

· FOUNDRY ·

Forging a Foundation

A Foundry Start-Up Guide | Version 2.0 | May 2022



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Acknowledgements

We acknowledge, with much gratitude, that our work takes place on the traditional, unceded territories of Indigenous Peoples. We recognize and respect First Nations, Métis peoples and Inuit as the traditional stewards of this land that is steeped in rich history.

Foundry is built on strong partnerships. We wish to thank everyone we work closely with — community organizations, government, health authorities, youth, caregivers, donors and many others who are committed to empowering young people.

Together with our fundraising partner St. Paul's Foundation and host Providence Health Care, we thank and recognize our lead funders and partners for their leadership in creating and sustaining the Foundry provincial initiative:

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For bringing Foundry centres to their communities, we thank and recognize:

Phase 1 Foundry Centres

- Foundry Abbotsford: Abbotsford Community Services, in partnership with Fraser Health
- Foundry Campbell River: The John Howard Society of North Island, in partnership with Island Health
- Foundry Kelowna: Canadian Mental Health Association – Kelowna Branch, in partnership with Interior Health
- Foundry North Shore: Vancouver Coastal Health
- Foundry Prince George: YMCA of Northern BC, in partnership with Northern Health
- Foundry Vancouver-Granville: Providence Health Care

Phase 2 Foundry Centres

- Foundry Victoria: Victoria Youth Clinic, in partnership with Island Health
- Foundry Ridge Meadows: Maple Ridge-Pitt Meadows Community Services, in partnership with Fraser Health
- Foundry Penticton: One Sky Community Resources, in partnership with Interior Health
- Foundry Richmond: Richmond Addictions Service Society, in partnership with Vancouver Coastal Health
- Foundry Terrace: Terrace and District Community Services Society, in partnership with Northern Health

Phase 3 Foundry Centres

- Burns Lake: Carrier Sekani Family Service
- Comox Valley: John Howard Society of North Island
- Cranbrook: Ktunaxa-Kinbasket Child and Family Service Society
- Langley: Encompass Support Services Society
- Squamish: Sea to Sky Community Services Society
- Surrey: Pacific Community Resources Society
- Port Hardy: North Island Crisis and Counselling Centre Society
- Williams Lake: Cariboo Chilcotin Child Development Centre Association

... and more to come!

Together, we are changing the way young people access health and social services across British Columbia. Thank you for sharing your voices and perspectives and for inspiring us with your visions of a better future — one where all young people have the resources and supports they need to fully achieve wellness.

We also wish to acknowledge our Foundry Central Office team for providing invaluable feedback, guidance and leadership in creating this guide.

Introduction



Welcome to Foundry

At Foundry, we want the best for the young people of British Columbia (BC). But when help is hard to find, care is uncoordinated or wait lists are long, youth and families languish, and hope begins to fade.

Foundry envisions a time when young people have the resources necessary to live a good life — outstanding, coordinated, culturally-safe and accessible mental health care, substance use services, physical health care, social services, and youth and family peer support. Whether they need solution-focused counselling, help for a health concern, connections to employment, support from peers who have faced similar challenges or treatment for depression or problematic cannabis use, young people and their families should know where to go.

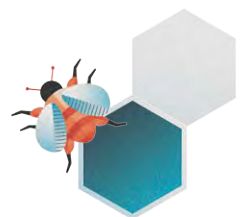
By opening a Foundry centre in your community, you are joining a province-wide culture of care made up of a network of Foundry centres, a provincial virtual care service and a set of online tools and resources all serving youth ages 12–24 and their families. Co-created with young people, their families and over 200 government and non-profit partners from across BC, Foundry is an international leader, sharing our story of transformation and our how-to approach with other provinces and countries.

We look forward to working with you and supporting you through a journey that is both rewarding and challenging.

Foundry’s Vision, Mission and Values

Foundry’s **vision** is to transform access to services for young people ages 12–24 in BC.

Our **mission** is to support young people in living a good life. This mission was co-created by a diverse group of youth, families, caregivers, staff and service providers across the province. The phrase “living a good life” was inspired by First Nations and Métis youth who participated in a Talking Circle with Foundry, and it acknowledges the diverse nature, experiences and perspectives of health and wellness.



Our **values** are the cornerstones that guide us in the workplace and in our communities. As we learn and develop as a team and as individuals, we are all working towards living these values:

- **LEARN AND EVOLVE:** Foundry will succeed by constantly adapting and growing to keep up with the rapidly changing needs of BC’s youth. We believe in reciprocity and shared ways of knowing and validate our understanding with each other to learn more and get better at what we do. **How does this impact how we help youth?** It’s as important to learn from youth as it is to help provide them with what they need. No one has to retell their story every time they come in. **How does this impact how we work with each other?** We learn from one another and validate our understanding by having conversations to ensure we’re all moving in the right direction.
- **APPRECIATE INDIVIDUALITY:** We know that no two experiences and needs are ever alike. Each young person has a unique need, story and journey that we want to understand. **How does this impact how we help youth?** We build trust and create a welcoming environment through empathy and understanding. We never judge or criticize any individual circumstance. **How does this impact how we work with each other?** How we treat young people is how we treat each other. We respect every opinion and perspective and acknowledge that each person brings something different to the team.
- **CELEBRATE COMMUNITY:** While each centre is a reflection of its place and people, Foundry is more than that. We are a network of partners. From centres to virtual care to schools to social media, each touchpoint is part of a united effort for young people. **How does this impact how we help youth?** We create an environment and experience that each young person finds familiar and can feel safe in — regardless of how they engage with us. **How does this impact how we work with each other?** We rely on each other’s knowledge. No individual or partner is greater than another because we all work together to respond to the needs of young people.
- **SHARE THE LOAD:** Every staff member, service provider, agency, partner, parent or caregiver helps carry the weight for a young person who comes in. **How does this impact how we help youth?** We work with youth and make it easy to take the pressure and stress off of any area of their life they may need help with. **How does this impact how we work with each other?** We are a network of support for youth and for each other. We are a whole greater than the sum of our parts when we collaborate.
- **COMMITTED TO YOUTH:** We’re here for youth. Every parent, caregiver, partner or agency makes their decisions or provides resources with young people at the core. **How does this impact how we help youth?** We are dedicated to seeing and listening to every young person who accesses Foundry resources, working in their best interests above all else. **How does this impact how we work with each other?** While there are multiple experts and stakeholders, and decisions to make, at the end of the day, we always put young people first.

- **EMBRACE NUANCE:** There's no one right way. Health and wellness are as personal and subjective as anything. We are a response to the labels and rigidity of traditional services and understand that needs and people can change at any time. **How does this impact how we help youth?** Everything is personal and unique. We listen and understand each journey, knowing each solution and decision can be tailor-made. **How does this impact how we work with each other?** Diverse perspectives offer stronger solutions. And we welcome them all in the name of progress and understanding.

Foundry's Guiding Principles

To ensure an exceptional client experience, our Foundry partners and the Foundry Central Office (FCO) team are led by a set of guiding principles for our service development and delivery, written by the Child and Youth Mental Health and Substance Use Collaborative Working Group on Youth and Young Adults in 2015. These guiding principles will be updated to reflect Foundry's growth and evolution:

1. Services are youth- and family-centred, collaborative and empowering to both.
2. Integration of services should occur through intentional partnerships and collaborative inter-sectorial working relationships, with special attention on the actual process of integration.
3. A comprehensive system of care ensures that health promotion, prevention and early intervention are core components of our services.
4. Services need to be timely, accessible, developmentally appropriate, socially inclusive and equitable, and culturally safe.
5. All services should be evidence- and trauma-informed and effective.



Foundry's Model

We are guided by and engage with our communities and our partners.

Foundry is built on over 200 partnerships. Each Foundry centre is opened and operated by a Lead Agency that demonstrates exceptional leadership and a commitment to our shared provincial vision. Our Lead Agencies engage deeply with their communities and bring together local partners — including school districts, government agencies, health authorities, First Nations and Indigenous organizations, and non-profit service providers — to ensure each Foundry centre meets the needs of the young people and families in their community. Foundry draws on the strengths of communities through a model that encourages and supports organizations to work together.

We stand by our commitment to meaningfully engage youth.

Foundry puts youth and families at the centre and builds systems around them.

Foundry engages with youth and families as decision makers at the governance, leadership and community levels. Foundry centres are youth-friendly, welcoming and destigmatizing, and they share a visual identity, so young people know where to find help no matter where they are in the province. Foundry's name and identity were developed with input from hundreds of youth and families from across BC and Canada. We have built the country's first integrated youth health and social service virtual service, available to young people from across the province. Further, through our partnership with BC Children's Hospital, we have created a website, [Foundrybc.ca](https://foundrybc.ca), that hosts an inventory of online tools and resources.

We are committed to cultural agility, safety and humility in our work.

Foundry recognizes the historical and ongoing impact of colonialism and is committed to honouring the teachings and history of Indigenous Peoples and communities, including First Nations, Métis, Inuit and urban Indigenous communities. Foundry is committed to a life-long learning approach to cultural humility and recognizing the urgent need to respect and promote the inherent rights of Indigenous Peoples that derive from their cultures, spiritual traditions, histories and knowledges, especially their rights to lands, territories and resources. This welcomes the fact that Indigenous Peoples are self-determining for their health, social and cultural enhancement, in order to bring an end to all forms of discrimination and oppression wherever they occur. As a step along that path, Foundry recognizes the right of Indigenous families and communities to retain shared responsibility for the upbringing, training, education and well-being of Indigenous youth, consistent with the rights of youth.^[1]

All staff working at Foundry centres participate in cultural safety training (or equivalent) and are also supported in ongoing participation in cultural humility practice. Connection to culture is foundational for Indigenous youth, and centres facilitate connections to culturally informed practices and services. Many centres have positions in partnership with their local Indigenous agencies, such as Elders-in-Residence, Indigenous peer navigators and cultural workers. Some centres have a dedicated cultural room ventilated for smudging and healing practices or are incorporating Indigenous art and culture into the building design.

We are still learners in this and encourage others to review resources on cultural safety and humility developed by Indigenous organizations such as the [First Nations Health Authority](#). Indigenous Peoples have the right to dignity and diversity of their cultures, traditions, histories and aspirations and as such, Foundry takes effective measures, in consultation and cooperation with Indigenous Peoples concerned, to promote tolerance and understanding and to eliminate discrimination in providing access to and delivering services.

We integrate Indigenous knowledges and non-colonial practices to enhance the quality of care for youth with intersectional 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.

We are committed to justice, equity, diversity and inclusion, recognizing the intersecting and complex identities of the youth and families we serve.

The Foundry model recognizes that access to care and services that meet the needs of the diversity of youth across the province requires culturally agile and responsive services and care providers. Foundry centres and services are growing to reflect the diverse needs of youth and families within their communities. Our services are continuously being designed or adapted to meet youth at their unique developmental stage (whether they are transitioning into adolescence



or adulthood) and within the context of additional barriers they may experience based on factors such as gender, race, geography, ability, religion, income, substance use and discrimination, among others.

Centres are providing services that are agile and reflect youth identities, including group activities that are for specific cultural or language groups or that are led by gender and sexually diverse peers. We are committed to learning and growing in this area to improve our commitments to equity. We recognize the wisdom and knowledge of people's intersecting experiences.

We optimize resources by integrating services.

Foundry convenes, streamlines and builds on existing resources. Foundry brings together local government and non-profit agencies as partners, co-locating and integrating services. New annual provincial government funding helps to ensure centres are sustainable. Donors play a critical role in establishing centres and supporting local programming and innovation. Integration is supported by our Integrated Stepped Care Model (ISCM) — a new way of organizing services so young people receive the right level of care at the right time — improving system efficiency and efficacy so that young people have seamless care experiences. Whether online or in the community, Foundry makes it easy for young people to find tools, resources and skills to form a plan for wellness and work towards their goals for mental, emotional, physical and social well-being.

We have a learning and growth-focused provincial leadership team.

Our FCO team facilitates the Foundry provincial network and supports communities in local capacity building. We support comprehensive site selection and business planning processes, activate knowledge sharing, coordinate across systems, co-create clinical pathways and service standards, move evidence into practice and work with centres to collect and manage consistent data, conduct evaluations and support local partnership development, governance, capital project management, communications and fundraising.

We collect data and evaluate meaningful outcomes.

Foundry is committed to doing what works. We are measuring impact provincially through a robust evaluation platform that uses a shared provincial data collection system — the first of its kind in Canada. This system will enable us to create feedback loops to centres so they can respond to local needs, measure the outcomes of services, inform policy and, over time, analyze the health and economic outcomes of early intervention. We have used a developmental evaluation framework to track our work, course correct in real time and capture our learning, so we can share it with others.

We foster national and international linkages.

Foundry connects across provinces and countries to improve the wellness of youth worldwide. Funded by Health Canada, Foundry consults with jurisdictions creating similar models, including ones in Ontario, Newfoundland, Alberta and Quebec. Internationally, we have a strong partnership with Stanford University and its [allcove](#) initiative, as well as a tri-party partnership with [headspace](#) (Australia) and [Jigsaw](#) (Ireland). We are a founding partner of [Frayme](#), a Networks of Centres of Excellence in International Knowledge Transfer Platform (NCE-IKTP) initiative funded by the Government of Canada, to mobilize knowledge about integrated youth services. We have been highlighted by the [World Economic Forum](#) as a leader in the field of youth mental health.

Purpose of this Guide

Over the years, we have gained a tremendous amount of insight by working alongside communities throughout BC in the implementation of their Foundry centres — although that does not mean we have all the answers. At Foundry, taking on a culture of learning and the ability to fail forward have created a strong network of those who have been through the implementation journey. It is through our collective experiences that we have been able to gather sage advice and relevant examples and templates that we are now able to share in this guide.

This document gives Lead Agencies an overview of the steps required to establish a new Foundry centre including creating a governance structure, planning for the integration of the Foundry brand, developing key government and community partnerships, designing and implementing a youth-centred services model, establishing an appropriate physical space for a new centre, consideration of evaluation and research needs and so much more!

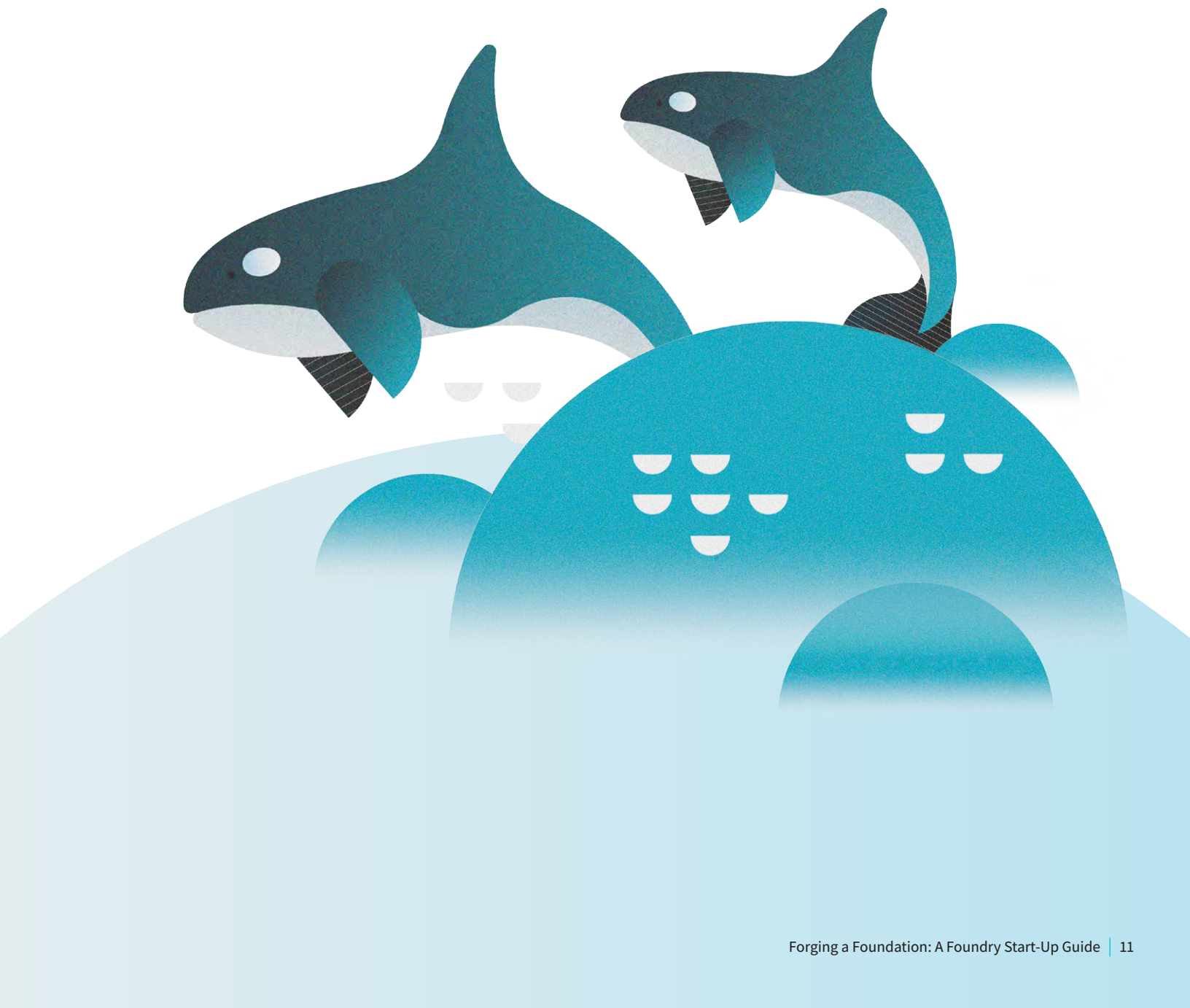
The FCO team is available for support, so please, never hesitate to ask us questions.

Let's get started!

References

- [1] United Nations (2007). [United Nations Declaration on the Rights of Indigenous Peoples](#)

Glossary



4Rs Framework

A paradigm focused on engaging with diverse Indigenous and non-Indigenous young people in a way designed to promote respect, reciprocity, reconciliation and relevance.

Advisory Committee

A body of young people or family/caregivers representing local Foundry centres or FCO who bring their lived/living experience to the table, to advise and bring a voice to issues that directly impact them and offer constructive insight and collaborative solutions to improve the work we are doing.

Collective impact

Foundry was originally modelled as a collective impact initiative. Collective impact acknowledges that most of the world's greatest societal challenges are too big for any one organization to address, so people must collect their efforts together to achieve impact. Foundry's vision of transforming access to services for young people in BC requires hundreds of organizations to work toward this shared purpose.

Communities

A group of people living together in a shared space, feeling a sense of ownership, who care about each other and feel a sense of belonging.

Community development

A process in which members of a community come together across organizations and spaces to take collective action and create change. The United Nations defines community development as “a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative.”

Cultural humility

Cultural humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience.

Cultural safety

An outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in the health care system. It results in an environment free of racism and discrimination, where people feel safe when receiving health care.

Early Operations stage

Centres are in the Early Operations stage after their official public opening and before they reach a full service complement, a period averaging 6–12 months.

Family

Family is defined individually by each young person. At Foundry, family is considered to be an important part of a young person's circle of care. Family, whether natural or chosen, holds a significant role in supporting a young person, by creating a sense of belonging and connection through their shared experience.

Family engagement

Meaningful family engagement is an intentional, ongoing partnership between youth, families and service providers. Meaningful family engagement results in people feeling connected and empowered by what they are doing. Ideally, the approach invites people to work in new ways, where they feel a key part of the process and that their contributions have an impact on the outcomes.

Foundry

The overall provincial initiative. In our developmental evaluation, participants came to define Foundry in 3 ways: 1) the centres; 2) the partnership or team created by the various organizations working together (i.e., the “Foundry Team”); and 3) the movement afoot in communities to create a functional system of care.

Foundry Central Office (FCO)

The initiative's leadership and standards team of staff who have diverse areas of experience and expertise. FCO's team is centred in Vancouver with regional staff across the province. FCO is charged with the success of our network and our centres and offers support in areas ranging from clinical standards and project management to partnerships, policy, philanthropy, communications, evaluation and knowledge translation. FCO works closely with our Lead Agencies to establish, open and operationalize Foundry centres.

Foundry centres

The physical, purposefully built spaces established in communities, through which Lead Agencies and partners operate and offer services. *Note: As a result of our branding process, we do not use the terms "hub" or "clinic."*

Foundry network

A provincial and national network that includes over 200 partnerships and growing but most often refers to FCO and our group of Lead Agencies.

Full Operations stage

Centres are in the Full Operations stage after they are offering all five of Foundry's core services to minimum service standards.

Lead Agency

A non-profit or health authority contracted to lead the establishment and operations of a Foundry centre in a BC community. Lead Agencies sign a Master Operating Agreement with Providence Health Care for the delivery of services.

Lived and living experience

Experiences that individuals have had throughout their lives that give them expertise on a particular topic, usually from the insider perspective. For example, an individual with lived experience of an inpatient psychiatric unit has expertise on what the experience is like for those who may currently be going through a stay in an inpatient psychiatric unit.

Partners

A term used to refer to all organizations and people working within the Foundry network and toward our shared vision. Typically, local partnerships are held and led by Lead Agencies, while provincial partnerships are held and led by FCO. At Foundry, partnership is not used as a legal term.

Peers

Someone that a youth or young person would identify as a fellow youth or young person, regardless of age. This may be due to personality, behavior, shared lived experience, individual lived experience, etc.

Service providers

Person who provides individualized health and social services to young people and their circle of care.

Start-up/Onboarding stage

Centres are considered in the start-up/onboarding stage from the time they are selected until their centre opens, a period averaging 12–24 months.

Working group

A body of young people, family/caregivers, service providers, centre staff and/or FCO staff representing local Foundry centres or FCO, who bring their expertise and experience to the table to initiate and collaborate on actionable items.

Youth/young people

Within this document and for the sake of clarity and brevity, "youth" and "young people" refer to individuals ages 12–24 and the two are used interchangeably.

Youth Advisory Committee (YAC) and Family Advisory Committee (FAC)

A body of young people or family members representing local Foundry centres or FCO, who bring their lived/living experience to the table, to advise and bring a voice to issues that directly impact them and offer constructive insight and collaborative solutions to improve the work we are doing.

Youth engagement

An operational process that creates opportunities for youth to provide input and inform decision-making around service delivery and program development along with participating in building a community of practice. Youth feeling a sense of community, belonging, ownership and appreciation is the underlying intention of youth engagement.



Foundry Central Office Contacts



The Foundry Central Office Team

The Foundry Central Office (FCO) team is available to support you as you establish your centre.

Your primary contacts are your regional Manager, Service Implementation & Integration (MSII) and Research & Evaluation Associate (REA). Current names and contact information can be found [here](#) (password: foundrynetwork).

The following groups are also available to support you:

Service Stream	Name	Email	Contact Me For
Capital	Robyn Burgess	rburgess@foundrybc.ca	Budgeting, planning, design and construction of centres and other capital questions
Communications	Stefanie Costales	scostales@foundrybc.ca	Communications plans, centre opening media event plans, promotional materials and other communications questions
Community Development	Sukhdeep Jassar	sjassar@foundrybc.ca	Community asset mapping, partnerships and other community development questions
Knowledge Translation & Exchange	Renee Cormier	rcormier@foundrybc.ca	Training plans and timelines and other knowledge translation and exchange questions
Operations	Toni Carlton	tcarlton@foundrybc.ca	Master Operating Agreements, start-up operations budgets and overall issues or concerns with FCO
Philanthropy	Kyra Faber	kfaber@foundrybc.ca	Fundraising plans, timelines, campaign materials and other philanthropy questions
Project Management	Pamela Fennell	pfennell@foundrybc.ca	Project Charters, Local Leadership Table development and other project management questions
Research	Corinne Tallon	ctallon@foundrybc.ca	Initiating or participating in research projects and other research questions
Youth and Family Engagement	Leah Lockhart	llockhart@foundrybc.ca	Youth and Family Engagement Plans, Youth or Family Advisory Committee development and other engagement questions

SECTION 01

Project Planning Overview



Introduction

Role of Foundry Lead Agencies

A Lead Agency is defined as a non-profit organization or health authority charged with leading the establishment and operations of a Foundry centre in a community. Opening a Foundry centre requires significant time and effort. In the early stages, this typically includes dedicated time from senior leadership. In later stages, when the focus moves to service delivery, the centre will require more time from management and operations staff, including those hired through the Foundry operations grants.

The Lead Agency is responsible for the development and operations of their Foundry centre and for ensuring the community's needs are reflected within. Lead Agencies spearhead local activities, including capital project development, fundraising, partnership development, youth and family engagement, communications and centre operations.

Lead Agency leadership and staff, including Peer Support Workers as well as youth and family advisors, participate in the larger provincial network. This participation takes place primarily through knowledge exchange and training opportunities, communities of practice and working groups, as well as by providing advice to FCO and other Lead Agencies.

Role of Foundry Central Office

FCO is located in downtown Vancouver and represents Foundry's leadership and standards team of subject matter experts. The FCO team spearheads the success of the Foundry network and Foundry centres and offers expertise in areas ranging from clinical standards and project management to partnerships, policy, philanthropy, communications, evaluation and knowledge translation.

FCO works closely with our Lead Agencies to establish, open and operationalize Foundry centres, and it aims to be a true partner to Lead Agencies — not just a funder. This partnership is different from a traditional relationship between a granting agency and recipient, and it is critical to ensuring the success of a centre.

While we have much to share, we are also a learning organization and are continually developing our work. In order to effectively work together, we must be comfortable having honest conversations, providing feedback to one another and reflecting on what seems to be going well and what can be done differently. We want to hear the hard stuff, so we can adjust our approach when needed, and so we can allocate the right resources. And we want to hear what is working well in communities, so we can amplify that across the Foundry network.

Lessons Learned

Project management

Lead Agencies are responsible for managing all the activities necessary to open and operate a Foundry centre. FCO offers the assistance of staff with expertise in project management as well as several tools and resources to assist Lead Agencies in developing and implementing a project plan.

Careful planning and the use of project tools (see [“Tools and Resources”](#) on page 23) are intended to help Lead Agencies better understand the goals for the overall project, what activities are required to achieve the goals, when the work will begin and be complete and what resources will be required.

FCO’s expectation is that a Lead Agency’s project leader will adopt these tools or similar tools to help support and manage their specific Foundry centre.

Key Activities

The process of establishing a new Foundry centre involves the commitment and collaboration of the Lead Agency and FCO to ensure that key milestones are achieved in a timely manner. [Table 1 on page 19](#) provides a summary of the key activities and deliverables for establishing a new Foundry centre, along with a timeline and available supports from FCO.

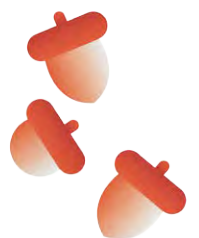


TABLE 1: ACTIVITIES, KEY DELIVERABLES, TIMELINE AND FCO SUPPORT

1. Project Planning			
Activities	Key Deliverables	Timeline	Key FCO Support
Create Project Charter	<ul style="list-style-type: none"> Finalized Project Charter 	0–3 months	Project Management
Create Project Workplan	<ul style="list-style-type: none"> Draft Project Workplan 	0–3 months	Service Integration & Implementation
Complete Risk Analysis and Management Assessment (best practices but not mandatory)	<ul style="list-style-type: none"> Draft of Risk Analysis and Management Report (best practices but not mandatory) 	0–3 months	Service Integration & Implementation
Complete Partnership Inventory and Analysis	<ul style="list-style-type: none"> Report of partnership status 	0–3 months	Service Integration & Implementation
Hire Project Lead	<ul style="list-style-type: none"> Project Lead hired 	0–3 months	Project Management
2. Leadership and Governance			
Activities	Key Deliverables	Timeline	Key FCO Support
Create Local Leadership Tables (LLTs)	<ul style="list-style-type: none"> Creation and first meeting of LLTs 	0–3 months	Project Management
Create necessary Working Groups (WGs)	<ul style="list-style-type: none"> Creation and first meeting of WGs 	3–9 months	Service Integration & Implementation
Develop Terms of Reference (TORs) for LLTs and WGs	<ul style="list-style-type: none"> Terms of Reference developed for LLTs and WGs 	3–6 months	Project Management
3. Partnerships and Community Development			
Activities	Key Deliverables	Timeline	Key FCO Support
Establish clear communication pathways	<ul style="list-style-type: none"> Schedule of key meetings developed 	0–3 months	Service Integration & Implementation
4. Master Operating Agreement Overview			
Activities	Key Deliverables	Timeline	Key FCO Support
Review Master Operating Agreement (MOA) with agency and board	<ul style="list-style-type: none"> Generate questions or issues to be discussed with FCO 	0–3 months	Operations
Review issues or concerns with FCO	<ul style="list-style-type: none"> Finalized MOA 	0–3 months	Operations
Obtain signatures for MOA	<ul style="list-style-type: none"> Signed MOA 	3 months	Operations

5. Youth and Family Engagement

Activities	Key Deliverables	Timeline	Key FCO Support
Create Youth & Family Engagement Plan	<ul style="list-style-type: none"> Youth & Family Engagement Plan developed 	0–3 months	Youth and Family Engagement
Establish Youth Advisory Committee (YAC) and Family Advisory Committee (FAC)	<ul style="list-style-type: none"> YAC/FAC created and first meeting 	3–6 months	Youth and Family Engagement
Create YAC/FAC Terms of Reference	<ul style="list-style-type: none"> Terms of Reference for YAC/FAC developed 	3–6 months	Youth and Family Engagement
Create YAC/FAC community agreements	<ul style="list-style-type: none"> Community agreement developed and signed 	3–6 months	Youth and Family Engagement

6. Communications and Branding

Activities	Key Deliverables	Timeline	Key FCO Support
Create communications plan	<ul style="list-style-type: none"> Communications plan developed 	0–3 months	Communications
Create centre opening media event plan	<ul style="list-style-type: none"> Centre opening media event communication plan developed 	12–18 months	Communications

7. Capital Projects*

Activities	Key Deliverables	Timeline	Key FCO Support
Create Project Charter	<ul style="list-style-type: none"> Project Charter developed 	0–3 months	Capital
Develop capital budget	<ul style="list-style-type: none"> Capital budget finalized and approved by FCO 	3–6 months	Capital
Complete functional program	<ul style="list-style-type: none"> Functional program finalized and approved by FCO 	3–6 months	Capital
Complete schematic design and schedule	<ul style="list-style-type: none"> Schematic design and schedule finalized 	3–6 months	Capital
Construction of centre	<ul style="list-style-type: none"> Centre ready for opening 	6–18 months	Capital
Close out/move in	<ul style="list-style-type: none"> Move in and start-up (handover to implementation) 	At construction completion	Capital
Post-occupancy evaluation	<ul style="list-style-type: none"> Review and findings 	6–12 months after opening	Capital

8. Fundraising and Philanthropy

Activities	Key Deliverables	Timeline	Key FCO Support
Create fundraising plan and timeline	<ul style="list-style-type: none"> Fundraising plan and timeline finalized 	0–3 months	Philanthropy
Develop campaign materials	<ul style="list-style-type: none"> Campaign materials created 	3–6 months	Philanthropy
Execute plan (ongoing)	<ul style="list-style-type: none"> Early fundraising activities completed (e.g., volunteers recruited, meetings conducted) 	6–18+ months	Philanthropy

9. Centre Services and Operations

Activities	Key Deliverables	Timeline	Key FCO Support
Conduct a centre services and supports environmental scan	<ul style="list-style-type: none"> Centre services and supports environmental scan report 	0–3 months	Service Integration & Implementation
Develop a services plan	<ul style="list-style-type: none"> Services plan developed 	3–6 months	Service Integration & Implementation
Develop an operations plan	<ul style="list-style-type: none"> Operations plan developed 	3–12 months	Service Integration & Implementation

10. Knowledge Exchange, Mobilization and Training

Activities	Key Deliverables	Timeline	Key FCO Support
Develop training workplan	<ul style="list-style-type: none"> Training workplan created 	6–12 months	Knowledge Translation & Exchange
Training: Integrated Stepped Care Model (ISCM)	<ul style="list-style-type: none"> ISCM training completed 	6–12 months	Knowledge Translation & Exchange Service Integration & Implementation
Training: Toolbox, Solution-Focused Brief Therapy (SFBT), Emotion-Focused Family Therapy (EFFT) and Youth Peer Support	<ul style="list-style-type: none"> Training completed on Toolbox, SFBT, EFFT and Youth Peer Support 	12–18 months	Knowledge Translation & Exchange Service Integration & Implementation

11. Operations Budget

Activities	Key Deliverables	Timeline	Key FCO Support
Identification of resources and resource gaps	<ul style="list-style-type: none"> Partnership inventory and analysis complete Resources and resource gaps report 	0–3 months	Service Integration & Implementation
Develop initial start-up operations budget	<ul style="list-style-type: none"> Start-up operations budget finalized and approved by FCO 	0–3 months	Operations

Develop operations budget for centre opening	<ul style="list-style-type: none"> • Operations budget for centre opening finalized and approved by FCO 	6–9 months	Service Integration & Implementation
Hire key personnel	<ul style="list-style-type: none"> • Project Lead hired • Engagement Coordinator hired • Other project staff hired, as needed 	0–12 months	Service Integration & Implementation

12. Evaluation and Quality Improvement

Activities	Key Deliverables	Timeline	Key FCO Support
Implementation of Toolbox data collection platform	<ul style="list-style-type: none"> • Toolbox implemented and integrated into the centre information collection system by FCO staff 	6–18+ months	Service Integration & Implementation Evaluation
Complete Foundry Integration Measure	<ul style="list-style-type: none"> • Foundry Integration Measure completed at intervals to be determined 	TBD	Service Integration & Implementation Evaluation

13. Research and Innovation

Activities	Key Deliverables	Timeline	Key FCO Support
Initiate research projects	<ul style="list-style-type: none"> • Draft of research plan and project charter • Scientific community review • Resource plan outlined • Knowledge Translation & Exchange Team informed of project • Communications team informed of project • Operations informed of project 	12–18+ months	Research Project Management Youth and Family Engagement Knowledge Translation & Exchange Communications Service Integration & Implementation
Support Foundry research projects	<ul style="list-style-type: none"> • Collaboration on research projects 	12–18+ months	Research
Keep informed about Foundry research	<ul style="list-style-type: none"> • Terms of reference read • Publications guidelines read • Foundry Research and Innovation Rounds attended 	0 to 18+ months	Research
Adapting and implementing relevant research	<ul style="list-style-type: none"> • Participation in Foundry research 	12–18+ months	Research Youth and Family Engagement Knowledge Translation & Exchange Communications

* Timelines for Capital Projects planning are dependent on securing a space and/or signing a lease, which may take 0–18 months to finalize.

Tools and Resources

Supplementary materials (Appendix A)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- A.1 Project Charter Guidance Notes
- A.2 Template: Project Charter
- A.3 Foundry Centre Workplan Guidance Notes
- A.5 Foundry Centre High-Level Timeline*

*Available as downloadable Microsoft Excel file

Additional information found on the [Foundry website](#)

- A.4 Template: Foundry Centre Workplan*

External resources

- [Project Management Institute](#)

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 02

Leadership and Governance



Introduction

The successful implementation of a new Foundry centre depends on the ability of partners, service providers, youth and families to understand, see value in and apply the integrated, multi-disciplinary collaborative care approach to physical health, mental health and substance use services, social services and youth and family peer support. To help Foundry centres set up for success, it is important to support leaders in their role as Foundry champions in their local community.

Experience to date tells us that there are fundamental elements that support change. Solid leadership is critical to building excitement and empowering a community's service providers to adopt Foundry's vision to transform access to health and social services in BC communities.

Becoming a Foundry centre is about much more than constructing a new building and infrastructure. It involves developing and maintaining relationships within the community and implementing new models of care, new technology, new clinical processes and potentially even new staffing models. All of these changes will impact how people do their work. This degree of change requires a strong focus on relationships, which requires strong leadership.

Foundry's goal is to ensure young people find the support, services and connections they need for their wellness to take shape. Achieving this requires leaders to be knowledgeable, willing, able and motivated to consciously lead the Foundry vision to transform how young people and their families find the resources and support they need, both online and in their communities.

Lessons Learned

Culture of leadership

Foundry has formed a new culture of care for young people and families and, in parallel, has also created a new culture of leadership. Based on the findings of our developmental evaluation (see the [“Evaluation and Quality Improvement”](#) section on page 106), our network has set conditions for leaders in health care, social services, philanthropy and community-based non-profit organizations, as well as FCO staff, to lead differently in order to achieve our desired outcomes. This culture of leadership is based on a common value system that includes the following:

- Prioritizing youth needs;
- Building trust;
- Ensuring transparency;
- Solving problems creatively; and,
- Fostering reciprocity between Foundry and the community.

A Foundry centre requires tremendous collective effort, demanding key leadership qualities to sustain the work within a dynamic environment. Effective leaders are usually characterized by their sustained long-term commitment, involvement and enthusiasm to integrate health care and social services locally. Experienced Foundry leaders have identified the following key features of effective Foundry centre leadership:

- **Creative problem-solving**, including involving partners and staff in planning and making decisions;
- **Knowledge** about and a clear **understanding of Foundry’s vision** and how it fits within the local context;
- **Adaptability**, as transformational change requires leaders to be agile;
- **Accountability** for mistakes or missteps that come from venturing into new frontiers;
- **Visibility and availability** to participate fully in Foundry initiatives, attend meetings, build relationships and collaborate with partners and staff; and,
- **Distribution of leadership** across all staffing levels.

In short, leaders require the skills and strategies necessary to understand, influence and lead transformational change.

Change leadership

Change leadership concerns the driving forces, visions and processes that fuel large-scale transformation. Change leadership is associated with a bigger vision, an urgency for change and the creation of broader action towards change throughout the community. The objective of change leadership is motivating the members of the community to be and to lead the change, using collaborative, creative and motivational change approaches. Change leadership is what will get a Foundry centre off the ground!

When change leadership is at play, the expectation is to have the mindset of an entrepreneur — capable of taking matters into their own hands, creating the necessary solutions to potential threats and helping to foster change time and again.

These three Cs unite effective change leadership:

Researchers at the Center for Creative Leadership found that three skills provide the necessary connection between the “process” part of change and the “people” part of change.^[2] These three Cs unite effective change leadership:

- 1. COMMUNICATE.** Successful leaders communicate the “what” and the “why.” Leaders who explain the purpose and benefits of a change create stronger buy-in and urgency for action.
- 2. COLLABORATE.** Bringing people together is critical to planning and executing change. Successful leaders work across boundaries, encourage partners to break out of their silos and refuse to tolerate unhealthy competition. They also include partners in decision making early on, strengthening those partners’ commitment.
- 3. COMMIT.** Successful leaders make sure their own beliefs and behaviours support and are aligned with their organization’s vision and goals. Change is difficult; but leaders who negotiate change successfully are resilient, persistent and willing to step outside of their comfort zone. They also devote more of their own time to the change effort and focus on the big picture.



Governance

Effective leaders devote considerable effort to engaging everyone involved in the change effort. Three crucial qualities of leading people include **learning, supporting** and **swaying** — that is, getting people to buy into the vision.^[2] To effectively bring about change, structures that facilitate this learning, supporting and swaying need to be established. Further, Foundry centres are assets for their entire communities, so it is recommended that local governance structures include all interested community members so that all key stakeholders can contribute to and own the outcomes of the work. Experience indicates that forming Local Leadership Tables (LLTs) at individual Foundry centres is critical for creating the sense of “we” in decision making and for ensuring that diverse perspectives are informing the development of a Foundry centre. The LLTs are a mechanism to help ensure forward momentum towards creating a new centre while tackling roadblocks along the way.

Key Activities

Foundry’s vision is to transform systems. This ambitious vision requires a unique and layered local governance structure to ensure the centre is supported at varying levels of the systems it interacts with and depends upon.

As discussed above, LLTs form the foundation of our governance structure and include the following: 1) a Funders Table; 2) a Leadership Advisory Table; 3) an Operations Working Group; 4) a Youth and Family Advisory Committee (or two separate advisory committees, one for youth and one for family); and 5) other working groups as needed. The composition of the LLTs will vary from community to community, although there are core representatives from key partners who are necessary for directing the work (see [Table 2 on page 29](#)). It is important to develop terms of reference for each LLT. Sample terms of reference for the various LLTs can be found in [“Tools and Resources” on page 31](#).

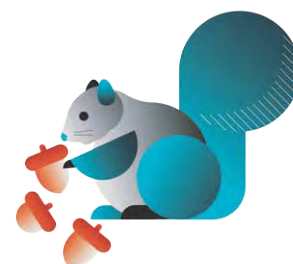
The following table provides FCO guidelines for LLTs as well as a timeline for action.

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
<p>Funders Table/ Barrier Busters</p>	<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>
<p>Leadership Advisory Table (LAT)</p>	<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 and community or partnership priorities, facilitates communications between agency leaders and assists the Lead Agency to solve any issues of concern.</p> <p>Sets local priorities based on information brought forward by the Youth Advisory Committee, Family Advisory Committee and Lead Agency.</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 • EDs/Directors/Managers, local agencies • At least two youth representatives • At least two family representatives <p><i>Note: Members, including youth and family representatives, Elders and Knowledge Keepers, must be compensated for their time if they are not otherwise paid to participate in meetings.</i></p>	<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 this group. In these cases, Lead Agencies may wish to start this table by bringing together their core partners prior to expanding membership to a broader group. FCO can support this planning.</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>

Name	Function	Representation	Timeline	Chair
<p>Youth and Family Advisory Committee(s) (YAC, FAC)</p> <p>May be two separate committees or one combined committee. The choice rests with the community's young people.</p>	<p>Provides leadership, advice and engagement.</p> <p>Amplifies client voices to ensure they are at the centre of planning, service delivery, hiring and centre priorities.</p> <p>Provides youth with leadership opportunities.</p> <p>May lead community engagement and awareness activities, such as events.</p> <p><i>Note: During the onboarding phase, this group will have some exciting opportunities to participate in the design of the new centre. Lead Agencies must ensure this group has a budget adequate to their function.</i></p>	<ul style="list-style-type: none"> • Young people ages 12–24 • Family members • Youth care providers • Members should reflect the diversity of the community 	<p>Established as soon as possible during the onboarding process if not already present in the community.</p>	<p>This group is supported and facilitated by an identified Foundry staff member, perhaps a Peer Support Worker.</p> <p>It may be chaired by a youth or family member if that is the group's preference.</p> <p>The staff facilitator must have a mechanism to flow information and feedback from membership to centre leaders.</p>
<p>Operations Working Group (OWG)</p>	<p>Supports ongoing communication and planning about service delivery within the centre.</p> <p>Identifies and responds to drivers of and barriers to operational integration (e.g., referral process).</p> <p>Responds to recommendations of advisory groups and brings forward issues to leadership for discussion as needed.</p>	<ul style="list-style-type: none"> • Clinical staff • Service management • Partners operating within the centre <p>In some cases, there may be overlap between this group and the Leadership Advisory Table. That's OK! Review the frequency of meetings to ensure efficiency.</p>	<p>Established 6–9 months prior to the opening of the centre, as services are planned for opening day.</p>	<p>Chaired by centre Project Lead.</p>
<p>Various Working Groups</p>	<p>Additional ad-hoc, time-limited, community-specific working groups, dependent on needs. May include space design, events, social media or other topics.</p>	<ul style="list-style-type: none"> • Group specific 	<p>As needed.</p>	<p>At YAC/FAC and Foundry centre's discretion.</p>



Tools and Resources

Supplementary materials (Appendix B)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- B.1 Sample: Funders Table Terms of Reference
- B.2 Sample: Leadership Advisory Table Terms of Reference
- B.3 Sample: Operations Working Group Terms of Reference
- B.4 Sample: Family Advisory Committee Terms of Reference

References

- [2] “[How to Be a Successful Change Leader](#),” Center for Creative Leadership, retrieved May 25, 2020.

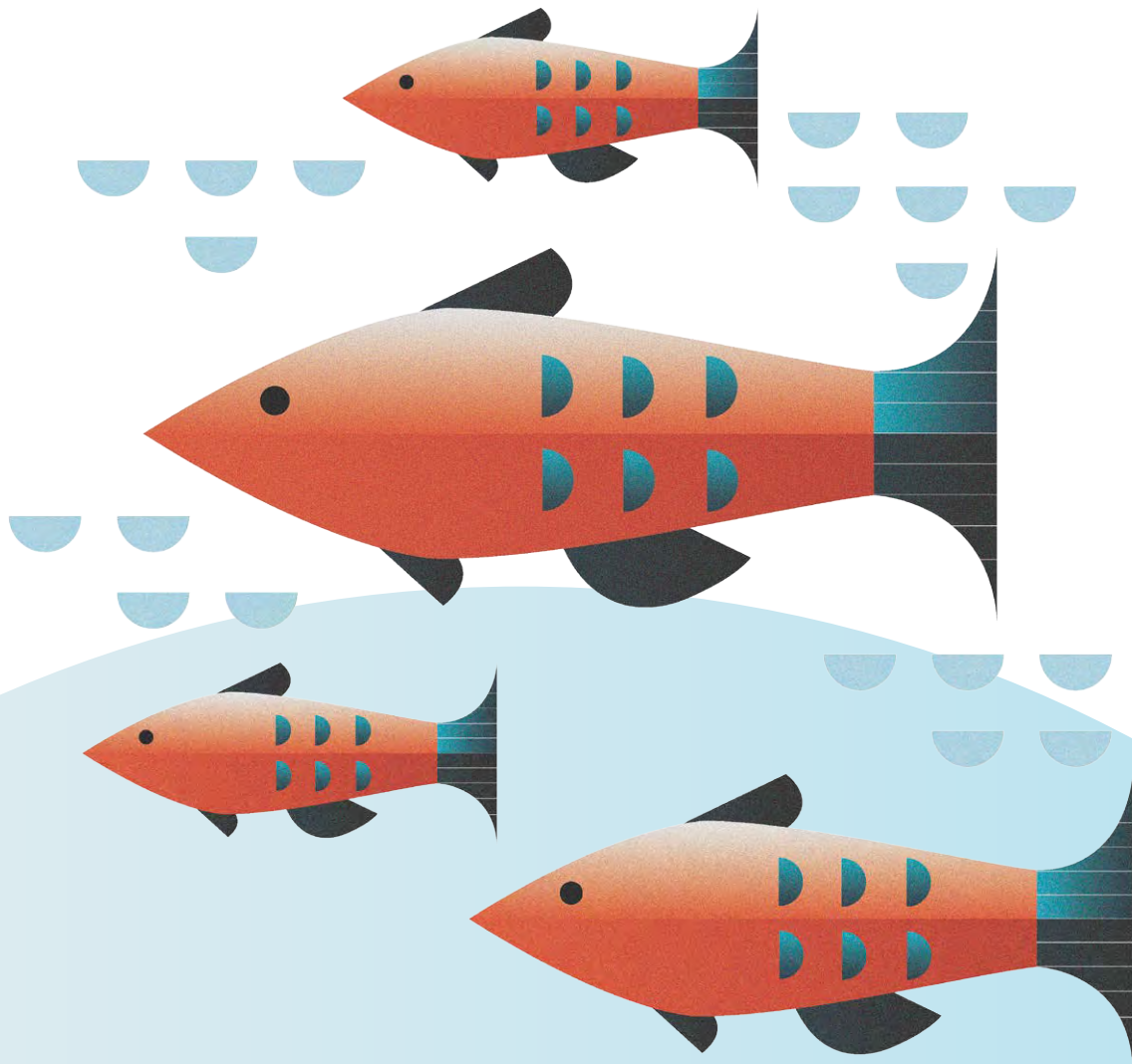
FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 03

Partnerships and Community Development

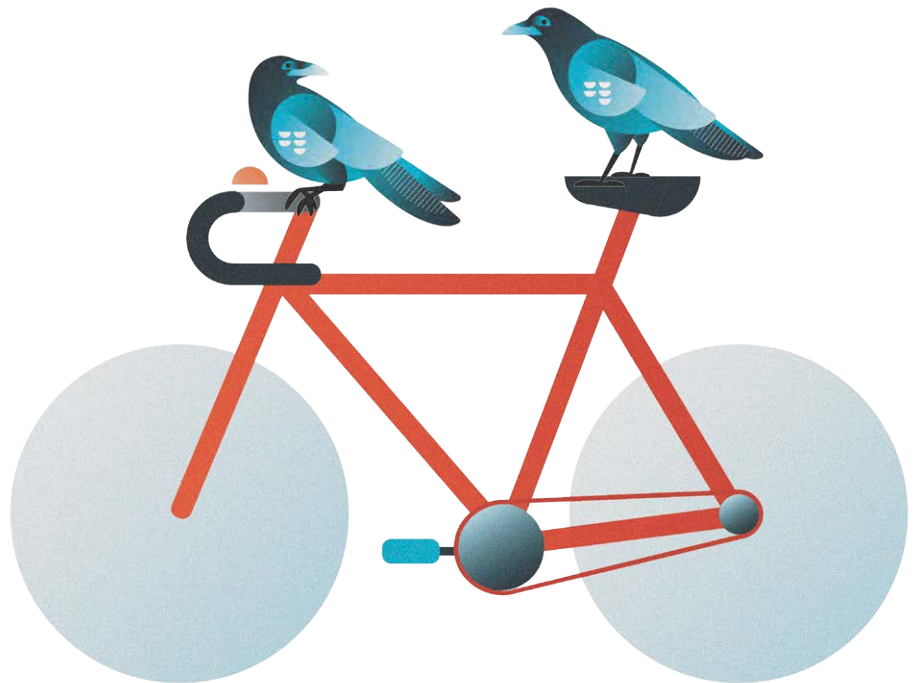


Introduction

Foundry uses a broad definition of “partner” – thinking of them as all organizations and people working with us towards a shared vision. We have partners at many levels. Typically, local partnerships are maintained and led by Lead Agencies, while provincial partnerships are maintained and led by FCO, although Lead Agencies may also have their own provincial contacts (discussed in the [“Master Operating Agreement Overview” section on page 38](#)).

Foundry requires intentional partnerships—the relationships built between people and organizations over time. Foundry partnerships go beyond sharing meetings, ideas and work; rather, our partnerships involve sharing and integrating organizational resources, as well as a collective responsibility to improve the wellness of young people across the province.

In communities, a broad base of strong partnerships is critical to the success of Foundry centres. Lead Agencies are expected to develop robust and meaningful partnerships with their local government agencies, including health authorities, Ministry of Children and Family Development (MCFD) offices, school districts and non-profit agencies. Those partners are expected to integrate, rather than simply co-locate, their services. Some of our Lead Agencies have more than 20 local partners. Through our central relationships, FCO can also help bring people and organizations together as needed.



Lessons Learned

Strong partnerships

The Foundry network, as a whole, includes over 200 government and community partnerships across BC. This network is critical because no one organization can achieve the Foundry vision working alone. Through our experience operating effectively within the Foundry partnership model (both in the local context and between the Lead Agency and FCO), we have identified the following drivers of strong partnerships:

- **Sharing the Foundry provincial vision.** Transforming systems requires collaboration.
- **Commitment to meaningful youth and family engagement.** Youth and family are included as decision makers at the governance, leadership and community levels.
- **Attention to developing strong and trusting relationships.** This need is the essential learning from our Developmental Evaluation. The ability of an organization to develop a Foundry centre hinges on relationships, both locally and provincially.
- **Clear roles and responsibilities** between local partners and between the Lead Agency and FCO.
- **Curiosity and openness to change.** Foundry can disrupt patterns of working that have existed for decades, and change is hard.
- **Humility and distributed leadership.** Foundry requires organizations to examine how they have been working and make changes. We use a distributed leadership model to allow for scaling, and this can be a different way of working for some people.
- **Organizational capacity.** It takes time and effort to develop and operate a Foundry centre, especially in the early days as staff are hired and oriented, youth and families engaged, governance structures developed, budgets and project plans created, communications and fundraising plans implemented, a capital project led and a staffing model organized. And all of this is completed while participating in regular planning calls with FCO.

Community development

Establishing a Foundry centre is a whole community initiative, grounded in a community's assets and needs. Community development is a process in which members of a community come together across organizations and spaces to take collective action and create change. The United Nations defines community development as “a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community's initiative.”^[3]

Within the Foundry model, community development practices help to weave together the perspectives and contributions of local partners, youth and families to create the cohesion that supports individual centres. Community development is critical, as it often precedes or informs the development of governance structures and because community cohesion has been shown to have a positive impact on the wellness of children and youth who live there. An example of an initiative that has successfully developed and incorporated a partnership model that integrates multiple perspectives including researchers, practitioners, youth and families is the Human Early Learning Partnership (HELP), based at the School of Population and Public Health at the University of British Columbia (UBC). Visit the [HELP website](#) for more information.

Community development requires time, attention, the intentional development of relationships and the creation of spaces for open, honest, asset-based and solutions-focused dialogue.

Foundry's Local Leadership Tables are designed to support effective community development locally by formalizing key partnerships, leveraging opportunities for change, including youth and family participation and ensuring that appropriate interventions are implemented at different levels of health and social service systems.



Key Activities

Draft, review and sign the Master Operating Agreement

Each Lead Agency must sign a Master Operating Agreement (MOA) between their agency and FCO. More information about the MOA can be found in the [“Master Operating Agreement Overview”](#) section on page 38.

Establish communications pathways

The development of clear and transparent communications pathways is essential to the success of partnerships. Mechanisms can include regular in-person meetings between FCO staff and Lead Agency staff, as well as regularly scheduled calls between the Lead Agency team, local partners (including regional health authority and MCFD contacts) and FCO.

Assessment of integration

Integration is important, and Foundry uses the Fulop model of integration to understand the level of partnership integration in centres and across communities. For more details on this model, please see [“Foundry Integration Measure”](#) on page 113.

Community development techniques

Specific community development activities will depend on what is possible and desired within the community and will often rely heavily on strong communication pathways. The Tamarack Institute has created a resource for community-based organizations, [Index of Community Engagement Techniques](#), outlining several techniques that can be adapted for each organization’s unique needs. One technique that may be particularly informative in the early stages of planning is community mapping. Through a participatory process, the citizens of a community weigh in on the strengths and weaknesses of services available in their community, for example. Please visit the [Tamarack Institute website](#) for more information.

Tools and Resources

External resources

- Resource for community engagement techniques:
[Index of Community Engagement Techniques](#) (The Tamarack Institute)
- Example of successful partnership: [HELP website](#)

References

- [3] “Community development.” UNTERM. Retrieved May 25, 2020.

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 04

Master Operating Agreement Overview



Introduction

The Master Operating Agreement (MOA) is a foundational legal document signed by FCO and the Lead Agency that describes the shared goals and roles and responsibilities of both parties for the development, operation 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.

The MOA specifies the terms of the relationship including the obligations of the Lead Agency and specific commitments with respect to, for example, centre establishment, services, funding, youth and family engagement, reporting, evaluation, research, brand licensing and information sharing. It also outlines the reciprocal obligations of FCO.

The main objectives of the partnership, as described in the MOA, are the following:

1. To implement a Foundry centre consistent with the vision, mission, values and principles of the overall Foundry initiative;
2. To make services easily available for youth by selecting accessible locations and convenient hours of operation;
3. To create youth-friendly service delivery environments;
4. To encourage youth and family participation in centre establishment, service design and delivery, and decision making in order to minimize barriers to services;
5. To provide a holistic approach to health and wellness to ensure that services are not exclusively focused on providing solutions to mental health and substance use concerns but also support solutions addressing physical health and educational, employment and social concerns;
6. To ensure that services provided are culturally safe;
7. To implement a standardized evaluation framework integrated into all services, providing real-time performance feedback in order to support scaling and expansion of the system of care; and,
8. To facilitate quality improvement and research initiatives to improve Foundry services and inform innovation for the purpose of enhancing services.

Lessons Learned

The MOA consolidates what was previously a number of separate Foundry agreements and contracts into one and adds provisions for flowing annual operating funding to the Lead Agency. The MOA includes clear reporting requirements that allow Lead Agencies to plan and understand expectations and that increase FCO's accountability to government and funders, ultimately strengthening trust in the model.

The Lead Agency and FCO each have key roles and responsibilities within this partnership. A comprehensive list can be found in the template of the Master Operating Agreement (currently under development) and are summarized below.

Lead Agency

1. Using a youth and family informed process, designing, establishing and resourcing an accessible, youth-friendly Foundry centre, embedding youth and family engagement practices throughout;
2. Operating the Foundry centre in a manner that adheres to the vision, mission and principles of the Foundry Initiative, including its core services;
3. Committing to the use of the FCO Toolbox data collection system to support ongoing research and evaluation; and,
4. Other responsibilities as described in the MOA.

Foundry Central Office (FCO)

FCO will be the integration, quality assurance and evaluation lead for the purposes of the new Foundry centre and the operational lead for the initiative overall. As such, FCO will oversee the development of and will facilitate the implementation and evaluation of the following:

1. A shared Foundry communication strategy, including branding and marketing;
2. An integrated stepped care model that includes e-health services;
3. 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 FCO;
4. Knowledge exchange and mobilization to facilitate the uptake of innovative practice and support effective integration of services at the centre; and
5. Other responsibilities as described in the MOA.

Key Activities

Review and draft Master Operating Agreement

FCO and the Lead Agency will enter into a formal agreement within the first three months of planning the Foundry centre.

As a first step, the Lead Agency will be provided with the MOA for review. Schedules within the MOA will be discussed. During this review, the Lead Agency is encouraged to generate questions and raise any concerns or issues for discussion. FCO will review all presented issues and concerns with the Lead Agency, and the two parties will work together towards producing a final draft.

Sign Master Operating Agreement

The MOA will be sent to a lawyer for review and, once approved, will be signed by the Lead Agency and FCO.

Tools and Resources

Supplementary materials (Appendix D)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- D.1 Template: Master Operating Agreement (under development)

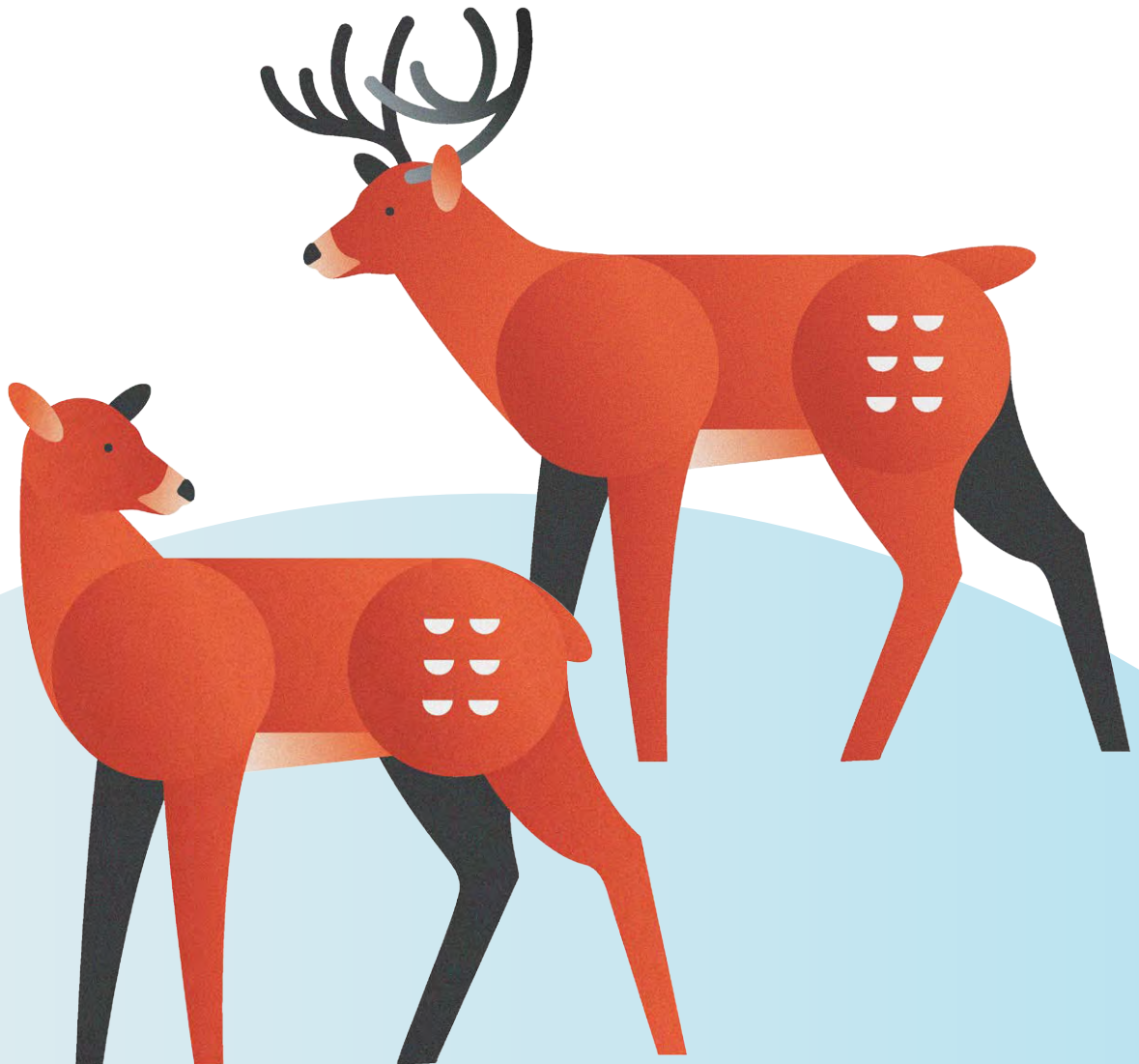
FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 05

Youth and Family Engagement



Introduction

Foundry's vision is to transform access to services for young people ages 12–24 and their families in BC. This transformation is informed and made possible by meaningful engagement with the people we serve.

Foundry acknowledges youth, family and members of the wider community as local and provincial champions and recognizes that their voices are key to enhancing service experiences of young people and families across BC.

The purpose of youth and family engagement is:

1. To incorporate the voices and perspectives of those with lived experience in all things related to the Foundry initiative;
2. To provide a formalized means for those who have accessed systems of care to inform and shape the delivery of health care and social services;
3. To ensure Foundry centres and provincial initiatives reflect and embody the Foundry brand experience, as shaped by youth and families; and
4. To create opportunities for young people and their families to continue their journey as emerging advocates and leaders in their communities.

Meaningful youth and family engagement requires organizations to create space and opportunities for youth, family and community members to provide input and inform decision making. Organizations will know that they are engaging successfully when youth, family members and others feel a sense of community, belonging, ownership and appreciation.

Lessons Learned

At Foundry, we recognize the value and importance of incorporating the lens of lived experience and empowering young people and families. Meaningful, reciprocal engagement helps inform and enhance experiences across all levels of an organization, including program development, policy and planning, service delivery, clinical education, quality improvement, evaluation and research.^{[5][6][7]}

Foundry strives to help young people connect with resources to help them navigate their way to wellness and well-being. Part of the solution is creating opportunities for social connection, and Foundry's youth engagement network offers this as a starting point. Participating in engagement activities provides a sense of community connectedness, which research has demonstrated is a protective factor for youth health and wellness.^[4]

Foundry is equally committed to supporting families and recognizes the interdependency between young people, families and those who support them in community.

Importantly, while both engagement and peer support are founded on lived and living experience, they do represent different concepts within the Foundry model. Peer support is a core component of Foundry's service delivery, with Peer Support Workers working with youth and families as a part of the care team. Peer Support Workers are trained to deliver peer-based services and are employees of Foundry centres. Engagement includes activities related to giving feedback, adding the voice of lived experience, informing policies and practices and shaping service delivery. Engagement opportunities are often through advisory committees, and individuals are always compensated for their expertise and contributions.

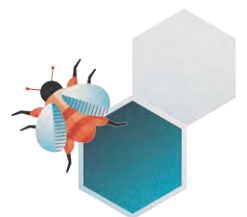


Engagement approaches

Drawn from Hart's ladder of engagement (1992), Foundry's provincial youth and family engagement network has developed an engagement framework to illustrate meaningful engagement approaches (see [Table 3](#)).

TABLE 3: FOUNDRY'S ENGAGEMENT APPROACHES

Approach	Description
Co-Leading	To have youth and families assume a leadership role in decision-making processes in collaboration with Foundry centre staff
Co-Producing	To work in an equal and reciprocal relationship with youth and families to implement, deliver and evaluate Foundry centre activity
Co-Designing	To work alongside and to create a plan with youth and families that meets the needs, expectations and requirements of those who participate and those who will be affected
Involving	To work with youth and families to ensure voices and perspectives are included in various levels of decision making
Consulting	To obtain feedback from youth and families for future decision making
Educating	To provide opportunities for youth and families to learn more about their Foundry centre and the Foundry network and also to provide opportunities to build their capacity in areas of interest to them
Informing	To provide information to youth and families to let them know what has been decided and what is going to happen



Key Activities

The Lead Agency for a Foundry centre has a role in championing and supporting youth, family and community engagement across all elements and services in their centre. When this engagement is done well, there are endless opportunities to improve outcomes for young people, families and the wider community. This work is paramount to the centre's success.

Here are some key activities centres will do to support youth and family engagement:

- Establish a Youth Advisory Committee (YAC) and a Family Advisory Committee (FAC). These are part of the Local Leadership Tables described in [“Governance” on page 28](#).
- Ensure that two representatives from each advisory participate in the Leadership Advisory Table.
- Select a member from the Youth Advisory Committee to join Foundry's youth Centre Circle, part of the Provincial Youth Advisory network. The selection process is up to the local Youth Advisory Committee and the centre.
- Select a member from the Family Advisory Committee to join Foundry's Provincial Family Ambassadors. The selection process is up to the local Family Advisory Committee and the centre.
- Ensure that there are mechanisms in place for the flow of information and feedback between all of the above groups and centre leaders.
- Allocate staff, resources and budget to support the Youth and Family Advisory Committees and meaningful youth and family engagement, including honoraria, travel, etc.).

Please refer to [Table 1 on page 19](#) for the suggested timeline for initiating some of these activities.

Getting started

The following checklist was developed to guide a Lead Agency's efforts to establish meaningful youth and family engagement practices in a Foundry centre.

1. Preparation

- Consider human resources and organizational infrastructure supports:
 - Who in the Lead Agency or the Foundry centre will be responsible for engagement?
 - Do they have enough protected time to focus on engagement?
 - Will any additional resources be required?
 - What are the communication pathways between youth and families, the Lead Agency and centre management?
 - What mechanisms or structures need to be in place to ensure youth and family voices are heard and acted upon?
- Confirm funding is available for salary costs and other budget items such as meeting or event expenses, refreshments, honoraria, project expenses and travel. Youth and family engagement costs are allowable expenses for Foundry funding (see [“Use of the Foundry operations grants — allowable expenses”](#) on page 100).
- Review existing governance groups and determine what changes need to take place to support youth and family involvement or what new groups need to be formed. For example, are LLT meetings held at a time of day when youth and family members are able to attend and in a place where they feel safe?
- Is the level of youth and family engagement new for the Lead Agency, community or partnership? If yes, consider how to prepare staff and partners for this change. Ensure staff and partners are aware of the roles youth and family members will play in developing and operating a Foundry centre.



2. Recruitment and establishment of Youth and Family Advisory Committees

- Outline the purpose of the committee(s) and determine who will be recruited to ensure a diverse set of perspectives are engaged. (See [“Key Activities” on page 28.](#))
- Develop a recruitment process and supporting materials and share these with local partners and networks, including through social media and other communications channels, if available. Ensure youth and families inform this process and participate along the way.
- Co-create a YAC/FAC terms of reference and community agreement to guide the work going forward. To maximize impact, centres are encouraged to participate in these activities to help develop a community agreement that is personal, tailored and represents the unique ideals, values and perspectives of the youth and families they serve.
- Determine honoraria guidelines and payment processes (see Appendix E.6 in [“Tools and Resources” on page 49.](#))
- Provide support to YAC/FAC members to help maintain their personal health and well-being. Youth and family members engaged in the YAC/FAC may have lived and living experience and will also be doing meaningful and sometimes difficult work. Support them in connecting with a Peer Support Worker or other ally.
- Establish a feedback loop to ensure the YAC/FAC’s input reaches Lead Agency staff and partners who are able to make relevant decisions and have mechanisms to act on feedback.
- Connect members of the YAC/FAC with Foundry’s provincial advisories and ensure that there is representation on Foundry’s provincial Engagement Forum.

3. Ongoing developmental opportunities

- Support members of the YAC/FAC to pursue opportunities of interest to them, such as exploring career pathways or participating in training and professional development.
- Identify opportunities for wider system change, often in partnership with FCO, such as knowledge exchange activities, research opportunities, advocacy and organizational development to support a culture of meaningful youth and family engagement.

Tools and Resources

Supplementary materials (Appendix E)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- E.1 Foundry Central Office Engagement Roles and Groups
- E.2 Foundry Centre Engagement Standards
- E.3 Sample: Youth Advisory Committee Recruitment Poster
- E.4 Template: Community Agreement (under development)
- E.5 Sample: Youth Advisory Committee Meeting Agenda and Notes
- E.6 Honoraria Guidelines
- E.7 Supporting Youth and Caregivers on Leadership Tables

References

- [4] Government of British Columbia, Family Mental Health and Substance Use Task Force. (2015). *Families at the centre: Reducing the impact of mental health and substance use problems on families developed by the family mental health and substance use task force: a planning framework for public systems in BC*. www2.gov.bc.ca/assets/gov/health/managing-your-health/mental-health-substance-use/child-teen-mental-health/families_at_the_centre_full_version.pdf
- [5] Law M, Rosenbaum P, King G, King S, Burke-Gaffney J, Moning-Szkut T ... Teplicky R. (2003). *Family-centred service sheet 3: How does family-centred service make a difference?* Hamilton, ON: CanChild Centre for Childhood Disability Research, McMaster University. www.canchild.ca/system/tenon/assets/attachments/000/001/267/original/FCS3.pdf
- [6] Burton M, Cohen AK & Jain-Aghi S. (2014). Family partners improve early childhood mental health services. *Psychiatric Services*, 65(11), 1376. doi.org/10.1176/appi.ps.651002
- [7] Heffernan OS, Herzog TM, Schiralli JE, Hawke LD, Chaim G, & Henderson JL. Implementation of a youth-adult partnership model in youth mental health systems research: Challenges and successes. *Health Expectations*, 20(6), 1183–1188. onlinelibrary.wiley.com/doi/full/10.1111/hex.12554

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts” on page 14](#).

SECTION 06

Communications and Branding



Introduction

Introducing a new Foundry centre to its community is an exciting and important task that requires thoughtful communications planning. Sharing the overall vision of Foundry and its potential to change the way young people access health and social services in a community needs to be a Lead Agency's top priority as the Foundry model is introduced and implemented.

There are a number of communication channels that can be used to ensure messages are reaching key audiences, including partners, community members, young people and families, local and provincial government, and potential funders and donors.

It is imperative that a Lead Agency's communications efforts are coordinated and organized and they are clear about what is being communicated. Consider how each group would like to receive information and which channels they are most likely to engage with. Creating a communications plan is a great way to ensure communication is as clear as possible to the right audiences at the right time.



The Foundry Brand

The Foundry brand was co-developed with our Lead Agencies, their partners and youth and family members from across BC and Canada. The Foundry brand will ensure that youth and families across BC know where to find help.

The Foundry brand was developed in 2016, with significant input from youth and families/caregivers from across BC and Canada. At that time, however, only a handful of centres were either open or in development and the Foundry model was still being evaluated and refined.

Since then, Foundry (and the world) has changed, a lot:

- We completed our proof of concept and developmental evaluations, and our network grew to include 11 open centres open, with 8 more in development. And our network continues to grow, as the Province of BC recently announcing funding for another 4 centres, eventually bringing the total number of open centres across BC to 23.
- In 2021, our provincial virtual services team began offering Foundry services to youth and caregivers across the province through the Foundry BC app.
- In addition, we've grown our digital footprint to include foundrybc.ca and numerous social media channels and campaigns, each offering new insights and learnings.

With all this growth and change, Foundry saw an urgent need to invest resources into refining Foundry's brand and digital strategy, to ensure all youth and families/caregivers experience Foundry as a safe and welcoming place.

Foundry's brand refinement project

A cross-functional team at Foundry Central Office was established to undertake an engagement process alongside branding agency TAXI to better understand who we are, as well as the unique and emerging needs of youth ages 12–24, their families/caregivers in BC, as well as our staff both at FCO and across the network. To understand this, the project undertook extensive rounds of engagement with youth, families/caregivers and staff from across the network and Foundry Central Office.

This process led to a rich understanding of the incredibly diverse needs of those we serve and culminated in the development of a Foundry “brand house,” which articulates Foundry’s brand positioning statement, mission, values, personality traits, audience and context. This document serves as Foundry’s north star, supporting decision making by offering a filter to guide strategy development, communications campaigns, service offerings and so much more.

From there, a new iteration of this cross-functional team was formed to work alongside TAXI to support the development of updated brand guidelines, environmental design guidelines, donor recognition guide, a provincial digital strategy, a centre specific social playbook and a manifesto video. To learn more about Foundry’s brand refinement visit foundrybc.ca/brandrefine.

Foundry centres

As part of our overall brand implementation, Foundry centres are named consistently in the format “Foundry Community Name.” For example, Foundry Kelowna, Foundry Campbell River and Foundry Vancouver–Granville. Lead Agencies are recognized as “operating” Foundry centres (e.g., Foundry Campbell River — operated by the John Howard Society of North Island).

Centres are expected to follow Foundry’s branding guidelines and standards. Foundry Central Office provides brand tools and templates to all Lead Agencies. These include brand guidelines, graphics, logos, promotional material, business cards, letterhead templates, etc. Lead Agencies are responsible for implementing the Foundry brand in their centres and for related costs such as printing.

Each Foundry centre has a webpage on foundrybc.ca and is encouraged to create social media channels. A Foundry centre social media playbook is available for centres to use and reference.

To learn more about Foundry’s brand refinement and to access the brand tools, visit foundrybc.ca/brandrefine.



Lessons Learned

Communication tools come in a variety of shapes and sizes. From word of mouth and social media to newsletters, there are a number of ways an organization can communicate with their key audiences. Below are key communication tools developed and used by Foundry Central Office and Foundry centres, and a description of the audiences for each. Targeting messages to audience groups is a great way to be strategic and communicate effectively.



Communication Plan

This is a living document that is continuously updated and adjusted as new information becomes available. This plan outlines who is being communicated to, what is being communicated and how and when it is best to do it.



Webpage

Each centre has a designated webpage on foundrybc.ca (see, for example, foundrybc.ca/kelowna). The goal of this webpage is to provide visitors with the information they need about the centre, with the ultimate goal of driving young people to the centre. Open hours, services offered, schedules and more are typically housed on this webpage. Prior to a centre opening, progress updates and engagement opportunities can be posted.



Newsletters

Email newsletters keep young people, partners, funders and communities up-to-date with what is happening at the centre. By selecting the right content, audiences remain engaged and informed on topics such as services, special events and even staff profiles.



Social media

Social platforms such as Instagram, Facebook, Twitter and TikTok help a Foundry centre connect with young people, families, partners and stakeholders to increase awareness of Foundry in the community.



Media relations

Media relations help to raise awareness of Foundry, build credibility, manage reputation and strengthen community relations. Community-based media outlets can be contacted with ideas about promoting an event, service or funding announcement.



Google My Business

Google My Business is a free and easy-to-use tool for businesses and organizations to manage their online presence across Google, including Search and Maps. By verifying and editing the centre's business information, centres make it easy for young people to find information.



Events and conferences

Events and conferences can help build the Foundry brand, spread awareness about a Foundry centre and what services are provided and help establish connections between the centre and its clients and community.



Promotional material

Promotional materials are great communication tools. A brochure at reception outlining the services available at Foundry make it easy for school counsellors to refer students. What information a target audience receives should be considered carefully. Promotional materials help make Foundry stand out and engage young people, families and partners.



Graphic design

Many communications tools and tactics above require or could benefit from the addition of Foundry branding. We understand Foundry centres do not all have access to graphic design support, so we have created a Foundry Canva account for centres to use for social media post design. In addition, a graphic designer has been brought onto the Foundry Central Office communication team to support with print materials and larger projects.

Key Activities

Table 4 below outlines key tasks and responsibilities for each communication tool, who is responsible, what supports are available from FCO and the recommended frequency of each task. Please note that this is not an exhaustive list.

TABLE 4: FOUNDRY’S COMMUNICATION TOOLS GUIDELINES

Key Tasks	Responsibility	Frequency	
Strategic Documents	Create a Communications Plan; identify key goals, objectives, audiences and evaluation tools	Foundry centre to create in collaboration with FCO Communications Lead	Annually or as required
	Provide key messages and frequently asked questions about Foundry	FCO Communications Lead to provide to Foundry centres upon request	As required
	Develop specific key messages	Foundry centre to create in collaboration with FCO Communications Lead	Develop as needed (pre-centre opening progress updates, unexpected centre closures, funding announcements, etc.)
Webpage	Identify webpage goals and key audiences and complete new webpage content form	Foundry centre to complete	Once
	Update and develop additional content on centre webpage on foundrybc.ca	Foundry centre staff Training and support from FCO Communications	As required
	Post news stories and events on webpage as necessary	Foundry centre staff Support or consultation from FCO Communications	Create for newsworthy events, announcement, etc.
	Evaluation — how to evaluate progress toward goals	Foundry centre staff Support from FCO Communications	Quarterly
Newsletters	Identify newsletter goals and key audiences as identified in Communications Plan	Foundry centre to identify	Annually
	Create content and send newsletters	Foundry centre staff Support from FCO Communications	Foundry centre to determine frequency based on newsletter goals
	Evaluation — how to evaluate progress toward goals	Foundry centre staff Support from FCO Communications	Quarterly

Key Tasks	Responsibility	Frequency	
Social Media	Identify social media goals and key audiences as identified in Communication Plan	Foundry centre staff to identify	Annually
	Review Foundry centre social media playbook	Foundry centre staff	As required
	Create social media accounts (channels as identified in Communications Plan)	Foundry centre staff Support from FCO Communications	As required
	Create social media posts, publish and engage with followers via comments and direct messages	Centre social media manager to create content and publish Support from FCO Communications	Ongoing
	Evaluation — how to evaluate progress toward goals	Foundry centre staff Support from FCO Communications Coordinator and Digital Media Coordinator	Quarterly
Media Relations	Reach out to media regarding noteworthy news and announcements	Foundry centre staff to work with FCO Communications Lead on news stories, opening media events, press releases or key messages as required	Ongoing
	Identify media spokespersons at Foundry centre	FCO Communications to coordinate media training for staff and/or young people and caregivers participating in media interviews	As required
	Media inquiries regarding Foundry	Foundry centre staff to inform FCO Communication Lead Work together on article positioning, identifying and training spokespersons, writing key messages, etc.	As required
Google My Business	Set up Google My Business for Search	Foundry centre staff Support from FCO Communications	Set up during Onboarding, revisit as necessary (when business hours change, etc.)
	Set up Google My Business for Maps	Foundry centre staff Support from FCO Communications	Set up during Onboarding, revisit as necessary (if location changes, etc.)
	Monitor Google reviews and respond to inquiries as necessary	Foundry centre staff Support from FCO Communications	Ongoing

Key Tasks	Responsibility	Frequency	
Events & Conferences	Identify and host community events	Foundry centre staff	Ongoing
	Identify existing events and conferences to attend as vendor or booth	Foundry centre staff Notify FCO if event is provincial or national	Ongoing
Promotional Material	Identify materials and items that would be appreciated by young people in community (to be distributed in centre, community events, etc.)	Foundry centre staff	Ongoing
Graphic Design	Create Canva account and join Foundry team (Canva is an online graphic design tool that is great for designing social media posts)	Foundry centre staff Training and support from FCO Communications	As required
	Request graphic design support from FCO Communications (graphic design support available)	Foundry centre staff send request to FCO Communications	As required/ongoing
	Design materials within Foundry brand guidelines	Foundry centre staff Send to FCO Communications for review and approval	As required/ongoing



Tools and Resources

Supplementary materials (Appendix F)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- F.1 Information Sheet: Foundrybc.ca Website
- F.2 Template: High Level Foundry Centre Communications Plan**
- F.3 Template: Communications Plan**
- F.4 Sample; Foundry Ridge Meadows Draft Communications Plan
- F.5 Template: Foundry Centre Webpage Content**
- F.6 Template: Centre Opening Media Event Planning**

**Available as downloadable Microsoft Word file

Visit foundrybc.ca/brandrefine to access these resources.

- Foundry Brand House
- Foundry Brand Guidelines
- Foundry's Provincial Digital Playbook
- Foundry Centre Social Playbook
- Print materials, logos and templates
- Promotional Material Catalogue & Contact Information (under development)
- Foundry Canva Account Sign-Up Information & Instructions (under development)

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.

SECTION 07

Capital Development



Introduction

Foundry is a provincial brand, but each centre is meant to be a local creation, with a strong sense of ownership and leadership from local service providers, youth and families. While centres across the province provide a consistent and accessible Foundry client experience, each individual centre is also recognizably local and a reflection of the people it serves.

From concept to completion, the development of a Foundry centre is a multi-phase process that requires sharp attention to detail and broad stakeholder and partner engagement, including youth and families. Your Master Operating Agreement will provide the details of the capital funding agreement between the local Lead Agency and Providence Health Care (FCO's host institution), including the amount of grant funding supplied for establishing a physical space and the Lead Agency's obligations. Lead Agencies and their local community are not in this alone. FCO's tools, processes and staff are here to support the successful creation of each new Foundry centre.

Lessons Learned

FCO has worked in partnership with communities across BC to support the planning and start-up of 11 fully operational Foundry centres and eight more that will open in 2022 and 2023. Youth and their families are the secret ingredient to making a new Foundry centre's capital project successful. Including them from start to finish — conception to evaluation — is what makes the difference between a centre that is yet another clinic and something that is truly unique and captures the hearts and minds of a community. At Foundry, we endeavour to create centres that break down barriers to accessing services and meet the needs of young people in our communities, supporting them to live a good life.

Charrette process

On October 5, 2016, a facilitated design charrette took place with 20 youth, families and service providers from Foundry's five initial Lead Agencies. The goal of this intensive, hands-on, collaborative workshop was to inform the creation of a set of guiding principles that would serve as a framework for the design of individual Foundry centres across BC. The session engaged youth and families (service users) as well as service providers on their thoughts and desires about the physical space and interior design of the integrated youth health centres.

Themes

Ten themes, representing the thoughts and insights of the participants, emerged through this process. A selection of recommendations is highlighted below:

- **Reception Experience:** Participants suggested that the reception area consist of approachable and friendly front desk staff and that separate entrances for youth/families and staff be provided.
- **Light and Colour:** Participants expressed a preference for natural lighting throughout all spaces as well as the use of dimmers, skylights and lighting sensors.
- **Furniture:** Friendly, non-institutional furniture with soft edges was recommended as well as providing seating in nooks for privacy.
- **Counselling/Care Rooms:** Participants recommended that these rooms provide privacy and comfort, and there should be multiple seating options available to provide choices for youth.
- **Adjacencies:** Participants recommended quiet spaces near the reception area and gender-neutral washrooms.
- **Signage and Wayfinding:** It was suggested that graphics be used on signage to provide discretion and that digital tours of centres be created.
- **Access to Nature:** Participants agreed that themes of nature, including gardens and courtyards, be woven throughout the design of the centres.
- **Care Provider Spaces:** These spaces should bring a sense of home into the clinical setting (e.g., family-style kitchen, close to a garden).
- **Youth Artistic Expression:** Participants suggested having a creative resource library in centres, as well as adding whiteboards and art by youth on walls to promote youth expression.
- **Program and Activity Suggestions:** Suggestions for programs and activities included childcare, puzzles, games, fidget spinners, showers, classes (e.g., yoga, cooking, gardening), clothing exchange and more.



Design principles

Building on the main themes identified through the design charrette process, the following design principles represent the inter-connected reference points that govern and influence how we shape the physical space of our centres (see [Figure 1 on page 64](#)).

1. Accessibility

- Breaking down barriers to accessing services
- Accessibility features for persons with physical disabilities
- Environmental needs of persons with anxiety, autism and other mental health needs

2. Safety

- Violence prevention, mitigation, elimination and response
- Furniture, doorways, means of egress
- Electronic systems for code white, security cameras, etc.
- Infection control standards

3. Privacy

- Connected to safety and accessibility
- Includes confidentiality

4. Quality

- Connected to safety
- Flexibility
- Integration
- Operational efficiency

5. Brand alignment

- Youth and family engagement regarding décor and furniture
- Branded elements follow current Foundry brand guidelines
- Consistent client experience across centres

6. Sustainability

- 10+ years target lifespan of all elements before another capital budget is required for a renovation or refurbishment

FIGURE 1: FOUNDRY DESIGN PRINCIPLES



Key Activities

Project management is essential to the success of any capital project. The plan for a capital project includes a budget, a schedule, a scope of work and a desired level of quality. These are vulnerable to the negative impacts of insufficient planning and inadequate execution, so it is essential to plan carefully and adhere to the plan for the duration of the project.

There are 5 phases involved in the planning of your capital project:

- Phase 1: Initiating the Project
- Phase 2: Planning
- Phase 3: Design
- Phase 4: Construction
- Phase 5: Handover & Closing

Phase 1: Initiating the Project

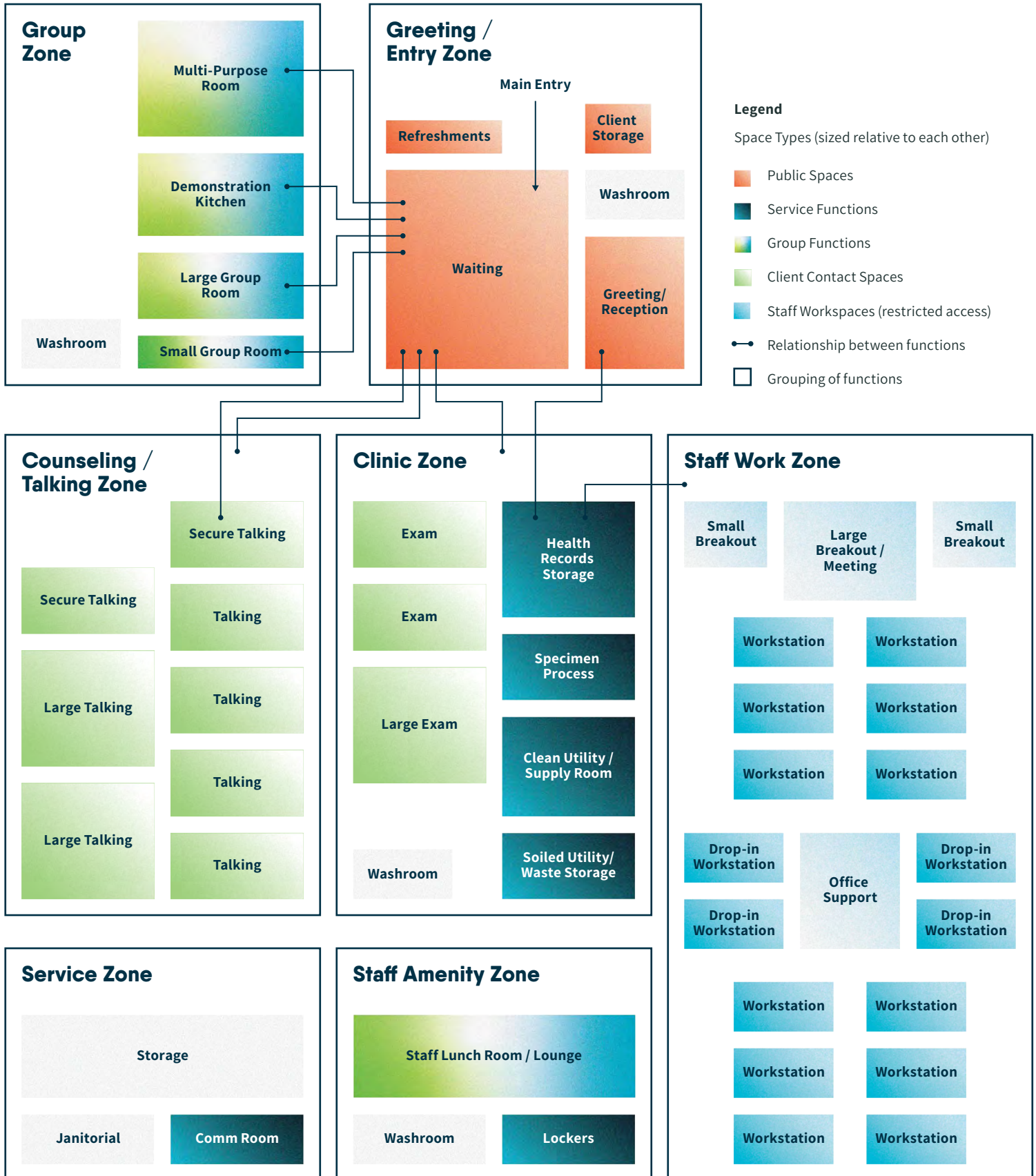
The Project Charter is an essential product of the project initiation phase (see [“Tools and Resources”](#) on page 23). For the capital project, it is necessary to identify a project manager and define the role for this project, considering the amount of support required from FCO. As the project begins to ramp up, capital project meetings will be required in addition to the regular services-oriented project management calls.

Phase 2: Planning

Scope, resources and timelines are identified in the planning phase. The size and features of the new centre are constrained by the capital budget and real estate available in the community. Partners are identified and engaged by way of a partner engagement plan.

- 1. Partner Engagement Plan:** Identifies all partners impacted by the project directly or indirectly, details the level of engagement for each, the schedule and format of that engagement and the expected work product derived from that engagement. Further, the plan identifies internal and external partners, then describes the way in which they will be engaged for this project. (See [“Assessment of integration”](#) on page 36 and [“Key Activities”](#) on page 46 for more information about engaging partners.
- 2. Capital Budget:** Provides an accounting of available monetary resources that are to be applied to one-time costs associated with the capital project. This is distinct from the operations budget, which is an annual recurring budget for program delivery. See *G.4 Template & Sample: Capital Budget* in [“Tools and Resources”](#) on page 69.
- 3. Real Estate:** The size, scope and quality of a new Foundry centre is partly determined by the amount of funds in the operations budget that may be assigned to occupancy expenses and the available real estate in the community. If a suitable site has not been selected from the outset (e.g., an agency-owned building that meets all requirements), the FCO team is available to support Lead Agencies through feasibility and site selection.
- 4. Functional Program:** Describes functional and spatial requirements for the centre, informing schematic design. A functional program includes: 1) principles of planning, assumptions and constraints; 2) service, program and staffing needs; 3) zones of activity; 4) functional relationships between zones of activity to accommodate workflow; and 5) design principles, objectives and requirements. A sample functional relationship diagram is depicted in [Figure 2](#) on page 66. FCO will support Lead Agencies and their designers as they work through the programming component. See *G.2 Functional Program Outline & Template* in [“Tools and Resources”](#) on page 69.

FIGURE 2: FOUNDRY SAMPLE PROGRAM FUNCTIONAL RELATIONSHIP



Phase 3: Design

Design process

The design package for a centre includes the construction drawings for municipal permits and for tendering proposals for construction services. The project team reviews drafts of the schematic design with the service implementation team before bringing a final draft to the wider partner audience for feedback. Once a design is approved, it may go to tender through a typical request for proposal (RFP) process unless another process has been approved. A review of proposals may lead to changes to the budget and/or schematic design if early cost estimates are found to be significantly erroneous. It is of critical importance to have reasonable certainty that the design meets all requirements and can be produced on-time and within budget before executing the project. Changes are expensive while a capital budget of donated funds is inflexible.

When the final schematic design, budget and schedule are complete and signed-off, the construction contract can be awarded and the design may be presented to the general public through a town-hall event for community stakeholders and donors.

Design standards

There are minimum centre design standards to be considered for each of the categories outlined below, as required by FCO. Regional health organizations or authorities having jurisdiction may have additional requirements. More detailed information about the specific requirements to achieve these standards can be found in the *G.7 Guide and Specification for Foundry Centre Facilities Development* in [“Tools and Resources”](#) on page 69.

1. Infection Prevention and Control
2. Safety, Violence Prevention
3. Privacy and Confidentiality
4. Light and Lighting
5. Interior Paint, Exterior Signage, Interior Graphics, Donor Recognition
6. Furniture, Fixtures, Equipment and Storage
7. Information Technology
8. Youth Artistic Expression
9. Cultural Spaces (e.g., spaces to accommodate ceremonial activities)
10. Zones of Activity (greeting zone, group zone, talking zone, clinic zone, staff work area, staff amenity zone and a zone for miscellaneous services and needs (e.g., Cultural/Indigenous spaces, laundry, music room))

Phase 4: Construction

After designing a new Foundry centre, the next steps are determined by a site-specific project plan that includes RFP for construction services, final approvals, executing the construction phase and change order management. Through this phase, the contractor will manage the build and construction timeline, and all project team members will be kept in the loop through regular capital construction meetings.

Six to twelve months after operations begin at a new centre, the capital project team reconvenes for a Post-Occupancy Evaluation to review outcomes and record lessons learned. This information is incorporated into updated documentation and project tools at FCO for the development of future centres.

Phase 5: Handover & Closing

Once construction and finishing are complete, furniture will be moved in and deficiencies will be addressed. All equipment and IT systems will be tested, and training will begin. Once deficiencies are signed off, there will be a formal handover from capital to the services team to support Lead Agencies moving forward. When doors open, the capital project will be officially closed.

Post-Occupancy Evaluation

Six to twelve months after operations begin at a new centre, the capital project team reconvenes for a Post-Occupancy Evaluation to review outcomes and record lessons learned. This information is incorporated into updated documentation and project tools at FCO for the development of future centres.

Tools and Resources

Supplementary materials (Appendix G)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- G.1 Sample: Project Schedule
- G.2 Functional Program Outline & Template**
- G.3 Schematic Design Review Process & Template*
- G.4 Template & Sample: Capital Budget*
- G.5 Sample: Capital Workflow
- G.6 Sample: Centre Space Lists

Visit foundrybc.ca/brandrefine to access these resources.

- Environmental Guidelines

*Available as downloadable Microsoft Excel file

**Available as downloadable Microsoft Word file

Additional information found on the [Foundry website](#)

- G.7 Guide and Specification for Foundry Centre Facilities Development

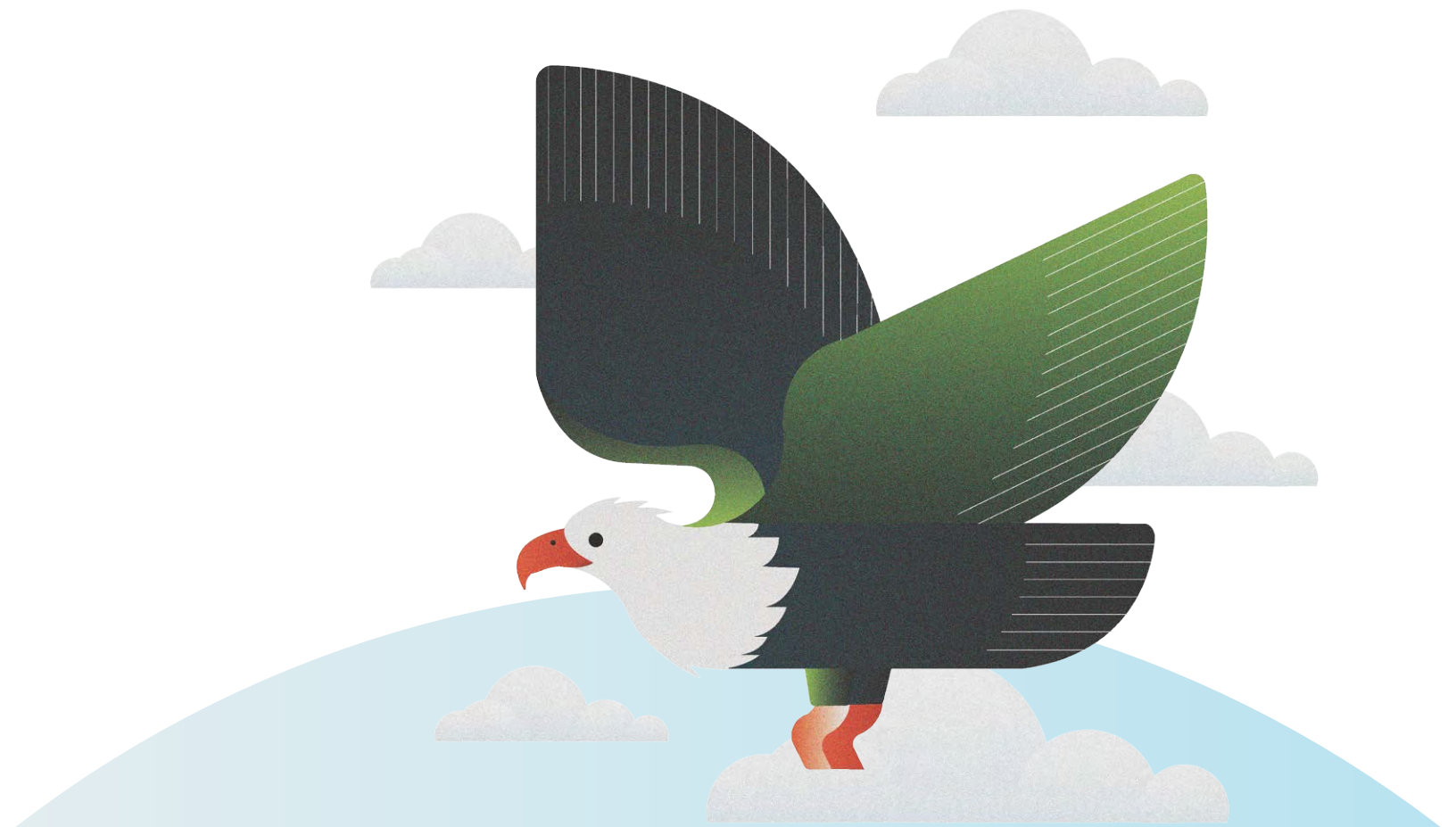
FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 08

Philanthropy and Fundraising



Introduction

Foundry is an initiative conceived with, and driven by, philanthropy.

Our funding model is designed to optimize revenues and outcomes — with the provincial government providing start-up capital grants and operating dollars, and donors and foundations providing funds for infrastructure needs, research, program development, identified gaps, innovative new projects, and other one-time or term-limited needs.

During the onboarding phase and once planning is underway for the capital build of a Foundry centre, Lead Agencies will often launch a fundraising campaign to address gaps in their capital and operational budgets. On average, each centre raises approximately \$1–3 million through local philanthropy over a period of 12–24 months. Some Lead Agencies have a fundraising professional on staff to plan and execute this campaign while others identify and work with a fundraising partner, such as a hospital, health or community foundation, to realize their target. While each community approaches their fundraising efforts a little differently, they all receive hands-on support from FCO's Communications and Philanthropy teams.

This campaign not only raises the required funds for a new centre — it also creates greater awareness of Foundry in the local community and provides local community members, foundations and businesses with meaningful opportunities to engage with and support the Lead Agency's work. Further, once the new centre's Youth and Family Advisory Committees are created, they will provide important input into the fundraising plans and efforts. Across the province, we have seen first-hand how communities step up to generously support and embrace their own Foundry centre with gifts of time and resources. This support from the ground up galvanizes community engagement and investment in a local Foundry centre and helps build momentum in the lead up to the new centre's opening day.

Lessons Learned

Foundry fundraising campaign framework

Foundry was made possible through strategic partnerships with donors dating back to 2007 when donations to St. Paul's Foundation enabled Providence Health Care's Inner City Youth Program (ICY) to launch. Since that time, FCO has developed a collaborative fundraising campaign framework to assist Lead Agencies to develop a strategy, timeline and action plan to raise the funds required to establish a Foundry centre in a community, including funds for capital, operational and/or innovation needs. Please note that Lead Agencies must be Registered Canadian Charities in order to raise funds and issue charitable receipts. Agencies that do not have charitable status (e.g., health authorities) may be able to partner with local charities (e.g., hospital foundations) in order to fundraise.

Fund Development Community of Practice

Foundry Central Office realized in its first phase of development that coordination was required amongst the central office, its provincial partner foundation and five initial Lead Agencies in order for each organization to meet its Foundry-related funding needs, with a focus on capital establishment, without confusing donors or hindering trust amongst partnering organizations. Some coordination occurred, but the need for a more collaborative approach became even more acute as expansion of the network occurred. The introduction of prospect management and donor recognition guidelines supported a coordinated approach, and an early foundation of relationship development and trust-building facilitated more intentional and intensive future coordination, including through a Fund Development Community of Practice launched in 2020, as more centres and Lead Agencies were added to the network.

FCO coordinates the Fund Development Community of Practice to facilitate information sharing, strategy development and fundraising coordination amongst Lead Agencies and fundraising partners. FCO and Lead Agencies now collaborate to develop shared proposals and grant applications and review funding opportunities to determine which organization is strategically positioned to lead the donor/funder conversation. They also share ideas and examples of how youth, families and local community members can champion and/or participate in fundraising activities. This level of collaborative fundraising is extremely rare in health and social services and perhaps unprecedented in the current system, which drives agencies to compete for limited funding opportunities.

Justice, Equity, Diversity and Inclusion (JEDI)

FCO is committed to applying a Justice, Equity, Diversity and Inclusion (JEDI) lens to its fund development efforts and strategy and encourages Lead Agencies to consider the following questions as they develop their fundraising campaigns:

- Do we see diversity represented in our donor pipeline and existing donor base? How might we diversify our base in a meaningful way?
- What might we want to incorporate into our strategy to ensure our fundraising strategy is inclusive of the diverse communities we engage with?
- How will the funds raised support and benefit communities who have historically, persistently and systemically been oppressed (e.g., IBPOC, 2SLGBTQIA+, varying abilities)?
- How can we create more transparency around decision making and the prioritization of resource allocation?
- How can we ensure that our fundraising efforts are not competing with efforts of historically, persistently and systemically oppressed communities?
- How can we advocate with funders around JEDI considerations?

Campaign definition

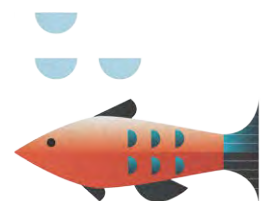
A fundraising campaign is a targeted fundraising effort that takes place over a defined period of time. Typically, there are two overarching phases of a campaign: 1) a quiet phase; and 2) a public phase. During the quiet phase, up to 80% of the funds required are raised through major gift strategies, with the balance raised through annual giving activities.

Major gift fundraising often requires building one-on-one relationships with individuals, corporations and foundations to personally solicit donations of approximately \$25K+—although the value of a major gift will vary from organization to organization. Most major gift donor asks begin by understanding their “LAI,” meaning their “linkage” to Foundry (i.e., donor’s location, relationship with someone linked to Foundry, etc.); “ability” (i.e., philanthropic capacity, gifts to other similar organizations, etc.); and “interest” (i.e., connection to or an interest in Foundry, youth, mental health, peer support, etc.). Some major gift donors may be interested in learning more through a casual conversation or attendance at an event, while others may request printed materials such as a Case for Support or the completion of a formal grant application.

Annual giving strategies secure donations across a broad range of programs and activities. Examples include gifts made through direct mail, fundraising events, independent community events, online fundraising campaigns and more.

Other donation examples include the following:

- **Corporate donations:** monetary contributions from a corporation, without any advertising or commercial benefits. Funds are donated freely, and an official charitable tax receipt is issued.
- **Corporate sponsorship:** when a business or individual makes a donation and in return receives advertising or promotion of its brand, products or services at an event or on a website. The strategy is to build a link in the target audience’s mind between the sponsor and a highly valued organization or event to win consumers. A transaction receipt and acknowledgement receipt can be formally issued.
- **Donations (or gifts) in kind:** non-cash gifts or gifts of property such as gift certificates, gift cards, gift baskets, artwork, equipment, media or promotional benefits.
- **Cause related marketing:** initiatives that relate to businesses or individuals who sell a product or service and donate a portion of proceeds from the sale.



Campaign Materials

To support fundraising efforts, communities may wish to develop some or all of the following campaign materials (samples are provided in Appendix H, see [“Tools and Resources”](#) on page 78):

- **Case for Support:** a compelling and straightforward document that tells prospective donors what an organization hopes to accomplish with philanthropic support.
- **Summary page or “one-pager”:** a simplified version of the case for support that summarizes the impact philanthropic support will have in building and sustaining the community’s Foundry centre.
- **Deed of Gift or Pledge or Gift Agreement:** A Deed of Gift or Pledge of Gift Agreement is a signed legal document that voluntarily and without recompense transfers (or promises transfer of) ownership of real, personal or intellectual property — such as a gift of materials — from one person or institution to another.
- **Website or webpage:** Lead Agencies or their fundraising partners will want to create an online presence for the campaign, including an online donation form.
- **Direct mail:** Some organizations will mail a letter, along with a pledge or donation card, either to their own mailing lists or to targeted postal codes within their community.
- **E-blasts:** Some organizations will send an email with a link to their online donation page using their own mailing lists and can ask established partners to do the same.
- **Media announcements:** Earned and paid media coverage can be a great way to raise awareness of Foundry and can contribute to fundraising efforts. FCO will work in partnership with Lead Agencies to develop a communications strategy.
- **Pledge or donation cards:** a simple form filled out by donors to either provide payment details or to specify details regarding their commitment and support for the campaign.
- **Proposals:** a customized proposal for major gift prospects that speaks more specifically to an element within the campaign the donor is interested in supporting.
- **Donor recognition matrix:** Recognition is not only important for some donors, but it also helps to inspire others to give. Lead Agencies will want to create clarity from the onset of the campaign on what donor recognition opportunities exist at each giving level. This matrix helps to create consistency and equity in recognizing and thanking donors. As well, Lead Agencies will want to develop an inventory of all naming opportunities that are relevant to the campaign.

Your Foundry Campaign Team

The campaign fundraising team members will vary from community to community, depending on the size and scope of the Lead Agency's organization and campaign. The team may consist of the following:

- Lead Agency fundraising representative (or Lead Agency's fundraising partner, such as a hospital or community foundation);
- Lead Agency Executive Director;
- Communications support through Lead Agency and FCO;
- Volunteer fundraisers — often times community leaders will provide fundraising support as volunteers (Some Lead Agencies and/or fundraising partners may seek to formalize volunteer support by way of a campaign cabinet. A campaign cabinet provides volunteer leadership for a campaign and often consists of both community and organizational leaders who not only provide advice but also support fundraising by a) making a meaningful gift to the campaign, and b) participating in fundraising activity, including the identification of prospective donors within their own networks, hosting private events and joining meetings with prospective donors where appropriate.);
- Youth and Family Advisory Committees (to provide input into key messaging and campaign materials, donor recognition plan, prospect list, and fundraising activities); and
- FCO Philanthropy team as a resource and support throughout campaign development and execution.

Key Activities

Foundry fundraising campaign timeline

[Table 5 on page 76](#) is meant to be a chronological campaign guideline and is loosely based on previous Foundry campaigns and best practices. A campaign timeline, which may be 1–2 years in duration, will depend on many variables and will need to be adjusted accordingly.



TABLE 5: FUNDRAISING CAMPAIGN GUIDELINES

Action	Responsible	Considerations
Establish fundraising target	Lead Agency Executive Director	The best starting point for a fundraising plan is with the end point in mind: what is the overall fundraising goal to establish Foundry in the community? Does the goal only include funding required for capital, or is it possible to raise additional funds to support operations or innovation? It is important to weigh this goal against the list of prospective donors to ensure the fundraising target is realistic.
Develop gift chart to determine number of prospects required and at what level	Lead Agency Fundraising Representative	<p>A gift chart is a useful planning tool that helps illustrate how many gifts will be required at specific giving levels and approximately how many prospective donors will be needed to realize those gifts.</p> <p>For many capital campaigns, Lead Agencies will likely receive up to 80% percent of their goal from only 20% of their donors. This ratio will vary from community to community.</p>
Develop pipeline of prospective major gift donors	Lead Agency Fundraising Representative and Lead Agency Executive Director with support from FCO and volunteers	<p>The pipeline of prospective donors is a list of individuals, corporations and foundations with Linkage to the Lead Agency or the campaign; the Ability to make a major gift and an Interest in supporting Foundry (LAI).</p> <p>This list of prospects can be generated by reviewing the database of existing donors, through prospect research and by working with volunteers (including the Lead Agency’s board, if applicable) and donors to identify prospects in their own networks.</p>
Develop Customer Relationship Management (CRM) system and finance/operations infrastructure	Lead Agency Fundraising and Finance/ Operations Representatives	In addition to assigning relationship managers to each donor, prospect and volunteer in your CRM, it is important to also set up the campaign, funds, associated pipelines and any required reports at this time. This database infrastructure will enable the team to report on key metrics and to share the status of the campaign and its pipeline at any time.
Review and update policies and procedures	Lead Agency Fundraising and Finance/ Operations Representatives	Policies and procedures are foundational to fundraising decision making when in campaign mode. Reviewing existing policies and procedures prior to launching the quiet phase of the campaign will support a shared approach to fundraising across teams.
Engage senior leaders, including board	Lead Agency Executive Director and Fundraising Representative	Socializing the campaign with senior leaders (board and senior staff) will support the identification of campaign champions and work towards a 100% board and senior leader giving goal. Having 100% support from leaders is important and meaningful as it sets an example for the community and demonstrates that senior leaders within the organization value and believe in this campaign. Working towards this goal could take time if there isn’t already a culture of philanthropy within the organization, so it’s important to be thoughtful with this approach.

Action	Responsible	Considerations
Develop campaign cabinet recruitment tools and list of prospective members	Lead Agency Fundraising Representative	<p>A campaign cabinet provides volunteer leadership for a campaign and often consists of both community and organizational leaders who not only provide advice but also support fundraising by a) making a meaningful gift to the campaign; and b) participating in fundraising activity, including the identification of prospective donors within their own networks, hosting private events and joining meetings with prospective donors where appropriate.</p> <p>To support the recruitment of campaign cabinet members, a campaign cabinet terms of reference and cabinet member job description create clarity around roles and responsibilities. A list of prospective members establishes a pathway forward in building out the cabinet's membership.</p>
Develop fundraising plan and timeline	Lead Agency Fundraising Representative with support from FCO and Youth and Family Advisory Committees	A fundraising plan may or may not include the components identified in this campaign guideline, with a specific timeline assigned to each activity based on the realities of the pipeline and the strategies that best suit the community and donor demographic.
Develop campaign materials	Lead Agency Fundraising Representative with support from FCO and Youth and Family Advisory Committees	Examples of campaign materials: case for support, video(s), one-pagers, proposals, pledge or donation cards, Deed of Gift or Pledge or Gift Agreement, website, direct mail and e-blasts.
Active cultivation and solicitation of donor prospect list	Lead Agency Fundraising Representative and Lead Agency Executive Director with support from FCO and volunteers	Quiet Phase: During the quiet phase, up to 80% of the funds are raised through major gift strategies, with the balance raised through annual giving activities. Typically, major gift fundraising requires building one-on-one relationships with individuals, corporations and foundations to personally solicit donations \$25K+. There may also be grant applications at this level.
Plan and execute annual giving activity	Lead Agency Fundraising Representative and Lead Agency Executive Director with support from FCO and volunteers	Public Phase: Examples of annual giving activities include direct mail, fundraisers, independent community events and online campaigns.
Recognize and steward your donors	Lead Agency Fundraising Representative and Lead Agency Executive Director with support from FCO	Upon successfully reaching the fundraising target, the Lead Agency should begin coordinating recognition activities including but not limited to establishing a donor wall in the new centre and donor recognition plaques for major donors, to be installed in rooms throughout the centre. See “Tools and Resources” on page 78 for templates.



Tools and Resources

Supplementary materials (Appendix H)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- H.1 Prospect Management Practice Guidelines
- H.2 Gift Acceptance Practice Guidelines
- H.3 Donor Recognition Practice Guidelines
- H.4 Sample: Case for Support
- H.5 Sample: Web Page
- H.6 Sample: Gift Chart
- H.7 Sample: Pledge or Donation Cards
- H.8 Sample: Deed of Gift or Pledge
- H.9 Sample: Direct Mail
- H.10 Sample: E-blast
- H.11 Sample: Media Announcement
- H.12 Sample: Foundry One-pager
- H.13 Sample: Thank You Letter

Visit foundrybc.ca/brandrefine to access these resources.

- Template: Donor Wall
- Template: Donor Plaque

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.

SECTION 09

Centre Services and Operations



Introduction

Foundry centres in BC are community-based, integrated youth services centres providing five core service streams under the Foundry brand: 1) physical and sexual health care; 2) mental health care; 3) substance use care; 4) youth and family peer supports; and 5) social services (services that address social determinants of health). See [Figure 3 on page 81](#). The term “integrated” means that these services are not merely co-located but are working collaboratively together in an integrated approach, with shared pathways for care and information (see [Figure 4 on page 82](#)). Foundry’s service model brings culturally-responsive services from across the continuum of care together to treat young people holistically, whatever their needs or stage of readiness may be, so young people and their families/caregivers experience seamless care at Foundry centres or through our Foundry BC app. (For more information on Foundry’s provincially available virtual services, please visit foundrybc.ca/virtual.)

Foundry’s core service streams

Primary youth health care is the first point of contact to the health care system, and it involves a wide range of services that support a youth’s personal health and wellness. Primary youth health care includes providing primary care as well as connecting with supports to discuss housing, income, relationships, spiritual beliefs or family and community services. Primary care is a component of primary health care that provides services such as diagnosis and treatment of non-urgent conditions, chronic disease management and addiction and mental health supports. As a primary care service, Foundry is made up of 5 core service streams: physical health, mental health, substance use services, peer support and social services.

Physical health includes general medical services, sexual health care and specialized addictions medicine and gender-affirming care. These services are supported by a Medical Office Assistant and delivered by family physicians, nurse practitioners and registered nurses. Allied health providers such as social workers, dietitians and occupational therapists may also be incorporated to provide team-based care.

Mental health and substance use services (MHSU) may be provided by different disciplines and agencies. Core MHSU interventions are organized within the Integrated Stepped Care Model (ISCM) with services from across the continuum and community. MHSU services include monitoring; screening and assessment; triage and referral; individual, group and family interventions; and psychiatric consultation and pharmacotherapy.

Peer support services are provided by youth and family members/caregivers who use their personal lived and living experience with mental health or substance use concerns or their experience supporting a young person with mental health or substance use challenges.

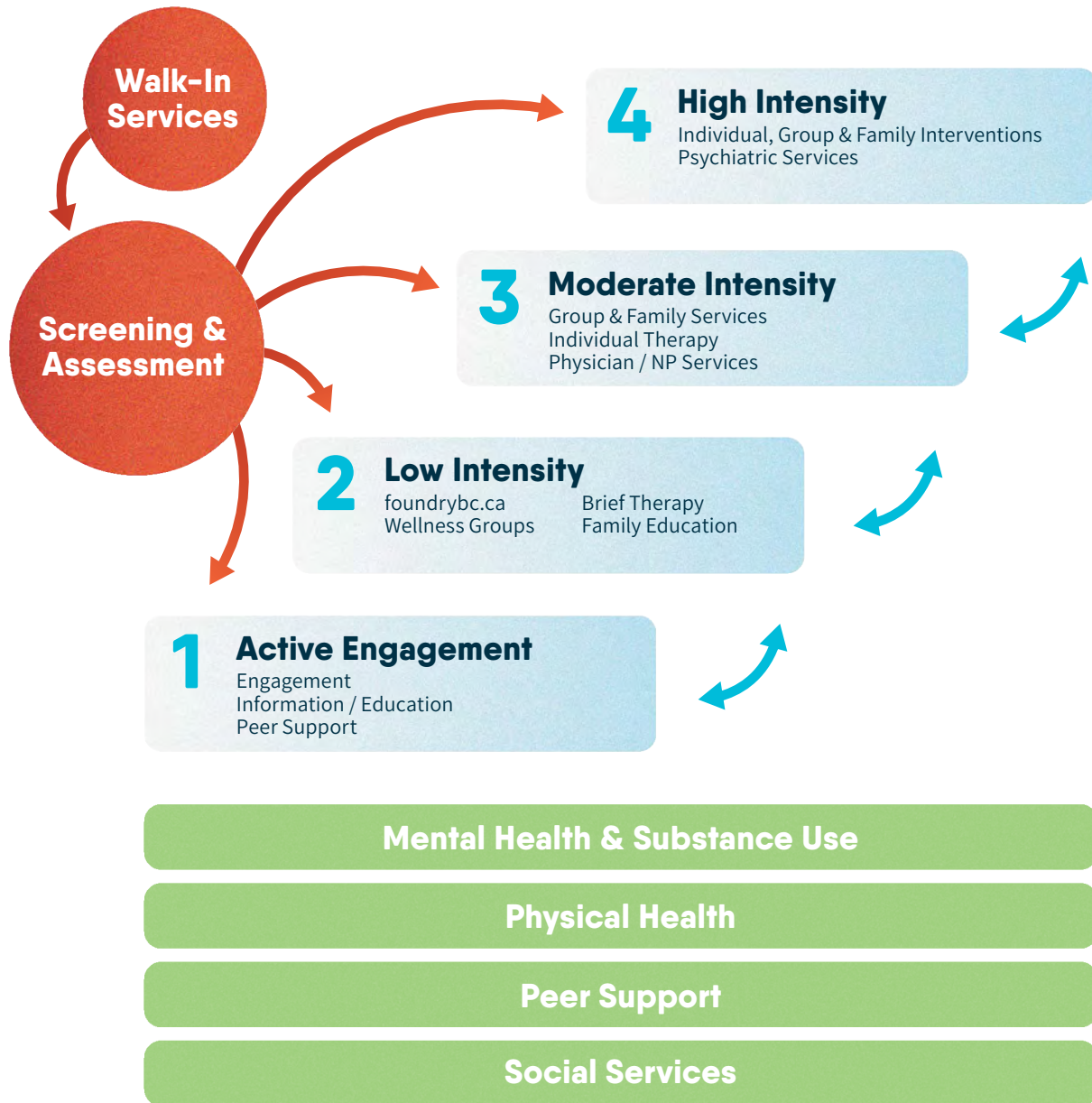
Social services address the social determinants of health and wellness, supporting a young person’s transition to adulthood. Examples include work and study supports such as Foundry Works, income assistance, housing support and recreational/leisure services.

FIGURE 3: FIVE FOUNDRY SERVICE STREAMS



The five core services are intended to be accessed in a flexible manner, determined by client preference and need. Young people may use a Foundry centre for single, discrete counselling sessions or may access various services during an episode of care. Regardless of the pattern of service access, Foundry aspires to provide care in a holistic and integrated way within our service model.

FIGURE 4: FOUNDRY'S INTEGRATED STEPPED CARE MODEL



Lessons Learned

The Foundry service model is an ever-evolving model that has been based on promising practices and research evidence, principles of culturally responsive and equitable care and learnings from Foundry centres already in operation. In order to realize the Foundry vision, the process of becoming a Foundry centre involves the intentional development, implementation and continuous quality improvement of a unique service model crafted by the local communities.

Walk-in services

To further promote access, Foundry centres offer a range of walk-in services: single-session walk-in counselling, physical and sexual health and peer support. Walk-in services are offered simultaneously for a number of reasons. For example, a youth who requests a family physician may actually need counselling offered by the walk-in counsellor on shift. At times, there is a wait for walk-in counselling, and “therapeutic waiting room” activities run by a Youth Peer Support Worker can support the young person while waiting. Some youth may not yet know what service they need, so talking to the Youth Peer Support Worker may help them make that decision. Walk-in services offer low-barrier and easily accessible help when youth need it or at a time of their choosing, without the need for referrals. Walk-in services, and particularly walk-in counselling, are the first services that centres plan and implement.

Integrated services

The Foundry service model offers a seamless experience from the moment young people and their caregivers come through the doors to when they are connected with a service provider best suited to meet their needs at that moment. Creating this seamless experience requires careful planning, attention to detail and a commitment to integrating with intention.

When we say integration, what we mean is that our role as leaders is to take a close look at systemic internal processes and consider whether these create a seamless experience for young people and their families/caregivers. Integration is about removing systemic barriers and providing services that are flexible and responsive to the presenting needs. By integrating existing health and social services in a community, Foundry centres have increased sustainability. Integration, within a complex adaptive system such as Foundry centres, requires sustained effort, attention and intention. It also needs facilitative leadership and a coordinated and collaborative approach, as it has an impact on resources, relationships and practice.

Indigenous wellness

Foundry is committed to the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Missing and Murdered Indigenous Women and Girls Inquiry (MMIWG) Calls for Justice and the recommendations from the report *In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care*.

Foundry services are developed in collaboration with the community members who will be accessing and working within each centre. Local service offerings should reflect and represent cultural healing practices and should include local Indigenous knowledges. We have been learning about Two-Eyed Seeing, which blends Western and Indigenous forms of knowing, and as we implement our cultural agility, safety and humility framework, we will also be looking at the influence of culture and Indigenous methods of practice to support all forms of wellness. With the addition of rural, remote and Indigenous communities to the Foundry network, we recognize Indigenous self-determination and look forward to co-creating and co-designing as we further develop our service model.

Key Activities

Our developmental evaluation (see [“Foundry’s Performance Measurement Framework”](#) on page 107) found that achieving the system transformation necessary to implement Foundry’s integrated health and social service model requires stakeholders to engage from the very beginning with forming partnerships and building trust-based, supportive relationships. Such relationships enable collaboration and integration, without which implementing integrated services is impossible. In our work with communities to date, we have identified the following areas as common themes when setting the foundation for service model implementation: 1) community partnerships; 2) service planning; and 3) operations planning.

Community partnerships

The Foundry service model is based on community collaboration and a shared commitment to changing how day-to-day “business” is done. This is accomplished by developing and building relationships with community colleagues, bringing young people, caregivers, service providers and leaders together and creating a space at Foundry centres for ongoing conversations around improving the service experience in each community.



Service planning

The Foundry service model requires transformational practice changes for many service providers. Foundry's ISCM in particular is a framework for a community to self-organize and identify service needs. It also brings service providers together by adopting common therapeutic interventions, shared principles of care and service pathways. Often the most significant transformations are including Youth and Family Peer Support Workers as full members of the care team and a practice change in primary care that includes working with an interdisciplinary team for mental health assessment and counselling.

Operations planning

Optimal service delivery depends on the strength of its foundation. A Foundry centre is not just about co-location but also bringing together pre-existing systems and determining processes that minimize duplication to create seamless service navigation for young people and caregivers. This could include developing an inter-agency staffing model, establishing shared agreements on hours of operation, communication and documentation protocols, and everything in between. A Manager, Service Implementation and Integration (MSII) supports each centre as systems and processes are developed, and the Foundry Service Model Guide provides detailed information on service delivery and operations.

Tools and Resources

Supplementary materials (Appendix I)

Visit foundrybc.ca/centre-startupguide to access these appendices.

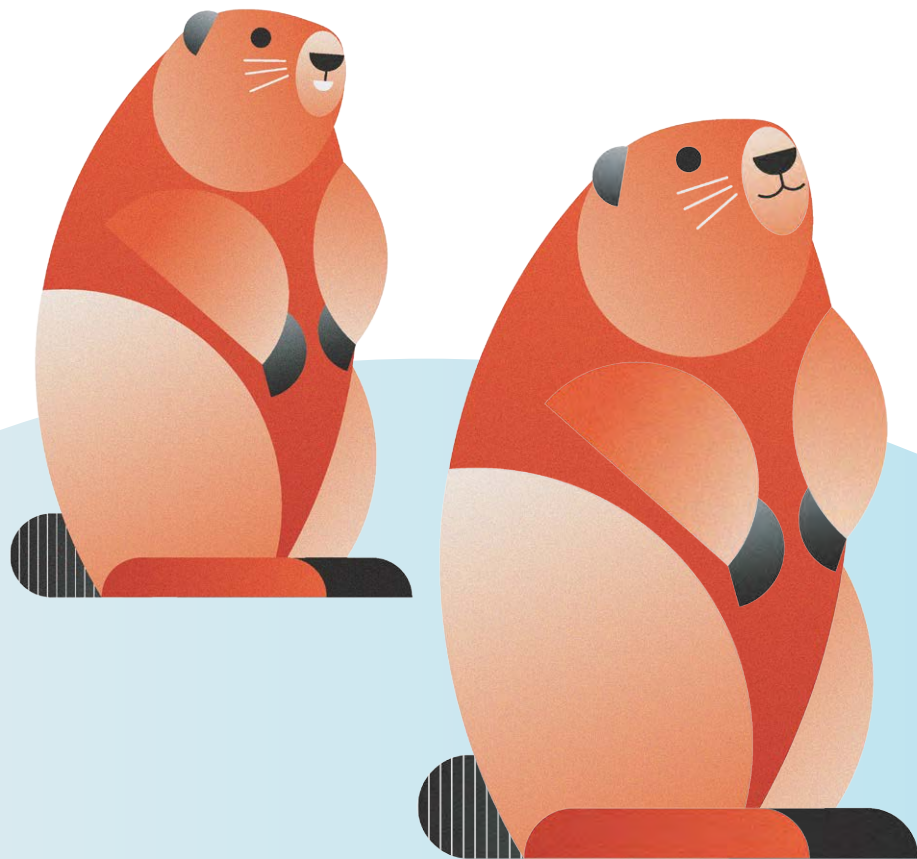
- I.1 Setting the Foundation for Service Model Implementation
- I.2 Service Elements and Clinical Modalities
- I.3 Template: Mental Health, Substance Use, Peer Support, Primary Care and Social Services Environmental Scan
- I.4 Centre Operation Standards for Integrated Service Delivery
- I.5 Integrating with Intention

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts” on page 14.](#)

SECTION 10

Knowledge Exchange, Mobilization and Training



Introduction

Knowledge exchange is an integral component of the Foundry model. In the context of knowledge exchange and training, FCO defines knowledge as learnings that are grounded in evidence generated through Foundry-led research and emerging from outside the organization, as well as expert knowledge provided by youth, families, service providers, Indigenous Elders and other partners based on their lived / living experience.

Systems transformation requires an understanding of existing evidence and the uptake of new knowledge. It relies on environments that support knowledge sharing and integration. The Foundry network itself is an incredible asset in knowledge exchange, because it enables the rapid sharing of information, tools and resources across organizations, making these more accessible to people across BC. As well, our connected network enables new interventions to be implemented quickly on the ground, while also providing opportunities to leverage the collective strengths and learnings of all centres and partners to benefit the larger whole.

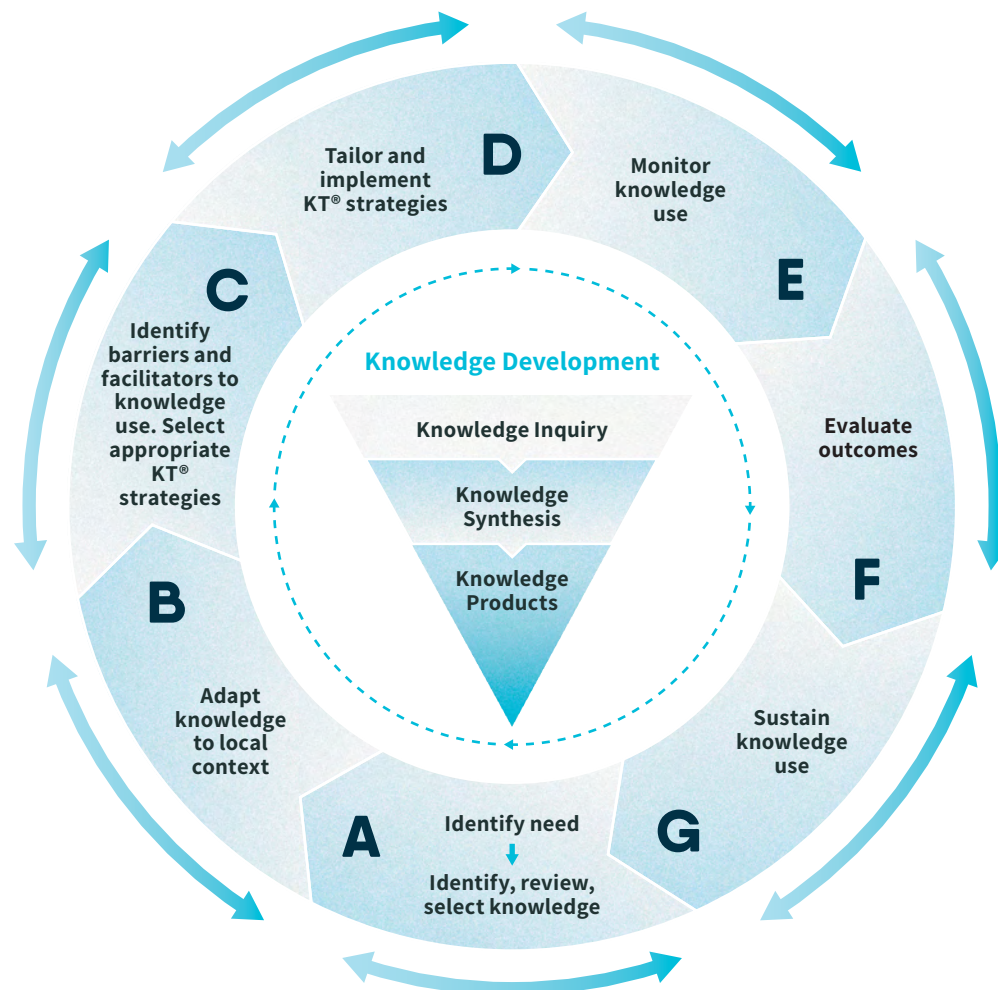
Integrating services involves many learnings, changes and challenges for everyone. Throughout the journey with Foundry, Lead Agencies will be part of an evolving process as we enhance services to improve the wellness of young people and their families in BC.

Applications of knowledge exchange in service delivery and training

Foundry, its network and its partners support a dynamic and iterative knowledge translation and exchange cycle, grounded within a Knowledge-to-Action framework, shown in [Figure 5 on page 88](#). This process includes the synthesis, sharing, exchange and ethically sound application of knowledge. There are a variety of FCO and network resources that support this continuum — from youth and family peer engagement to research, data, communications, service providers, community partners and youth and family members who receive services. Growth occurs and our learning continues, so this list is not exhaustive.



FIGURE 5: THE KNOWLEDGE-TO-ACTION FRAMEWORK



As Lead Agencies progress towards implementing Integrated Youth Services, the Foundry knowledge exchange cycle becomes increasingly refined. With support from FCO team members, Lead Agencies and partners come together to identify their community’s strengths and areas for learning. With this foundation, FCO works with Lead Agencies to develop goals and plans to apply, implement, sustain and evaluate new evidence and knowledge about best practices for Integrated Youth Services.

To achieve these objectives, FCO creates and supports a variety of knowledge exchange strategies, such as in-person or virtual team discussions, training programs, working groups, consultations, coaching and mentoring. Centres will have access to learning materials, evaluation and data platforms and software tools that facilitate knowledge sharing across communities, nurture communities of practice and enable the sharing of successes and key resources. In order to improve the learner experience and enable virtual training, FCO is in the process of developing a Learning Management System (LMS) that will provide an accessible and collaborative space for learning, content sharing, interaction and feedback.

Lessons Learned

Foundry has a culture of learning and evolving. Centre leads can support their teams throughout their learning journeys by understanding and applying the following:

- 1. Learners need to recognize new knowledge as relevant to their roles.** Foundry centre staff need to feel connected to the system changes that they are part of, and they're more likely to feel a sense of belonging if they see evidence and rationale for Foundry's model and mission. Centre leads can support this goal by making sure staff receive appropriate training, have ongoing practice support and can connect with peers across the Foundry network to share stories about challenges they've overcome.
- 2. Training will be more effective if the perspectives and experience of adult learners are well understood.** Past experiences, strengths, current beliefs and attitudes will shape the learner's motivation and uptake of new knowledge and practice. FCO will work with centre leads to understand each centre's learning needs and priorities and incorporate them into a custom training plan. Centre leads can support this goal by identifying staff who can take on informal leadership roles and involving them in mentoring, peer practice support and team building, so that the team can work together to build new knowledge into their practice.
- 3. Adult learners' preferred learning styles vary.** Training methods must be designed to best match preferred learning styles. For example, approaches may include a combination of presentations, pre-reading, videos, peer discussion groups, practice, quizzes and feedback. Having easily accessible resources for hands-on projects can help centre staff apply new knowledge. FCO will work with centre leads to ensure the training offered is inclusive of different learning styles. Centre leads can support this goal by offering coaching and ongoing supervision as their teams implement new knowledge.
- 4. It is important to initiate and sustain interdisciplinary teamwork strategies.** Foundry centre teams are made up of a variety of disciplines and roles, with team members who may be new to each other all working together for better client outcomes. If the team members all learn the scope of each other's roles and develop effective communication strategies, they will have better working relationships and will be better equipped to centre the needs of clients. Centre leads can support this goal by creating opportunities for team members to get to know each other, collaborate and share skills and knowledge.



- 5. Build strategies to maintain, implement and sustain knowledge.** Training is most effective when team members have immediate opportunities to apply their new knowledge and skills. These opportunities can include clinical or peer supervision, practice support, case studies, coaching and provincial communities of practice. Centre leads can support this goal by building in time and resources for their teams to reflect, problem solve, ask questions and receive feedback in a safe environment.
- 6. Ensure learning support resources are available and accessible.** Teams will grow and thrive when they are supported to continue learning. FCO will provide support resources for all training programs, and centres across the Foundry network can share materials and tools with each other as well. People are also a resource, when team members act as champions, facilitators and mentors. As the network grows, there will be new opportunities for resource sharing, such as online learning platforms. Centre leads can support this goal by making sure they continue to connect with other centres to share resources.
- 7. A structured system for feedback ensures continued improvement.** FCO will seek formal and informal feedback from centres for all training and knowledge exchange activities. A robust evaluation process ensures that Foundry centres and FCO can build on the teams' accomplishments and strengths and continue to innovate. Centre leads can support this goal by making sure their teams participate in all evaluation activities.
- 8. Eliminating learning barriers is a key step in the Knowledge-to-Action framework.** Sometimes barriers are foreseeable, such as time or resource management, a comfortable space or planning for practice. Sometimes barriers are unexpected, such as a sudden lack of resources, unintended cultural barriers and personal stressors. Communication, teamwork, planning ahead, knowing the learners and building on strengths all help with reducing the barriers as much as possible. Centre leads can support this goal by working with FCO to identify barriers to knowledge exchange and training activities.

Key Activities

Prior to opening, FCO staff will support Lead Agencies and their partners in developing and implementing knowledge exchange and training activities, using the training outline in [“Tools and Resources” on page 96](#) as well as other tools. Centres will have opportunities to share knowledge with other centres across the network and will also participate in training on the ISCM, Toolbox, Solution-Focused Brief Therapy, Emotion-Focused Family Therapy and Peer Support.

As Foundry continues to evolve and work towards implementing evidence-based practices that support Integrated Youth Services, the service delivery standards, care pathways, practice competencies, training and evaluations will reflect this work. An example of this is the development of the Trauma Care Pathway.

Network knowledge exchange

Learning and development often occur through the sharing of experiences and knowledge, discussions and collegiality among people who are working towards similar goals. The Foundry centre clinical and operational leads have the opportunity to network, exchange insights and experiences, learn from each other and offer and receive support and resources from their peers.

FCO has established and continues to facilitate working groups, communities of practice, feedback loops and a number of other forums to ensure Foundry network leaders stay connected with each other and with FCO and have forums for planning and developing new service delivery practices.

As the Foundry network grows across BC, formal and informal peer mentorship and coaching opportunities will continue to evolve.

Foundry Integrated Stepped Care Model (ISCM)

The Integrated Stepped Care Model (ISCM) is Foundry's way of organizing services so youth receive the right level of care at the right time in an efficient system that offers a seamless experience. The model brings service providers together through common therapeutic interventions, shared principles of care and service pathways.

FCO will provide training on the ISCM to all Foundry centre staff and partners supporting service delivery. Our goal is to support all Foundry centre leaders to effectively lead the work of service integration within a complex adaptive environment. Various training components will be delivered specific to the learners' role within each Foundry centre. The centre's Manager of Service Implementation and Integration (MSII) and the FCO Knowledge Exchange and Mobilization Manager will work with you to plan initial training and any follow-up.

Toolbox

As part of Foundry’s centralized and proprietary data collection platform, FCO developed Toolbox to support measurement-based care, improve the delivery of integrated care and support evaluation, quality improvement and research activities. To ensure uptake of the system, FCO will provide in-person and online training to all staff, including clinical staff, Medical Office Assistants and superusers, Peer Support Workers and employment specialists. Staff from partner agencies are included in this training. As data from Toolbox is pulled and shared with centre leads and their FCO support team, follow-up training can be identified and planned. For more information about Toolbox, see [“Toolbox” on page 112](#).

Solution-Focused Brief Therapy

Solution-Focused Brief Therapy (SFBT) is the model Foundry uses during walk-in counselling, as well as brief therapy within the ISCM.

The priority learners for this model are clinical staff and their supervisors working within a Foundry centre who will be delivering walk-in and/or single-session counselling, whether they are employees of the Lead Agency, partner organizations or are funded through Foundry operating dollars.

Each Foundry centre is required to have supervisors trained and available to provide ongoing clinical supervision and orientation to the model for new staff.

Training

Prior to opening, each Foundry centre will be provided in-house core training (1.5 days). The Centre Leads, together with their Manager, Service Implementation and Integration (MSII) and the FCO Knowledge Exchange and Mobilization Manager, will plan and implement this training.

A walk-in counselling SFBT orientation module is available to support the clinical supervisors’ orientation of new staff. This orientation module can also provide awareness of the Foundry SFBT model to other partners and service providers not directly providing the clinical work.

The core training for newly hired clinicians at open Foundry centres will occur 1–2 times per year. It is recommended that all new clinicians complete the orientation module with their supervisors and register for the next core training cohort.



Continuing competencies, practice support and professional development

FCO supports continuing competencies and practice support by hosting a monthly provincial walk-in counselling community of practice (CoP) that is an excellent peer learning environment for all clinicians and supervisors who have completed the orientation or core training.

As Foundry clinicians progress in their practice, FCO also supports continuing professional development by offering opportunities to become recognized Foundry SFBT training facilitators.

Emotion-Focused Family Therapy

Emotion-Focused Family Therapy (EFFT) is a core therapeutic modality used to support family members and caregivers as they seek and access resources and supports. EFFT involves working with families and caregivers to support them in acquiring and mastering the skills to support their loved ones and enhance the therapeutic nature of family connection. This therapy is applied at varying levels by both trained clinicians and Foundry Family Peer Supporters (FPS) in 1:1 sessions and in groups, either in-person or virtually.

The two main therapeutic groups are the 2-Day Caregiver Workshop and the 3-Hour Family Led EFFT Workshop. FPS may co-facilitate the 2-Day Caregiver Workshop but will be the primary non-clinical facilitators for the 3-Hour Family Led Workshop. Each group has different content and requires two trained facilitators. Foundry centres can plan to offer either or both of these groups, depending on their team capacities.

Training

FCO contracts the expert leaders in this field, [Mental Health Foundations](#) (MHF), to provide formal training and supervision to the Foundry network in support of including family and caregivers in service delivery. EFFT training begins with easily accessible and free orientation content on the [mentalhealthfoundations.ca](#) website. An excellent starting point is for a service provider to take the 2-Day Caregiver Workshop (as a family member/caregiver) to experience the therapeutic process themselves.

Core skills training in EFFT will be hosted by FCO. Core Skills 1 training (3 full days) provides the fundamental skills for both clinicians and Family Peer Supporters to apply in their practice in 1:1 sessions.

Core Skills 2 training (2 full days) is for experienced clinicians who are ready and aiming to advance their clinical skills, in addition to preparing to facilitate the 2-Day Caregiver Workshop.



For the 2-Day Caregiver Workshop, two trained facilitators are required, one of whom is certified. Foundry supports clinicians to become certified facilitators through the [International EFFT Institute](#) when specific Foundry prerequisites are met. This higher skill and service delivery training requires a significant time commitment from clinicians. In addition to the prerequisites, they will complete 8 hours of formal training and 10–20 hours of self-learning.

The 3-Hour Family Led EFFT Workshop is facilitated only by hired, trained Foundry Family Peer Supporters (with lived experience) who have completed the prerequisites and specific training. The training includes approximately 4 hours of structured training and 10–15 hours of self-learning and practice. Ongoing mentorship with more experienced FPS facilitators and supervision are also required.

Continuing competencies, practice support and professional development

FCO offers:

1. Monthly virtual supervision sessions with an MHF facilitator for all clinicians and FPS who have completed Core Skills 1 training, focusing on skill review, practice and case consultation.
2. Quarterly virtual supervision sessions with an MHF facilitator for all clinicians and FPS who facilitate or co-facilitate the 2-Day Caregiver Workshop.
3. Additional supervision and practice support sessions for Family Peer Supporters. Sessions may be offered during the FPS Community of Practice or as stand-alone facilitated group/peer learning, with or without an MHF facilitator (depending on need).
4. Professional development opportunities for seasoned and interested EFFT clinicians and FPS, such as supporting the formal training cohorts or leading group supervision sessions, with formal recognition for their contributions.

Peer support

Peer Support Workers are an integral part of Foundry’s multidisciplinary team. With thanks to funding from RBC, Foundry has created a unique Youth Peer Support curriculum and training program. As part of this program, FCO offers a train-the-trainer session for leaders to deliver Youth Peer Support training in their local community. In addition to these sessions, FCO staff also offer support to centre leads to aim for full integration of Youth Peer Support services in their centre. See [Figure 6 on page 95](#) for a sample pathway of a Youth Peer Support training program. Youth Peer Support Workers hired to work at a Foundry centre will be invited to participate in Foundry’s Provincial Youth Peer Support community of practice (Circle of Our Peers) and will be connected to peer support coordinators at FCO for mentoring.

Family Peer Support is another important component of Foundry’s service model. Family Peer Supporters will be invited to participate in a dedicated community of practice. Also with support from RBC, Foundry is working with partners to develop and implement a Family Peer Support training program for the network.

In addition to bringing their lived experience to the therapeutic nature of their roles, Family Peer Supporters are offered training in the core EFFT skills alongside the Foundry clinicians, as this is proven to enrich the learning experience of both roles and also build collegiality as they together support family and caregivers. Foundry supports Family Peer Supporters to develop their knowledge, skills and abilities to co-lead the 3-Hour Family Led EFFT Workshop. Their lived experience as family/caregivers provides a unique approach to delivering the core EFFT objectives within this non-clinical space.

For more information about Peer Support, see [“Foundry’s core service streams”](#) on page 80.

FIGURE 6: EXAMPLE OF YOUTH PEER SUPPORT TRAINING PROGRAM



Tools and Resources

Supplementary materials (Appendix J)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- J.1 Knowledge Exchange, Mobilization and Training Outline

External resources

- [Caregiver Workshop Facilitation \(Institute for Emotion-Focused Family Therapy\)](#)
- [Training in Emotion Focused Family Therapy](#) (Mental Health Foundations)

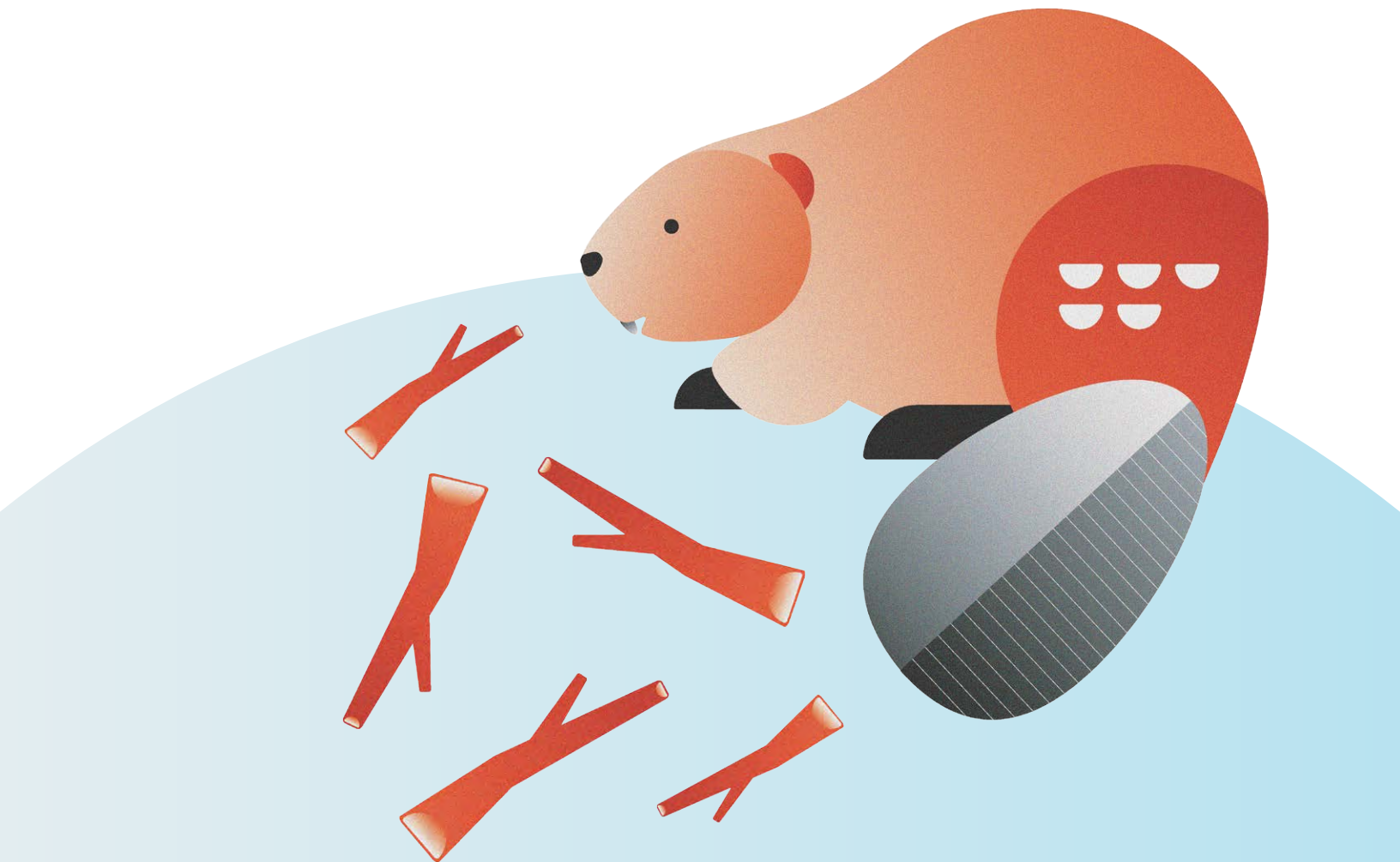
FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts” on page 14.](#)



SECTION 11

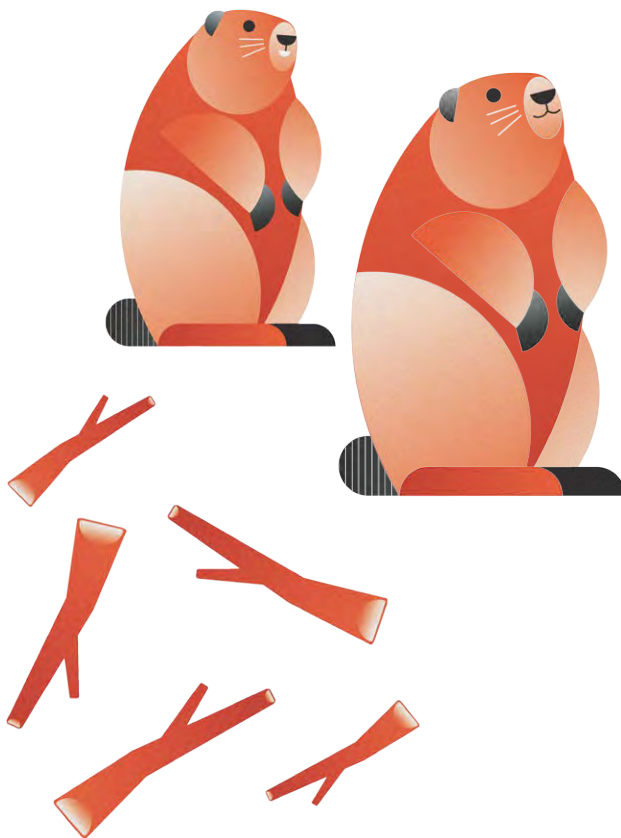
Foundry Centre Operations Budget Guide



Introduction

Foundry centre Lead Agencies receive between \$200,000 and \$700,000 in annual funding (“operations grants”), depending on their stage of development and the size of their community, to support the operations of their centres. These funds must be used to establish and operate Foundry centres and implement the Foundry model, providing net-new services to young people ages 12–24.

Leading up to fiscal year end (end of March each year), or upon the launch of a new FCO/Lead Agency partnership, FCO works collaboratively with Lead Agencies to develop the budgets for their operations grants. FCO approves the budgets and will confirm reporting requirements and processes as part of contractual agreements. This section of the guide will outline the budget development process and allowable expenses for Foundry centre operations grants. It does not cover capital budgets, which are outlined in the [“Capital Development” section on page 60.](#)



Lessons Learned

Stages of implementation and budget considerations

FCO has a great deal of experience working with Lead Agencies in developing operating budgets. The development of a comprehensive Foundry budget is an iterative process, shaped by circumstances within each community. It will take time and commitment to fully develop a budget, and it will change as the Foundry centre evolves. As centres enter the different stages of implementation, there are different things to consider when identifying and securing resources.

Each of the stages and budget considerations are outlined here:

1. Centres are considered in the **Start-up/Onboarding** stage from the time they are selected until their centre opens, a period averaging 12–24 months. During the first few months of the Start-up/Onboarding stage, FCO will work closely with the Lead Agency to develop a Project Charter and to identify what new internal resources the Lead Agency requires to lead the Foundry project and support local engagement.
2. Centres are considered in the **Early Operations** stage after their official public opening and before they reach a full-service complement, a period averaging 6–12 months. As Onboarding progresses, and leading up to the Early Operations stage, FCO will:
 - a. Support the Lead Agency to work closely with their local partners to identify both current and future resource requirements once the Foundry centre is open.
 - b. Work with the Lead Agency to identify the gaps between existing resources and the full Foundry staffing model. In addition to some non-staffing costs (see [#2 on page 103](#)), longer-term Foundry operating grants must be directed toward these gaps in the Foundry service model.
3. Centres are considered in the **Full Operations** stage after they are offering all five of Foundry's core services to minimum service standards. The focus in this stage is continual integration of services and improvement of the client experience. As the centre reaches Full Operations, FCO will work collaboratively with the Lead Agency to support evaluation, quality improvement and participation in research. Through these activities, and through engagement with youth and families, feedback may be provided that could alter budgets for operations grants. As well, program changes may occur, circumstances in the community may change or there may be additional funding opportunities that impact a Foundry centre's budget. Therefore, while the budget for the Foundry operations grants should not change dramatically during this stage, it is likely to shift over time.

Key Activities

Identifying existing resources and gaps in resources

During the Start-up/Onboarding stage, Lead Agencies work closely with their local partners (i.e., the Health Authority, School District, Ministry of Children and Family Development office, local Primary Care Network and/or Division of Family Practice and non-profit community partners) to identify what resources already exist in their communities and what contributions (including in-kind staffing) those partners are able to provide. Leading up to the opening of the Foundry centre and the beginning of the Early Operations stage, the Lead Agency and FCO will work together to identify the gaps between existing resources and the resources necessary to support the fully realized Foundry service model. In addition to other non-staffing costs detailed below, Foundry operations grants must be directed toward bridging these gaps in the Foundry service model. This work informs both the design of the centre and the development of the operations budget.

Use of the Foundry operations grants – allowable expenses

The purpose of the Foundry operations grants is to support successful establishment during the Start-Up/Onboarding stage and then to add net-new services within Foundry centres and communities. In order for Foundry centres to be successful, Lead Agencies must bring together significant existing resources — both from the Lead Agency itself and from partners in the community. Foundry operations grants complement those existing services. Operations grants are not used to replace other revenue streams (e.g., positions ending due to contracts or programs expiring, such as Shared Care).

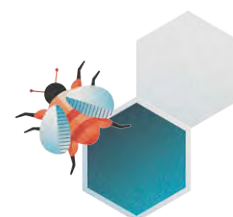
Foundry operations grants may be used for different purposes during the Start-up/Onboarding stage (from selection through to opening) and Early Operations and Full Operations stages (after opening). Lead Agencies are asked to consider, in their planning, the impact of budget line items redirecting away from onboarding activities and toward service delivery as the centre nears opening, as there may be staffing implications to manage in this shift. For example, funds used in the Start-up/Onboarding stage to pay for project staff may be redirected toward clinical service staff once the centre opens.



1. During the Start-up/Onboarding stage, allowable expenses for the Foundry operations grants include:

- Salary expenses for a Project Lead or Project Manager (this key role in the Start-up/ Onboarding stage is to manage the project, and therefore it may be a term-limited position), salary and expenses for youth, family and community engagement, salary and expenses for clinical/service leadership closer to opening (see Appendix K.1 in [“Tools and Resources”](#) on page 105 for a sample Project Lead job description);
- Soft capital costs such as design firms, contractors, architects, furniture, technology or minor equipment not otherwise covered by capital grants;
- Convening and engagement expenses such as travel, accommodation, room rental and meals and refreshments for partner meetings and community engagement meetings;
- Establishment of governance groups (e.g., Local Leadership Tables, Operations Working Groups, Youth and Family Advisory Committees) and corresponding convening expenses (as above) and hiring external facilitators;
- Youth and family engagement and corresponding convening expenses (as above), honoraria for attending meetings such as for Local Leadership Tables and Youth and Family Advisory Committees, communications materials and social media activity;
- Administrative sessions for physicians to attend Local Leadership Table or Operations Working Group meetings (one physician per meeting), where not otherwise covered by administrative sessions made available through health authorities or Divisions of Family Practice;
- Training not otherwise provided by FCO, including professional development for Foundry project staff in topics such as project management, business management or leadership, or training for youth and family representatives on topics such as leadership and advocacy;
- Communications supports, such as branded materials, videography and teleconferencing or videoconferencing;
- As the centre moves toward opening, increasing salary expenses for the gradual hiring of centre staff such as clinical leaders and centre manager (as the role of the Project Lead/ Project Manager winds down); and

- Administration, in two categories:
 - » **General Lead Agency Administration:** A maximum of 10% for Lead Agency general administration to increase capacity in organizational functions that help ensure Foundry is successful, but which are not wholly allocated to the Foundry centre. Examples may include financial services, human resources, clerical support, communications and fundraising, insurance, etc. All such expenses must be captured within this 10%.
 - » **Foundry Centre Administration:** Costs for administration directed in full to the Foundry centre may be funded outside of this 10%. However, the total amount directed to Foundry Centre Administration must still allow for the full establishment of the Foundry centre and, as the centre nears opening, implementation of the Foundry service model. Therefore, the allowable amounts will vary across communities and centres. Amounts will be impacted most significantly by Lead Agency and partnership contributions (where high partnership contributions will create more space for Foundry centre administration costs). Examples in this category include centre lease costs (i.e., starting after a lease is signed), IT, medical office assistance and centre leadership. Note: where a partner is permanently relocating a service or program to a centre and will be occupying significant space on a consistent basis, it is recommended that Lead Agencies negotiate with that partner to provide sublease contributions. This will increase the amount available in this category.



2. Moving into the Early Operations stage, allowable expenses for Foundry operations grants include:

- Staffing, with heavy emphasis on direct service delivery, noting that Foundry operations grants must be directed toward Foundry core services to complete Foundry minimum service standards. Staffing must be net new to the community and may include the program or centre lead; service/clinical leadership; medical office assistants; nurse practitioners; mental health clinicians; Youth and Family Peer Support Workers; youth, family and community engagement and other positions to complete the minimum service standards of the Foundry service model;
- Funding for services provided by family physicians, only where there are no sessionals available through the Regional Health Authority or local Primary Care Network and for services where Medical Services Plan (MSP) billing is not appropriate (*Note: Foundry operations grants cannot be used to fund physician travel*);
- Youth and family engagement, as described on page 101;
- Administrative sessions for physicians, as described on page 101;
- Professional development for Foundry centre staff, as described on page 101;
- Communications supports, as described on page 101; and
- Administration, as described in the two categories on page 102.

3. During the Full Operations stage, allowable expenses include the above, under #2 (Early Operations).

- As noted above, the budget for the Foundry operations grants may be adjusted in response to evaluation and quality improvement activities, program changes, changing needs within the community, feedback from centre clients and/or donations.

Sample budget for reference

The following high-level Full Operations budget is based on established and existing centres and is provided to give an understanding of what resources are required to operate a Foundry centre in a small urban community (population 40,000–50,000) on an ongoing basis. Depending on the unique needs of your community and population size, budgets will vary in size and scope.

TABLE 6: SAMPLE FULL OPERATIONS BUDGET

Revenue Source	Amount	Details
Lead Agency in-kind (staffing and operations)	\$750,000–\$1,250,000	Includes existing youth and family programming, clinicians, services, program leadership and infrastructure. Varies by organization.
Partner in-kind contributions (staffing)	\$550,000	In-kind staffing co-located and integrated at centre, including from Health Authority (Mental Health Substance Use, Public Health, Primary Care), MCFD (Child and Youth Mental Health), School District and local non-profit organizations.
Foundry centre funding (net-new services and operations)	\$700,000	Centre manager, clinical and service staff including MHSU clinicians, Peer Support Workers, Medical Office Assistant, youth and family engagement and advisory, professional development and training and lease and occupancy costs. <i>Note: Majority of funding is directed to net-new services not otherwise provided by partners in the community, including peer support.</i>
Donations and fundraising (annual — for operations, not capital)	\$150,000	Annual ongoing community-based fundraising activities to support innovation, programming and urgent needs and often to bolster youth and family engagement. Varies by organization and community.
Total	\$2,150,000–\$2,650,000	

Tools and Resources

Supplementary materials (Appendix K)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- K.1 Sample: Project Lead Job Description**

**Available as downloadable Microsoft Word file

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 12

Evaluation and Quality Improvement



Introduction

Evaluation and quality improvement have been critical in the ongoing development of Foundry from the very start.

During the proof of concept phase (2015-18), our evaluation efforts included ongoing data collection from all of the proof of concept sites as they began delivering services, as well as a developmental evaluation conducted by the Centre for Health Evaluation and Outcomes Sciences (CHÉOS). These efforts culminated in two reports — one from CHÉOS and one from FCO — that described both our successes and challenges during that initial phase. These reports can be found in Appendix L (see [“Tools and Resources”](#) on page 114). The evaluation work completed during the proof of concept phase informed the development of a comprehensive performance measurement framework that includes a logic model for Foundry.

Results from our evaluation work are intended to both inform our stakeholders about our successes and challenges and support ongoing quality improvement efforts at FCO and local Foundry centre level. All of Foundry’s quality improvement work includes active engagement with each centre to support data utilization and specific improvement projects.

Lessons Learned

Foundry’s Performance Measurement Framework

As noted above, lessons learned during the evaluation of the proof of concept phase informed the development of Foundry’s performance measurement framework that guides most of our ongoing evaluation work. This framework outlines key objectives across a number of domains, including youth and family member/caregiver experience of care, service provider experiences, impact/effectiveness outcomes for youth and family members/caregivers and system level outcomes. Measurement of these objectives is ongoing and is largely embedded in the service model that is implemented at all Foundry centres. As new centres implement the service model, data is generated that both supports our ongoing evaluation work at FCO and helps to inform local clinical practice.

Foundry’s performance measurement framework is guided by a theory of change where youth and their family members are at the centre and the objective is to support their improved health and well-being by offering comprehensive and fully integrated services tailored to their needs. The framework also draws on the Institute for Healthcare Improvement’s Triple Aim model^[8] dimensions, which align closely with the process and outcome measurement within the performance measurement framework.

The framework focuses on three interrelated components:

- 1. Developmental Evaluation:** Initiated during the proof of concept period to support the adaptive development of components of the Foundry initiative (completed 2018);
- 2. Process Measurement:** Designed to examine the implementation of the Foundry model and to identify needed adjustments to promote fidelity. These measures have been ongoing since the inception of Foundry; and
- 3. Outcome Measurement:** Assesses the degree to which Foundry is achieving meaningful change in the lives of youth and young adults across BC. This includes both immediate benefits and long-term impacts.

Nine high-level performance measurement questions provide a frame for the more specific objectives and associated indicators that are outlined in the framework:

For individual youth and family members/caregivers:

- 1.** What impact has Foundry had on young people/family/caregiver experience of accessing and participating in care?
- 2.** What impact has Foundry had on young people's health outcomes?
- 3.** What impact has Foundry had on supporting and strengthening families?

For service providers:

- 4.** Are FCO services and supports effective in supporting the implementation of the Foundry service model?
- 5.** What impact has Foundry had on service providers' experience of delivering services?
- 6.** Are the services being delivered at Foundry centres consistent with the service model and standards for service delivery?
- 7.** What impact has Foundry had on improving partnerships and collaboration amongst service providers in Foundry communities?

For the service system:

- 8.** What impact has Foundry had on achieving true integration amongst service providers at Foundry centres?
- 9.** What impact has Foundry had on ensuring that intensive services (e.g., emergency departments, residential treatment) or specialized treatment services for mental health and substance use are used appropriately?

Measuring accessibility, integration & health

The evaluation questions include three focus areas which are important to further define within the Foundry context: service accessibility, integration and health.

Service accessibility

Access to health care refers to the ease with which an individual can obtain needed medical services. Measuring access includes the presence or absence of resources to facilitate care, assessments by patients of how easily they gained access to care and the actual receipt of services.

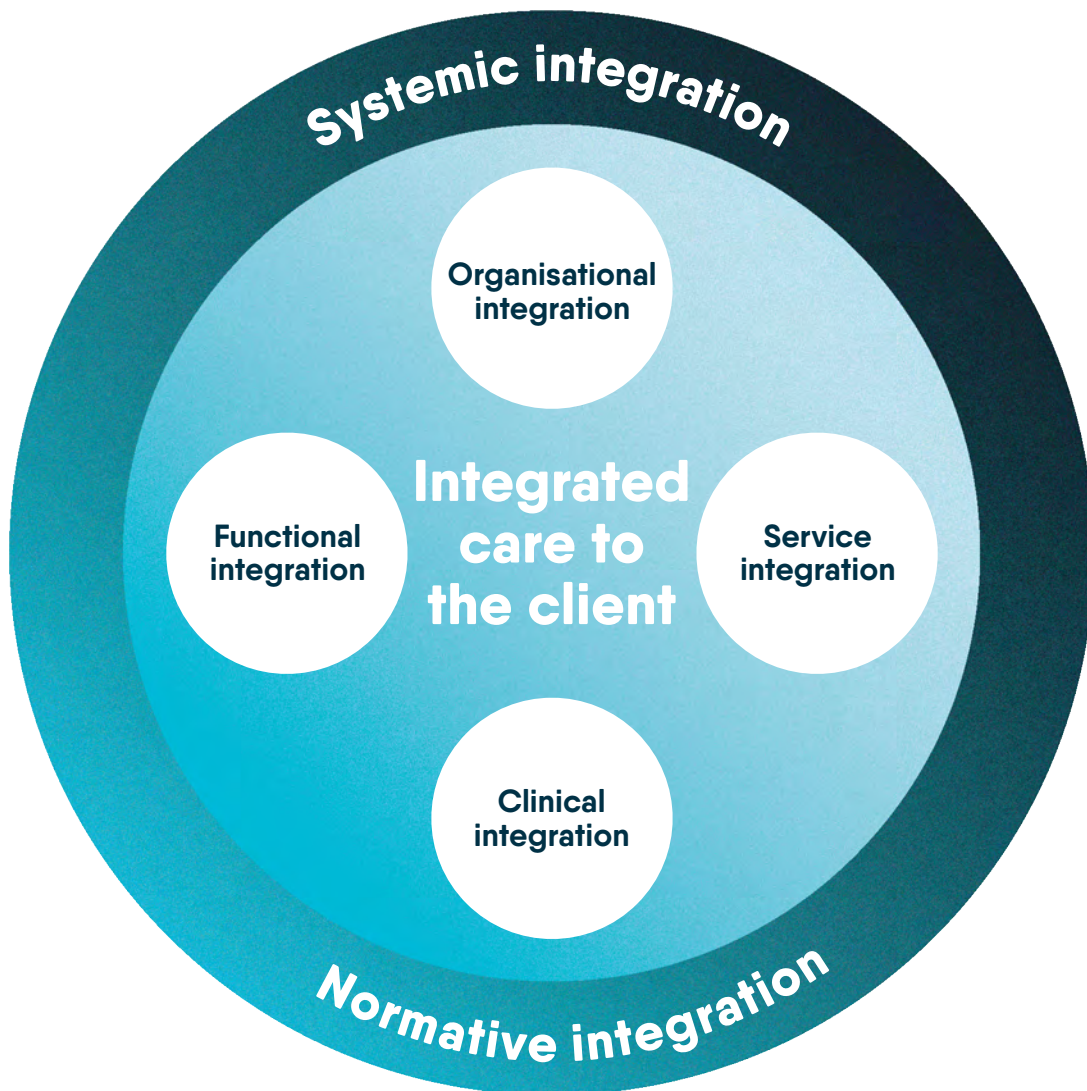
Integration

Foundry uses the Fulop typology of integration to determine the extent to which the service experience is seamless or how well partners affiliated with a particular centre collaborate. The domains of integration are depicted in [Figure 7 on page 110](#) and described below. Foundry's performance measurement framework includes examining partnerships, collaboration and the achievement of truly integrated and seamless care. Integration is measured using the Foundry Integration Measure, a validated tool that was pilot tested in 2021 and will start being used with centres in 2022.

- **Organizational integration**, where organizations are brought together formally.
- **Functional integration**, where non-clinical support and back-office functions are integrated, such as electronic patient records.
- **Service integration**, where different clinical services provided are integrated at an organizational level, such as through teams of multi-disciplinary professionals.
- **Clinical integration**, where care to clients is integrated into a single or coherent process within and across professionals such as through the use of shared guidelines and protocols.
- **Normative integration**, where an ethos of shared values and commitment to coordinating work enables trust and collaboration in delivering health care.
- **Systemic integration**, where there is a coherence of rules and policies at all organizational levels.



FIGURE 7: FULOP MODEL OF INTEGRATION^[9]



Health

There is no single agreed-upon definition of health. Definitions are highly dependent on contextual factors such as culture, personal experience and age. They may also vary depending on whether we are interested in mental health versus physical health. The World Health Organization (WHO) takes a more holistic perspective, stating that health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.^[10] Foundry's performance measurement framework focuses on and proposes measures for physical and mental health, as well as social, educational and vocational functioning reflecting a holistic perspective. Foundry is currently leading research to better understand how youth define health, which will be utilized to further refine our approach to measurement.

Process measurement

Foundry's process measurement encompasses distinct but interrelated elements:

1) measurement of service processes (i.e., are they occurring at each centre as planned or intended? Are they timely and consistent?); 2) measurement of client experience (i.e., do our service processes result in youth and family members having positive experiences consistent with our values and brand?); and 3) measurement of FCO processes that facilitate the successful onboarding of Foundry centres and implementation of the Foundry service model (i.e., are sites receiving enough support? Does the support match the need? Are centres delivering services consistent with FCO standards and guidelines?).

Outcome measurement

Foundry measures initial (in the first year), mid-term (1–3 years) and long-term (3–5 years) outcomes at the individual youth, family member/caregiver, FCO and systems level. Within these four target areas, Foundry has identified the following key initial outcomes:

1. **Young People** will experience improved youth knowledge, physical health, mental health and youth social/educational/vocational functioning and decreased harm due to substance use;
2. **Family Members/Caregivers** will experience increased caregiver capacity, improved social/educational/vocational functioning and improved family relationships;
3. **FCO** will achieve service availability and service model consistency in the planned time frames and across the centres; and
4. **The care system** will be transformed and result in improved partnership and collaboration and increased service integration.

Foundry's mid-term outcomes include the following:

1. Decreased substance use among youth;
2. Prevention of serious and persistent mental health and substance use disorders among youth; and
3. Increased appropriate use of intensive or specialist mental health and substance use services (e.g., hospital emergency department, residential care, step 4 services).

Foundry's long-term impact outcomes are as follows:

1. Healthier Youth;
2. Stronger, Healthier Families; and
3. Transformed Access to Health and Social Services.



Key Activities

FCO's evaluation team has implemented data collection activities consistent with our performance measurement framework. FCO staff assist, train and support Lead Agencies in the integration and use of the data collection platform and tools described in the following sections. The Foundry Logic Model, found in Appendix L.6 *Foundry Performance Measurement Framework* in “Tools and Resources” on page 114, highlights the roles and responsibilities of both FCO and the Lead Agency.

Toolbox

The majority of our centre-level data collection activities are embedded within our data collection platform called Toolbox. Toolbox is a centralized electronic data platform developed to enhance delivery of integrated care at the various Foundry centres as well as support performance measurement and quality improvement activities. Through the Foundry data platform, all care providers in each Foundry centre have access to the data they need to provide quality care to youth and their family/caregivers. This platform addresses existing gaps in information sharing, particularly in centres where multiple electronic medical records are being used. Care providers are also able to access Foundry-specific forms and tools that support clinical practice through the data platform.

The core of the platform features secure tablet-based data entry functionality, allowing youth to complete forms and measures while at Foundry that are then immediately accessible to the care team. The majority of the data required to inform our performance measurement framework are collected in Toolbox and are provided by youth directly entering this information in the system.

The following assessment tools are completed through Toolbox:

- Foundry Demographic Survey, at first visit only;
- K10, Self-Reported Health (SRH) and Self-Reported Mental Health (SRMH) measurement at first visit;
- SOFAS Measurement at time of initial assessment and every visit thereafter for ongoing clients accessing stepped care services;
- Foundry Health Survey, which includes the GAIN-SS, at first visit; and
- The Outcome Rating Scale (ORS) and Session Rating Scale (SRS) for individuals accessing Walk-in Counselling services.

New! Data Governance Framework

Foundry is developing a **Data Governance Framework** that will guide how data is collected, used, managed and stored at Foundry. A central part of developing this framework is engaging with youth, families and service providers to inform the creation of principles and processes that will govern their data. Another critical phase of work will be supporting and training staff at FCO and throughout the network to adhere to the Data Governance Framework. The Data Governance Framework will reflect Foundry's values around justice, equity, diversity and inclusion and align with the principles for First Nations data governance: Ownership, Control, Access, Possession (OCAP®). The data governance project is led by FCO and the work will be ongoing over several years as Foundry works towards implementing the framework.

Youth & family member/caregiver experience surveys

In addition to the data collected on Toolbox, FCO oversees two semi-annual experience of care surveys: one for youth and one for family members/caregivers. The surveys were initially designed during the proof of concept phase and were heavily influenced by surveys that were in use by [headspace](#) in Australia. They have since undergone several revisions that were informed by extensive youth and family member/caregiver feedback. The youth version is completed in each centre using a dedicated tablet or by scanning a QR code to complete on their personal device over a four- to six-week period and is incentivized with a gift card. The family member/caregiver version is completed online at a web link through the network of Family Peer Supporters and Family Navigators. Family members/caregivers can also take part in the survey in a centre by scanning a QR code and completing it on their personal device. This survey is also incentivized with a gift card. The results are reported back to all centres and made available for use in ongoing quality improvement efforts.

Service provider survey

In addition to measuring the impact of Foundry for youth and family members and their experiences of accessing care, we are also measuring the experience of service providers in delivering integrated youth services at Foundry centres using a brief questionnaire called the Service Provider Survey (SPS). Development of this tool was led by the evaluation team at FCO with support from representatives from service providers, youth and family engagement, communications and Indigenous wellness. The survey was developed and used for the first time in fiscal year 2020/2021, and it is now completed by all service providers throughout the Foundry network annually.

Foundry Integration Measure

The Foundry Integration Measure (FIM) measures the degree to which there is integration within a Foundry centre and the degree to which that centre is integrated within the community. The FIM is based on the Fulop domains described in [“Integration” on page 109](#): organizational, functional, service, clinical, normative and systemic as well as an additional domain that explores community integration. The FIM will be used annually with centre leaders and community partners. It replaces the Partnership Self-Assessment Tool (PSAT) and Clinical Microsystems Assessment Tool (CMAT), Foundry’s previous tools for measuring integration. The FIM was developed and tested in 2021 and will be piloted in 2022.



Foundry Central Office feedback survey

Our performance measurement framework identifies specific outcomes for FCO that are intended to support our internal quality improvement efforts. Those outcomes are primarily measured through a feedback survey that has been used across all Foundry centres since 2020. Results from the feedback survey are used to support our own efforts at improving the quality and effectiveness of the supports and services we provide to each Foundry centre.

Tools and Resources

Supplementary materials (Appendix L)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- L.1 Foundry Demographic Survey
- L.2 K10, Self-Reported Health (SRH) and Self-Reported Mental Health (SRMH)
- L.3 End of Visit Form (including SOFAS Measurement)
- L.4 Foundry Health Survey
- L.5 Outcome Rating Scale (ORS) and Session Rating Scale (SRS)

Additional information found on the [Foundry website](#)

- L.6 Foundry Performance Measurement Framework
- L.7 Developmental Evaluation Report
- L.8 Foundry Early Learnings: Proof of Concept Evaluation Report
- L.9 Foundry Integration Measure (under development)

References

- [8] Stiefel M & Nolan KA. (2012). *Guide to Measuring the Triple Aim: Population Health, Experience of Care, and Per Capita Cost*. IHI Innovation Series white paper. Cambridge, Massachusetts: Institute for Healthcare Improvement.
- [9] Fulop N, Mowlem A, & Edwards N. (2005). *Building integrated care: lessons from the UK and elsewhere*. London: The NHS Confederation.
- [10] Preamble to the Constitution of WHO as adopted by the International Health Conference, New York, 19 June – 22 July 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of WHO, no. 2, p. 100) and entered into force on 7 April 1948. The definition has not been amended since 1948.

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.



SECTION 13

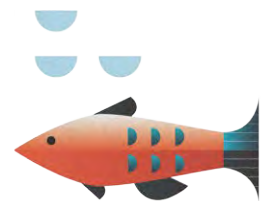
Research and Innovation



Introduction

The Foundry initiative is founded on the belief that real systems change is needed to meet the health and wellness needs of young people and their families across the province. Much of what we do at Foundry therefore requires being curious, innovative and creative in identifying and implementing new solutions that will meet these needs. An important priority for our initiative is to capture how we are transforming the ways young people access health and social services, not just at the provincial level but within each Foundry centre and community. Research is one of the core processes by which we can capture, share and implement these innovations and important lessons. The FCO Research and Innovation team will work collaboratively with Lead Agencies to support and coordinate research efforts across the network.

The FCO Research and Innovation Team consists of researchers, trainees, staff, families and young people who come together to design and conduct research projects that answer questions that are important to their communities, that contribute to the generation of new knowledge (i.e., not reinventing the wheel) and whose findings have a real impact for the Foundry network and for others working in the integrated youth services field. Our operational team is based out of FCO, but we have team members across the province, in different regions and in different Foundry communities. We seek to align the needs of young people and families, communities, clinicians and the research community in order to close the gap between research and the application of evidence within the context of a network of integrated youth services (both virtual and physical). We want to ensure that lessons learned within the network can be shared quickly and be implemented in meaningful and sustainable ways.



Lessons Learned

What is meant by “research”?

At Foundry, we conceptualize “research” broadly, as a creative and systematic process for expanding our knowledge and understanding of the world and using that new knowledge to inform positive change, whether at the level of our local program or community or in the global community. Another way we like to think of research is as a set of steps that lead us through a process of collecting and analyzing information that will increase our understanding of a topic or issue. These steps are often iterative and form part of a cycle we often refer to as “research to action.” Questions about what we are seeing in our real-world context inform our research process, and what we learn from our research process then informs what we do in the real world.

Our Research and Innovation Team is constantly seeking to grow and expand our research expertise. The types of research projects we are currently leading or supporting fall under one or more of these broad categories:

- Mental Health and Substance Use Research
- Health Systems and Population Health Research
- Health Measurement Research
- Health Service Innovation and Implementation Science
- Youth-Centred Health Policy Research
- Youth and Family Engagement in Research: Methods and Best Practices

Our team is also always seeking to expand our understanding of research in terms of incorporating other forms of knowledge, ways of knowing and world views. We are keen to work with communities to understand what research means in the local context and how our work can complement, support or learn from others’ approaches.

The research process

There are a variety of ways to answer interesting research questions and to communicate new knowledge to key audiences. However, the core research process is the same regardless of methods used or the size or scope of the study. Below we have broken the process down into six distinct steps and have provided brief descriptions of each.



Picking a topic and developing your research question

Inspiration for new research questions come from several sources. Where the questions come from can have important implications for where and how research findings are shared. It is important to think critically about who is helping to inform the research priorities and the research questions. This early stage is always a good time to explore what research has already been done on the topic (or questions) of interest. This background research can help in two ways: 1) by ensuring that research that has already been done is not repeated; and 2) by helping to refine and clarify the research questions. A clear research question is the foundation for a solid research plan and is helpful when applying for funding.

IMPORTANT CONSIDERATION: Just like services, research should always be person-centered. Throughout the research process, always think critically about how youth and families are involved in the research process. Be intentional and plan ahead for involving their voices in the research process.



Developing a funding strategy and research plan

A research plan should outline the research objectives, methods, budget, timeline, ethical procedures, team members, partners and knowledge sharing plan. It is critical to engage young people in this process. It is also important to consider the funding strategy as part of the planning process, as the two will inform each other. Local research networks and resources can be leveraged to bring the plan together. The FCO Research and Innovation team can help build those research connections and partnerships and will provide support in launching the research process. We are also able to provide information on how a research idea connects with other work happening across the network or within the relevant field.

IMPORTANT CONSIDERATION: Lead Agencies must keep the FCO Research Operations Lead informed as they move through each of these steps. This is the responsibility of the study lead.



Submitting a grant or funding application

Each centre is responsible for pursuing and obtaining funding for local research projects. Project deliverables can be achieved by selecting the appropriate funding source. Some projects may involve the participation of several centres, so it is important for Lead Agencies to communicate with FCO in order to align grant applications and optimize chances of success for all centres across the network.



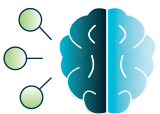
Implementing the research project

Once funding is obtained, it will be necessary to: 1) obtain the necessary ethical approvals for the research (to meet standards outlined in the [Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans](#)); 2) finalize project materials; and 3) coalesce the research team. As one moves into and through implementation, one should regularly evaluate adherence to the research plan and associated requirements. If changes to the project are required, be sure they are documented and seek approvals as necessary. The necessary documentation must always be in place and must be accurate and up-to-date. At this stage, the Research and Innovation team should be informed of the project implementation. This may include sending a project charter, communications and knowledge exchange plan and reviewing documents related to research at Foundry, including terms of reference and publications guidelines.



Conducting data analysis and interpreting the findings

An analysis plan should be reflective of the research questions and data collection methods. The analysis will result in initial findings, but the interpretation of the findings determine impact. It is important to think about what perspectives and worldviews are being represented in the data (e.g., participants) AND in the research plan (e.g., study team composition). At the point of analysis and interpretation, it is important to critically reflect and explicitly identify how participants' perspectives and study teams' worldviews may impact the findings.



Mobilizing knowledge

Knowledge mobilization ensures that research findings are widely disseminated and that they have a positive real-world impact. By selecting the right content for the right audience, key stakeholders (e.g., youth, families, service providers and policy makers) remain engaged and informed on research progress, outcomes and future plans. Research findings should be communicated in a way that is consistent with the Foundry vision and mission. FCO has a strong Communications team to support messaging and media strategies related to research. We ask that all research findings are communicated to the Research and Innovation team within three months of study completion.

IMPORTANT CONSIDERATION: As mentioned earlier, these steps can be iterative. They can also be seen as a circle, where findings from one research project often form the basis for new research questions. We also want to acknowledge that the research process presented here comes from a Western understanding of how research is conducted and that maps onto many of our colonial research structures (e.g., universities and granting agencies). Different ways of knowing and doing research may require different approaches.

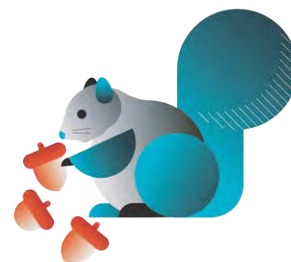
Key Activities

Lead Agencies have a role in supporting and championing research as part of the Foundry initiative. The Foundry Research and Innovation team is responsible for ensuring the network is contributing new and meaningful knowledge through the conduct of research. To do this, we need to be aware of research activities happening across the network so that we can coordinate and support knowledge exchange and knowledge mobilization activities within and outside the Foundry network. It is therefore important that Lead Agencies work closely with the Foundry Research and Innovation team whenever they are considering engaging in research activities.

We have identified four different types of research engagement that Lead Agencies should be aware of:

1. **Initiating** (either by partnering on or leading) research initiatives (*optional*)
2. **Supporting** research activities that are being led by FCO and the Foundry Research and Innovation team (*expectation*)
3. **Keeping informed** about research that is being generated and shared across the Foundry network (*expectation*)
4. **Adapting/implementing** research findings that are relevant to the Lead Agency's context (*expectation*)

On the following pages, we provide a description of each of these types of engagement as well as checklists to help guide understanding of a Lead Agency's roles and responsibilities related to each type of research engagement.



1. Initiating your own research projects

There are many different ways for a Lead Agency to team up with researchers and youth whose values and interests align with those of their centre and their community. Research leadership and resources may be accessible through local universities, colleges, training programs and other avenues available in a Lead Agency's community. The Research and Innovation team at FCO is here to help Lead Agencies connect to these resources and to support them throughout the research process: to conceptualize research questions and projects, strategize around funding opportunities and support knowledge sharing initiatives.

Lead Agencies are not expected to undertake (i.e., lead/partner on) their own research initiatives. However, if this is something that is being considered, either by partnering on a research project or pursuing research funding independently, it is an expectation that the Research and Innovation team (via the Research Operations Lead) be notified. This will help us in our responsibility of coordinating and supporting research activities across the network.

Below is a checklist to help you identify when you would need to contact the Research and Innovation team:

- If a Lead Agency is approached about taking part in a research study;
- If a Lead Agency is approached about having their centre/clients/staff be involved (as a partner, collaborator, knowledge user, etc.) in a grant/funding submission for research purposes;
- If a Lead Agency is considering developing a research proposal involving the study of their centre's services/clients/staff;
- If a Lead Agency is considering submitting a funding/grant proposal for research purposes involving the study of their centre's services/clients/staff;
- If a Lead Agency would like to learn more about research resources or explore research partnerships within their local community context;
- As a Lead Agency begins a new step in the research process (see previous section) on a study that they are undertaking or partnering on;
- If a Lead Agency is leading and/or involved in developing knowledge products (e.g., presentations, publications, reports) that utilize research findings related to Foundry services or their centre;
- If a Lead Agency plans to attend a conference or other presentation forum to present on research findings related to Foundry services or their centre; and/or
- If a Lead Agency plans to submit a peer-reviewed paper for publication related to research findings related to Foundry services or their centre.

2. Supporting Foundry research activities

Lead Agencies are expected to make reasonable efforts to assist FCO and the Research and Innovation team in research activities related to Foundry Services or involving the Foundry centre.

3. Keeping informed about research

Lead Agencies are expected to make reasonable efforts to stay abreast of research opportunities, updates and findings as they become available to their centre or the Foundry network. The Foundry Research and Innovation team has created several different avenues for sharing this information. Lead Agencies should do the following:

- Read and familiarize themselves with the Foundry Research and Innovation Team Strategic Plan and Terms of Reference;
- Attend live Foundry Research and Innovation Rounds to learn about new research findings relevant to Foundry services or listen to the recording;
- Visit the [Foundry Research and Innovation webpage](#) to be updated on new and upcoming opportunities and research taking place across the network and to find team contacts, projects, publications and reports;
- Request and receive personalized research updates at their FCO project management teleconferences and report back to their team regarding relevant research updates;
- Check the Foundry newsletter for research updates; and
- Contact the Foundry Research Operations Lead for any questions/ concerns related to research activities happening at their centre.

4. Adapting and implementing relevant research

Lead Agencies are expected to be responsive to relevant new evidence and best practices informed by research as they become available. This type of adapting and implementation will either be clearly identified as a core research project activity (see expectations outlined under item 2 above) or as part of updating and adapting components of the Foundry clinical model or associated programs (see [“Key Activities”](#) on page 56).

Tools and Resources

Additional information found on the [Foundry website](#)

Visit foundrybc.ca/centre-startupguide to access these appendices.

- M.1 Foundry Research and Innovation Strategic Plan (under development)
- M.2 Communicating with FCO About Your Centre’s Research Activities (under development)

FCO Support

The FCO team is available to support you, provide resources and collaborate. For more details, please see [“Foundry Central Office Contacts”](#) on page 14.





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