

## INTEGRATED POLICY MODEL FOR COMMUNITY LIVING B.C.

Constituent Order	Purpose	Content/Mechanism	Approval Level	Features	Influences
<b>Community Living Philosophy</b>	To create and sustain the social and political environment for the development of CLBC	<ul style="list-style-type: none"> <li>▪ Government interest in and commitment to devolution to authority</li> <li>▪ Support of community</li> </ul>	Cabinet Legislature Broader Community	<ul style="list-style-type: none"> <li>▪ Broad-based</li> <li>▪ Requires community commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Political</li> <li>• Electoral</li> <li>• Community action</li> </ul>
<b>Legislation</b>	To create CLBC and transfer authority for community living services from Government to CLBC	<i>Community Living Authority Act (2005)</i>	Legislature	<ul style="list-style-type: none"> <li>▪ Outside CLBC control</li> <li>▪ Highest level of authority</li> <li>▪ Binding</li> <li>▪ Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hardest to influence</li> <li>▪ Change initiated by Minister</li> <li>▪ Relationship between Board and the Minister</li> </ul>
<b>Regulations</b>	To clarify and expand specific aspects of the legislation	<ul style="list-style-type: none"> <li>▪ CLAA Regulations</li> <li>▪ Changed by Order-in-Council</li> <li>▪ Involves Legislative Counsel</li> </ul>	Minister Cabinet	<ul style="list-style-type: none"> <li>• Outside CLBC management</li> <li>• Specific external process for change</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Change formally initiated by Minister</li> <li>• External requirements</li> <li>• Position of the Board communicated to Minister</li> </ul>
<b>Provincial Standards</b>	To set out provincial requirements	<ul style="list-style-type: none"> <li>• Fundamental</li> <li>• Service delivery re health, safety, probity</li> </ul>	MCFD Government	<ul style="list-style-type: none"> <li>• Outside CLBC direct control</li> <li>• Reference in CLAA</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• CLBC Board &amp; CEO</li> </ul>

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<b>CLBC Governance Policy</b>	To establish and sustain healthy governance for CLBC	Board Policies : Relationship with CEO By-law development Ethics Board procedures Board evaluation/monitoring Board Orientation manual Guidance for development of regulations, accountability framework, performance agreements, service plans	Board	<ul style="list-style-type: none"> <li>• Within CLBC control</li> <li>• Regularly reviewed, evaluated and revised</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Board as keeper</li> <li>• Citizen/consumer influence via open Board meeting, Community Councils, Transformation Working Groups and other forums for input</li> </ul>
<b>By-laws</b>	To set rules for the organization as a whole, and be the vehicle for translating the legislation into direction	Governance Model	Board	<ul style="list-style-type: none"> <li>• Within CLBC control</li> <li>• Periodically changed as needed</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Board as keeper</li> <li>• Some citizen/consumer influence via Board</li> </ul>
<b>CLBC Vision and Mandate</b>	To create a new cultural and philosophical approach to supporting people with developmental disabilities in community	<ul style="list-style-type: none"> <li>▪ Vision</li> <li>▪ Mission</li> <li>▪ Mandate</li> <li>▪ Values</li> <li>▪ Eligibility</li> </ul>	Board	<ul style="list-style-type: none"> <li>• Within CLBC control</li> <li>• Rarely changed</li> <li>• Reviewed periodically as part of strategic planning</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Board as the keeper</li> <li>• Accountable to community and specific stakeholders</li> <li>• Strategic Planning process</li> </ul>

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<b>Accountability Framework</b>	To ensure public accountability for CLBC operations	<ul style="list-style-type: none"> <li>▪ Requirements and timeframes for:</li> <li>▪ Service Plan</li> <li>▪ Strategic Plan</li> <li>▪ Budget Development and submission</li> <li>▪ Performance reporting</li> <li>▪ Annual report requirements</li> <li>▪ Confirmation of mutual accountability obligations</li> </ul>	Minister Board CEO	<ul style="list-style-type: none"> <li>• Partially within CLBC control</li> <li>• Reviewed annually</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Indirect community influence</li> <li>• Negotiated between MCFD and CLBC Board/CEO</li> </ul>
<b>CLBC Strategic Plan</b>	To set over-arching direction of CLBC for Three-Year period	<ul style="list-style-type: none"> <li>• Specific initiatives, commitments and objectives outlined</li> <li>• Responsibilities, priority status and timelines assigned</li> </ul>	Board CEO	<ul style="list-style-type: none"> <li>• Reviewed annually</li> <li>• Updated entirely every three years</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation in community and with CLBC staff in plan development</li> <li>• Input encouraged through range of mechanisms</li> </ul>
<b>CLBC Service Plan</b>	To set out CLBC annual priorities	<ul style="list-style-type: none"> <li>• How CLBC will meet agreed upon priorities in community living.</li> <li>• How CLBC will respond to changes in demographics, demand for service, waitlists and service needs while maintaining quality of service.</li> </ul>	Minister Board CEO	<ul style="list-style-type: none"> <li>• Developed by CLBC within specific parameters</li> <li>• Completed annually</li> <li>• Binding for 1 yr</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Community influence via Community Councils, Transformation Working Groups and other mechanisms for input and feedback</li> </ul>

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<b>CLBC Performance and Service Agreements</b>	To specify operational relationship between Ministry and CLBC and activities required to fulfill CLBC service plan	<ul style="list-style-type: none"> <li>▪ Contractual relationship between Ministry and CLBC</li> <li>▪ Short-term expectations for deliverables, outcomes, and outputs.</li> <li>▪ Key performance measures and targets</li> <li>▪ Desired changes in service delivery</li> </ul>	CLBC-CEO MCFD- Deputy Minister	<ul style="list-style-type: none"> <li>• Negotiated annually</li> <li>• Binding for 1 yr</li> <li>• Applies to all</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• External requirements- Office of the Comptroller-General; Treasury Board; Auditor-General; Legal services; FOIPP, etc.</li> <li>• CLBC priorities and requirements</li> </ul>
<b>CLBC Budget</b>	To describe the financial resources to be provided to CLBC to carry out the service plan for a year	<ul style="list-style-type: none"> <li>▪ Funding letter defines funding to be provided to CLBC and specific expectations in addition to performance and service level agreements and Service Plan.</li> <li>▪ CLBC budget management plan determines allocation of approved resources.</li> </ul>	Legislature Cabinet Treasury Board Minister Board	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Binding for 1 yr</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of Estimates by legislature</li> <li>• Treasury Board Directive</li> <li>• Gov't. priorities</li> <li>• CLBC priorities</li> <li>• CLBC staff input</li> <li>• Community Input</li> </ul>
<b>CLBC Policy Foundations and Context Documents</b>	To provide broad direction and context for operations, transformation and cultural change	<ul style="list-style-type: none"> <li>▪ Context for operational shifts</li> <li>▪ System-level outcomes</li> <li>▪ Underlying principles for policy and practice design and implementation</li> <li>▪ Reflects and supports organizational culture</li> </ul>	Board	<ul style="list-style-type: none"> <li>• Within CLBC control</li> <li>• Periodically reviewed and revised</li> <li>• Binding</li> <li>• Applies to all</li> </ul>	<ul style="list-style-type: none"> <li>• Board as keeper</li> <li>• Citizen/consumer influence via Community Living Councils, stakeholder groups, and both formal and informal policy review mechanisms</li> <li>• Staff experience and response</li> </ul>

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<b>CLBC POLICY</b>	To provide key direction and parameters for doing the work of CLBC	<p><b>Community Planning &amp; Development (Examples only)</b></p> <ul style="list-style-type: none"> <li>• Family/Individual Support Planning (completed)</li> <li>• Community Development</li> <li>• Community Councils</li> <li>• Research</li> <li>• Innovation &amp; Enterprise</li> </ul> <p><b>Quality Services (Examples only)</b></p> <ul style="list-style-type: none"> <li>• Eligibility - clarifying language</li> <li>• Waitlist Management (completed)</li> <li>• Outcome-based Contracting</li> <li>• Resource Allocation</li> <li>• Complaints Resolution (completed)</li> <li>• Safeguards</li> <li>• Payment to Families as Caregivers</li> <li>• Direct Payment to Families for purchase of services (IF)</li> <li>• Residential Supports</li> <li>• Non-residential</li> </ul>	<p>CEO</p> <p>V-P/Managers</p> <p>V-P/Managers</p> <p>CEO</p> <p>Board/CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>Board/CEO</p> <p>Board/CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p><i>(FEATURES APPLY GENERALLY TO ALL SERVICE DELIVERY POLICIES)</i></p> <ul style="list-style-type: none"> <li>• Generally within CLBC control</li> <li>• Changed as needed</li> <li>• May include standards or “tests”</li> <li>• May require negotiation with other agencies, Ministries or public</li> </ul> <p>• AS ABOVE</p>	<p><i>(INFLUENCES APPLY GENERALLY TO ALLSERVICE DELIVERY POLICIES)</i></p> <ul style="list-style-type: none"> <li>• Significant citizen/consumer influence via Community Councils, stakeholders’ forums, etc. and policy review mechanisms</li> <li>• Significant staff influence via work units, VP’s and CEO</li> <li>• Support or constraints of other ministries</li> <li>• Government policy positions</li> <li>• Legal constraints</li> <li>• Charter and Human Rights considerations</li> <li>• Fiscal responsibilities</li> <li>• Accreditation requirements</li> <li>• Strategic and Service Plans</li> <li>• Policy and practice changes</li> <li>• Relationships with</li> </ul>

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		<p>Standards/monitoring</p> <p><b>MISCELLANEOUS SERVICE POLICIES</b></p> <ul style="list-style-type: none"> <li>• FOIPP and Confidentiality provisions</li> <li>• Unique or 'new' directions</li> <li>• ACCREDITATION</li> </ul>	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<ul style="list-style-type: none"> <li>• Inter-ministerial</li> <li>• Applicable to entire system</li> <li>• Baseline for organizational and service standards</li> <li>• 3-year approval</li> <li>• 2-year process</li> <li>• inclusive of all staff and elements of service network</li> <li>• Partially within CLBC control</li> </ul>	<p>service providers</p> <ul style="list-style-type: none"> <li>• Government direction</li> <li>• Organizational Capacity</li> <li>• Government directions</li> <li>• Gov't. statutes/processes</li> <li>• Staff capacity</li> <li>• CARF framework</li> <li>• Standards and policy development</li> <li>• Timelines</li> </ul>



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		advocates <ul style="list-style-type: none"> <li>▪ Standards of Conduct</li> <li>▪ Changes to Excluded Compensation Plan</li> </ul> <b>Communications (Examples only)</b> <ul style="list-style-type: none"> <li>▪ Newsletter: Editorial Board Composition</li> <li>▪ Identification Guidelines</li> <li>▪ Communication Plan</li> </ul>	CEO	<ul style="list-style-type: none"> <li>• Responsive</li> <li>• Partially within CLBC control</li> <li>• Adaptable</li> <li>• Consistent external and internal messages</li> </ul>	requirements: WCB, Employment Standards Act, etc.  <ul style="list-style-type: none"> <li>• Public Affairs Bureau</li> <li>• Gov't priorities</li> <li>• Stakeholders and staff requirements</li> <li>• Input from community, families and individuals actively sought</li> </ul>

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<b>CLBC Practice Tools</b>	To support and create best practice that reflects the vision, philosophy and culture of CLBC	<p><b>Community Planning and Development (Examples only)</b></p> <ul style="list-style-type: none"> <li>▪ Facilitator Handbooks</li> <li>▪ Individual/Family Guides</li> <li>▪ Adult Guardianship roles &amp; responsibilities</li> <li>▪ Community Council Guides</li> </ul> <p><b>Quality Services</b></p> <ul style="list-style-type: none"> <li>▪ Practice Guidelines for Analysts</li> <li>▪ Specific tools and directives, e.g., mortality reviews, investigation of critical incidents</li> <li>▪ Safeguards operational framework</li> <li>▪ Crisis response</li> </ul>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• VP</li> <li>• Directors</li> <li>• Work Unit depending on scope</li> </ul>	<ul style="list-style-type: none"> <li>• Within CLBC Control</li> <li>• Easily developed and changed</li> <li>• Flexible</li> <li>• Available in a wide variety of formats (plain language, visual, CD/DVD, pamphlets)</li> <li>• Easily accessible and adaptable (website, training sessions)</li> <li>• May apply to specific work units</li> <li>• May apply to specific policies</li> </ul>	<ul style="list-style-type: none"> <li>• Significant area of influence and involvement for staff, individuals, families and community</li> <li>• Greatest potential for creativity and innovation</li> </ul>

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<b>Protocols</b>	To define and guide relationships and mutual responsibilities between CLBC and other bodies	<p><b>Adults: (Examples only)</b></p> <ul style="list-style-type: none"> <li>▪ Regional Health Authorities</li> <li>▪ PHSA</li> <li>▪ Attorney-General</li> <li>▪ Ministry of Employment and Income Assistance</li> <li>▪ Ministry of Health</li> <li>▪ Others as identified</li> </ul> <p><b>Children/Youth: (Examples only)</b></p> <ul style="list-style-type: none"> <li>▪ MCFD</li> <li>▪ School Districts</li> <li>▪ Community Service Agencies</li> <li>▪ Ministry of Health</li> <li>▪ Regional Health Authorities</li> <li>▪ Others as identified</li> </ul>	CEO and Deputy Minister of other Ministries or agencies depending on issue or implications to organization	<ul style="list-style-type: none"> <li>• Partially within CLBC control</li> <li>• Negotiated</li> <li>• Reviewed regularly</li> <li>• May apply to specific work unit,</li> </ul>	<ul style="list-style-type: none"> <li>• Significant staff influence via work units, VP's and CEO</li> <li>• Government priorities and public concern</li> <li>• Active involvement of community and other agencies as partners in service delivery</li> </ul>