

Funding and Service Agreement¹

Small Group Homes

I Service Definition

Introduction

Small group homes (SGHs) are a type of residential child care services which provide out-of-home placement for children who cannot be adequately cared for by their families due primarily to various family problems or crises.

Purpose and Objectives

The aim of SGHs is to provide care in a home-like environment for children until they can return to their families or a long-term alternative living arrangement is achieved.

The objectives of SGHs are:

- to provide substitute care for children in a stable and safe home-like family living environment for a limited period of time, as specified by the individual welfare plan and subject to review on a regular basis;
- to protect and promote the health and welfare of children and nurture their overall growth and development, including their physical, social, emotional and intellectual needs; and
- to encourage the development of potential, responsibility, self-esteem and self-care amongst children in care.

Nature of the Service

The services provided by SGHs are:

- a) Physical and basic care, including:
 - provision of accommodation in a home-like environment where the atmosphere is intended to be similar to that of an ordinary family unit;
 - provision of physical care 24 hours per day by houseparents ^{Note 1} (or in their absence by “relief houseparents”);

¹ This Funding and Service Agreement is a sample document for reference only.

- provision of domestic help on a full-time basis to assist with the day-to-day household chores within the home;
 - provision of sufficient and varied food appropriate to the age and needs of the children;
 - arranging appropriate, basic clothing items and daily necessity items; and
 - arranging transport or escorting children to attend activities or functions, appropriate to the age and needs of the children.
- b) Meeting individual needs, including:
- supervising daily activities and routines, including schooling and homework;
 - liaising with significant others involved in the children's placement, including schools, other organisations, the families/ guardians and the referring organisations or workers to ensure achievement of the plans; and
 - encouraging and facilitating contact with birth families/ guardians, and arranging home leave to prepare the children for future home restoration in collaboration with referring organisations or workers.
- c) Welfare planning and counselling, including:
- development and review of individual plans or programmes, in conjunction with relevant others involved in the children's placement, through regular case discussions or reviews to update and review progress in relation to achieving the plans; and
 - counselling, either on an individual or group basis, to help children cope with the underlying problems which brought about the need for substitute care.
- d) Social and recreational activities, including:
- arranging a variety of social and recreational activities, including participation in community events and activities as an integrated family group; and
 - providing the opportunity to cultivate individuals' own aptitudes and interests.

Target group

The target group is children aged between 4 and 18 who cannot be adequately cared for by their families. This may include slow-learners or children of limited intelligence, children with mild behavioural or emotional problems, or children who experience minor health problems and have been medically assessed as fit for small group living. Children are usually full-time students at time of admission.

Referrals are sent to the Central Referral System for Residential Child Care Services (CRSRC) operated by Social Welfare Department (SWD).

Capacity

A maximum of 8 children per SGH, excluding the houseparents' own children (preferably no more than 2).

II Performance Standards

The Service Operator shall meet the following performance standards:

Outputs

<u>Output Standard</u>	<u>Output Indicator</u>	<u>Agreed Level</u>
1	Rate of placement occupancy ^{Note 2} within 1 year	75%
2	Rate of achieving scheduled case reviews ^{Note 3} within 1 year	90%
3	Rate of achieving individual work plans ^{Note 4} within 1 year	90%
4	Number of programmes/ groups ^{Note 5} rendered within 1 year	4 for each SGH

Outcomes

<u>Outcome Standard</u>	<u>Outcome Indicator</u>	<u>Agreed Level</u>
1	Satisfaction rate of the children in care ^{Note 6}	75%

2	Satisfaction rate of the parents or guardians ^{Note 7}	75%
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(Please see the Explanatory Notes on key definitions attached at the end of this Agreement)

Remarks: There are different additional output / outcome standards committed by individual operators.

Essential Service Requirements

The requirements include the following-

- 24-hour care per day, with at least one staff member present at all times;
- At least three meals a day with sufficient and varied food appropriate to the age and needs of the children;
- Arrangement of appropriate and basic clothing items and daily necessity items;
- Registered social worker ^{Note 8};
- Full-time domestic help;
- Maximum of eight children per home, with boys and girls being accommodated in separate bedrooms;
- Toys, books and other equipment appropriate to children's age; and
- All service operations have to comply with the Manual of Procedures of CRSRC.

Quality

The Service Operator shall meet the requirements of the 16 Service Quality Standards (SQSs).

III Obligations of SWD to Service Operators

SWD will undertake the duties set out in the General Obligations of SWD to Service Operators as specified in the Funding and Service Agreement (FSA) Generic Sections.

In addition, SWD will meet the following service-specific standard of performance:

- to provide a referral from CRSRC within 7 working days of written notification of a vacancy, providing there is a referral with updated and complete information in hand.

The actual performance of the Department in relation to these obligations is expected to affect the ability of the Service Operator to meet its required standards of performance.

IV Basis of Subvention

The basis of subvention is set out in the offer and notification letters issued by SWD to the Service Operator.

Funding

An annual subvention will be allocated on the Lump Sum Grant (LSG) mode to the Service Operator for a time-defined period (*applicable to time-defined projects only*). This lump sum has taken into account the personal emoluments, including provident fund for employing registered social workers, qualified professionals and supporting staff, and other charges (covering all other relevant operating expenses including incentive payment for the spouse of houseparent of SGH, employees' compensation insurance and public liability insurance) applicable to the operation of the project and recognised fee income, if any. Rent and rates in respect of premises recognised by SWD for delivery of the subvented activities will be reimbursed separately on an actual cost basis.

In receiving the LSG, the Service Operator is accorded flexibility in the use of the grant but required to observe the guidelines set out in the latest LSG Manual, LSG Circulars, management letters and correspondence in force as issued by SWD on subvention policies and procedures. The LSG will be subject to adjustments including salary adjustments in line with civil service pay adjustments and other charges in line with the price adjustment factor (currently the Composite Consumer Price Index). The Government will not accept any liabilities or financial implication arising from the project beyond the approved funding.

Payment Arrangement, Internal Control and Financial Reporting Requirements

Upon the Service Operator's acceptance of the FSA, payment of the LSG subventions will be made on a monthly basis.

The Service Operator is responsible for maintaining an effective and sound financial management system, including budget planning, projection, accounting, internal

control and auditing. It should maintain proper books and records and supporting documents on income and expenditure relating to the project and make them available for inspection by the Government representative.

The Service Operator shall submit Annual Financial Report (AFR) as reviewed and the annual financial statements of the non-governmental organisation (NGO) as a whole as audited by a certified public accountant holding a practicing certificate as defined in the Professional Accountants Ordinance (Chapter 50) and signed by two authorised representatives of the NGO, i.e. Chairperson/ NGO Head/ Head of Social Welfare Services in accordance with the requirements as stipulated in the latest LSG Manual. The AFR should be prepared on a cash basis and non-cash items such as depreciation, staff leave accrual etc. should not be included in the AFR.

V Validity Period (*Applicable to time-defined projects only*)

This FSA is valid for a time-defined period as specified in the notification letter issued by the SWD to the Service Operator. Should the Service Operator be in breach of any term of condition of the Agreement and fail to remedy the same in such manner and within such time as shall be specified in a written notice from SWD that the same be remedied, SWD may after expiry of such notice, terminate this Agreement by giving 30 days' notice in writing to the Service Operator.

Where there is any change to the performance standards within the agreement period, SWD will seek mutual agreement with the Service Operator and the Service Operator will be required to achieve new requirements in accordance with the specified implementation schedule.

Continuation of service for the next term will be subject to the relevant considerations such as the prevailing policy directive, service needs and the performance of the Service Operator. SWD reserves the right to reallocate the project.

VI Other References

Apart from this FSA, the Service Operator should also comply with the requirements/ commitments set out in the Service Specifications concerned, and the Service Operator's proposals and supplementary information, if any. Where these documents are in conflict, this FSA shall prevail. The Service Operator's compliance with all these documents will be closely monitored by SWD.

Explanatory Notes**Keys** **Illustrations/Definitions**

Note 1 Houseparent is employed by the Service Operator to act as substitute parent and to assume overall responsibility for the children's care, under the close supervision and guidance of the social worker of the SGH. The houseparent is required to live in the SGH, and if applicable with his/her spouse and children, if any. His/her spouse is expected to have regular employment outside and shall perform a parent role in the SGH as well as assist in carrying out necessary care duties and in managing the SGH after work. Generally, his/her spouse is a volunteer entitled to an incentive payment.

Note 2 Placement occupancy refers to the number of places occupied starting from the date of admission to the date of formal discharge.

The calculation of **rate** of placement occupancy is

$$\frac{\text{Sum of **daily enrolment*** during the year}}{\text{Capacity of 8} \times \text{no. of operating days in the year}} \times 100\%$$

The "rate" of 75% placement occupancy represents occupancy at all times by 6 children out of the capacity of 8 places in **each SGH**.

* **daily enrolment** is counted to include children on sick/ home leave or pre-discharge leave.

Note 3 Scheduled case review refers to case conference initiated by the SGH and shall meet the following criteria:

- a) *participants* include SGH social worker, the child and a third party i.e. parents/ referring worker/ houseparent/ teacher/ clinical psychologist, etc.;
- b) there is *subject area* concerning the child, including work plan, placement plan, family reunion plan, or any problem arisen in the course of placement;
- c) review is *documented*, i.e. record is being kept;
- d) there is *follow-up action*; and
- e) the *frequency of case review* is set at twice per year for individual child

and the first review would be conducted for every resident child within the first 6 months. The second and subsequent review would be conducted once every 6 months counting from the date of the last review meeting.

Achieving scheduled case reviews refers to scheduled case reviews completed.

The calculation of **rate** of achieving scheduled case reviews is

$$\frac{\text{No. of case reviews completed during the period}}{\text{No. of case reviews required during the period}} \times 100\%$$

Note 4 Individual work plan refers to the plan completed by the SGH to meet individual child's needs. It should include objectives, specific goals, process for service delivery, programme content and time frames for achieving or reviewing goals (SQS 11). The number of individual work plan is set at two per case review for individual child.

Achieving individual work plans refers to individual work plans completed.

The calculation of **rate** of achieving individual work plans is

$$\frac{\text{No. of work plans completed during the period}}{2 \times \text{No. of case reviews required during the period}} \times 100\%$$

Note 5 Programmes/ groups refers to programmes/ groups in each SGH arranged in line with "nature of the service" and with staff input, planned objective(s), programme contents, evaluation and documentation. Programmes/ groups are not counted by number of sessions.

Note 6 Satisfaction of children in care towards the SGH service is measured annually by the designated questionnaire provided by the Service Operator as agreed by SWD. Upon compromise between referring worker and SGH social worker, children of young age or having been regarded as mentally incompetent should not be required to fill the questionnaire.

The calculation of **satisfaction rate of the children in care** is

$$\frac{\text{No. of children indicated "satisfactory" or "very satisfactory" towards their overall small group home living in the completed questionnaire}}{\text{Total no. of children completing the designated questionnaire}} \times 100\%$$

Note 7 Satisfaction of parents or guardians towards the SGH service is measured annually by the designated questionnaire provided by the Service Operator as agreed by SWD. Only one questionnaire is required for each SGH placement and parents/ guardians should compromise between themselves for giving a coordinated return. Upon compromise between referring worker and SGH social worker, parents/ guardians having been regarded as mentally incompetent or unfit to make decision on the child’s matter should not be required to fill the questionnaire.

The calculation of **satisfaction rate of the parents/ guardians** is

$$\frac{\text{No. of parents/ guardians indicated “satisfactory” or “very satisfactory” towards small group home service in the completed questionnaire}}{\text{Total no. of parents/ guardians completing the designated questionnaire}} \times 100\%$$

Note 8 Registered Social Worker refers to the definition governed by the Social Workers Registration Ordinance (Chapter 505).