



COMMUNITY LIVING  
BRITISH COLUMBIA

---

---

# Three Year Strategic Plan

---

---

December, 2005

## TABLE OF CONTENTS

Introduction .....	3
CLBC Value Statements.....	3
CLBC Vision.....	4
CLBC Mission.....	4
CLBC Key Directions and Goals.....	4
1. <i>Transformation and Organizational Development</i> .....	4
2. <i>Community Supports and Services</i> .....	5
3. <i>Services for Children</i> .....	5
4. <i>Safeguards</i> .....	5
5. <i>Policy</i> .....	5
6. <i>Community Involvement and Partnerships</i> .....	5
7. <i>Governance, Financial and Information Management</i> .....	5
8. <i>Communication</i> .....	6
Appendix A .....	6
<i>GLOSSARY</i> .....	6
Appendix B.....	7
<i>SERVICE DELIVERY MODEL</i> .....	7

## ***Introduction***

On July 1, 2005, CLBC became a permanent authority responsible for the delivery of community living services to children and adults with developmental disabilities and their families in British Columbia. The *Community Living Authority Act* provides the statutory basis for CLBC. Under the Act, CLBC is mandated to endeavour 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.

In the February 8, 2005 Speech from the Throne, the Government of British Columbia reaffirmed its commitment to people with developmental disabilities and announced its intention as one of its five Great Goals to "*build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors*". This provincial goal provides a unique opportunity for CLBC and sets the context for the development of this first three-year strategic plan.

## ***CLBC Value Statements***

CLBC provides supports and services to children, youth, adults and seniors with developmental disabilities, their families and their support networks. At the heart of CLBC 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 CLBC is committed to help them achieve those dreams.

CLBC recognizes community is the catalyst for change. Individuals, families, support networks, service providers and the broader community all play a vital role in helping people to enjoy full citizenship in the communities where they live.

CLBC is an organization that is guided by values and upholds the following commitments in every thing it does. We commit to:

1. Respecting the rights of all people.
2. Supporting people to make their own decisions.
3. Supporting people to achieve their dreams for the future.
4. Respecting the important role of family and friends in people's lives.
5. Promoting people's ability for life-long learning, development, and contribution.

6. Being open, honest and fair in all aspects of our work.
7. Working cooperatively with others.
8. Promoting a culture of responsibility, respect and trust.
9. Supporting our employees to do their best.
10. Inspiring creativity and innovation.
11. Striving for quality in everything we do.
12. Being accountable to the people we serve.

## ***CLBC Vision***

The vision for people with developmental disabilities is full citizenship. People with developmental disabilities are leading 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.

CLBC is a steward of the vision and a leader in social change; fostering the growth of inclusive, supportive communities where people with developmental disabilities live good lives.

The vision for CLBC is: ***Good lives in welcoming communities.***

*“There is no more powerful engine driving an organization towards excellence and long-range success than an attractive, worthwhile and achievable vision of the future, widely shared.”*

***Visionary Leadership***, Burt Nanus, 1992

## ***CLBC Mission***

CLBC works with individuals, families, support networks, service providers and the broader community to develop a system of flexible supports and services that will meet the life-long needs of children and adults with developmental disabilities.

The mission statement for CLBC is: ***Community Living BC responds to the life-long needs and goals of individuals and families by recognizing their abilities and contributions, sharing leadership with communities, and funding supports that honour individual choice.***

## ***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.

*“Values set the stage for action. Goals release the energy.”*

***Encouraging the Heart: A Leader’s Guide to Rewarding and Recognizing Others***, Kouzes and Posner, 1999

- 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.
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.
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.
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.
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.
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.
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.
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.
- 

## ***Appendix A***

## **GLOSSARY**

Adult	An adult is a person 19 years of age or over.
Community	In the strategic plan, community is an inclusive term referring to all involved stakeholders, including individuals, families, support networks and service providers, and may be extended to include other involved community members or organizations.
Child	A child is a person under the age of 19.
Developmental Disability	A developmental disability is an intellectual disability. People with developmental disabilities may have problems with life activities such as language, learning, self-help, and independent living. Developmental disabilities begin any time during development up to 18 years of age and usually last throughout a person's lifetime.
Dialogue	Dialogue is the exchange of ideas or opinions between two or more people.
Organizational Culture	Organizational Culture refers to belief systems that underlie how the organization behaves. Culture may be positive or negative, depending on the belief structure.
Safeguards	Safeguards are the mechanisms used to ensure that people are kept safe and are not put at increased risk because of vulnerabilities. Safeguards include formal safeguards as provided by accreditation standards and legislation, and informal safeguards that are provided through community visibility, caring, supportive relationships, informal monitoring and increased social consciousness.

Service Provider      A Service Provider is a person or organization delivering community living support under an agreement with CLBC or a person authorized by CLBC.

## ***Appendix B***      **SERVICE DELIVERY MODEL**

CLBC's governance and service delivery model is the next stage in a process of system change that began in community living internationally over a decade ago. The model recognizes that developing innovative supports and services that better meet the needs of individuals and families requires greater community involvement in shaping and carrying out public policy.

The make up of CLBC's Board is based on the belief that community members, and particularly those who are affected by disability, have an important and legitimate role to play in determining how disability supports and services should be governed and operated. The move to community governance also recognizes that greater flexibility and accountability is needed in developing and implementing personal support plans. Such plans play a key role in identifying and meeting the unique needs, goals and support requirements of individuals and families.

CLBC has redesigned how its professional staff will work with individuals and families to develop, implement and monitor personal support plans. CLBC will also change how contracts with service providers are managed to better reflect person-centred outcomes. As part of the change process, authority over eligibility and funding decisions, program management and contract administration are being separated from the provision of planning and support to individuals and families. The Board's belief that this role separation will increase job satisfaction, stimulate creativity and lead to more flexible and sustainable options, is supported by national and international research and best practice.

Facilitators will provide information, advice and practical assistance to eligible individuals and families, independent from service providers and CLBC funding decisions, to assist them to develop and implement their support plans. The goal is to enable staff to more easily cross different system and organizational boundaries, thereby enabling individuals and families to access or develop more individually tailored support and service options.

Quality Service Analysts will determine eligibility, make funding decisions and monitor contracts. They will assess system gaps, develop increased capacity, ensure a crisis response capacity exists in local communities, and work to improve the effectiveness of the contracted service system.

Facilitators and Quality Service Analysts will play complementary, yet equally important roles. Both are required to ensure well rounded personal plans are developed and supports and services effectively empower individuals and families to achieve their goals.

Some Facilitators, specifically delegated under the Child Family and Community Services Act [CFSCA], will also provide guardianship services for children in residential care, and will specialize in independent planning support services for children. Quality Service Analysts, who are responsible for contracts for children's services, including residential homes, will also be delegated under the CFCSA.

Supports and services under CLBC will be expected to achieve these outcomes:

1. Individuals are safe, secure and receive good health care.
2. Individuals and their families experience full citizenship through inclusion in their community.
3. Individuals and families take a lead role in the planning of supports and services that meet the unique needs of each individual.
4. Individuals and families make key decisions about the services and support they receive.
5. Individual and families have easy access to appropriate and timely supports and services that meet their needs.
6. Individuals' and families' needs are responded to and met through flexible, innovative and creative supports and services.