this model, THRIVE is the lead agency. The application submitted was very much a collaborative effort by 8 agencies. Two which intended to be the lead agency but did not feel the time was right for them to put forth their name for this role. It has always been the expectation that services would be provided by the supporting agencies in their areas of expertise. A formal needs analysis in year one will give clarity to what that looks like in terms of service delivery and staffing models.</p>
Key Background facts	<ul style="list-style-type: none"> • Pacific Centre for Families is one of the most visible Westshore/Sooke agencies, and was one of the agencies to recommend and endorse Thrive as the lead agency. Scott has a good working relationship with the ED of PCFF. Thrive is also supported by the SD62, Island Health and other non-profits. • There is a strong working relationship and a shared mandate among the leaders to make this work as evidenced by the excellent array of support letters and committed in-kind services by agencies in the application process.

<p>Risk Analysis and mitigation</p>	<ul style="list-style-type: none"> • Thrive does not have expertise is the areas of primary care, sexual health, peer support and clinical counselling for mental health. <p>Mitigation: We would be relying on our partner agencies such as Island Health, Discovery and Pacific Centre for Families for these services. We have good working relationships with these agencies through the Village Initiative and the trust-building that has been happening over the past few years. Service delivery can be a mix of contracted dollars and / or in-kind service provision. The Primary Care Network (PCN) and several local doctors have indicated their support and involvement if a Foundry happens. We also have the option of hiring / adding the expertise to our team if a community agency is not able to provide it.</p> <ul style="list-style-type: none"> • Staffing shortages are an issue in most sectors. We run the risk of having service delivery issues due to vacant positions in primary care as well as social services components. <p>Mitigation: The partnership with Island Health and the positive responses we have had from Westshore doctors gives confidence that the primary care component will not be as problematic as we once thought. Dr. Putland, for example, is very excited to see a Foundry and would dedicate time to it, as well as bring his Residency Program.</p> <p>We have the option of outsourcing services (and contract dollars) to other agencies with the required skill sets. Our strong compensation package and work environment is what we can control for so attention needs to be here as a priority.</p> <p>Mitigation: Peer support and clinical counselling can be supported through the network of partners who have expertise in this area. Wait lists are common and we expect this to be the case if a Foundry was to open, but hiring strategies need to be in place to make every effort to fill those positions in the network of service delivery agencies. This includes attractive pay, strong benefits, a positive work experience and other such employment strategies. An integrated model will reduce wait list overlap (reduce actual head count) but the Foundry will attract more youth from the region (increase head count).</p> <p>Mitigation: FoundryBC is very flexible to the challenges faced in local communities. The working relationship is described by FoundryBC as a collaborative/flexible one. The model provides flexibility for localized solutions based on assets in the community.</p> <p>Toni Carlton of FoundryBC states: Working with youth is an attractive professional development offering. They are not seeing staff shortages as much as staff turnover at reasonable amounts of time spent (i.e. Interns). They are seeing the local tables/committees solving capacity issues as they present themselves. It is an ever-changing landscape in most communities. Local service planning tables function to make decisions, set reasonable expectations, do what they can for wait lists. Adapting services is at the discretion of the local team. Foundry remains connected in a supportive role.</p>
<p>Implications and required actions</p>	<ul style="list-style-type: none"> ✓ Finalize the staffing model after a community needs review and a gap review. ✓ Dedicate resources to HR supports for maximal employee experience (recruitment, on-boarding, etc...) ✓ Strong management and leadership model needs to be in place to support a strong culture ✓ Develop excellent communications to establish a strong brand ✓ Develop a mentorship mindset where staff turnover is reasonable but anticipated (stepping stone style employment where you offer 3-5 years of service expectation)

Scott's opinion:

- I suspect that we will have strong interest in these positions as youth-focused work is attractive in this industry. We most likely will fall in line with other Foundries in seeing staff leave after a period of time towards other career development growth opportunities.
- That said, staffing challenges will be present so we need to be creative, supportive and developmental in our culture. Attract good staff, provide a great work experience and possibly lose them to other opportunities.
- This can be successful in developing staffing linkages to other agencies throughout the region, leading to increased trust and collaboration among partners.
- Relying on partners who have expertise in core areas will be key. A shared approach should reduce staffing issues.
- From the positive responses from several local physicians, I don't believe the primary care component will be an issue. We look to have the Residency program potentially attached to this.

3. A breakdown of **Board specific responsibilities related to governance and oversight of the Foundry service element. (What is required? Other agencies experience?). What might a 'Thrive with Foundry' board look like and what would be its responsibilities? More detail on how effective governance would be achieved in relation to the THRIVE Board**

Area of Concern	Response / considerations
Impact and responsibilities of the Board.	<p>In consultation with Foundry BC and their learnings/guidance, and the various Foundries we have spoken to, the recommendation is to work through the two leadership committees that form for Foundry start-up related to governance:</p> <ol style="list-style-type: none"> 1. Steering Committee (Funder Table) 2. Advisory Committee <p>Leadership committees are established for the Foundry start-up process based on the best practice recommendation learned from previous Foundry start-ups. Board representation is invited to the leadership committees. Scott will act as Thrive's lead, and other participating agency leadership will be involved. Once a Director for Implementation is hired, this person will also participate. We will also be hiring out for financial oversight services (CFO type reporting) so that individual could be connected to this working group as well. This committee will guide all elements of the start-up from location planning, to service delivery to youth and family engagement. There will also be several other committees formed as part of Foundry's best practices guide and requirements.</p>
Key Background facts	<ul style="list-style-type: none"> ● Foundry BC has experience with 25 different local boards through the implementation of those Foundries in the province. The feedback and guidance indicate that there isn't a significant change to Board responsibilities. Some Boards elect to have a Board rep on the leadership table, but most receive progress reports from the committee. ● CEO of Kelowna's Foundry states "Quick answer is no change from a Board perspective. Foundry is a program of CMHA and the Board governs the entire organization. In terms of oversight project governance, that is where a Leadership Advisory Council comes in. " ● The contract and Start-up Guide outlines the lead agency responsibilities and works closely with the local Foundry to ensure we are on track.

Risk Analysis and mitigation	<p>THRIVE is entering into a collaborative service model with the Primary Care Network, Island Health, and other services providers. A network-governance model is required and different than our current structure.</p> <p>Mitigation: The Board could form an internal working committee, or it may choose to have one Board member involved in the Advisory committee (recommended by Foundry BC).</p> <p>Mitigation: Financial reporting and regular service reporting is shared with Board on a regular basis.</p> <p>Mitigation: Clinical lead for primary care component to provide monthly updates as part of regular Board meetings (once services are launched or close-to launch).</p> <p>Mitigation: Rely on the expertise of the 25 Foundries who have blazed this path for us.</p> <p>Mitigation: Hiring a strong Implementation Director to get us to launch.</p>
Implications and required actions	<ul style="list-style-type: none"> ✓ Keen understanding of expectations in the MOA before signing ✓ Create a regular reporting mechanism to the Board through the Implementation Director that will be hired and the ED. ✓ Active participation in the Foundry network to garner the expertise and experience of other Foundries who have gone before.

Scott's opinion:

- Feedback from other Foundries indicates the impact on Board governance structure is minimal. Proper reporting, a solid Director to oversee and strong relationships among partners is adequate.
- With the required structure in place, the Board's role should not be altered significantly. During the start-up phase, there will be much attention to the process but with adequate leadership staffing, a smooth process should be achievable (even with the odd bump along the way).
- We benefit from the collective learning of 25 agencies who are sharing their experiences.
- FoundryBC provides reasonable support through their staff team. I have felt very supported once we were selected.

Start-Up Guide example of guidance provided.

TABLE 2: FOUNDRY LOCAL LEADERSHIP TABLE GUIDELINES

These are FCO guidelines for the LLTs to be created in each community:

Name	Function	Representation	Timeline	Chair
Funders Table/ Barrier Busters	<p>Removes higher level systems-level barriers to integration and partnership in communities, especially in larger regional or provincial organizations such as Ministry of Children and Family Development (MCFD) and health authorities.</p> <p>Ensures that any issues encountered on the ground are brought to the attention of the organizational representatives who have the authority to make decisions in support of integration.</p> <p>Ensures senior level staff within these organizations are aware of and endorse the work of Foundry in the community.</p>	<ul style="list-style-type: none"> Executive Director (ED), Lead Agency ED/Director, Regional Health Authority Director/Regional Manager, First Nations Health Authority ED/Director, MCFD Superintendent or designate, school districts ED/Director and Manager, Service Implementation and Integration (MSII), FCO Local Indigenous leaders, including local First Nations and other First Nations, Inuit and Métis peoples, should be invited to participate at this table, if it is their preference Where applicable and welcomed, senior leaders at partner foundations 	<p>Established at project launch, meets every 2–3 months at first.</p> <p>May meet less frequently (e.g., once or twice per year) once the Foundry centre is operating smoothly.</p>	<p>Chaired by the Lead Agency Executive Director. The centre Project Lead may provide support.</p>
Leadership Advisory Table (LAT)	<p>Advises the Lead Agency on all things related to the Foundry centre and ensures appropriate linkages are being made in the community.</p> <p>Brings in information about what is happening elsewhere in the system and identifies possible shared solutions to community needs.</p> <p>Advises the Lead Agency on services</p>	<ul style="list-style-type: none"> ED, Operations Director/ Manager, Lead Agency Director/Manager, Regional Health Authority Director/Manager, MCFD Superintendent or designate, school districts Leaders, local post-secondary institutions Leader(s), First Nations FCO Leadership 	<p>Established as soon as possible during the onboarding process if not already present in the community.</p> <p>Some Lead Agencies may have a LAT without senior decision makers of partner agencies or may need to plan how to start forming</p>	<p>Typically co-chaired between a community partner and Lead Agency Executive Director.</p> <p>Foundry centre leaders and staff support the planning and implementation of this group.</p>

4. Details on how the Foundry and THRIVE and its partners will work together—via a Master Operating Agreement (MOA) ? Review of the contract particulars.

Area of Concern	Response / considerations
Foundry and THRIVE Review of the contract particulars.	<p>The Master Operating Agreement (MOA) is a foundational legal document signed by FoundryBC and the Lead Agency that describes the shared goals, roles and responsibilities of both parties, and evaluation of a Foundry centre. The successful establishment of a Foundry centre necessitates a clear understanding of what is required from each of the parties in this formal collaborative partnership.</p> <p>As a first step, the Lead Agency is provided with the MOA for review. Schedules and elements of the contract are discussed and agreed-upon by the two parties. During this review, the Lead Agency is encouraged to generate questions and raise any concerns or issues for discussion. FoundryBC will review all presented issues and concerns with the Lead Agency, and the two parties will work together towards producing a final draft. FoundryBC is currently in process with the other 9 locations in this process. FoundryBC will provide more expansive orientation in the Fall to Board and community partners (on-boarding support). Contracting from THRIVE to local agencies is through a contract for services. Templates can be provided.</p> <p>Performance outcomes, clients served, services delivered are not stipulated in the MOA. Standards are in place but are determined through a process with local Foundry and based on population size/demographics, needs analysis. There are no specific expectations set out in the agreement.</p>

	<p>The service delivery partnerships among local agencies are defined through the process of design of the service delivery model. A service scan will be required to define current services (in-kind) and what gaps exist that need to be filled. Some contract with others (ie Peer support), but most have a core team (container) for others to add staffing and services. There is flexibility from FoundryBC.</p>
Key Background facts	<ul style="list-style-type: none"> • MOA reviewed by legal council Pat Trelawny. Some editing and clarification needed but Pat reports that no major concerns seen in the agreement. Scott has the summary document from Pat. • MOA reviewed and discussed by Scott and FOUNDRYBC lead rep (Toni Carleton) • Service plan will be developed over a series of years leading up to the launch of services • FoundryBC provides a best practice model and project plan for this. • Scott has spoken to several other Foundries around their experiences. All report a good working relationship with Foundry. There are reportables but there is support in various areas. • FoundryBC policy and procedures is provided with some FoundryBC requirements (collective creation through the Foundries already existing).
Risk Analysis and mitigation	<p>THRIVE is entering into an agreement for services that includes a reliance of partners and with a new funder whom we are accountable to.</p> <p>Mitigation: MOA thorough review and understanding of the deliverables prior to signing. ED and Legal counsel to provide a review of prior to final signature. FoundryBC recommends a legal review and contract services from local Foundries. We have that in place.</p> <p>Mitigation: Partner agreements - Utilize the expertise of the section support system through the planning of the service delivery model. This is a multi-year process.</p>
Implications and required actions	<p>We have several years in the start-up phase to agree on service delivery measurements in conjunction with FoundryBC. We also have a cohort of 9 other locations to work with during this process.</p>

Scott's opinion:

- I have been quite impressed with FoundryBC's level of support and responsiveness.
- They have a model of engagement developed with the Foundries who have come before us.
- There is an on-going working connection with our cohort that will begin in the Fall.
- They have reportables and we will be required to produce and participate but that is expected with any government funded program.

5. A sample of the **actual Foundry service model**—highlighting partnerships, governance, operational needs, and baseline service deliverables. Confirmation of any baseline targets or expectations related to demographics and numbers of people served in any period. Further detail on expectations on “gaps” identified in supporting the service delivery.

Area of Concern	Response / considerations
<p>A sample of the actual Foundry service model—highlighting partnerships, governance, operational needs, and baseline service deliverables.</p>	<p>FoundryBC provides a Start-Up guide that details expectations through a project management document. The MOA defines expectations that are agreed-upon by both parties. We rely on the shared experience and working knowledge of those that are a few years into the process. There is a shared knowledge culture within Foundry. We would work with FOUNDRYBC over first few years to define local model. There is a great deal of flexibility in this design.</p> <p>Contract states: <i>“Minimum Standards for Integrated Service Delivery The Lead Agency will follow Foundry Policies with respect to minimum standards for Foundry Services. Notwithstanding the foregoing, FOUNDRYBC and Lead Agency may agree in writing to modify the minimum standards for Foundry Services to meet specific needs of the Community where appropriate.”</i></p>
<p>Key Background facts</p>	<ul style="list-style-type: none"> • FoundryBC provides extensive best practice findings and guidance from the 25 Foundries. There is a strong culture of researching and capturing the process learnings in order to make it easier for new sites. • Collaboration takes trust. Trust takes time and proper relationship skills. Investment in this area is key to success and requires leadership time.
<p>Risk Analysis and mitigation</p>	<p>Thrive is entering into an agreement to deliver on certain performance expectations in a collaborative, community-based model. This requires a different approach to “normal” service delivery.</p> <p>Mitigation: Invest time and leadership into the FOUNDRYBC and community relationships to set expectations, problem solve and increase capacity. The hiring on a strong Implementation Director – and an on-going leadership presence will be very important.</p>
<p>Implications and required actions</p>	<p>There is ample time to work on the service model. It is important to realize there are a number of steps to take as a network to define the service model. This does not become clear until well into the 3 year start-up phase.</p>

Scott’s opinion:

- No question this will be where the work is. Collaboration is challenging, but with the right culture and leadership, the overall effect will be more youth and families serviced and in a more productive way.

From Start-Up Guide – expectations defined and timelines (includes Partnership Development, Community Development, MOA process, Communications, Branding, Youth and Family Engagement, Services, etc.). This is a 127 page guide with supporting documents and appendices.

TABLE 1: ACTIVITIES, KEY DELIVERABLES, TIMELINE AND FCO SUPPORT

1. Project Planning			
Activities	Key Deliverables	Timeline	Key FCO Support
Create Project Charter	• Finalized Project Charter	0-3 months	Project Management
Create Project Workplan	• Draft Project Workplan	0-3 months	Service Integration & Implementation
Complete Risk Analysis and Management Assessment (best practices but not mandatory)	• Draft of Risk Analysis and Management Report (best practices but not mandatory)	0-3 months	Service Integration & Implementation
Complete Partnership Inventory and Analysis	• Report of partnership status	0-3 months	Service Integration & Implementation
Hire Project Lead	• Project Lead hired	0-3 months	Project Management
2. Leadership and Governance			
Activities	Key Deliverables	Timeline	Key FCO Support
Create Local Leadership Tables (LLTs)	• Creation and first meeting of LLTs	0-3 months	Project Management
Create necessary Working Groups (WGs)	• Creation and first meeting of WGs	3-9 months	Service Integration & Implementation

6. Details on how the Foundry program works to engage and support First Nations youth and service agency staff/supports.

Area of Concern	Response / considerations
Indigenous partners, cultural inclusion and client-defined service model.	<p>Foundry, through it 25 experiences, has a model and advice. We know that it hinges on the quality of the engagement in community and connection to the leaders of FN communities.</p> <p>From the FBC start-up guide:</p> <p>“We integrate Indigenous knowledges and non-colonial practices to enhance the quality of care for youth with inter-sectional identities. Integrating Indigenous knowledge into Foundry’s wellness practices, perspectives and approaches has been prioritized as part of service provision and innovation. The Western colonial approach has been detrimental to Indigenous Peoples accessing care, to services providers and to the communities they belong to and ignores the wisdom of Indigenous Peoples. Foundry understands that in order to provide effective methods of practice for healing, care and medicine, we must look beyond the narrow and limited scope of colonial constructions and integrate perspectives and approaches that honour the rich history of the wisdom and knowledge of Indigenous Peoples as part of our service model. This includes Indigenous knowledges of well-being as a balance of physical, mental, emotional and spiritual health, with an understanding that holistic wellness must also include the broader social, economic, cultural and environmental determinants of health”</p>
Key Background facts	<ul style="list-style-type: none"> • Our agency’s work in Truth and Reconciliation serves us well in this regard.

	<ul style="list-style-type: none"> • We have the support of the Na'tsa'maht Education Council which includes the local First Nations leadership.
Risk Analysis and mitigation	<p>We run the risk of limited engagement and tokenism.</p> <p>Mitigation: Invest in the best practices and guidance of our indigenous partners. We have good relations but there is much more that has to happen. We will be committed to this work in our planning.</p>
Implications and required actions	<p>We need to embed this in our process as part of our culture. Involving and leadership from indigenous youth, families and leadership will be a priority.</p>

7. Further discussion on how the integrated “exit strategy” could be executed, and thoughts on managing potential damaging optics if THRIVE decided to move away from lead agency/service delivery?

Area of Concern	Response / considerations
Exit strategy	<p>Like all government contracts, any and all agencies are at-risk of losing their contracts. This is a constant reality and much of which we cannot control for. We continue to do our work well, and form relationships locally, provincially and federally to protect from abrupt government shifts.</p> <p>Locally, I believe the Village Initiative would come together to consider a revised model that sees more ownership among agencies, or a new lead agency. This has happened in other areas according to our FOUNDRYBC rep. There were several that wanted to be the lead agency but for different reasons specific to each agency, it was not possible. That may change over time and more agency capacity may be possible. The need and impact of the work would drive the adaptation to the lead agency model.</p>
Key Background facts	<p>Some points shared by our Foundry BC rep:</p> <ul style="list-style-type: none"> • The Foundry model is embedded in the Federal youth engagement model according to Foundry BC. • FoundryBC was borne of the Liberal government and expanded under the NDP.
Risk Analysis and mitigation	<p>Abrupt change of funding / strategy could see funding reduced or eliminated. Staffing wind down and lease costs would need to be addressed.</p> <p>Mitigation: Staff wind down costs would need to be estimated and reserve funds could be set aside for this contingency.</p> <p>Mitigation: Lease contract could be re-assigned to another partner or other leaser. Space in the WestShore is hard to find so finding a replacement should not be an issue. We may have to carry a few months before finding a replacement.</p>

Implications and required actions	Ensure the implementation, launch and operations are delivering on expectations. Continue to communicate and develop relationships. Make this a service that we cannot do without.
-----------------------------------	--

GENERAL QUESTIONS SECTION

8. Further understanding of set funding levels and expectations to increase levels over time to continue to support the long-term delivery of services? Funding – any changes expected if a new govt ?

Toni at FoundryBC states that they have a pretty strong advocacy process for increased annual funding. This has been seen in the increased amounts now being committed to the new Foundries. The earlier Foundries were at lower yearly commitments and that has been growing.

There is also Federal movement on increased funding for youth services.

Deputy Prime Minister and Minister of Finance Chrystia Freeland, together with the Minister of Health Mark Holland, Minister of Mental Health and Addictions Ya’ara Saks, and Minister for Women, Gender Quality and Youth Marci Ien, announced Canada’s new Youth Mental Health Fund, aimed at helping younger Canadians gain better access to mental health care by reducing wait times and providing more care options. It was announced that Budget 2024 will propose an investment of \$500 million for the new Youth Mental Health Fund

We have the support of local, provincial and federal politicians (ie Mitzi Dean or MLA Grace Lore) to build upon.

9. What does FoundryBC relationship look like? Media, fundraising, etc.

Discussions with Toni Carleton on this issue, as well as feedback from other Foundries, is that there is a culture of partnership and value-add with Foundry services. There is brand-protection measures and support for media relations from FoundryBC.

The strength of the relationship lies in the commitment from both sides to work together. Foundry BC sees this as a shared relationship and can help with spicy issues if need be. Media responses are shared, and they do their best to give local agencies the heads up

10. Details on how staff anticipate THRIVE’s existing funders will react to the addition of another contracted program area? (a visual outlining similar and different contract expectations and outcomes)

From our learnings of other Foundries and information from FoundryBC there is no reported negative effect or change of contracts from funders of MCFD, MOH, etc. I would not consider this a threat to us. MCFD has been involved in the application process and has provided support to the concept of these services, which are different from Thrive's. There is no sense of redundancy with Thrive.

11. Details on how THRIVE's current staff team is understanding and perceiving the potential addition? Are their concerns or perceived risks or conflicts related to supports/leadership for existing program areas? And unspent program funds?

I have provided on-going all-staff updates, and provided the management team with additional updates at Managers meetings and organically in conversations. We had a management team gathering this week to discuss Foundry and address all their questions. Managers had some prep time to prepare questions. Managers stated upfront that they unanimously support the concept of Thrive taking on the lead agency role, and the additional services for youth in the Westshore. This has been echoed by many staff over the past few months.

Managers questions revolved around financial capacity, impact to their program growth ambitions, how the organization will grow and what additional supports will be in place. They asked if there would be opportunities for current staff to apply to the social work positions that will come of this. They asked if there would be management opportunities. They asked about the role of the Director of Programs and if there would be additional Director-level leadership added once the Foundry was in its actual operations phase. They asked if we were considering to move our admin office from McKenzie to the Westshore.

I shared transparently, explained we will only some of these questions worked out after the needs analysis, community asset mapping, youth and family consultation and such. I committed to keeping them updated with a standing item for Foundry on our monthly manager meetings as well as my normal all-staff updates on a regular basis. We work in close quarters so information flows through the hallways as we interact in an organic way as well.

On-going communication and seeking input will help to increase the shared sense of opportunity for the agency.

12. What are the plans to integrate the 'Foundry reality' with the current 'Thrive reality' from the perspective of organizational capacity, org structure, management etc.

We have tabled some early thinking around what Thrive will need to effectively bring the program / operations into our current design. We have outlined some preliminary Org Chart examples of options we will have and done some basic cost projections. We also have a great deal of support from FoundryBC and the 34 other Foundries in the process of determining our needs over the next 3 years.

Once we are clearer on what the service design model will look like, we will have more clarity on the size of the staff team, the amount of contracting for services, etc...

We do anticipate a core staff team of 5-8 individuals from conversations with our Foundries and FOUNDRYBC. With the funding provided, we feel this is achievable.

As for additional supports needed, such as financial reporting, HR, IT supports, some of the Foundry funds go to support this, but there will be additional supports needed. This will be clearer as we move along in the process.

13. IT client data sharing – what is the expectation ? mou with other partner agencies (those that share in service delivery and possibly share tech/iT reporting requirements and hardware.

Foundry BC model and tools are created for us. That said, it is the strength of the local leadership table that will determine how information is shared and what is possible. The planning table will have the first few years to work through this.

A stand-alone data collection system or systems, to provide a common assessment platform with data available to support both care providers at the Foundry centre and evaluation at FOUNDRYBC – provincially Foundries use the “Toolbox” platform – client demographics, Electronic Client Records - no provincial system so challenging – Telus Health will eventually mesh with Toolbox – FOUNDRYBC will assist with this

14. Clarity related to funds provided by the Foundry, the partners, and what other additional/supplemental funds expected or required from THRIVE.

Foundry BC provides up to \$1m per year for operations. The funding covers Centre expenses such as rent, supplies, utilities, etc., as well as core staffing.

Additional funds for related services is not a requirement nor an expectation of the lead agency. Many local Foundries do not fundraise. Some do. That is at the discretion of each Foundry and in collaboration with Foundry BC.

15. Number of youth on average

Number of youth served is a combination of one-time “sessionals” and multi-session (case load) clients. The walk-in nature of Foundry can increase youth-served numbers well beyond the average scenario or caseloads of 10-30 per staff at any given time. For example, a staffing model of 6 staff for social services would be a total of 240 clients per year (each staff carrying a case load of 10 clients at a time, average length of services at 3 months, for a total of 40 per staff per year). Add group numbers and single session numbers and you are into the 1,000 + youth range depending. Then add the Primary Care numbers so a Foundry could see in the 1500-2000 youth range in a year.

FoundryBC consultation says that this is a reasonable number to expect.

16. Shared fundraising agreements and limitations (the village initiative and other potential partners?)

Fund development is already in place in the TVI network through United Way and other funders. That working model is in place and a good trust level exists between agency leaders. FoundryBC also provides funding as they secure it on a provincial basis.

This is a value-add element that may present itself. I suspect it will.

17. How might we connect with the central foundry for their online peer support and family support. Is there a fee or? And who tracks stats etc. across community foundry and central online help.

This is offered to local Foundries through FoundryBC. There is no fee I am aware of. FoundryBC will track usage. The virtual component is a value-add to the local offering.

18. Is there a connection to Stepped Care 2.0 or TogetherAll that we can leverage? They provided online peer support and clinical hours free until the feds stopped their funding in April. It's an excellent service. They have moved to other contracts and working with student populations.

FoundryBC encourages working with partners. They require local Foundries to notify them of service additions. This sounds like something we would pursue once our core services is planned out.

19. Is there interest in thrive for any research connections like Person oriented research or moving in that direction?

FoundryBC encourages research-based approaches and local participation expectations are part of the contract. We would encourage evidence-based research that further informs and promotes the efficacy of our programs. This may require additional funds, but I am confident that can be found.