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# 3 Year Strategic Plan

2009/2010 – 2011/2012

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January 2009

## Table of Contents

Overview.....	2
CLBC Vision, Mission and Values .....	3
Key Directions and Goals – 2009/2010 to 2011/2012.....	4
Appendix A: Strategic Plan 2005 to 2008 – Our Achievements.....	6

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### Overview

In 2005 government established Community Living BC (CLBC) as a crown corporation with the responsibility to plan, develop and oversee the delivery of services to people with developmental disabilities and their families. CLBC falls under the auspices of the Ministry of Housing and Social Development (MHSD) and is responsible for overseeing the effective service delivery to individuals with developmental disabilities and their families.

The first three years focused on managing the transition from the previous system that supported children and adults, and launching a new beginning with all the associated learning and challenges. As William Bridges states in his book *Managing Transitions – Making the Most of Change*, ‘beginnings are always messy and involve new understandings, new attitudes, new values and most of all, new identities’.

CLBC’s service delivery model requires shared responsibility between government, service providers, communities, and individuals and families. Community living is a large and complex system. No one organization can meet all the needs of people, but together much can be accomplished. CLBC’s vision for the provision of supports and services challenges many old ideas and brings new thinking and best practices to the forefront. However, this requires broad system-wide change and change can be challenging.

The past three years has been a time of learning, frustration, disappointment and celebration of successes. The progress made on the goals and objectives established during the 2005-2008 strategic planning exercise are outlined in Appendix A. This plan builds on the work accomplished over the past three years, and focuses on stabilizing the organization after an intense period of change.

The initial vision, mission and values statements developed during that planning process will continue to guide this next three-year plan. “*Good lives in welcoming communities*” is a powerful vision and is widely supported by people-served, families, service providers and communities. The mission statement has been adjusted slightly to reflect the current mandate to provide services to adults.

The draft strategic plan was developed by a group of Board, senior management and community and MHSD representatives on September 29, 2008. During October and November 2008, the draft plan was taken to communities for their review and feedback. A total of 165 Community Council members, self-advocates, families, service providers and staff participated in these forums. In addition nine staff forums were held with 129 people participating. Two additional forums were held with 44 people participating – one with Community Social Service Employer Association (CSSEA) service providers from the community living sector and another with the Okanagan Band and Chase Friendship Centre. In total 338 people provided feedback on the direction, meaning and tone of this strategic plan.

The planning group reconvened December 11, 2008 and revised the plan to reflect the priorities identified by the people involved in the consultations. As a result six key directions emerged that will guide the work of CLBC over the next three years:

1. Connect individuals and families with supports, services and community opportunities to advance their vision of a good life.
2. Support the development of welcoming communities to enable citizenship and contribution.
3. Improve services through strengthened relationships and partnerships.
4. Develop a culture of service excellence provided by exceptional staff.
5. Demonstrate effective governance, leadership and fiscal responsibility.
6. Develop data and information management systems that support the work of CLBC and its partners.

Key Direction #1 addresses the work CLBC will do to continue to improve how supports and services are provided to individuals and families. CLBC's role is to fund supports and services that help individuals address their disability-related needs and achieve their goals in order to live the life they want.

Key Direction #2 recognizes the key role that communities play in achieving 'good lives' for people and the importance of engaging community, in the broadest sense, in the work of inclusion and belonging.

Key Direction #3 reflects a clear understanding of the need for shared responsibility and effective relationships and partnerships to achieve the vision. We can do more with what is available if we plan together and work in cooperation with one another.

Key Direction #4 recognizes that a valued, supported and well prepared CLBC workforce is the cornerstone of service excellence. CLBC employees believe in full citizenship for everyone and that their work makes a difference in the lives of individuals and families. CLBC is committed to a workplace environment that fosters the passion employees have for their work and to nurture a culture of service excellence.

Key Direction #5 speaks to the leadership and governance that is necessary to create a culture of service excellence and fiscal responsibility. CLBC will work collaboratively with all stakeholders to ensure it acts as an effective steward in managing and being accountable for the funding it receives.

Key Direction #6 addresses the need to have effective data and information management systems to support the work of CLBC and its partners. Reliable and accurate data strengthens the ability to plan and make effective decisions, and most importantly contributes to building a service system that focuses on the needs and goals of individuals and the families who love and care for them.

## **CLBC Vision, Mission and Values**

### *Vision*

CLBC's vision is one of full citizenship in which people with developmental disabilities lead good lives, have rich relationships with friends and family, financial security, choices in how they live their lives, employment opportunities and are accepted and valued as citizens. This is best described as people leading ... "Good lives in welcoming communities". As a steward of this vision, CLBC is committed to fostering the growth of inclusive, supportive communities.

### *Mission*

CLBC responds to the needs and goals of individuals and families by recognizing their abilities and contributions, sharing leadership with communities, and funding supports that honour individual choice.

## Values

CLBC understands individuals with developmental disabilities and their families have hopes and dreams like everyone else, and that they are in the best position to understand what their needs are and how they should be met. As an agency committed to helping those it serves to achieve their dreams, CLBC upholds the following values:

- Respecting the rights of all people
- Supporting people to make their own decisions
- Supporting people to achieve their dreams for the future
- Respecting the important role of family and friends in people's lives
- Promoting people's ability for life-long learning, development, and contribution
- Being open, honest and fair in all aspects of our work
- Working cooperatively with others
- Promoting a culture of responsibility, respect and trust
- Supporting our employees to do their best
- Inspiring creativity and innovation
- Striving for quality in everything we do
- Being accountable to the people we serve

## Key Directions and Goals – 2009/2010 to 2011/2012

- 1. Connect individuals and families with supports, services and community opportunities to advance their vision of a good life.**
  - 1.1. Continue to have dialogue with individuals and families on how to improve the work of CLBC and provide feedback about how their input affects organizational priorities, planning and decision-making.
  - 1.2. Support individual and family leadership.
  - 1.3. Address the priorities of employment, housing options, and transition planning for youth and seniors.
  - 1.4. Continue to build respite, prevention and early intervention capacity.
  - 1.5. Continue to adapt policy and practice to respond to the cultural diversity of individuals and families.
  - 1.6. Refine the service delivery model in response to individual, family, service provider and staff feedback and government's external service delivery review.
  - 1.7. Develop strategies to support individuals and families on the waitlist.
  - 1.8. Increase awareness of and access to culturally appropriate/safe supports and services for Aboriginal peoples.
  - 1.9. Develop tools to help people navigate and access the wide range of generic, formal and informal services and supports available.
- 2. Support the development of welcoming communities to enable citizenship and contribution.**
  - 2.1. Support communities to increase inclusion and belonging.
  - 2.2. Increase opportunities for individuals to develop relationships in community.
  - 2.3. Increase awareness of government, businesses and communities of CLBC's vision and role and initiate conversations with these stakeholders on how they can participate.
  - 2.4. Support Community Councils to promote awareness of community living and CLBC, facilitate community engagement and communicate with individuals and families.

**3. Improve services through strengthened relationships and partnerships.**

- 3.1. Work collaboratively with community living service providers to build a culture of mutual cooperation and respect and to ensure all supports and services are consistent with CLBC's vision, promote a person-centred approach and honour individual and family choice.
- 3.2. Develop agreements with governments and agencies, at the provincial, regional and local levels, to support coordinated responses to people who need supports and services from multiple systems.
- 3.3. Work with Ministry of Children and Family Development (MCFD) and MHSD to address family interests related to the transfer of children's services to MCFD.
- 3.4. Work with government partners to develop and implement protocols to ensure the smooth transition of youth to adulthood, including access to adult services.

**4. Develop a culture of service excellence provided by exceptional staff.**

- 4.1. Continue to develop initiatives that support employee health, well-being, professional development and recognition.
- 4.2. Continue to have dialogue with staff on ways to improve the work of CLBC and inform staff of how their input affects planning and decision-making.
- 4.3. Provide staff with the training, tools, policy and practice guidelines to excel in their work and support their practice through communication and leadership.
- 4.4. Engage staff in defining and implementing a culture of service excellence.

**5. Demonstrate effective governance, leadership and fiscal responsibility.**

- 5.1. Promote a culture of respect, trust and shared fiscal responsibility with stakeholders.
- 5.2. Improve CLBC and sector-wide accountability and monitoring mechanisms.
- 5.3. Implement standardized contracting that supports individual and family choice, and ensures value for money and appropriate services that are of the highest standard and most efficient cost.
- 5.4. Continue to refine resource allocation tools to promote consistency, equity and transparency.
- 5.5. Shift from funding the legacy system to funding a person-centred system, including expanding the implementation of individualized funding.
- 5.6. Fully engage Community Councils in participating in resource allocation planning.

**6. Develop data and information management systems that support the work of CLBC and its partners.**

- 6.1. Continue to improve and refine how we collect, share and use information.
- 6.2. Identify and implement additional processes that can be automated, including coordination with service provider systems.
- 6.3. Implement and refine the contract management system and additional modules in the electronic social record system.

## Appendix A: Strategic Plan 2005 to 2008 – Our Achievements

Following the development of CLBC's first 3 year Strategic Plan in December, 2005 a series of operational plans have been implemented each year to address key directions and goals. This document provides a high level summary of key achievements over the past three years.

### ***CLBC Key Directions and Goals***

#### **1. Transformation and Organizational Development**

- 1.1 Transform the organization into a culture that:
  - ◆ respects the contributions and involvement of self advocates and families
  - ◆ reflects person-centred thinking
  - ◆ is responsive to people, and
  - ◆ commits itself to excellence and continuous improvement
- 1.2 Create a healthy work environment that supports employees to do their best and provides opportunities for learning and personal growth.
- 1.3 Develop a quality assurance framework that continually monitors and evaluates the effectiveness of all aspects of CLBC, including both direct and contracted services.

#### **ACHIEVEMENTS**

- ✓ **Staff competencies and employee health and wellness programs [Goodlife; Gotcha] are developed;**
- ✓ **Quality Assurance framework under development**
- ✓ **Home Sharing standards developed and implemented**
- ✓ **System level performance indicators reported to the Board on a regular basis**
- ✓ **Significant resources committed to sector wide education about person centred thinking and practice**
- ✓ **Individualized Funding through direct and host agency payments beginning to be implemented**

#### **2. Community Supports and Services**

- 2.1 Implement and monitor the new service delivery model, with an emphasis on quality supports and services, based on need with timely access.
- 2.2 Adapt the contract management and direct service delivery system to support person-centred outcomes.
- 2.3 Clarify how decision-making and accountability will be shared at the community level.

#### **ACHIEVEMENTS**

- ✓ **Community Councils implemented; Advisory Committee to the Board Terms of Reference being revised to support greater linkages with the work of Councils**
- ✓ **Facilitators trained in Discovery Goal Based Planning**
- ✓ **Plan developed with community living sector service providers on provincial costing framework for services**

#### **3. Services for Children**

- 3.1 Work with Ministry of Children and Family Development (MCFD) to ensure smooth transitions for children who are eligible for CLBC services.
- 3.2 Work with MCFD to help families understand the full range of services available to them.
- 3.2 Develop coordinated, life-long supports and services that meet the needs of children with developmental disabilities and their families.

## **ACHIEVEMENTS**

- ✓ **Children in Care eligible for CLBC services successfully transitioned to adulthood**
- ✓ **CLBC staff specialize in supporting families who have children with autism to access autism funds and treatment [Note: A decision was made by government to transfer children's services to MCFD by October 31, 2009]**

### **4. Safeguards**

- 4.1 Develop, implement and monitor a system of formal and informal safeguards that address the safety of children, youth, adults and seniors.

## **ACHIEVEMENTS**

- ✓ **CLBC continues to implement formal and informal safeguards:**
  - **Formal safeguards include standards, monitoring, licensing, external reviews and a complaints policy. As a designated agency under the *Adult Guardianship Act*, CLBC responds to all allegations of abuse and neglect towards individuals with developmental disabilities**
  - **Informal safeguards include workshops for training people to build personal networks; a monitoring strategy helps families identify service quality and safeguard concerns; and efforts continue to support adults to know their rights, understand how to be safe and to develop leadership capacity. A community awareness campaign is using various media to encourage ordinary citizens to get involved with people with disabilities. A printed document also highlights the importance of individual safeguards when developing a support plan**

### **5. Policy**

- 5.1 Implement policies and practices which promote the organization's values, vision and mission.
- 5.2 Ensure policies meet external accreditation and legislative accountability requirements.
- 5.3 Take a leadership role to influence government policies on behalf of people served by CLBC.

## **ACHIEVEMENTS**

- ✓ **CLBC has adopted an integrated policy model that focuses on 5 key areas: service delivery; corporate services; human resources / labor relations; information and technology; and communications**
- ✓ **Operational policy development seeks relevant stakeholder input with most approved policies posted on the CLBC website**
- ✓ **CLBC well on its way to having policies consistent with CARF accreditation requirements**

### **6. Community Involvement and Partnerships**

- 6.1 Engage individuals, family members, service providers and the broader community in planning, problem solving and decision-making.
- 6.2 Increase access to CLBC supports and services by the various cultural communities that make up British Columbia.
- 6.3 Work in partnership with the Aboriginal community to address the needs of Aboriginal children and adults.

## **ACHIEVEMENTS**

- ✓ **Aboriginal advisor working with Aboriginal leadership and stakeholders to determine how CLBC can best respond to the needs of people of Aboriginal heritage**
- ✓ **Formal partnership established with Ministry of Health**

- ✓ **Customized employment and one stop access projects established with Ministry of Housing and Social Development**
- ✓ **CLBC, MCFD and MHSD partnering to support transfer of children to MCFD**

## **7. Governance, Financial and Information Management**

- 7.1 Ensure business practices meet the highest level of ethics, integrity and accountability and support operational goals.
- 7.2 Ensure CLBC manages without a deficit as required by legislation.
- 7.3 Ensure financial and information systems are effective, integrated and adaptable to change.
- 7.4 Ensure CLBC continues to meet or exceed the government standards of corporate governance for Crown agencies.

### **ACHIEVEMENTS**

- ✓ **Best practice governance processes implemented including risk management and internal audit strategies**
- ✓ **Effective financial controls implemented leading to balanced budgets for three years**
- ✓ **Enhanced management information on contracting, persons served, residential services and service demand**

## **8. Communication**

- 8.1 Create an identity for CLBC and communicate it to the broader public.
- 8.2 Communicate regularly and promote ongoing community dialogue on the issues central to the success of CLBC.
- 8.3 Provide information in plain language and in a variety of languages and formats.

### **ACHIEVEMENTS**

- ✓ **A number of CLBC documents have been translated [e.g. Chinese; Punjabi]**
- ✓ **Building Bridges communication strategy used TV and radio to increase public awareness**
- ✓ **Board and senior staff regularly make presentations about CLBC to key stakeholders**
- ✓ **Newsletter distribution and website visits growing**