



COMMUNITY LIVING
BRITISH COLUMBIA

Service Plan

2005/06 – 2007/08

September, 2005



*Individuals, Families and Communities Working Together
to Embrace a Brighter Future.*

FOR MORE INFORMATION

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Community Living British Columbia's vision is that *“children and adults with developmental disabilities, supported by family members and friends, will have the opportunities and supports needed to pursue their own goals and participate as full and valued citizens in their communities.”*

To help realize this vision, Community Living British Columbia is committed to providing quality community-based supports and services to individuals and families living with developmental disabilities in their home communities.

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LETTER FROM THE BOARD CHAIR TO MINISTER RESPONSIBLE AND ACCOUNTABILITY STATEMENT

August 19, 2005

The Honourable Stanley B. Hagen
Minister
Children and Family Development
Province of British Columbia

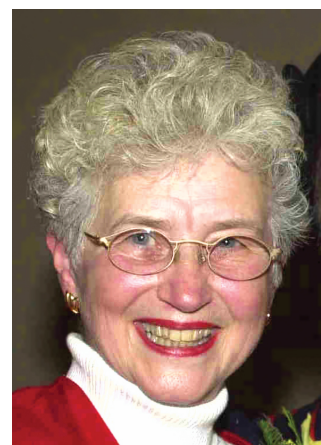
Dear Mr. Minister:

On behalf of the Board of Directors of Community Living British Columbia [CLBC], I am pleased to present you with our 2005/06 – 2007/08 Service Plan.

I want to acknowledge the leadership role taken by the government which, in its February 8, 2005 Speech from the Throne, announced its intention to “. . . *build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors*”. As a Crown Agency, newly created on July 1, 2005, CLBC is uniquely positioned to support government in achieving its bold vision.

CLBC is committed to enabling people with disabilities to live as full citizens in their communities and is firmly aligned with government’s strategic direction in this regard. The Board’s goal is to implement a service delivery model, within available funding, that is responsive and accountable to the needs and aspirations of those CLBC is mandated to serve.

To achieve this goal, CLBC will ensure that community living services are effectively managed during the transition period to a new service delivery model; build the capacity and infrastructure necessary to implement and operate the new model; implement innovative and responsive services; increase CLBC’s financial sustainability; and enhance community confidence and involvement in CLBC. Support to individuals and families during this period of change will continue to be the overarching focus of our work.



**CLBC Board Chair
Lois Hollstedt**

CLBC’s creation provides an exciting opportunity to rethink how programs and services are administered and delivered in BC. Importantly, our new service delivery model and approach have been designed to give those affected by disability a much greater say both in the governance of the entire system and the way in which people are supported at the individual and local level.

CLBC faces a number of significant challenges as it begins to transform community living services. Demand for service continues to grow due to factors such as population growth, increased awareness and identification of those needing support, the increasing complexity of some of these supports and the aging demographics of both individuals with disabilities as well as the families that care for them.

These challenges, and the government's overall goal to improve services for people with developmental disabilities, will require CLBC to create community based options for groups who have been historically underserved or unserved, within available resources by implementing a provincial waitlist policy and a more person centered planning process.

CLBC has developed a number of strategies to address these challenges in the longer term. Introduction of the new service delivery model itself will lead to the development of newer and more innovative residential and community support options. Many individuals and families will begin to receive targeted amounts of funding through mechanisms like individualized and direct funding. More proactive person centered planning and the introduction of enabling information management technology will help in the development of more flexible and cost effective options. Avoiding or preventing crises through these different approaches will assist CLBC to reduce expenditures by decreasing reliance on more costly, traditional service models.

Notwithstanding the challenges we face, the Board is optimistic that we are on the path to creating a sustainable service delivery system that meets the needs of those we are mandated to serve, enjoys the confidence of the broader community and is emulated by other jurisdictions. Together with our staff and our community partners, we are confident that we will achieve the various objectives set out in this Service Plan.

CLBC's 2005/06 – 2007/08 Service Plan was prepared under the direction of the Board of Directors in accordance with the *Budget Transparency and Accountability Act*. The Board is accountable for the Service Plan's entire contents including objectives, strategies, performance measures, and targets and reporting. The Service Plan is consistent with and supports the BC government's strategic priorities and overall strategic plan; all significant assumptions, identified risks and challenges facing this newly created Crown Agency have been taken into account.

Yours truly,



Lois Hollstedt
Chair, Community Living British Columbia

INTRODUCTION

This is the first 3 year Service Plan for Community Living British Columbia, a Crown Agency created on July 1, 2005 with proclamation of the [Community Living Authority Act](#).

CLBC assumes responsibility for the delivery of community supports and services for children and adults with developmental disabilities and their families from the Ministry of Children and Family Development [MCFD].

At the heart of Community Living BC is the understanding that individuals and families know best when it comes to their needs. Individuals with developmental disabilities have hopes and dreams like everyone else, and Community Living BC is committed to helping them achieve those dreams.

Lois Hollstedt
Chair, Community Living British Columbia

The creation of CLBC is the culmination of 4 years of dedicated commitment and hard work by individuals with disabilities, families, service providers, community members, MCFD and government to build an organization dedicated to improving the lives of adults and children with developmental disabilities and their families.

CLBC has built upon this unprecedented degree of involvement and partnership with diverse stakeholders to design a governance and service delivery model with the primary objective of meeting the unique needs and citizenship aspirations of people with developmental disabilities and their families.

The 2005/06 – 2007/08 Service Plan sets out what CLBC intends to accomplish during the next 3 years in delivering and managing community living supports and services for people it is mandated to serve.

People with developmental disabilities and their families told us they needed more choice, flexibility and input in designing the services they receive – and we've responded. Community Living BC is ready to deliver stable, quality services now, through the same staff and locations as in the past. Over time, it will implement a new service-delivery model that provides more services and delivery options, better supporting the hopes and dreams of individuals with developmental disabilities and their families.

Stanley B. Hagen
Minister, Children and Family Development

This Service Plan describes specifically how CLBC will be accountable for its performance by:

- Setting out objectives and strategies it will use to achieve its goals.
- Identifying how it will measure progress.

In developing its service plan, CLBC has relied on guidance provided by:

- CLBC's Board of Directors.
- CLBC's senior management team.
- Crown Agency Secretariat's [Guidelines for Government Organization's Service Plans](#).

[August, 2004](#).

- [Letter of Expectations](#) provided to CLBC by the Minister of Children and Family Development as the Minister responsible under the *Community Living Authority Act*.

Finally, as this is CLBC's first Service Plan and there is significant interest in the disability community and within government in this new Crown Agency, additional details about CLBC's history and how its operation will differ from MCFD have also been included.

ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

In the February 8, 2005 Speech from the Throne, the Government of British Columbia announced its intention to “. . . *build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors*”. CLBC’s governance structure and new service delivery model, which are based on international “best practice”, are consistent with the government’s strategic direction to lead the nation in providing support for the disabled.

To help achieve government’s strategic direction, CLBC is firmly committed to enabling people with disabilities to:

- Have opportunities to make everyday choices.
- Be part of a growing network of personal relationships that includes family members and close friends.
- Engage in real work for real pay.
- Have valued social roles such as “friend”, “neighbour”, “employee” and “volunteer”.
- Use regular community services and supports such as public transportation and health care, as people without a disability label routinely do.
- Share the ordinary places that define community life such as social and special interest clubs and community sports groups.
- Make and be recognized for their contributions using supports which enable their community presence and participation.
- Take their place alongside others in the community.

CLBC’s commitment to these person centered outcomes will also enhance the social fabric of the province’s diverse communities because people with developmental disabilities will be able to contribute their gifts and talents and, in so doing, add to community vitality, creativity and energy.

It is for the above reasons that many jurisdictions around the world are now looking very closely at the governance model and community support and service system that CLBC will begin to implement in 2006. When fully implemented, this approach should serve as an example of how to create a more effective and sustainable system that supports the aspirations and practical requirements of people who live with a developmental disability and their families.

OVERVIEW OF COMMUNITY LIVING BRITISH COLUMBIA

A Brief History

In October, 2001 the provincial Government released *A Discussion Paper on Community Living Services* which contained 3 key messages:

- A new system had to emerge based on peoples’ contributions and capacities, not their deficiencies.
- People were already at work in the community in pursuit of system reform.
- Continuing to make incremental changes to the way in which the Ministry operated was no longer an option.

A major factor behind the move to reform MCFD administered disability community living services was the way in which the system focussed on funding and placing people in programs. Within the term “developmental disability” there is a broad range of individuals with differing strengths and needs. The system was not focused on meeting the unique needs of individuals. This contributed to the creation of services which can:

- Restrict access.
- Limit self-determination.
- Reduce opportunities to develop personal relationships.
- Reduce people’s ability to participate in their citizenship.

The net effect is a disability service and support system that sometimes lacks accountability and responsiveness, and does not meet people’s needs as effectively as it could. The Government discussion paper challenged the status quo, and encouraged the disability community to help build a new and better system to provide needed supports and services for children and adults with developmental disabilities and their families.

In response, a province wide coalition comprising hundreds of individuals with disabilities, their families and friends, service providers and professionals presented government with a proposal entitled ***Transforming Community Living Services*** in November, 2001. A key element was the creation of a new community governance structure to deliver and administer needed community based supports and services. The proposal also addressed, at a high level, the goals, principles, elements, and benefits of such a transformation, and sought the Minister’s and government’s support for a more detailed analysis of the opportunity to restructure service delivery.

The provincial government responded to the proposal by establishing the Community Living Transition Steering Committee [CLTSC] in April, 2002. This 25 member Committee, made up of individuals, families, service providers and MCFD representatives, was mandated to “. . . *make recommendations . . . defining the terms of the transition plan . . . to successfully transfer the delivery of community living services to a new provincial authority.*”

In October 2002, the CLTSC presented the Minister with its final report – ***A New Vision for Community Living . . . a vision of choice and change.*** The Report provided a rationale and 59 specific recommendations for implementing a community governance model, along with major reforms to the service delivery system. In response, government passed the ***Community Services Interim Authorities Act*** in October, 2002 and appointed a board of directors in November to oversee detailed planning and development work.

This work was conducted by the Interim Authority for Community Living British Columbia and laid the foundation necessary to successfully devolve services from MCFD to a new independent authority. In preparation for the eventual legal transfer, the provincial legislature passed the ***Community Living Authority Act*** in October, 2004. This *Act* establishes the statutory basis for CLBC’s mandate.

This magnitude of the change to the way in which services will be provided and CLBC’s commitment to enable individuals, families and communities to have real influence in how the new governance system will operate, are a significant system transformation. As a result, the transfer of legal authority for community living services from MCFD to CLBC has attracted significant interest

The Essence of Community Living

If people think of you as a person who has many possibilities, they will create a space for you to grow. If people think of you as a person with limits, they usually do not give you as much space, and you grow less. All living things are like that. A plant in good earth with water and sun will bear much fruit; a person in a healthy surrounding will grow fully.

Justin Clark, *Entourage*, Fall, 1991

[Justin Clark successfully challenged an application to have him declared incompetent so he could be forced to remain in an institution.]

from the national and international disability communities, as well as jurisdictions in other western countries responsible for the provision of similar services.

A Description of CLBC

CLBC is a Crown Agency that is classified as a “Service Delivery Corporation”. CLBC is accountable to the provincial government through the Minister of Children and Family Development and is mandated to provide a variety of community living supports and services for children and adults with developmental disabilities, and their families. The authority is responsible for directing operations, enforcing standards, and managing funds and services. The Minister retains responsibility for funding, sets provincial standards and monitors the authority's performance.

As of July 1, 2005, CLBC serves over 17,000 children and adults. Based upon April 30, 2005 MCFD data, there were:

- 9,627 adults using either residential or family and day support services, or both.
- 5,037 adults using residential services [2,830 in staffed residential; 2,207 in family model homes/semi independent living situations].
- 4,590 adults using family and day support services.

Based on MCFD data, in 2004:

- 7,839 families were receiving a range of community living supports and services for children with special needs, including those with a developmental disability. Of this figure, 514 children were receiving residential services through MCFD Community Living Services.

Services for children and adults are delivered through an extensive network of contracted community based not-for-profit and for-profit agencies that provide residential, day services, life skills and employment support. An array of professionals and independent contractors also deliver a wide variety of supports and services, such as therapy and behaviour support, to individuals and families.

From July 1, 2005 to December 31, 2005 CLBC will operate the current community living service delivery system without significant change. During the period of January 1, 2006 – June 30, 2006 CLBC will implement its new service delivery model throughout the province. Under the new model, CLBC is committed to:

- Improving the quality of existing services.
- Increasing flexibility within services so additional people can be served.
- Encouraging individual, family and community participation in the planning and delivery of community supports and services.
- Creating new and more innovative service delivery options.

Programs and services for adults with developmental disabilities have been transferred status quo from MCFD. Transferring children's services is more complex and subject to a separate agreement.

PROGRAMS AND SERVICES FOR ADULTS

Adult services assist people to live as fully and independently as possible in community. Services currently available include:

Developmental disability is defined as “*measured intellectual functioning of approximately 70 IQ or lower, with onset before age 18, and measured significant limitations in two or more adaptive skill areas.*” Eligibility criteria reflect the internationally accepted definition of developmental disability including IQ measurement of 70 [with a standard error of 3-5 points] and the key role adaptive skills play in both the definition and determination of eligibility for services.

1) Residential Programs

Residential programs provide housing that promotes independence while meeting individual needs. Where possible, supports are arranged in the person's home community. Options include:

- **Community residences** - provide care and support, as needed, and vary in size from small family homes to larger residential facilities.
- **Semi-independent living** - assists individuals to live alone or in small groups in homes or apartments. People live as independently as possible with help of in-home support staff as needed.
- **Respite/relief** - provides emergency or short-term care for adults in community residences to give caregivers a periodic break from their responsibilities. Respite provides temporary care outside the home, while relief services provide alternative in-home care.
- **Intensive adult care** - provides short or long term community-based care for people with challenging behaviours or unique needs that can't be served by existing respite or care facilities.

2) Training and Support Programs

- **Self-help skills** - provide training in personal care, social integration and job readiness. Individuals may receive 1:1 or group assistance and are encouraged to move towards more challenging activities as they are able.
- **Home support programs** - assist people to maintain independence or semi-independence by offering direct homemaking or household management services, or by providing training in these skill areas.
- **Supported work programs** - provide work experience, training and support to help individuals find and maintain work experience placements and employment.

3) Professional Support Services

Professional support services provide assessment, consultation and planning to individuals or those who support them. They also help service providers, staff and families to plan, implement, monitor and evaluate community living programs and services, including caregiver training.

SERVICES FOR CHILDREN

Devolving services for children with developmental disabilities to CLBC is complex and is being undertaken carefully. A June, 2005 [Memorandum of Understanding](#) [MOU] between MCFD and CLBC will govern how the transfer of children's community living services and programs will occur. The MOU clarifies roles, responsibilities and expectations of MCFD and CLBC during the transition period which will run from July 1, 2005 to June 30, 2006. Children's services provided by both MCFD and CLBC during the transition are linked to a June 23, 2004 [Children's Agreement](#) which outlines the future mandates of MCFD and CLBC with respect to children's services, and an approach to allocating associated financial resources.

Completion of the Children's Agreement Project, a CLBC - MCFD cross divisional project designed to implement the Children's Agreement, will confirm those children's services and programs, and associated budgets, that will remain with CLBC and which ones will be retained by MCFD. When the Children's Agreement is fully implemented, it is anticipated that CLBC will provide independent planning support, family support services and residential services for children and youth ages 6-18 with developmental disabilities and their families. CLBC will also provide independent planning support on request to families with children under the age of 6 with identified developmental disabilities.

CLBC and MCFD will work together to support eligible Aboriginal children and youth and their families until such services transfer to regional Aboriginal authorities which are expected to be created in the years ahead.

To maintain continuity for families, MCFD has requested that CLBC continue to be the point of contact for Community Living Services for children and youth with special needs and their families during the period that the Children's Agreement is implemented. It is expected that this work will be concluded by the end of June, 2006 at the latest. During this period, MCFD will remain responsible for the budget, policy, monitoring and accountability as these relate to children's programs.

As work continues towards implementing the Children's Agreement, families will continue to receive services from the same people and in the same locations they do now, the only change for families being that their CLS social worker will now work for CLBC. Under the MOU, CLBC will have responsibility for delivering the following services during transition:

- Autism Funding [Under Age 6 and Ages 6-18]; Behavioural Support for Children with Autism.
- At Home Program Respite; At Home Program Eligibility.
- Family Support Services: Child and Youth Care Workers; Homemaker/Home Support Workers; Parent Support for Families; Respite Services; Professional Support for children and youth with special needs.
- Associate Family Program; Residential services and guardianship responsibilities for CLS children in care.
- Nursing Support Services contracts for regional services.
- Liaison and referral to Early Intensive Behavioural Intervention programs.

Enabling Legislation

The [*Community Living Authority Act*](#) provides the statutory basis for CLBC.

Community Living Authority Act Requirements

Under the *Community Living Authority Act*, CLBC is mandated to endeavor to:

- a) Offer a range of funding and planning options that promote choice, flexibility and self-determination, for example, individualized funding, independent planning support and the involvement of community resources.
- (b) Promote choice and innovation in the manner in which services are delivered.
- (c) Encourage shared responsibility among families, service providers and community resources.
- (d) Utilize and further develop the capacity of individuals, families and community resources.
- (e) Assist adults with developmental disabilities to achieve maximum independence and live full lives in their communities.
- (f) Promote equitable access to community living support, and
- (g) Coordinate the provision of community living support with services provided by the government and community resources.

CLBC's Governance Structure

The *Community Living Authority Act* enables CLBC's Board to have 11 Directors. The Minister of Children and Family Development is responsible under the *Act* for making all appointments.

The following 9 members comprise CLBC’s current Board of Directors:

Lois Hollstedt - Chair	Rod Gunn	M. Lynn Rolko
Lee Doney	Kenneth Crump	Maurice Mourton
Joan Rush	George Fulcher	Amanda Lennard

Directors must have the skills, qualifications and experience necessary to effectively direct CLBC to carry out its mandate. To enhance responsiveness and accountability to those it serves, the board has meaningful representation from the disability community. The *Act* requires that a majority of Board members be individuals referred to in the definition of “*community living support*” which includes adults with developmental disabilities and families, or people who have a significant connection to children and adults with developmental disabilities, including family members.

The current board comprises both people with a developmental disability and family members, as well as others with extensive experience in community living. The belief is that those who are affected by disability have an important and legitimate role to play in determining how the disability support and service system should be governed and operated. The Board has 2 committees [Human Resources and Finance and Audit] and is responsible for guiding the senior management team in implementing the core components of CLBC’s service delivery model.

CLBC’s New Service Delivery Model

CLBC’s service delivery model represents the next stage in an evolutionary process of system change that has taken place in the community living field internationally during the past decade. The model is based on the recognition that developing innovative supports and services that are better tailored to meet the needs of individuals and families requires:

- Greater community involvement in shaping and carrying out public policy, including governance.
- Increased flexibility and accountability in how personal support plans that identify individual and family goals and support requirements are developed and implemented.

In addition to community representation on the Board, the *Act* requires that the Board “. . . *must establish an advisory committee to the board composed of individuals referred to in the definition of "community living support"*. The Board has also committed to enabling meaningful community involvement by establishing Community Councils throughout the province. The main roles of these local bodies will be to stimulate new approaches to service delivery, share in decision making about the allocation of resources and provide feedback on how CLBC and community agencies are providing services and supports to individuals and families.

CLBC has redesigned how its professional staff will work with individuals and families to develop and implement personal support plans and how contract management will occur with service providers. The authority over eligibility and funding decisions, program management and contract administration that MCFD social workers have had in their case management role is being separated from the provision of planning and support to individuals and families.

CLBC will use 2 primary field level roles – **Facilitator** and **Quality Service Analyst** - to carry out its work. Facilitators will provide independent planning, assistance with implementing approved services and be able to more easily cross different system and organizational boundaries, enabling individuals and families to access or develop more individually tailored supports and services. Quality Service Analysts will determine eligibility, make funding decisions for needed services and monitor contracts. They will also be responsible for assessing system gaps, developing increased capacity and working to improve the existing contracted service system.

Research, best practice and international implementation initiatives similar to the new service delivery model, support CLBC's belief that role separation will increase job satisfaction, stimulate creativity and lead to more flexible and sustainable options. Although actual implementation of the new service delivery model, and these 2 key roles, will not begin to take place until January, 2006, full implementation is expected to occur by June 30, 2006. Both roles are summarized below.

FACILITATOR

Facilitators will provide planning support that is independent from eligibility and financial decisions which are the responsibility of Quality Service Analysts. Facilitator roles will be accessed at the discretion of individuals and families, and can include:

- Providing information and referral support.
- Helping to develop and implement support plans and accessing, or developing community capacity for informal, unfunded supports.
- Assisting with access to funded supports outside of CLBC.
- Support, as needed, in crisis situations.
- Coordinating supports with MCFD and other children and family supports outside of CLBC.
- Providing support with life transitions for children, youth, individuals and families.
- Making changes in existing support arrangements.
- Mediating and resolving problems.
- Assisting people without family members and friends to establish relationships with non paid individuals in the community.

In summary, Facilitators will provide information, advice and practical assistance to eligible individuals and families, independent from service providers and funding decisions, to assist them in developing and implementing personal support plans.

QUALITY SERVICE ANALYST

Quality Service Analysts will carry out the following roles which are associated primarily with individuals and families wishing to access the system and contract management for funded services:

- Determining eligibility within policy guidelines.
- Evaluating/approving funding requests in support plans, within policy and fiscal parameters.
- Assisting in coordinating with other funded supports outside of CLBC where required.
- Purchasing and monitoring service deliverables and accountabilities pursuant to contractual agreements and approved funded supports in individual plans.
- Ensuring needed safeguards are in place and working.
- Identifying service trends and gaps, developing local strategies and providing input to CLBC's strategic planning process.
- Helping transform current service delivery approaches.
- Working with providers to enhance capacity and flexibility based on community feedback
- Ensuring community capacity is developed for emergency/crisis response.
- Monitoring contracts with service providers.

INTENDED OUTCOMES OF THE NEW STAFF ROLES

Facilitators and Quality Service Analysts will play complementary, and equally important roles, both of which are required to ensure that 1] well rounded support plans are developed and 2] supports and services effectively empower individuals and families to achieve personal goals and enhance their quality of life. By reconfiguring the roles played by social workers, CLBC is seeking specifically to achieve these outcomes:

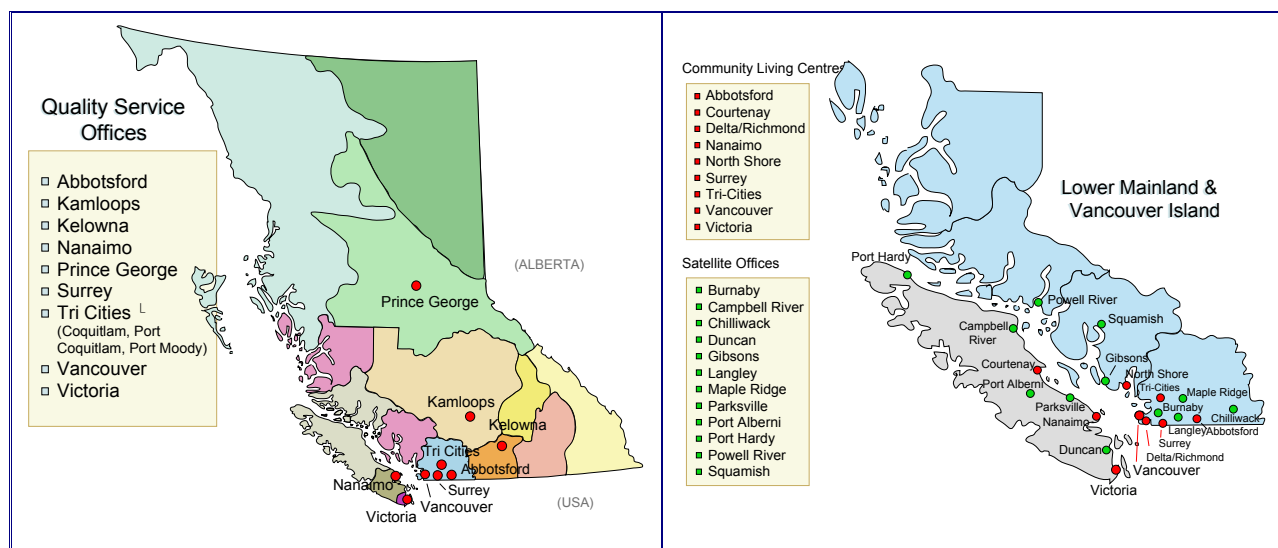
- Flexible supports targeted to meet individual needs.
- Support for individuals and families to make decisions that maintain independence.
- Effective use of small amounts of flexible funding.
- Greater community involvement in developing cost effective, sustainable person-focused solutions.
- Cooperative planning that takes advantage of community capacity and which generates interest in creating new capacity and models of support.

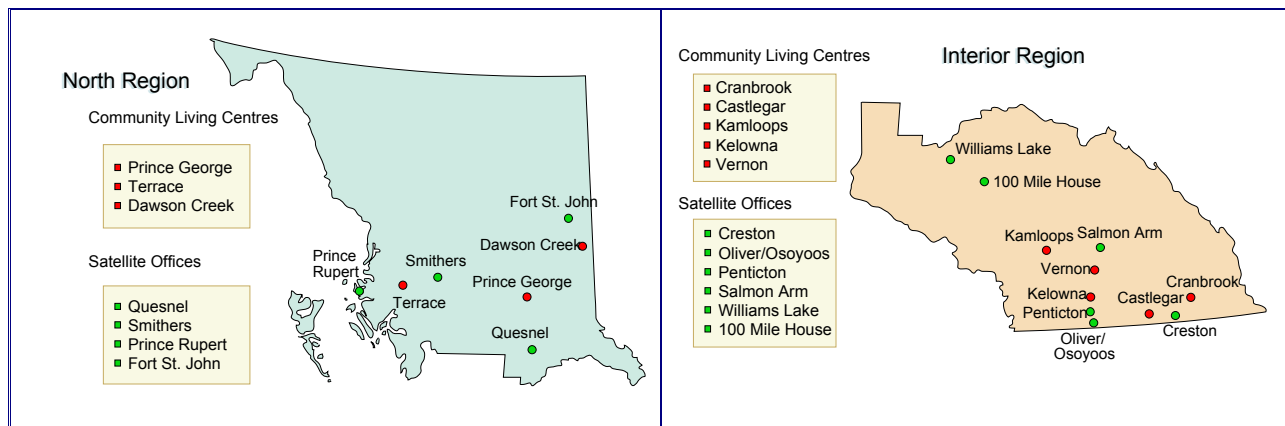
LOCATIONS OF FACILITATORS AND QUALITY SERVICE ANALYSTS

To maintain the integrity of the critical role that personal planning can play in the lives of individuals and families these two positions will be located separately at the field level. Facilitators will be the “public face” of CLBC and will address the vast majority of public queries and requests for support from families and people with developmental disabilities.

There will 17 Community Living Centers from which Facilitators will work. The Centers are envisaged as welcoming places which individuals and families will use for a variety of purposes including accessing information through printed materials or the Internet; meeting with other individuals or families, and providing information, advice and mutual support. Facilitators will also be located in up to 23 Satellite communities around BC.

Quality Service Analysts will work out of 9 Quality Service Offices and there will also be Analysts in Terrace, Dawson Creek, Castlegar and Cranbrook because of the distance from the nearest Quality Service Office. The maps below show the locations of Quality Service Offices, Community Living Centers and Satellite communities.





HOW QUALITY SERVICE OFFICES, COMMUNITY LIVING CENTERS AND SATELLITE COMMUNITIES ARE LINKED

The table below shows the locations of all CLBC community offices and how **Quality Service Offices**, and **Community Living Centers** and their associated **Satellite communities** [*in italics*], are linked. As an example, the Kelowna Quality Service Office, which will also have Analysts located in Cranbrook and Castlegar, will work with Facilitators from 3 Community Living Centers [Cranbrook; Castlegar and Kelowna] along with Facilitators in the Satellite communities of Creston, Pentiction and Oliver/Osoyoos.

QUALITY SERVICE OFFICES	COMMUNITY LIVING CENTERS	QUALITY SERVICE OFFICES	COMMUNITY LIVING CENTERS
KELOWNA <ul style="list-style-type: none"> ▪ Castlegar ▪ Cranbrook 	Cranbrook <ul style="list-style-type: none"> • <i>Creston</i> Castlegar Kelowna <ul style="list-style-type: none"> • <i>Pentiction</i> • <i>Oliver/Osoyoos</i> 	KAMLOOPS	Vernon <ul style="list-style-type: none"> • <i>Salmon Arm</i> Kamloops <ul style="list-style-type: none"> • <i>Williams Lake</i> • <i>100 Mile House</i>
SURREY	Surrey Delta/Richmond	ABBOTSFORD	Abbotsford <ul style="list-style-type: none"> • <i>Langley</i> • <i>Chilliwack</i>
PRINCE GEORGE <ul style="list-style-type: none"> ▪ Terrace ▪ Dawson Creek 	Prince George <ul style="list-style-type: none"> • <i>Quesnel</i> Terrace <ul style="list-style-type: none"> • <i>Smithers</i> • <i>Prince Rupert</i> Dawson Creek <ul style="list-style-type: none"> • <i>Fort St. John</i> 	NANAIMO	Nanaimo <ul style="list-style-type: none"> • <i>Port Alberni</i> • <i>Duncan</i> • <i>Parksville</i> Courtenay <ul style="list-style-type: none"> • <i>Campbell River</i> • <i>Port Hardy</i>
TRI-CITIES (COQUITLAM, PORT COQUITLAM, PORT MOODY)	Tri-cities <ul style="list-style-type: none"> • <i>Maple Ridge</i> • <i>Burnaby</i> 	VANCOUVER	Vancouver North Shore <ul style="list-style-type: none"> • <i>Squamish</i> • <i>Gibsons</i> • <i>Powell River</i>
VICTORIA	Victoria		

With the exception of 4 smaller communities where a Manager will be responsible for more than one Community Living Center, each CLBC Community office will have a manager and administrative support staff. Each Quality Service Office will also have a financial manager.

PROVINCIAL ASSESSMENT CENTRE

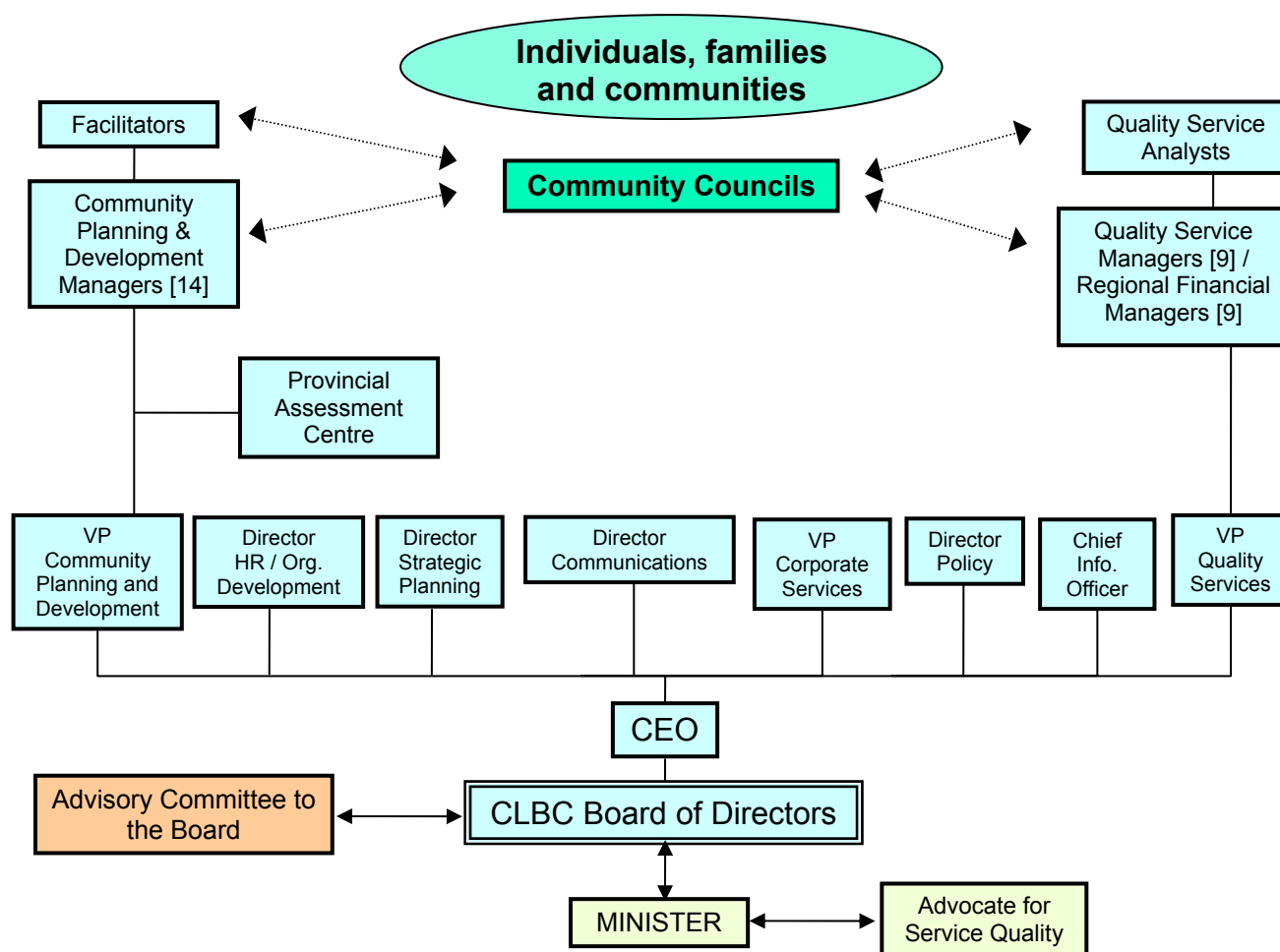
The Provincial Assessment Center [PAC] is a designated 10 bed Provincial Mental Health Facility. The PAC provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a dual diagnosis who are 14 years and older who may be experiencing emotional or other severe behavioral issues or challenges. Individuals admitted to the PAC stay for up to 90 days. During the assessment period, PAC staff assists families, caregivers and CLBC staff to develop stable support arrangements that allow for broader planning and smoother transitions both on admission and discharge. The PAC also provides eligibility assessments and outreach consultation.

CLBC's Organizational Structure

When fully implemented, CLBC's organizational structure will comprise:

- Headquarters - Finance, administrative staff and senior management team
- Field staff - Analysts, Facilitators, administrative staff and Managers
- Provincial Assessment Centre

In addition to field operations and PAC staff, headquarters staff supports the work of the Board of Directors and the field. To achieve decentralized decision making within an accountability framework, there are only 4 levels of authority within the organization.



Communicating With Stakeholders

CLBC is committed to openness and transparency in how it conducts its work, and regularly communicates about developments and issues of interest to community partners and other stakeholders using a variety of means, including a monthly Newsletter and its website [<http://www.communitylivingbc.ca/>].

Board members and senior management staff are also available to make presentations to community groups about CLBC and its work.

STRATEGIC CONTEXT

Vision

CLBC's vision is that *“children and adults with developmental disabilities, supported by family members and friends, will have the opportunities and supports needed to pursue their own goals and participate as full and valued citizens in their communities”*.

CLBC's challenge is to sustain a different way of supporting people with developmental disabilities and their families with a new approach to arranging and delivering services. The following principles have guided the planning and development work leading to the creation of CLBC, and will continue to guide the organization's actions and decisions in delivering quality services and relating to individuals, families, providers, agencies and community:

1. *Safety, security and well-being of individuals and families are paramount.*

Families and people in communities protect the well-being and safety of their family members. Both formal and informal safeguards are needed to augment their roles.

2. *Community is the vehicle for change.*

Empowered individuals, children, youth and their families and networks make valuable contributions to community. Individual and societal change happens in community and through the commitment and involvement of caring community members. CLBC supports, stimulates and facilitates community based change efforts.

3. *Individuals and families are the decision-makers.*

Individuals and families are responsible for their own lives and are accountable for decisions they make. Their choices must be respected and supported. Regarding CLBC-funded supports, their decisions are subject to CLBC's financial and policy constraints.

4. *All relationships are founded in mutual respect and trust.*

Individuals, families, children, youth and communities have capacity and can be trusted to know their strengths and needs. Effective relationships between CLBC and consumers and service-partners will be open, respectful and collaborative.

5. *Sustainable supports are developed by introducing flexibility, increasing choices and stimulating innovation and creativity.*

CLBC is proactive and responsive to individual, child, youth and family needs and contributes to community creativity so that informal and generic capacity is strengthened and people do not rely solely on funded supports.

6. *The focus is on planning to prevent crisis.*

CLBC understands the impact crises have on people's lives and works to minimize crises through the provision of proactive planning and supports.

7. *Access to flexible and responsive supports is seamless and straightforward.*

Planning and supports will meet children and youth, individuals and families where they are, rather than individuals and families having to navigate the system(s) to find them.

8. *The standards of financial performance are consistent with government's financial security and reporting requirements.*

CLBC is accountable to government for the fair and effective use of funds and sound financial management and reporting.

Values

In addition to a vision of full citizenship for those it serves, CLBC's actions and decisions are rooted in the following set of values that are broadly shared in the community:

Empowerment

Personal choice is paramount, and must be respected and nurtured. Each person must have the opportunity and support to be fully engaged in decisions affecting his or her life as well as take responsibility for these decisions. People with developmental disabilities have a life-long capacity for learning, development and contribution.

Participation

Everyone should have opportunities to participate in and contribute to community life. Participation facilitates personal empowerment and improves quality of life. It means that people are supported to learn and to try new things. Accessing supports to enable meaningful engagement in community life is balanced by the responsibility to manage risk and to use and develop generic and informal supports wherever possible.

Citizenship and Community Inclusion

Everyone has rights and responsibilities as citizens. Communities provide the most important ways for people to exercise these rights and responsibilities. Communities provide friendship, support and meaning for people and their families, and are in turn enriched by their inclusion and contributions. Family and friends are critical in the lives of people of all ages and their primary role in achieving a good life for people is complemented and supported by formal services.

Person and Family Directed Planning

People with developmental disabilities and families are best placed to determine their needs and goals and to plan for the future. They have natural authority as leaders, decision-makers and advocates. They have the capacity to make appropriate decisions and exercise effective control over their lives and supports and services, to the extent they wish. Some people need support to communicate or participate in individual or family-directed planning.

Collaboration

Building a good life in community, including accessing needed supports, requires people to work together. Families, friends and personal networks can play a vital role and partnerships with agencies, cultural groups, individuals, local leaders, governments, service providers, and businesses are also keys to expanding the capacity of communities to meet the needs of people with

developmental disabilities. Negotiation amongst partners is a natural part of the evolution of a system of inclusive community supports.

Implementing CLBC's Service Delivery Model

CLBC will phase in its new service delivery model using a developmental approach that will evaluate proposed changes, learning from what works and redefining those things that don't achieve expected benefits. The primary focus for staff activities during the transition period between January 1, 2006 and June 30, 2006 will be on maintaining effective service delivery to the people served. The activities below will guide CLBC once the service delivery model is fully implemented.

A focus on operations

This will include improving the operational efficiency of CLBC administered programs and services, reducing administrative overheads and implementing quality assurance, performance management and accountability reporting initiatives for CLBC operations, programs and services.

Taking a proactive approach to health and safety

Safety, security and well-being of individuals and families are paramount. Recognizing there is no single solution to ensuring health and safety, safeguards will be both formal and informal, and will respect the rights of individuals and families.

Involving the community

CLBC will have a "community-first" focus in all of its roles and activities. Wherever possible, communities will be partners in making decisions about change and innovation and will be accountable for those decisions.

Involving employees

CLBC's staff is a highly valued resource whose knowledge, experience and support are essential to successfully establish and operate the new organization. CLBC will strive to create a cohesive organizational direction that rallies staff towards the achievement of CLBC's vision and a high standard of performance. The aim is to create an environment that:

- Empowers front-line staff and supports teamwork.
- Encourages management and staff to be creative and innovative in job performance.
- Emphasizes open and continuous two-way communications.
- Promotes community and family involvement.
- Removes barriers to service and ensures continuous quality improvement.

Ensuring effective communication

CLBC will focus on effective two-way communications with stakeholders, using existing channels where feasible and providing regular plain language updates. The emphasis will be on "listening" to the views of others and building on shared values and principles to achieve a common purpose.

What Change Will Mean for Individuals, Families and Communities

Below is a summary of what individuals, families and communities can expect to occur, as well as an overview of some of the changes that CLBC will make, as resources become available, in the months and years ahead:

- Individuals and families will decide what is best for them.
- People will have more choices and greater flexibility in how they meet their needs.
- Policies and rules will be clear, understandable and publicly available.
- Changes to services that people receive will occur only when a more person centred alternative is available or requested.
- Communities will have greater input into how services are planned, operated and evaluated.
- Services will be more accountable to individuals, families and communities.
- Local creativity and innovation will be encouraged and supported.
- Individuals will be more integrated into community.

To be more proactive and to move away from a systemic focus on crisis response, CLBC’s funding priorities will address:

- Health, safety and well-being of individuals.
- Diminished capacity of parents/caregivers.
- Safety of parents/caregivers.
- Individuals who require support to stay in their community/home.
- Individuals who are transitioning.
- Investment in preventative services.

CLBC will also create a waitlist policy based on the experience of other jurisdictions. The policy will clarify the way in which CLBC defines waitlist issues, including how service requests are prioritized and how the waitlist will be used to plan for future requirements.

CLBC’s approach to safeguarding and accountability will focus on:

- Clearly defined roles, reporting relationships and accountabilities throughout CLBC.
- Effective monitoring of services delivered.
- Health and safety standards and expanded accountability for all contracted services.
- Developing support networks for people without family or friends in their lives.
- Community input through local Community Councils and an Advisory Committee to the Board.

PLANNING CONTEXT AND KEY STRATEGIC ISSUES

Introduction

Successful implementation of a fundamentally new service delivery model will require CLBC and community partners to rethink how they support people and families to take the lead role in shaping their own futures. Associated with a new way of thinking are changes which must occur in a variety of areas including:

- Business practices, information technology and management information systems.
- Staff roles and field level practice.
- Policy.
- Contract management.

The scope of change is significant and will not be complete for a number of years.

Environmental Scan

In preparing for the July 1, 2005 devolution, CLBC senior management conducted an environmental scan to determine key risks and challenges that will impact the new organization's ability to fulfill its mandate during the next 3 years.

Summary of Key Risks and Challenges

The following is a high level summary of the most significant risks and challenges that CLBC must be prepared to address in transforming the existing system to one that values community involvement, and respects individuals and families requiring services as equal citizens with the right to determine their own futures.

FUNDING CHALLENGES AND PRIORITIES

The provincial government has agreed to maintain existing funding levels and to provide incremental funding to assist in the devolution to CLBC. Total operating expenditures for adult community living services for 2005/06, identified in the table below, are budgeted to be \$520 Million. This includes expenditures for services delivered by the Ministry during the first quarter of 2005/06 prior to the creation of CLBC.

2005/2006 Expenditures [Adult Community Living Services]		
	Amount (\$M)	% of Operating Expenses
Direct service provision through a network of community based agencies and contractors	\$493	94.8%
Regional support of individuals and families through CLBC field staff	\$17	3.3%
Administration and creation of CLBC and implementation of the new service delivery model	\$10	1.9%
Total Operating Expenses	\$520	100%
Capital Funding	\$4	
Total Budget	\$524	

Demand for services is driven by a number of population/demographic factors:

- Population growth which is related to the predicted prevalence rate of developmental disability within the population.
- Increased awareness and identification of individuals requiring support.
- Improved life expectancy of people with developmental disabilities.
- Increased complexity of required supports as people with disabilities age.
- Ageing demographics of families who support their disabled family members at home.

Our Province continues to be a leader in developing community-based services for adults and children with developmental disabilities. CLBC is expected to review, plan and implement service improvements in this area. Therefore, we anticipate that the need for services and supports is expected to continue to grow, especially to serve the needs of historically underserved and unserved groups of people that are likely to be identified from the development of an effective and reliable wait-list policy and process. This could include:

- People with a dual diagnosis [developmental disability and an identified mental health issue].
- Unmet needs of Aboriginal people.
- Children turning 19 who are transitioning to adulthood.

These challenges will create financial pressures for CLBC over the next few years.

The planned transformation of services will also positively influence the overall cost of providing support to people with developmental disabilities. Some examples are:

- The nature of the supports required – family support versus full residential and day support services.
- The different methods of service delivery - staffed residential versus supported independent living.
- The method of initiating new services - responding to health and safety crises versus planned preventative support.
- The degree to which flexibility, innovation and creativity are exercised to leverage existing supports within the community.
- The effectiveness of new contract management processes.

COMMUNITY EXPECTATIONS

The creation of CLBC promises much in terms of increased choice and service innovation. Many people expect more flexible services relatively quickly. Some expect new funding will be available immediately when this is not the case. There is a danger that a desire for, or expectation of, significant system change will lead to increased demands for planning support provided by CLBC Facilitators and community services. This would add pressure to resources committed to the process of transforming the current system and introducing the new service delivery model.

ORDERLY TRANSITION OF EXISTING COMMUNITY LIVING SERVICES

Transitioning to a new service delivery model will take time, with full implementation of all structural elements of the new model extending to June 30, 2006. Meeting this challenge requires achieving a balance between the forward planning and bold vision inherent in the new model and maintaining and extending existing arrangements during transition.

REGAINING STRONG SUPPORT FROM INDIVIDUALS, FAMILIES AND COMMUNITIES

Sustaining strong support during the 4 year planning and development phase of creating CLBC has been a challenge. The reasons include the level of expectations set by the aggressive time lines for devolution and the approach for transformation in the Community Living Transition Steering Committee Final Report, and fears that familiar service arrangements that people presently value may be changed in the move to implement a new direction in policy.

Devolution has not occurred without disagreement from some community stakeholders about the need to establish a new governance and service delivery model. They have argued that funding used to create CLBC should have been committed to addressing service needs that have been unmet by MCFD in recent years.

Meeting these challenges requires CLBC to focus on shared values and principles, effectively addressing questions and concerns from various stakeholder groups, and clearly communicating what CLBC can, and cannot, realistically deliver. In particular, CLBC will strengthen and extend the dialogue with the community, listening to the views of diverse groups and learning about their hopes and fears with respect to CLBC's future direction.

DEVELOPING ACCURATE ELECTRONIC INFORMATION SYSTEMS

Providing quality service requires current and accurate information about who is served, how they are served and at what cost, what the intended results of services are, what was achieved, and why the results were as they were. This will require building new systems and compiling the information base from existing paper files augmented by an information gathering project using social worker notes and service provider files. Undertaking this initiative during a time of transition will require the application of significant organizational resources.

OVERCOMING RESISTANCE TO CHANGE

Systems, by their nature, resist change. During the past 25 years various innovations have been introduced in BC, however, they have not fundamentally altered how the system is structured or operated. The current system, whose key structural elements are case management and block funding, is a “supply side” approach to providing disability supports and services based largely on matching services with categories and types of need. CLBC’s policy direction will focus on meeting the unique needs of individuals and families and will blend both supply [the provision of programs] and demand based features. An example of a demand based mechanism will be the introduction of individualized funding [IF] which will allocate funding to people based on identified needs.

The expectation is that as increasing numbers of people use IF, more flexible, innovative and cost effective support models will be developed. However, this will also require CLBC to work with its community partners to ensure that the building blocks needed to introduce and effectively operate these new models are in place. Moving to a balanced approach which recognizes demand while maintaining the necessary supply of supports and services will challenge stakeholders to think and act in new ways. Recently, the current system has focused significant time and resources on dealing with crises and, because of this, people will require time and training to learn and implement new policies and practices.

To begin to address some of these issues:

- The Interim Authority for CLBC sponsored a 2 day conference in Vernon on June 16-17, 2005 on the critical role that person centered thinking and planning will play in changing how people are supported in the future.
- MCFD field staff attended a 2 day conference on March 30-31, 2005 in Richmond on person centered planning and community capacity building in preparation for their move to CLBC.
- Extensive training is now underway for all CLBC field staff on key practice issues related to their new roles. Modules 1 and 2, which focussed on the future roles and practice approaches of both Facilitators and Quality Service Analysts, have been completed and Module 3 will be delivered in the fall of 2005.

A LOW RISK APPROACH

Achieving CLBC’s future vision depends on the successful introduction of clearly redefined practice roles, new policies, information management systems and business processes, and new contractual relationships with providers that focus on outcomes that enhance quality of life and citizenship opportunities for those served. Because these will be demanding, time consuming activities, a significant challenge will be the ability to make the necessary changes to the way in which current services are provided, while at the same time ensuring that the vulnerability of those served is not increased. CLBC is committed to a “low risk” approach in which planned changes are implemented in a thoughtful and careful manner.

Capacity

CLBC has a number of strengths. First, the senior management team possesses a wealth of practical and management related experience in the community living sector. Led by CEO Rick Mowles, the executive team [listed below] brings strong organizational development skills and an understanding of the requirements needed to implement the new service delivery model, combined with a well developed understanding of the strengths and weaknesses of the current service delivery approach.

- **Doug Woollard:** Vice President, Community Planning and Development
- **Carol Goozh:** Vice President, Quality Services
- **Richard Hunter:** Vice President, Corporate Services
- **Allan Pollock:** Chief Information Officer
- **Elaine Murray:** Director, Human Resources and Organizational Development
- **Paula Grant:** Director, Policy
- **Valerie Richmond:** Director, Communications
- **Brian Salisbury:** Director, Strategic Planning

Second, there are numerous implementation initiatives around the world that are very similar to CLBC's service delivery model. These have guided the planning and design work leading to the establishment of the new authority, and will be extremely helpful in implementing individualized funding and independent planning support which are the cornerstones of CLBC's vision.

Third, a large segment of the community strongly supports CLBC and is anxious to see the introduction of new approaches to the provision of support, as well as increased flexibility and creativity in service provision.

Finally, there is a significant degree of goodwill in the field staff that transferred to CLBC from MCFD as evidenced by the overwhelming number of staff that accepted employment offers from the new authority. Of 446 offer letters of employment sent to MCFD staff, only 20 regular employees declined to move to CLBC. This is a 95% acceptance rate.

Summary of Strategies to Address Key Issues and Challenges

To continue to deliver optimal supports to the individuals served, CLBC will implement a number of high level strategies designed to maximize the efficiency and effectiveness of service expenditures over the long term. To do this CLBC will:

- **Implement a new service delivery model** - by enhancing the person centred focus of service planning, increasing the effective utilization of community based resources, encouraging innovation in the development of alternative support and service delivery approaches, and decentralizing budgetary authority and accountability to enhance local decision making.
- **Increase utilization of alternative residential models** - by actively supporting individuals, where they choose to do so, to move from higher-cost residential settings, freeing up financial resources for the needs of other individuals. This will increase the availability of more person centred, cost effective residential support alternatives. This requires:
 - Actively developing alternative residential options including 1] Individuals living in family type settings; 2] Caregivers living in a person's home; 3] Room mate models in which people provide contingent support in exchange for room and board and/or a

small stipend; 4] Living with a room mate who acts in a more formal, paid caregiver role; and 5] Cluster arrangements in which a live-in caregiver is shared..

- Maintaining vacancies within group homes to allow greater opportunity for consolidation and closure of homes where residents choose to be supported in alternative models. This will increase costs in the short-term but create an opportunity to re-allocate resources in the longer-term.

This initiative will be supported by developing strategic partnerships with community agencies to identify cost efficiencies and new, more innovative ways to provide needed services and over time help to replace the group home model as a primary and preferred response to “need”.

- **Improve planning support to avoid crises** - by developing and funding person centred plans for people entering the system and addressing needed service enhancements, in order to move away from health and safety related crises responses and allow for more planned and cost-effective contracting for services. This requires:
 - Development of a waitlist policy and process.
 - Providing funding to support respite expenditures to maintain family support systems and avoid crisis intervention.
 - Research on innovative options being used in other jurisdictions.
 - Use of Individualized Funding which more closely correlates identified needs with funding provided.
- **Implement improved contract management practices** – by developing, in consultation with our service partners, contract policies and processes that reflect output based contracting, evaluate all existing contracts based upon those output measures and amend contracts that do not meet effectiveness and efficiency criteria.
- **Implement enabling information technology** - by implementing the infrastructure and systems to support the new service delivery model through an electronic social record and enhancing CLBC’s information on individuals, services and service providers to improve planning and decision making.

In addition to the above, CLBC will also increase communication with individuals, families, interested community members and key stakeholders on the mission and mandate of CLBC in order to clarify what it hopes to achieve and the kinds of supports and services it can and cannot provide.

LONG TERM GOAL, OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES AND TARGETS

Introduction

The next 3 years will be critical to CLBC’s future. As well as implementing a new service delivery model, CLBC will operate the presently configured system until December 31, 2005. From January through June, 2006 CLBC will operate both systems in parallel as the new model is introduced within the 17 different Community Living Center areas.

While CLBC is committed, as was the Ministry, to increased choice, flexibility and accessibility for individuals and families receiving community living services, the Board of Directors has established a new policy and practice framework. This will guide implementation efforts going forward as this relates to CLBC’s long term goal, as well as its objectives, strategies, performance measures and targets which are outlined below.

As CLBC is less than 3 months old at the time, this service plan does not include many performance measures and targets. CLBC is developing its own performance measures and targets for future service plans and has adopted certain measures developed by MCFD for adult community living services in the interim.

CLBC's Long Term Goal

To implement a service delivery model that is responsive and accountable to the needs and citizenship aspirations of those individuals and families CLBC is mandated to serve, and which enjoys the confidence of the community.

To lay the foundation for CLBC to achieve its long term goal, during the period of 2005 – 2008 the new governance authority will engage in activities which reflect 3 fundamentally different business processes:

- Assume legal authority for service provision and operate the service system largely status quo until December 31, 2005 while establishing the necessary foundation [new policies and practice guidelines, technical and business process infrastructure] for a new service delivery model.
- Between January 1, 2006 and June 30, 2006 implement the new service delivery model which will include new office locations, staff roles and business processes. During this period, operational practices associated with the current system and business model will begin to be phased out.
- As of July 1, 2006 start to refine the new service delivery model and make changes to the way in which supports and services are developed and implemented in BC.

Objectives, Strategies, Performance Measures and Targets

CLBC has identified 5 objectives to achieve its long term goal.

1. **Successfully operate community living services during transition.**
2. **Build capacity in CLBC's staff, systems and processes.**
3. **Implement innovative and responsive services.**
4. **Increase choices for individuals and families.**
5. **Increase community involvement in CLBC.**

Note: CLBC is a new organization that was proclaimed as a Crown Agency on July 1, 2005 and the new service delivery model will not be implemented until July 1, 2006. For these reasons, not all performance measures and targets that will be used for each of the 5 objectives during this 3 year Service Plan have been determined.

OBJECTIVE 1: SUCCESSFULLY OPERATE COMMUNITY LIVING SERVICES DURING TRANSITION

KEY STRATEGIES

- Complete implementation of the Children's Agreement.
- Respond effectively to new requests for support.

- Ensure individuals and families supported understand the process by disseminating information about CLBC activities and initiatives through public information meetings, website, monthly Newsletter and other printed materials.

Objective 1 - Successfully operate community living services during transition.				
Performance Measure	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Percent of new adults referred to family model homes and semi-independent living rather than staffed residential resources	66%	70%	70%	70%
Number of adults with developmental disabilities served	9,627 [as of March 31, 2005]	9,940	10,270	10,600

OBJECTIVE 2: BUILD CAPACITY IN CLBC'S STAFF, SYSTEMS AND PROCESSES

KEY STRATEGIES

- Conduct training for all CLBC staff on new roles and business processes.
- Establish a common set of definitions and objectives to enable CLBC to evolve as a learning organization.
- Operate a development site to test the new service delivery model.
- Select and use an accreditation framework approved by the Minister to help CLBC improve its business practices.
- Define new business processes to support information technology development and implementation.
- Introduce a new information management system to collect and manage needed data on individuals and services.

Objective 2 - Build capacity in CLBC's staff, systems and processes.				
Performance Measure	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
To be determined				

OBJECTIVE 3: IMPLEMENT INNOVATIVE AND RESPONSIVE SERVICES

KEY STRATEGIES

- Implement a catalogue of services to improve the allocation of financial resources.
- Implement the new service delivery model from January through July 31, 2006.
- Work with individuals, families and services providers to develop and implement appropriate safeguard procedures.
- Increase capacity of service providers to deliver effective planning support for individuals.
- Introduce an integrated policy framework that supports CLBC's new service delivery model.
- Increase agency capacity to provide services and supports that are consistent with CLBC's vision and mandate [personalize contracts; implement individual service plans; achieve intended outcomes].
- Introduce new residential and community support models.

Objective 3 - Implement innovative and responsive services.				
Performance Measure	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
To be determined				

OBJECTIVE 4: INCREASE CHOICES FOR INDIVIDUALS AND FAMILIES

KEY STRATEGIES

- Implement new financial policies to support CLBC's transition to a new service delivery model.
- Educate stakeholders about service innovations and options.
- Introduce individualized funding and direct funding as options for individuals and families to purchase needed supports and services.
- Conduct research on other innovative international service delivery models and best practice.

Objective 4 – Increase choices for individuals and families.				
Performance Measure	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
Number of people using Individualized Funding to purchase needed supports and services	0	0	150	450
Number of people receiving Direct Payments for adult respite	0	100	200	300

OBJECTIVE 5: INCREASE COMMUNITY INVOLVEMENT IN CLBC

KEY STRATEGIES

- Complete 3 year Strategic Plan with community input.
- Increase distribution of CLBC's monthly Newsletter.
- Communicate regularly with community stakeholders via email, website and presentations.
- Establish an Advisory Committee to the board comprising members as defined under "community living support" in the *Act*.
- Establish Community Councils in each of 17 Community Living Centre areas.
- Involve community stakeholders as appropriate in CLBC working groups.

Objective 5 - Increase community involvement in CLBC.				
Performance Measure	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
To be determined				

SUMMARY FINANCIAL OUTLOOK

The following table presents the operating budget for the provision of adult community living services to people with developmental disabilities within BC. Budget for 2005/06 is for 9 months from the date of incorporation of CLBC to March 31, 2006.

Operating Revenue & Expenditures			
\$ millions	2005/06 Budget	2006/07 Forecast	2007/08 Forecast
	Note 1		
Revenue	Note 2		
Grant from the Province	390.7	528.5	541.0
Expenditures			
Contracted Services	366.4	498.8	511.3
Regional Operations	12.5	16.8	16.8
Provincial Services	3.5	4.6	4.6
Administration	6.3	8.3	8.3
Devolution/Transformation	2.0	-	-
Total Expenditures	390.7	528.5	541.0
Net Income(Loss)	-	-	-
FTEs	300	300	300
Note 1	nine months only		
Note 2	Excludes grants from the Province for capital purposes		

Budget Assumptions

- Budgeted growth in contracted services in 2005/06 is lower than levels experienced in prior years. Changes in service delivery require significant lead-time due to the care with which they must be implemented to ensure the health and safety of individuals served.
- CLBC's strategies to re-design service management/delivery will require investments that have not been factored into the forecast for 2006/07 and 2007/08. Specifically:
 - The change in policy from actively moving individuals into group-home vacancies, to one of maintaining vacancies for extended periods to facilitate consolidation and closure, is expected to increase costs in 2005/06 and future years before returning a net saving and allowing for the re-allocation of resources to other needs.
 - CLBC is developing a waitlist to enable it to make targeted expenditures to help avoid more costly crisis responses in the future. In 2005/06, \$650,000 has been allocated to these targeted expenditures. With a well documented, credible waitlist CLBC will likely need to invest additional funds to address identified unmet needs.
- CLBC is undertaking significant organizational change in 2005/06 and 2006/07, as well as implementing a comprehensive, organization-wide information management system and addressing the cost implications of significant service demand pressures. To mitigate risk inherent in change of such size and complexity, CLBC will follow a rigorous project management discipline.
- The budget for children's programs will remain with MCFD during implementation of the Children's Agreement.

CAPITAL BUDGET

Capital expenditures are funded by restricted grants from the MCFD. Such grants are deferred capital contributions and are amortized to income over the life of the related asset, thereby offsetting asset depreciation so there is no net impact on operating income. Costs, other than depreciation, associated with the capital expenditures in the table below are accounted for in the budget and forecast operating expenditures presented in the Summary Financial Outlook.

Capital Expenditures			
\$ millions	2005/06 Budget	2006/07 Forecast	2007/08 Forecast
Information Systems	3.7	1.5	1.5
Other	0.3	0.2	0.5
	<u>4.0</u>	<u>1.7</u>	<u>2.0</u>

Information systems expenditures relate to the development of infrastructure and applications to support the new service delivery model, including field operations [Facilitators and Quality Service Analysts] contract management, decision support and the service delivery management system which includes a longitudinal electronic social record for individuals being served. Capital expenditures do not include business systems functions, such as payroll and accounting, which are being purchased from MCFD and are included in operating costs.

In addition, government has allocated funding within its consolidated capital plan for CLBC building and property requirements to implement the strategies outlined in this service plan. CLBC's allocation is \$1.5 million in 2005/06, \$8.1 million in 2006/07 and \$7.3 million in 2007/08. This funding is available subject to approval of Treasury Board of specific capital projects.