

# Community Living British Columbia

## 2016/17 ANNUAL SERVICE PLAN REPORT



For more information on CLBC contact:

**Community Living British Columbia**

**7<sup>th</sup> Floor – Airport Square  
1200 West 73<sup>rd</sup> Avenue  
Vancouver, British Columbia  
V6P 6G5  
Email: [CLBCInfo@gov.bc.ca](mailto:CLBCInfo@gov.bc.ca)**

**Fax:  
604-664-0765**

**Phone: 604-664-0101 / Toll Free: 1-877-660-2522**

Twitter:  
[@CLBC\\_connect](#)

Facebook:  
<https://www.facebook.com/CLBCStartWithHiandStayConnected/>

Website:  
[www.communitylivingbc.ca](http://www.communitylivingbc.ca)

## Board Chair's Accountability Statement

The Community Living British Columbia *2016/17 Annual Service Plan Report* compares the corporation's actual results to the expected results identified in the [2016/17– 2018/19 Service Plan](#), and I am accountable for those results as reported.



Tom P. Christensen  
Board Chair, Community Living British Columbia

## Table of Contents

Board Chair’s Accountability Statement .....	3
Chair/CEO Report Letter .....	5
Purpose of the Organization.....	6
Strategic Direction and Context.....	6
Report on Performance .....	7
Goals, Strategies, Measures and Targets .....	8
Financial Report.....	18
Discussion of Results and Financial Report Summary Table.....	18
Service Demand Growth.....	19
Operating Revenue.....	20
Operating Expenses .....	20
Accumulated Surplus .....	23
Capital Expenditures .....	23
Appendix A - Additional Information .....	24
Overview of Community Living BC .....	24
Corporate Governance .....	24
Appendix B - Community Living BC Mandate and Actions Summary .....	25

## Chair/CEO Report Letter



We are pleased to submit Community Living British Columbia (CLBC)'s 2016/17 Annual Service Plan Report. Over the past year we delivered important disability-related services and supports to a growing number of CLBC eligible people and their families. At the same time we successfully completed a major reorganization of CLBC program offices and engaged stakeholders in the development of a new [2017-20 Strategic Plan](#) that will help us strengthen our work.

The reorganization of our program offices into integrated service teams to serve the 20,000 plus individuals who are eligible for CLBC supports provides a good model to improve the effectiveness and responsiveness of our services in years to come. Our new Strategic Plan goals set the strategic direction and priorities for better serving individuals and families and improving our stewardship of public resources.

CLBC works closely with government to ensure alignment with strategic priorities and the government's commitment to public accountability. Our Strategic Engagement Plan with the Ministry of Social Development<sup>1</sup> (MSD) formalizes a commitment to share information and work together to meet future needs. The plan includes quarterly meetings between CLBC's Chair and the Minister as well as regular senior leadership meetings.

CLBC ensures the [Taxpayer Accountability Principles](#) are applied across programs and services. Board directors and senior management review the principles during orientation, with an enhanced focus on how *cost-consciousness, accountability, appropriate compensation, service, respect and integrity* apply throughout governance and operations. In 2016/17, directors also participated in a conference on strong boards and leadership in public sector organizations, to promote excellence in stewardship at CLBC's highest levels.

With this report, we affirm our ongoing commitment to our vision and mandate, and to high standards of public accountability. We are grateful to all those who are supporting CLBC to achieve these goals.



Tom P. Christensen  
Board Chair, Community Living BC



Seonag Macrae  
CEO, Community Living BC

---

<sup>1</sup> The ministry's name changed from Ministry of Social Development and Social Innovation (SDSI) to Ministry of Social Development (MSD) effective June 12, 2017.

## Purpose of the Organization

Community Living British Columbia (CLBC) is a crown corporation whose mandate is to support eligible individuals to meet their disability-related needs and participate in their communities in meaningful ways.

The [Community Living Authority Act](#) and [Community Living Authority Regulation](#) define two groups of individuals who are eligible for CLBC services:

- Adults with a developmental disability, and
- Adults diagnosed with fetal alcohol spectrum disorder or an autism spectrum disorder, and who have significant limitations in adaptive functioning.

[CLBC's Board of Directors](#) provides strategic, planning and budgetary oversight in accordance with the [Community Living Authority Act](#), and establishes the corporation's vision, mission and values. Transparency in governance and operations is provided through the board's [Strategic Plan](#), [Service Plan](#) and [Annual Service Plan Report](#), which are prepared for government, and are available to the public. The [Provincial Advisory Committee](#) and regional [Community Councils](#) ensure two way communications with the communities we serve.

CLBC employees plan and monitor services for a range of residential, employment, community inclusion and respite services, which are delivered through contracts with service providers and person-centred societies or through individualized funding agreements. The quality of services is maintained through various quality assurance, contracting and financial reporting requirements.

Corporate accountability and transparency is reinforced by open board meetings, publication of corporate reports, comprehensive organizational policy frameworks, program reviews, regular communication with government, a formal complaints resolution process, a whistle blower policy and an internal audit function.

## Strategic Direction and Context

CLBC is accountable to the Legislature through the [Minister of Social Development](#). The [Annual Mandate Letter](#) provides direction and sets policy objectives and performance priorities, in alignment with the [Province of British Columbia Strategic Plan](#). CLBC's policies, processes and values capture the provincial [Taxpayer Accountability Principles](#) of cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity.

CLBC's [2016/17 Mandate Letter](#) sets government expectations around priority activities. Priorities include: continuing to support and champion the Services to Adults with Developmental Disabilities (STADD) integrated service delivery model; ongoing implementation of the Strategy on Aging with the Ministry of Health (MOH); continuing to engage with MSD to leverage opportunities with the Employment Plan of BC (EPBC); evaluating the cost effectiveness of employment services and evaluating the business case to expand the Community Action Employment Plan (CAEP).

CLBC continues to see an increasing demand for services. At March 31, 2017, CLBC was supporting 20,049 adults through the Developmental Disabilities and Personalized Supports Initiative. This represents an annual increase of 6.2 per cent, and 37.5 per cent growth over five years. Factors driving CLBC service demand growth include general population growth; increased youth referrals

by the school system; increased service requests by young adults leaving their family home and by adults with multiple, complex needs; changing support needs of older adults and assistance to aging family members supporting adult sons and daughters at home.

[CLBC's 2012-2016 Strategic Plan](#) set **three strategic directions**, to meet service demands and strengthen system responsiveness and sustainability, while mitigating risk around costs and staff capacity. Each embeds the [Taxpayer Accountability Principles](#) and makes meaningful contributions to the [Province of British Columbia's Strategic Plan 2016/17 – 2019/20](#) strategies for a secure tomorrow. In 2016/17 CLBC developed a new [Strategic Plan for 2017-2020](#).

**Enhance Participation and Citizenship** – CLBC increased the effectiveness of services and improved its responsiveness to individuals and families. Consistent with Government priorities, CLBC continued to promote employment as a key initiative. Further, CLBC improved its planning process and continued to promote quality of life through the *include Me!* initiative.

**Increase Sustainability** – CLBC promoted good stewardship and responsiveness to individuals and families by restructuring regional operations to improve service delivery. CLBC promoted access to STADD services to improve transitions to adulthood. Building on lessons from the Older Adult STADD site, CLBC developed best practices for serving older adults and worked with MOH to develop resources for caregivers and health practitioners.

**Promote Innovation and Resilience** – CLBC improved its stewardship of resources by increasing staff efficiency through reorganization of regional operations, as well as streamlining and automating business processes. CLBC worked on the Advancing New Support Options project and is testing an “employment plus” to service as part of CLBC’s efforts to design more responsive and sustainable services.

## Report on Performance

We made considerable progress this year against the [2012-2016 CLBC Strategic Plan](#), which expired at the end of 2016. We improved our systems and processes to better respond to and manage an increasing demand for services for individuals and families. The complete reorganization of regional operations will allow us to increase our responsiveness to individuals and families and improve the overall efficiency and effectiveness of our service delivery system. This year CLBC also invested a significant amount of time looking forward and developing a new Strategic Plan for the next three years through extensive consultation with stakeholders.

The [2016/17 Mandate Letter](#) set this year’s priorities in partnership with government, relating to integrated service delivery, service partnerships, integrated information management and sustainable service planning. Highlights include developing best practices to meet the age-specific needs of older adults with developmental disabilities, collaboration with the EPBC to increase employment opportunities for CLBC funded individuals, fully implementing the Accountability Framework, continuing to bend the overall cost curve of services and programs while ensuring administrative cost restraints and collaborating with MOH to improve the delivery of added care to CLBC eligible individuals. Achievements are further discussed in the appendix on Community Living BC Mandate and Actions Summary.

CLBC continues to enhance accountability to government and taxpayers through the [Taxpayer Accountability Principles Action Plan](#). In collaboration with MSD, implementation of the Accountability Framework is ensuring better strategy and planning in line with government direction. The Performance Measurement Framework structures regular reporting on organizational health and performance. Development of the Strategic Engagement Framework formalizes quarterly and monthly senior leadership meetings to ensure planning and alignment within government priorities. CLBC has also developed stewardship capacity at senior levels by enhancing board and executive orientation on the [Taxpayer Accountability Principles](#), and through board participation in central agency conferences.

## Goals, Strategies, Measures and Targets

CLBC reports on annual performance against targets, as established in three-year [Service Plans](#).

This is the first year CLBC reports against nine new performance measures identified in the [2016/17 - 2018/19 Service Plan](#). The performance measures are based on four goals which better align with our organizational objectives, and are linked to the context and priorities in the [2012-2016 Strategic Plan](#). The new measures more closely align with what we have become, how we work and what we want to achieve as an organization. Although performance measures are assigned to specific goals, in many instances they apply to more than one goal, such as those related to employment supports.

### ***Goal 1: Effective Services***

Effective Services enhance an individual's quality of life. They are innovative, flexible, individualized and cost-efficient in responding to the disability-related needs and personal goals of eligible adults. Part of CLBC's mandate includes promoting choice in how needed supports and services are delivered, assisting adults to achieve maximum independence while living full lives in their communities, and promoting innovation to find more effective ways of supporting adults.

This goal reflects the service and cost-consciousness principles from the [Taxpayer Accountability Principles](#) and contributes to the *Safe Communities, Strong Families and Healthy Citizens* strategies of the [BC Strategic Plan](#).

### **Strategies**

- Implement solutions to increase access to and use of individualized funding and person-centred societies;
- Continue to use *include Me!*;<sup>2</sup>
- Develop solutions for better serving people with multiple complex support requirements;
- Develop and implement options to increase use of supported living services.

---

<sup>2</sup> CLBC quality of life framework and measurement tool, to improve individuals' quality of life .



**Performance Measure 1: Number of individuals receiving services through person-centred societies or Individualized Funding (IF) agreements over \$6,000**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Number of individuals receiving services through person-centred societies or IF agreements over \$6,000	829	904	977	1,060	1,040	1,096	1,150

**Data Source:** Data sources for individualized funding and person-centred societies are the PARIS information management system and CLBC’s accounting systems.

Discussion

- This measure reflects the number of individuals receiving services through person-centred societies and IF agreements over \$6,000. The \$6,000 threshold was chosen to capture those who are using these mechanisms to deliver substantial services versus the more prevalent direct funded respite. The [Community Living Authority Act](#) requires that CLBC provide a range of funding options for services.
- CLBC continues to offer person-centred societies and IF agreements as they are an important element of flexible and person-centred service. They provide individuals and families with greater control and flexibility to address their needs and interests.
- The number of people using person-centred societies or IF agreements increased by 63, which represents a growth of 6.4 per cent. This approximates the year over year increase in the number of CLBC eligible individuals.
- Since CLBC does not anticipate significant growth in the demand for these services in the future, the 2017/18 and 2018/19 targets have been updated with targets from the [2017/18 Service Plan](#) to better reflect anticipated growth.

**Performance Measure 2: Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in home)**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in home)	64%	63%	66%	65%	68%	68%	69%

**Data Source:** The data source for this measure is the My Workspace contract management system; data is validated through regular contract management processes.

Discussion

- This indicator reflects CLBC’s goal of supporting individuals in more person-centred residential situations, such as shared living. People who live independently, with supported living, are not included.

- Results from *include Me!*, CLBC's quality of life survey, indicate higher quality of life in the areas of self determination, rights, personal development and social inclusion for people who live in shared living.
- Shared living, the most common one or two person residential service, is also more cost effective than staffed residential models. Because residential services represent about 56 per cent of CLBC's contracted service expenditures, utilizing this model permits CLBC to serve more people with its funding.
- CLBC exceeded its target of 65 per cent demonstrating strong steady growth in the percentage of individuals receiving residential services who choose to live in person-centered settings.
- The growth in this measure reflects increased use of more person-centred, individualized residential settings which provide individuals with opportunities for more meaningful community inclusion and an enhanced quality of life.
- The 2017/18 and 2018/19 targets have been updated with targets from the [2017/18 Service Plan](#) to better reflect current trends and anticipated growth.

### ***Goal 2: Responsiveness to Individuals and Families***

This goal reflects the importance CLBC places on responding to the needs, choices and concerns of individuals and families supported through CLBC funding.

Responsiveness is about services meeting the needs and circumstances of individuals and families, and adapting service delivery approaches to changing expectations and trends. CLBC is continually learning through ongoing dialogue with stakeholders – including individuals, families, community members, service providers, government partners and community partners – about operational changes, policy directions and new initiatives.

Responsiveness is also about adapting service delivery to shifting conditions and expectations.

This goal reflects the integrity, respect, accountability and service principles of the [Taxpayer Accountability Principles](#), and contributes to the *Safe Communities, Strong Families and Healthy Citizens* strategies of the [BC Strategic Plan](#).

#### **Strategies**

- Strengthen CLBC's Quality Framework to enhance its person-centred approach and work with service provider partners to provide effective and sustainable services.
- Complete reorganization of regional operations to increase responsiveness through timely decision-making.
- Engage in continuous quality improvement by ensuring standards for unaccredited service providers are followed, and implementing recommendations from formal reviews such as the CLBC Home Sharing, the Personalized Supports Initiative and the CLBC Critical Incidents Reviews.
- Implement CLBC's Human Resources strategy to enhance staff responsiveness, accessibility and engagement with stakeholders. CLBC employees comply with a Code of Conduct as a condition of their employment and are required to adhere to CLBC's [Conflict of Interest Policy](#).

**Performance Measure 3: Percentage of individuals and families that understand what support options are available prior to completion of their plan**

Performance Measure	2016/17 Target	2016/17 Actual (Baseline)	2017/18 Target	2018/19 Target
Percentage of individuals and families that understand what support options are available prior to completion of their plan	Establish Baseline	61%	65%	70%

**Data Source:** Data source for this measure is derived from a targeted survey with a random sample of 180 participants of CLBC eligible adults or their family members from across the province. The survey was completed from November 2016 to March 2017.

Discussion

- CLBC works closely with individuals and families through a planning process to understand and respond to their needs and goals.
- CLBC is committed to making planning more effective by ensuring that individuals and families are better equipped to make choices about supports. CLBC will continue to improve the formal planning process and build stronger relationships with individuals by increasing open, transparent and useful communication.
- In 2016/17 CLBC collected baseline data through a targeted survey to determine how well CLBC supports individuals and families to understand what funded services and natural community supports are available to them.
- Now that the baseline is available, targets have been added to this report, in line with the [2017/18 Service Plan](#).
- The preliminary results show that most CLBC-supported individuals and families understand their support options and more specifically, the funded supports they will receive.
- Further, in 2016/17, CLBC worked to increase responsiveness to individuals and families through the restructuring of regional operations to ensure a more responsive approach. For example, the eligibility function was centralized in regions and accountability for both planning and service delivery was moved to one manager to promote greater responsiveness.

**Performance Measure 4: Percentage of complaints resolved within the timeframes set out in the CLBC Complaints Resolution Policy**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of complaints resolved within the timeframes set out in the CLBC <i>Complaints Resolution Policy</i>	34%	39%	33%	60%	60%	70%	80%

**Data Source:** Data source for this measure is derived from the CLBC Complaints Tracking System.

## Discussion

- This measure indicates the ability of regional staff to respond to and resolve individuals and families concerns in a timely manner.
- CLBC met its target of 60 per cent of complaints resolved within the timeframes set out in the CLBC [Complaints Resolution Policy](#).
- Between 2013/14 and 2016/17, CLBC significantly improved the response rate from 34 per cent to 60 per cent of formal complaints resolved.
- In 2016/17 CLBC focused on improving the clarity around the resolution process, review stages and timelines. Through the restructuring of regional operations, CLBC introduced a more targeted approach (including additional coaching and guidance for regional staff) to improve the timeliness of responses to individuals and families concerns.

## **Goal 3: Community Engagement**

Community engagement is fundamental to supporting people to achieve fulfilling lives. Home, friends, meaning and belonging are all dependent on community connections, which in turn are dependent on welcoming communities. People's participation in, and contribution to, community are the most powerful agents to promote welcoming communities.

CLBC supports individuals to actively engage in their community, and to access natural supports through inclusive employment and opportunities available to all community members. Individuals who have strong interpersonal relationships experience greater quality of life, through opportunities to share their talents and gifts, and inclusion in their community as full citizens. For example, having a job with real pay enhances a person's well-being and personal development.

CLBC additionally supports its Community Councils, composed of self-advocates and stakeholders, bringing together citizens and engaging communities.

This goal reflects the service and cost consciousness principles of the [Taxpayer Accountability Principles](#), and contributes to the *Safe Communities, Strong Families* and *Healthy Citizens* strategies of the [BC Strategic Plan](#).

## **Strategies**

- Increase percentage of CLBC eligible individuals participating in inclusive employment through implementation of the Community Action Employment Plan.
- Explore a new CLBC service option that will balance employment related supports with meaningful community inclusion, skill development and strengthening of informal networks.
- Improve the person-centred planning process to increase individuals' and families' awareness of community engagement opportunities.

**Performance Measure 5: Percentage of all individuals served reporting current employment income**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of all individuals served reporting current employment income	20.5%	21%	22.3%	23%	21.8%	23%	24%

**Data Source:** Data source for this measure is the number of CLBC eligible individuals younger than 65 years reporting income with BC Disability Assistance.

Discussion

- This measure tracks the percentage of working-aged, CLBC eligible individuals who are successful in finding employment. Individuals may be supported in either CLBC funded employment services or Work BC Services funded through the EPBC.
- CLBC aspires to increase this proportion for several reasons. People who work: report higher quality of life, particularly in the areas of community inclusion, self determination and personal development; report greater confidence and self esteem as a result of making a contribution at work; demonstrate greater independence and use of informal supports. Employment also provides a more sustainable model of support for individuals as noted in Performance Measure 9.
- CLBC is pleased that the number of people participating in employment programs and finding work continues to grow. 137 more people found work in 2016/17 for a total of 4,116 who reported employment income.
- Between 2013/14 and 2015/16, participation in employment increased following the launch of the CAEP. Increasing participation in employment is complex with numerous drivers, including shifting attitudes of employers, effectiveness of services, availability of services and prevailing attitudes of inability versus ability. CLBC is working to address many of these issues and does not expect growth to be linear.
- Implementation of the Periodic Report for Employment in 2016/17 produced data that showed that more than 70 per cent of individuals receiving services from CLBC funded employment services successfully found work. Work BC also contributed by finding employment for 487 CLBC eligible individuals in 2016/17.
- The 2017/18 and 2018/19 targets have been updated with targets from the [2017-18 Service Plan](#) to better reflect current trends and anticipated growth.

**Performance Measure 6: Percentage of all newly eligible individuals with requests for employment**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Percentage of all newly eligible individuals with requests for employment	29%	24%	25.4%	26%	22%	25%	28%

**Data Source:** Data source for this measure is the Request for Service List which is generated by the PARIS information management system.

**Discussion**

- This measure accounts for the percentage of people who submitted requests for CLBC employment services six to 18 months after confirmation of their CLBC eligibility. The measure is significant to CLBC as it is a leading indicator tracking the demand for employment and the shift in attitudes towards an employment first approach.
- The measure does not include individuals who want to pursue employment and who have been referred to Work BC employment services because CLBC does not currently track those referrals in our PARIS information management system.
- CLBC does not expect linear growth in this measure as a result of the complexity in the drivers that affect employment participation. These determinants include attitudes of individuals, families and service providers towards employment, perceived risk, staff success in communicating the benefits of employment and perceived fit with employment services. Recent years have shown growth in this measure although this year’s result decreased.
- CLBC has put considerable focus on employment services through the CAEP and continues to work with partners, such as Work BC, Ministry of Children and Family Development (MCFD) and school districts to increase employment participation.
- The 2017/18 and 2018/19 targets have been updated with targets from the [2017/18 Service Plan](#) to ensure they better reflect current trends and anticipated growth.

**Goal 4: Stewardship**

Stewardship reflects CLBC's overall effectiveness in managing its resources and accountability to stakeholders.

CLBC is committed to stewardship by assuring that resources are well managed to meet the needs of individuals and their families. Good management means an engaged workforce, effective partnerships, transparent processes, accountability for financial expenditures, monitoring services and delivering outcomes. CLBC is committed to maximizing quality supports and services and assuring value for money spent.

CLBC is accountable through open board meetings, as well as documents published on its public website, such as organizational policies, Annual Service Plan Reports and other reporting. CLBC works with government and partners to identify and support innovation and strategies within CLBC and the broader sector; this includes addressing issues of long-term sustainability and priorities identified at the BC Community Social Services Innovation and Sustainability Roundtable.<sup>3</sup>

<sup>3</sup> The BC Community Social Services Innovation and Sustainability Roundtable completed its mandate in 2016.

This goal reflects the principles of accountability, cost consciousness and appropriate compensation from the Taxpayer Accountability Principles, and contributes to the *Safe Communities, Strong Families* and *Healthy Citizens* strategies of the BC Strategic Plan.

**Strategies**

- Ensure quality of services funded by CLBC by developing a Monitoring Framework.
- Continue to advance a one-government approach by: championing the *Services to Adults with Developmental Disabilities* initiative, ensuring resources of the Employment Program of BC benefit CLBC eligible job seekers, and working with Ministry of Health representatives to improve the delivery of Added Care to CLBC eligible individuals.
- Enhance equitable access to CLBC services across BC through regional resource allocation processes that support informed, fair and consistent decision-making about allocation of CLBC-funded services.
- Enhance effectiveness and efficiency of administrative processes by implementing CLBC’s Information Technology Strategy, and making work-flow changes to processes such as resource allocation.

**Performance Measure 7: Average number of individuals who have a priority ranking score of 50 or more that made a service request and who have had no service in the past 6 months**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Average number of individuals who have a priority ranking score of 50 or more that made a service request and who have had no service in the past 6 months	166	152	93	100	106	100	90

**Data Source:** Data source for this measure is the Request for Service List through the PARIS information management system. It represents the average of the point in time measures for each quarter.

**Discussion**

- This indicator combines an estimation of relative service priority and length of time without service and measures the number of people for whom the criteria are met. Several variables impact this measure, including the number of individuals presenting themselves to CLBC, the level of service need of those people presenting, the amount of funding available for new services, and CLBC’s effectiveness in delivering services.
- As the first three variables are relatively stable, a decrease in the number suggests that CLBC is improving its ability to effectively manage resources and meet most people’s support needs.
- This measure is important to CLBC because our effectiveness in meeting the support needs of the people we serve is a priority. CLBC is committed to optimizing the impact of funding allocated to delivering quality services to individuals.
- CLBC anticipates some fluctuation from year to year due to the numerous variables impacting this measure. Results over the past several years reflect an improving trend. This year’s performance fell below the target but remained in an expected range.

- CLBC completed a reorganization of its regional operations in 2016/17. One of the objectives of the reorganization was to increase effectiveness in decision-making with respect to resource allocation.
- The 2017/18 and 2018/19 targets have been updated with targets from the [2017/18 Service Plan](#) to better reflect current trends and anticipated growth.

**Performance Measure 8: Overall employee engagement measure**

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	2017/18 Target	2018/19 Target
Overall employee engagement measure	61	n/a	n/a	63	66	n/a	65

**Data Source:** The data source for this performance measure is the biennial Employee Engagement Survey.

**Discussion**

- Employee engagement gauges job and organizational satisfaction and overall commitment. CLBC believes that employee engagement is a critical element of responsive service which is important in a service delivery organization.
- CLBC’s employee engagement score has increased from 61 in 2013/14 to 66 in 2016/17. Over the past three years, CLBC has engaged employees in initiatives directly impacting their work and focused on leadership development. For example, in 2016/17 CLBC provided opportunities for staff engagement and consultation in high priority initiatives, including the restructuring of regional operations, the development of the new Strategic Plan and key projects such as improving services for individuals with multiple complex needs.
- As CLBC undertakes activities to deliver on its new Strategic Plan, it will look for meaningful opportunities to continually engage employees.
- The 2018/19 target will be updated in the 2018/19 Service Plan to better reflect current trends and anticipated growth.

**Performance Measure 9: Percentage of individuals served reporting current employment that retained employment for a period of one year or more**

Performance Measure	2016/17 Target	2016/17 Actual (Baseline)	2017/18 Target	2018/19 Target
Percentage of individuals served reporting current employment that retained employment for a period of one year or more	Establish Baseline	57%	67%	68%

**Data Source:** Data source for this measure is the CLBC periodic reporting for employment services.

**Discussion**

- The percentage of individuals retaining employment for a year or more is important for several reasons. It indicates the match between individuals to their jobs as well as the effectiveness of service providers in supporting individuals to be successful in employment. It also provides a



- measure of the effectiveness of CLBC's investment in employment.
- CLBC used data from 2016/17 to set a baseline for this measure.
  - Targets have been added to this report, consistent with the [2017/18 Service Plan](#).

## Financial Report

### Discussion of Results and Financial Report Summary Table

The discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2017 should be read in conjunction with the audited financial statements and accompanying notes.

CLBC provides supports and services to eligible individuals through contractual arrangements with non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by a corporate office in Vancouver. The *Community Living Authority Act* mandates that CLBC not operate at a deficit without the prior approval of the responsible Minister.

**Table 1 - Financial Resource Summary Table**

\$ millions	Actual			2016/17		Variance	
	2013/14	2014/15	2015/16	Budget	Actual	Budget	2015/16
<b>Operating Revenue</b>							
Contributions from the Province							
Government transfers	778.3	796.6	834.3	879.7	878.7	(1.0)	44.4
Restricted - operating	(6.9)	9.7	3.3	-	(4.7)	(4.7)	(8.0)
Restricted - capital	(2.0)	(3.9)	(3.1)	(3.0)	(2.8)	0.2	0.3
Net operating contributions	769.4	802.4	834.5	876.7	871.2	(5.5)	36.7
Other income	15.2	15.7	16.3	16.7	17.2	0.5	0.9
Capital contributions	4.1	3.7	2.9	3.4	3.2	(0.2)	0.3
Total Revenue	788.7	821.8	853.7	896.8	891.6	(5.2)	37.9
<b>Operating Expenses</b>							
Supports and services							
Developmental Disabilities program	715.3	743.1	775.4	810.2	810.6	0.4	35.2
Personalised Supports Initiative	12.9	16.5	19.5	23.7	20.8	(2.9)	1.3
Provincial services	4.8	4.8	4.9	4.9	4.6	(0.3)	(0.3)
	733.0	764.4	799.8	838.8	836.0	(2.8)	36.2
Regional operations & administration	51.4	53.6	51.0	54.5	52.3	(2.2)	1.3
Amortisation of tangible capital assets	4.3	3.8	2.9	3.5	3.3	(0.2)	0.4
Total Expense	788.7	821.8	853.7	896.8	891.6	(5.2)	37.9
<b>Annual Surplus</b>	-	-	-	-	-	-	-
<i>Supports and services compared to total expense</i>	92.9%	93.0%	93.7%	93.5%	93.8%	0.3%	0.1%
<b>Accumulated Surplus</b>	3.7	3.7	3.7	3.7	3.7	-	-
<b>Total Debt</b>	-	-	-	-	-	-	-
<b>Capital Expenditures</b>	3.6	3.6	3.7	4.2	3.6	(0.6)	(0.1)

CLBC closed the year ended March 31, 2017 with a balanced budget, while providing new or increased supports and services improving the lives of 2,983 individuals and costing \$39.7 million in the year (\$36.8 million for the Developmental Disability program and \$2.9 million for the Personalized Supports Initiative, as shown in Table 3 and Table 4). The financial results for the year are summarized in Table 1 and are further explained in the following sections.

**Service Demand Growth**

The number of individuals identified as eligible for CLBC services continues to grow at a higher rate than the overall provincial population. As of March 31, 2017, that number reached 20,049, a 6.2 per cent increase within the year and a 38 per cent increase over five years. As in prior years, those aged 19 to 23 make up the bulk of the growth, with 1,131 of the 1,363 new individuals in 2016/17 being within that age group.

**Table 2 - Adults Eligible for CLBC Services**

	2013/14	2014/15	2015/16	2016/17
Number of individuals with open files at year end				
Developmental Disabilities Program	15,942	16,774	17,701	18,612
Personalised Supports Initiative	711	923	1,173	1,437
	16,653	17,697	18,874	20,049
Increase within the year <sup>1</sup>				
Developmental Disabilities Program	887	832	927	911
Personalised Supports Initiative	198	212	250	264
	1,085	1,044	1,177	1,175
Annual rate of increase	7.0%	6.3%	6.7%	6.2%

*Note 1 The increase within each year reflects the number of new individuals less the number who are no longer with CLBC, usually due to mortality*

In addition to the service demand generated by the increase in the number of eligible individuals, demand is also generated by the increasing disability-related support needs of those already with CLBC as they and their care-givers age. CLBC continues to address the impact of its increasing service demand through:

- effective planning and prioritising of services to avoid crisis whenever possible,
- prudent procurement and contract management processes,
- respectful consultations with its contracted service providers, and
- ongoing refinements to its information management systems.

As a result, with a 27 per cent increase in annual contributions from the Province over the last five years, CLBC has been able to absorb inflationary impacts and support a 38 per cent increase in caseload over the same period.

### **Operating Revenue**

Funding for CLBC operations is provided by contributions from the Province, cost sharing arrangements with health authorities relating to individuals who also have health-related issues, and other income.

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Some of the funding for operating expenditures may be restricted for specific purposes. Restricted operating funding is recognized as revenue when related expenditures are incurred. As identified in Table 1, \$44.4 million in additional contributions were made available by the Province in 2016/17. After taking into account year-to-year changes in the impacts of restricted funds, this translates to a \$36.7 million increase in net operating contributions, which was \$5.5 million less than budgeted.

Other income was up from 2015/16 due to increases in health authority cost share agreements and the receipt of unbudgeted recoveries from MCFD and INAC. This change, together with fluctuations in amortization costs, brought the total operating revenue to \$891.6 million which was \$5.2 million less than budgeted, but \$37.9 million higher than in 2015/16.

### **Operating Expenses**

#### **a) Supports and Services**

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. Annualization costs and the costs of new service implementation are funded by increases in operating revenue and by reinvestment of contract recoveries realized on existing contracted supports.

In 2016/17, CLBC provided new and incremental services through the Developmental Disabilities program benefitting 2,617 individuals costing \$36.8 million within the year, while addressing \$15.6 million in annualization costs for services implemented in the prior year, and \$15.5 million for service provider costs related to the Economic Stability Mandate. These outlays were offset by higher than budgeted contract recoveries, resulting in a \$35.2 million increase in spending from 2015/16, which was only \$0.4 million more than budgeted. See Table 3 on the following page for further information, including prior year comparisons.

**Table 3 - Supports and Services for Adults with Developmental Disabilities**

	2013/14	2014/15	2015/16	2016/17
<b>Total Number of Supported Individuals at Year End</b>	15,942	16,774	17,701	18,612
% increase from prior year	5.9%	5.2%	5.5%	5.1%
<b>New Services Implemented</b>				
Number of services	4,485	4,739	4,150	4,064
Number of individuals provided new services	2,695	2,912	2,455	2,617
Cost within the fiscal year (\$ millions)	35.6	37.5	35.6	36.8
Annual cost of service (\$ millions)	53.1	54.7	51.2	57.1
Average annual cost of new services per person (\$ thousands)	19.7	18.8	20.9	21.8
<b>Contracted Service Recoveries</b>				
Recoveries within the fiscal year (\$ millions)	19.7	22.7	21.1	23.5
Annual ongoing service recoveries (\$ millions)	21.1	27.9	26.4	31.8
<b>Average Total Annual Cost per Supported Individual</b>				
(\$ thousands)	46.2	45.4	45.0	44.6

Through the Personalised Supports Initiative, CLBC addressed \$1.6 million in service annualization costs and implemented new and incremental services benefitting 366 individuals and costing \$2.9 million in the year.

**Table 4 - Supports and Services - Personalized Supports Initiative**

	2013/14	2014/15	2015/16	2016/17
<b>Total Number of Supported Individuals at Year End</b>	711	923	1,173	1,437
<b>New Services Implemented</b>				
Number of services	538	608	519	585
Number of individuals provided new services	297	364	342	366
Cost within the fiscal year (\$ millions)	2.8	3.6	2.6	2.9
Annual cost of service (\$ millions)	5.1	6.4	4.2	5.8
Average annual cost of new services per person (\$ thousands)	17.2	17.5	12.2	15.8
<b>Contracted Service Recoveries</b>				
Recoveries within the fiscal year (\$ millions)	1.7	2.4	2.1	2.0
Annual ongoing service recoveries (\$ millions)	1.4	2.3	2.4	2.0
<b>Average Total Annual Cost per Supported Individual</b>				
(\$ thousands)	21.1	20.2	18.6	16.0

Provincial Services includes the Provincial Assessment Centre, which accounted for \$3.5 million in 2016/17, and a provincial travel subsidy program managed by the Ministry for individuals who are eligible for CLBC supports and services. Spending for this area was only slightly down from both the budget and the prior year.

**b) Regional Operations and Administration**

CLBC’s funding priority is always the delivery of supports and services to the supported individuals and families, with at least 93 per cent of the budget being used for that purpose. The costs related to the many CLBC regional staff working directly with supported individuals are funded through the remaining balance, along with those who carry out the procurement, contracting and monitoring processes required to maintain service quality, safeguard the health and safety of those supported, and make the best use of available resources. These components have been separately identified in Table 5 below. In 2016/17, spending on regional operations and administration was \$1.3 million higher than in 2015/16 but \$2.2 million lower than budgeted mainly due to lower than planned labour and professional services usage.

**Table 5 - Regional Operations and Administration**

<b>\$ millions</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Compensation and benefits				
Individual/family support and planning	9.7	10.1	10.2	10.6
Service procurement, contracting and monitoring	17.2	18.0	19.0	19.3
Other	9.6	10.3	8.5	8.4
	<b>36.5</b>	<b>38.4</b>	<b>37.7</b>	<b>38.3</b>
Facilities	4.8	5.0	4.9	5.2
Communication and information technology	3.8	4.0	4.1	4.2
Other	6.3	6.2	4.3	4.6
<b>Total</b>	<b>51.4</b>	<b>53.6</b>	<b>51.0</b>	<b>52.3</b>

**Accumulated Surplus**

Accumulated surplus was unchanged at \$3.7 million and includes \$1.3 million of contributed surplus arising from assets transferred to CLBC on its incorporation in 2005.

**Capital Expenditures**

Capital expenditures are required for information systems, leasehold improvements, furniture, equipment and vehicles. CLBC receives capital contributions from the Province annually which are deferred and recognized as income over the life of the assets acquired with the funds. In 2016/17, information systems development accounted for \$2.9 million of the \$3.6 million in capital investments, supporting the continued implementation of an integrated suite of applications and supporting infrastructure to manage the provision of services to over 20,000 individuals through some 6,600 contracts and agreements with 3,900 service providers across the Province.

## **Appendix A - Additional Information**

### **Auditor's Report and Audited Financial Statements**

CLBC has provided the independent auditor's report, with accompanying financial statements for the period ending March 31, 2017. To view these statements, [click here](#).

### **Overview of Community Living BC**

CLBC is committed to changing and improving what we do to ensure individuals eligible for CLBC have the support they need, when they need it, to lead full lives. We are a learning organization committed to being transparent and listening to and learning from our community stakeholders. We value the perspectives and concerns of individuals and their families, Community Councils, service providers, and our government and community partners. [Click here](#) to learn more about CLBC.

### **Corporate Governance**

The CLBC Board of Directors ensures that CLBC complies with government's mandate and policy direction, with financial and other policies, and applicable legislation. Its responsibilities include strategic planning, risk management, monitoring organizational and management capacity, internal controls, ethics and values and communication. [Click here](#) to learn more about Corporate Governance at CLBC.



## Appendix B - Community Living BC Mandate and Actions Summary

In the [2016/17 Mandate Letter](#) from the minister responsible, CLBC received direction on strategic priorities for the 2016/17 fiscal year. These priorities and the Crown Corporation’s resulting actions are summarized below:

Mandate Letter Direction	Crown corporation’s Action
<p>1. CLBC will continue to participate in the Services to Adults with Developmental Disabilities (STADD) initiative. This includes:</p> <ul style="list-style-type: none"> <li>a) Senior leadership involvement in the STADD ADM committee and championing the initiative with CLBC staff and clients;</li> <li>b) Participation in the development and implementation of refinements and the expansion of the youth transition model;</li> <li>c) Work with the Ministry of Health to implement the three-year strategy on Aging to address the needs of older individuals with developmental disabilities and their families</li> </ul>	<p>CLBC’s senior leadership continues to engage with STADD in key roles spanning governance, oversight, planning and implementation. STADD is a partnership of government and public service agencies, coordinating a single point of contact for youth, young adults and their families wishing to access supports and services. CLBC participated in a number of activities related to the development and implementation of the youth transition model, including the Ministry Leads Working Group to develop a Cross-Government Youth Transitioning Action Plan for Former Children in Care, and the Children and Youth Special Needs Framework for Action Assistant Deputy Minister Steering Committee. Work also continues in parallel with the Ministry of Health on implementing the three year Strategy on Aging, developing resources to support healthcare providers and physicians, and caregivers to better support older adults with developmental disabilities, and developing best practices in serving aging adults. In 2016/17 CLBC completed the transition of individuals who were previously served through the Older Adult STADD implementation site to CLBC planning services, and completed of a pilot project to build on lessons from the Older Adult STADD site to inform a planning approach to support older adults.</p>
<p>2. Increase the participation rate of CLBC clients in employment by:</p> <ul style="list-style-type: none"> <li>a) Developing performance measures and a plan to evaluate the cost effectiveness of CLBC’s employment service delivery model by the end of June 2016;</li> <li>b) Collecting performance measures, evaluating CLBC’s employment service delivery model and assessing the business case to expand the Community Action Employment</li> </ul>	<p>Data from CLBC employment service providers is now being collected and synthesized. From it, CLBC is producing a series of reports for learning, planning and performance evaluation. The reports have been disseminated to management, CLBC staff, service providers and planning groups as appropriate. Once we have several years of data, we will be able to develop benchmarks around performance measures such as the percentage of job-seekers employed, average time to employment and longevity of employment.</p>

Mandate Letter Direction	Crown corporation's Action
<p>Plan by the end of December 2016;</p> <p>c) Continuing to engage with MSD<sup>4</sup> to leverage Employment Program of British Columbia programming and maximize efficiency and effectiveness of employment programming for CLBC clients; and</p> <p>d) Designing and developing a new day service that supports individuals with greater needs to find employment while at the same time meeting their other support needs.</p>	<p>The data was also used as the basis for a research project to develop a business case for expanding CLBC employment services through the Community Employment Action Plan. CLBC was pleased with the results, which showed that investments in employment services are returned through cost avoidance in other services over a five year period.</p> <p>CLBC has continued to work collaboratively with MSD to leverage the EPBC. In particular, projects delivering integrated training opportunities and profiling successful collaborative processes were completed.</p> <p>Work on the development of a new service that provides employment services along with supports for inclusion, personal development and building relationships continued to move forward. Utilizing a user-centred design approach, the service and its key components were developed, integrated and tested with four user groups: individuals, families, service providers and CLBC staff. In recognition of the scale and complexity of the project, project and change management approaches were introduced in preparation for implementation.</p>
<p>3. Continue to enhance accountability, performance and service innovation by:</p> <p>a) Fully implementing the Accountability Framework developed by MSD and CLBC in line with the Taxpayer Accountability Principles, including financial reporting, strategic engagement and performance monitoring deliverables; and</p> <p>b) Working with social ministries and sector partners to identify and support innovation and strategies within CLBC and the broader sector that address issues of long-term sustainability and the priorities</p>	<p>The MSD/CLBC Accountability Framework is fully implemented and operational throughout 2016/17. Regular strategy meetings are held with MSD senior financial staff.</p>

<sup>4</sup> The ministry's name changed from Ministry of Social Development and Social Innovation (SDSI) to Ministry of Social Development (MSD) effective June 12, 2017.

Mandate Letter Direction	Crown corporation's Action
<p>identified at the BC Community Social Services Innovation and Sustainability Roundtable.</p>	
<p>4. Continue to ensure cost effective service delivery and transparent administrative cost restraint by implementing initiatives that bend the overall cost curve of services.</p>	<p>The average annual cost of supported individuals continues to decline as innovations that support improved quality of life outcomes at a lower cost are expanded, including individualized funding, home sharing and employment.</p> <p>Administrative costs as a percent of total expenditure is the lowest since incorporation, and enhancements to CLBC's business systems and processes continue to improve accountability and operational efficiency.</p>
<p>5. Continue to support the Ministry of Health as it implements policies which will lead to a consistent, standardized approach by Health Authorities in assessing high intensity care needs and goals for care for CLBC clients with complex functional and medical issues and in providing appropriate services and supports.</p>	<p>Senior leaders from Ministry of Health, CLBC and several Health Authorities convened to explore the issues and evaluate options for moving forward. The groups agreed on an approach that entails three phases:</p> <ul style="list-style-type: none"> <li>• Stabilization – stabilize front line processes and delivery of care</li> <li>• Systemization – build systems, including training and knowledge translation structures</li> <li>• Sustainability – ensure the correct funding models are in place to support Added Care Funding.</li> </ul> <p>A collaborative working group, which included representatives from all of the health authorities and CLBC regional operations was established and the group met to start work by developing a joint referral process for Added Care as the first goal for the group.</p>