
CLBC

A Consultation Document for Communities:

Draft Three Year Strategic Plan

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Submitted to:

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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 in British Columbia. 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 to 'build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors. This is a unique opportunity for CLBC and sets the context for the development of this first three-year strategic plan.

The intention of this strategic plan is to set out the broad directions that CLBC will pursue in the next three years to transform the current system and to implement a new service delivery model to help meet the lifelong support needs of children and adults with developmental disabilities and their families.

As part of the process to develop this Strategic Plan, four focus groups were held with a variety of stakeholders, including CLBC Board members and staff, self advocates, family members, service providers and professionals, along with a number of other key people. The feedback from these focus groups has been consolidated into a short document entitled 'Framework for a Strategic Plan' which is available to you.

The draft strategic plan was developed in a workshop that took place on October 17 and 18 involving CLBC Board members, staff and community representatives. During the process, the values providing the philosophical foundation for the organization were clarified, future vision for the organization was created, the mission statement which clarifies the business of CLBC was developed and the key directions and corresponding goals charting the future were crafted.

We invite you to review this strategic plan and provide your feedback. Thank you for participating in this important process to chart the new beginning for CLBC.

Feedback Process

Meetings are being held in ten communities around the province between October 31 and November 17 to gather feedback on the strategic plan. In identifying participants for these meetings, we have sought people who are well connected in their communities and who will share the plan with members from their constituency group to gather broader input for the feedback meeting. Both Bobbi Noble, the contractor facilitating the development of the Strategic Plan, and Brian Salisbury, Director of Strategic Planning with CLBC, and a Board member, will attend all meetings.

In addition, we are inviting people to provide feedback via the web. The strategic plan and a questionnaire are posted at <http://www.communitylivingbc.ca/>.

All feedback provided will be collated into a report to senior management and considered as the plan is finalized. It is anticipated that the plan will be presented to the Board for approval early in the new year.

Operational Planning

The strategic plan charts the broad direction for the organization. Operational planning answers the questions of what tasks need to be done to achieve the goals, who is going to do it, when it should be done and how much it is going to cost.

When you read this plan, please keep in mind that the plan identifies the goals or what the organization intends to accomplish over the next three years, and that operational planning is a separate process that will take place in January 2006.

SWOT Analysis

The workshop began with a SWOT identifying the *strengths* upon which the organization can build the future, the *weaknesses* the organization needs to address, *threats* to the organization's success and *opportunities* for the future. The SWOT analysis is an effective tool to help the agency to better understand its strategic position and to identify the factors (both positive and negative) that have the potential to affect the overall success of the strategic plan.

Below is a summary of the priority strengths, weakness, opportunities and threats for CLBC. The goals define how the organization intends to respond to the factors identified below.

Strengths	Opportunities
<ul style="list-style-type: none">• CLBC leadership; i.e., individuals, service providers, staff, Board• Community capacity and both internal and external goodwill• Fresh start with smaller, more effective organization• CLBC is well positioned for creativity and innovation	<ul style="list-style-type: none">• Creation of flexibility and choice in services• Government goal of best system for people with developmental disabilities and strong economy• True individual, family and community driven organization
Weaknesses	Threats
<ul style="list-style-type: none">• Information systems• Funding• Communication	<ul style="list-style-type: none">• Budget; funding and management• Lack of flow between children's and adults' services, lack of follow-through to commitment to life long services and mixed priorities• Resistance to change from all groups

CLBC Draft Values Statements

Values are deeply held views of what is important; they are fundamental beliefs that guide the actions of the organization. They apply to all people involved with the agency, including individuals, families, Board, staff and contracted service providers, and are reflected in all aspects of the agency's work.

It is helpful for organizations to be clear about their values. During the strategic planning workshop, the workshop participants reviewed the existing CLBC values statements and identified the key values. Appendix A provides a summary of the key values.

These key values were then described within the context of the work of CLBC. What emerged is a series of values statements that are intended to be short, clear and describe those very important values upon which the organization will grow and develop.

Below are the draft values statements for CLBC. The term 'people' is intended to be inclusive of children, adults, families and support networks.

We believe:

1. All people have full rights and responsibilities as members of the community.
2. People have the right to make their own choices, set their own goals and plan for their future.
3. People's choices will drive the creation of community services and supports.
4. People have a life-long capacity for learning, development and contribution.
5. Decisions should be clear, equitable and fair.
6. Relationships should be founded in mutual respect and trust.
7. Partnerships and relationships with individuals, families and the broader community are vital to our success.

Draft Vision

The vision describes the desired future state for the organization. Visions are big and wonderful and are intended to inspire and motivate staff and stakeholders to continuously strive toward the ultimate goal.

The proposed vision for CLBC is:

Good lives in welcoming communities for all people with developmental disabilities and their families.

Draft Mission

The mission statement describes the business or purpose of CLBC and is intended to answer three questions:

1. Who does the organization serve?
2. What services does the organization provide?
3. How does the organization provide its services?

The proposed mission statement for CLBC is:

Community Living BC works with individuals, families and communities to develop networks of person-centred supports, coordinate government and community resources, encourage shared responsibility, promote choice, inspire innovation and creativity, and maximize the benefits to all people with developmental disabilities.

CLBC Key Directions and Goals

CLBC has identified eight key directions which will focus the activities of the organization over the next three years. Under each key direction are goals, which support the mission and demonstrate how the organization will work towards its vision.

Key directions are short statements (or phrases) that articulate the broad directions for the organization. Goals are more specific and identify the actions the organization intends to take to move it closer to the vision, consistent with the mission.

The key directions and goals presented in this draft three-year strategic plan are based on the stakeholder consultations and the work done by the participants in the October strategic planning workshop.

1. Transformation and Organizational Development

Culture is the way an organization does its work. The reason for these goals is the commitment by CLBC to develop an organizational culture that is reflective of the values, vision and mission for the organization.

- 1.1 Implement, monitor and adjust the transformation plan to develop a culture within CLBC of person-centred thinking and flexible planning.
- 1.2 Develop a culture where staff, service providers and the Board continuously identify ways to improve what they do and how they do it.
- 1.3 Develop strategies to promote employment for people with developmental disabilities within CLBC, the community living sector and the community at large.

2. Contracting and Service Delivery

These goals address the initiatives related to waitlists, individualized funding and the overall changes to the contract service delivery system.

- 2.1 Implement the new service delivery model, with a commitment to equitable, timely and effective services.
- 2.2 Change the contract management system to support the new person-centred service delivery model.
- 2.3 Develop mechanisms which ensure shared decision-making and accountability at the community level.

3. Services for Children

CLBC and the Ministry for Children and Family Develop have entered into a Memorandum of Understanding with respect to children's services. It is important to CLBC to ensure that services to children are clearly defined and easily accessed by the families who need them, and that the organization follows through on its commitment to life-long services.

- 3.1 Work with MCFD to ensure a smooth transition for children who are eligible for CLBC services.

- 3.2 Work with government agencies to develop coordinated, life-long services for children with developmental disabilities and their families.
- 3.3 Develop child and family-centred policies and service delivery options.

4. Safeguards

It is understood that safeguards for children and adults are a fundamental core of the new service delivery system. This goal ensures that developing safeguards is a priority within this first three-year strategic plan.

- 4.1 Develop and implement formal and informal safeguards for children and adults involving individuals, families, service providers and communities.

5. Policy and Quality Assurance

Part of the CLBC mandate is to develop effective policies and practices that are consistent with the organization's values, vision and mission. These goals stress the priority of policy development over the next three years and the importance of evaluating the outcomes that result from the policy direction of the new organization.

Included under this key direction is a goal which addresses the need for CLBC to take a leadership role in coordinating all government policy affecting children and adults with developmental disabilities. Individuals, children and families will benefit from this broader policy coordination.

- 5.1 Implement policies and practices which are aligned with the organization's values, vision and mission.
- 5.2 Develop a quality assurance framework that continually evaluates the effectiveness of all aspects of CLBC through transformation and beyond.
- 5.3 Take a leadership role to ensure all government policies that affect children and adults with developmental disabilities are holistic and meet their needs.

6. Community Involvement and Partnerships

Individuals, families, service providers and communities want to be part of building CLBC and redesigning services to people with developmental disabilities. These goals demonstrate CLBC's commitment to the process of engaging all stakeholders in planning and decision-making.

- 6.1 Ensure success of the vision through the engagement of individuals, family members and community in planning and decision-making.
- 6.2 Develop community engagement strategies to involve multi-cultural groups.
- 6.3 Work in partnership with the Aboriginal community to address the needs of Aboriginal children and adults with developmental disabilities and their families.

7. Financial and Information Management

Effective financial and information management is essential to the organization's ability to be accountable to individuals, families, communities and government. These goals explain what the organization intends to do to ensure effective financial and information management and therefore, ensure its accountability.

- 7.1 Implement information and financial management systems that encompass the principles of good corporate governance and achieve operational excellence through effective and efficient system design.
 - (a) **Good Governance:**
Ensure reporting meets the highest accounting standards (Generally Accepted Accounting Principles), satisfies FOIPPA (Freedom of Information and Protection of Privacy Act), and include policies that meet the highest levels of integrity and accountability.
 - (b) **Operational Excellence:**
Ensure the business processes support and facilitate individualized funding, decision-making, budget development and management, measurement and accountability and are user friendly for internal and external users and operate with clear public disclosure.
 - (c) **Effective System Design:**
Develop financial and information systems that provide the right information, to the right people at the right time and that are cost effective, flexible and integrated across the organization.

8. Communication

Feedback from stakeholders consistently emphasized the need for regular communication with CLBC. These goals demonstrate CLBC's commitment to increased communication with its stakeholders.

- 8.1 Develop a communication program to regularly inform individuals, families, staff, service providers, government and the broader community about the journey of transformation, celebrating successes, acknowledging mistakes and soliciting input for continuous improvement.
- 8.2 Exchange information in plain language in a variety of languages and formats.
- 8.3 Increase accessibility to and participation with the Board by individuals, families and community through formal and informal processes.

Appendix A

Value Clusters

Equity Fairness Transparency Clarity Responsive Proactive Excellence	Citizenship Rights and responsibilities Contribution Individuality Diversity
Self Determination Choice Flexibility Empowerment Decision Making Recognition of those with a limited voice	Participation Collaboration Inclusion Engagement Contribution Creativity Innovation
Honesty Integrity Mutual Respect Trust Transparency	