



COMMUNITY LIVING  
BRITISH COLUMBIA



# COMMUNITY LIVING BRITISH COLUMBIA

## 2007/08 TO 2009/10 SERVICE PLAN

February 20, 2007

## *Good Lives in Welcoming Communities*

Community Living British Columbia'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, meaningful employment opportunities and are accepted and valued as citizens.

This vision is best defined as people leading **Good Lives in Welcoming Communities**. As a steward of this vision, CLBC is committed to supporting the growth of inclusive, supportive communities.

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## *Message From the Board Chair to the Minister Responsible*

January 31, 2007

The Honourable Tom Christensen  
Minister, Children and Family Development  
Province of British Columbia

Dear Minister:

On behalf of the Board of Directors of Community Living British Columbia, I am pleased to present you with our 2007/08 – 2009/10 annual Service Plan. I want to acknowledge the leadership role taken by the BC Government in committing to achieving 5 Great Goals during the next decade to help BC become “. . . a prosperous and just province, whose citizens achieve their potential and have confidence in the future”. CLBC is uniquely positioned to support Government to achieve its third Great Goal which is to **“Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors”**.

CLBC is committed to enabling adults with developmental disabilities and children and youth with special needs and their families to live as full and contributing citizens in their communities. The Board’s goal is to implement a service delivery model, within available funding, that is responsive to the needs and citizenship aspirations of the people CLBC is mandated to serve. To achieve this, CLBC will manage community living services effectively, while building community capacity and the business infrastructure necessary to implement and operate its service delivery model. CLBC is also firmly committed to being transparent in everything it does, and accountable for the decisions it makes.

CLBC represents an exciting opportunity to rethink how programs and services are organized and delivered in BC. Our service delivery model is designed to give those whose lives are affected by a developmental disability a far greater say in how they are supported in BC’s diverse communities. Transitioning to a new way of thinking about how people with developmental disabilities can be supported will take a period of years. However, I want to assure you that providing quality supports and services to individuals and families during this important period continues to be the primary focus of our work.

CLBC faces a number of significant challenges while it transforms community living services. Demand for service continues to grow due to factors such as population growth and increased awareness and identification of those who need support. Another factor is that individuals with disabilities are ageing; leading to complex support needs that have to be addressed. Families and others that care for those with disabilities are also ageing, placing further stress on the system.



**CLBC Board Chair  
Lois Hollstedt**



Over time, CLBC's service delivery model will lead to the development of newer and more innovative residential and community support options for individuals and families. Because this will take a number of years, CLBC has developed a number of strategies to address these challenges in the longer term.

Some individuals and families are beginning to receive targeted amounts of flexible funding through mechanisms like individualized funding and direct payments. More proactive person-centred planning, supported by a provincial waitlist policy, and the introduction of an effective and comprehensive information management system will also help in the development of more flexible and cost effective options. Avoiding or preventing crises through these approaches will also assist CLBC to reduce the cost per person served by decreasing reliance on more costly, traditional service models.

We are in the process of establishing an Advisory Committee to the Board with province-wide representation, as well as 17 Community Councils throughout the province. These mechanisms will provide feedback on how effective CLBC and its community partners are in responding to the unique needs of individuals and families. They will also provide important recommendations to the Board on key issues faced by individuals, families and communities.

The Board is confident that the necessary foundation for a flexible and sustainable service delivery system has been established. Important lessons were learned from the development site where key policy and practice elements of CLBC's service delivery model were tested before province-wide implementation was completed in July 2006.

Our first three year Strategic Plan continues to guide how we achieve key operational objectives which support CLBC's vision, mission and mandate. CLBC also obtains community input on important operational issues through a variety of working groups that involve different stakeholders. Together, with our skilled and committed staff and our many community partners, we are confident that we will achieve the various objectives set out in this Service Plan.

This Service Plan has been prepared using the eight public performance reporting principles developed by the Auditor General and adopted by the BC Government as a methodology for performance planning and reporting for Ministries and Crown Agencies. The reporting principles provide a general frame of reference to assist organizations like CLBC in the preparation of Service Plans and Annual Reports and are a tool to help organizations plan, manage and report their performance throughout the planning and reporting cycle.

### **Accountability Statement**

The 2007/08 - 2009/10 Community Living British Columbia Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with government's strategic priorities and Strategic Plan.

All significant assumptions, policy decisions, and identified risks have been considered in preparing the plan. The performance targets in this plan have been determined based on an assessment of Community Living British Columbia's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,



Lois Hollstedt  
Board Chair, Community Living British Columbia



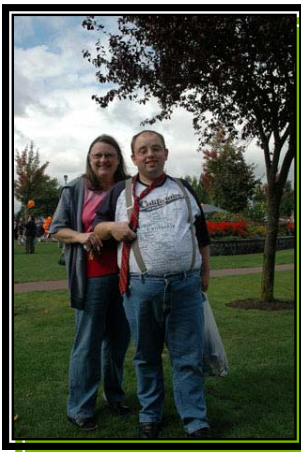
## Introduction

This is the third three-year Service Plan for CLBC, a Crown Agency of Government created July 1, 2005 with the proclamation of the Community Living Authority Act. CLBC is responsible for the delivery of community supports and services needed by adults with a developmental disability and children and youth with special needs and their families.

This 2007/08 – 2009/10 Service Plan sets out what CLBC plans to accomplish during the next three years in delivering and managing community living supports and services. This Service Plan also provides details on how CLBC will be accountable for its performance by setting out objectives and strategies it will use to achieve its goals and by identifying how it will measure progress. In developing this Service Plan, CLBC has relied on guidance provided by:

- ✱ CLBC's Board of Directors and senior management team
- ✱ Crown Agencies Secretariat's 2007/08 – 2009/10 Service Plan Guidelines for Crown Corporations
- ✱ Letter of Expectations provided to CLBC by the Minister of Children and Family Development as the Minister responsible under the Community Living Authority Act

## Alignment with Government's Strategic Plan



The BC Government re-stated its intention in its 2006/07–2008/09 Strategic Plan to achieve 5 Great Goals during the next decade to enable BC to become “. . . a prosperous and just province, whose citizens achieve their potential and have confidence in the future”. Great Goal #3 - **Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors** - relates directly to CLBC's mandate under the Community Living Authority Act.

CLBC's service delivery model is based on international best practice. It is designed to be fair, sustainable and accessible and to provide supports and services to adults with a developmental disability and children and youth with special needs and their families that are flexible, innovative and responsive to people's needs. The primary goals of CLBC's service delivery model are to help individuals and families:

- ✱ Access supports and services needed to address disability-related needs
- ✱ Be part of a growing network of personal relationships
- ✱ Engage in real work for real pay
- ✱ Play valued roles in the community such as friend, neighbour, employee and volunteer
- ✱ Use generally available community supports and services that people without a disability routinely do, for example, public transportation and health care
- ✱ Participate in everyday community events, activities and groups
- ✱ Be recognized for their contributions to the community



These person-centred outcomes add to the social fabric of the province's diverse communities as people with developmental disabilities contribute their gifts and talents. In doing so, they add creativity and energy to community life. CLBC's approach also aligns fully with Government's core values that are outlined in its Strategic Plan. These values, presented below, are also reflected in the work CLBC does to meet its mandate:

- ✱ **Integrity:** make decisions in a manner that is consistent, professional, fair, transparent and balanced
- ✱ **Fiscal Responsibility:** implement affordable public policies
- ✱ **Accountability:** enhance efficiency, effectiveness and the credibility of Government
- ✱ **Respect:** treat all citizens equitably, compassionately and respectfully
- ✱ **Choice:** afford citizens the opportunity to exercise self-determination

Many jurisdictions continue to watch closely CLBC's governance and service delivery model. It is widely regarded as an example of how to develop and implement a comprehensive system that supports the citizenship aspirations of people who live with a developmental disability and children and youth with special needs and their families.

Changes in CLBC's mandate or the direction provided by Government are set out in a Shareholder's Letter of Expectations from the Minister to CLBC. The most significant change in the current Shareholder's Letter of Expectations is the direction given to CLBC to work with the Ministry of Children and Family Development to implement an approved plan for the delivery of children's services.

A Memorandum of Understanding (MOU) between CLBC and MCFD currently governs the provision of children's services. A June, 2004 Children's Agreement was scheduled to be implemented by July 1, 2006; however, due to concerns about possible service fragmentation, confusion for families and lack of planning coordination, the Minister, CLBC and MCFD decided in April, 2006 to not implement this agreement. Instead, a decision was reached to operate under the current MOU until a long-term agreement can be worked out.

Work is being done now to define the future working relationship of CLBC and MCFD related to children and to ensure that services are comprehensive and coordinated, and provided in a way that is in the best interests of children and families. Until this work is completed, CLBC and MCFD will work together to ensure a coordinated approach to supporting children and their families. A protocol clarifies the specific field level roles and responsibilities of each party.

## *Overview of Community Living British Columbia*

### *A Description of CLBC*

As a Crown agency, CLBC is classified as a "Service Delivery Corporation". CLBC is responsible under the *Community Living Authority Act* to provide community living supports and services, subject to available funding, to adults with developmental disabilities and children and youth with special needs and their families. Presence of a developmental disability is determined by an assessment provided by a registered psychologist. CLBC is responsible for developing policy, directing operations, ensuring standards are met and managing funds and services.





CLBC is accountable to the provincial legislature through the Minister of Children and Family Development. The Minister is responsible for funding, setting provincial standards and monitoring CLBC's performance.

## 1. Adults with Developmental Disabilities

Supports and services for adults are delivered through an extensive network of contracted community based not-for-profit organizations, private agencies and individual caregivers that provide family support, residential and day services, life skills and employment support. Professionals and independent contractors also deliver a wide variety of supports and services, such as therapy and behavioural support.

As of December 31, 2006 CLBC had open files for 10,216 adults with a developmental disability. Of this number, 5,293 were living in group and family model homes, or semi-independent living arrangements, and receiving day support services. 4,923 were receiving family and/or day support services or other CLBC services such as assistance to develop an individual support plan. This data comes from SWS/MIS (CLBC's legacy information management system); the exception being adult residential services information, which is collected through regional reporting.

Further details about supports and services provided to adults are in CLBC's July 1, 2005 – March 31, 2006 Inaugural Annual Service Plan Report.

## 2. Children and Youth with Special Needs

As of December 31, 2006 services and programs were delivered to 8,856 children and youth with special needs (including children with a developmental disability) and their families. This data comes from SWS/MIS.

### 2.1 CLBC SERVICES

CLBC is responsible for services for children with developmental disabilities, which are provided through contracted community agencies that offer family support, professional support, respite, child and youth care workers, home support and some residential services.

Some families make their own respite arrangements using direct funding. CLBC also provides residential services for 383 children in care under the Child, Family and Community Service Act. Of this number, 234 receive these services using special needs agreements with parents.

### 2.2 CLBC / MCFD JOINT SERVICES

CLBC works in partnership with MCFD to:

- ✱ Deliver autism services in local communities for children with autism spectrum disorders, including autism funding for children under age six and autism funding for children aged six to 18, early intensive behavioural intervention programs and behaviour support services
- ✱ Determine eligibility for the At Home Program (Respite and Medical Benefits for children with severe disabilities, a palliative condition or complex health needs requiring direct nursing care)
- ✱ Provide At Home respite funding agreements for parents with eligible children

While CLBC delivers these services, MCFD maintains responsibility for policy and budget.



## 2.3 FUTURE PLANS

CLBC is planning a new family-centred model of out-of-home support services that will be delivered under the Community Living Authority Act. This model, known as *Shared Care*, is being designed to reduce the rigid boundaries that now exist between different categories of family support, respite and different out-of-home living options. *Shared Care* will empower families to plan for their needs and their children's needs using a child/youth and family support plan. This model will also respond to the wishes of families served by CLBC for a continuum of flexible supports. Additional details about supports and services currently provided to children and youth with special needs and their families are in the July 1, 2005 – March 31, 2006 Inaugural Annual Service Plan Report.

### 3. Benefits of CLBC's Service Delivery Model

The primary benefit of CLBC and its network of community-based supports and services is that the people with developmental disabilities it serves, many of whom live on very limited incomes, are able to meet their disability-related needs and participate in meaningful ways in the community. This includes being active members of the provincial workforce.

As CLBC's service delivery model becomes more person-focused in the years ahead, a wider range of flexible models of supports and services will be developed. This will support the further inclusion of people with developmental disabilities in a wider variety of roles in community life.

### 4. Ensuring Consumer Satisfaction

CLBC conducts satisfaction surveys with people with disabilities and families who have children and youth with special needs or adults with developmental disabilities. CLBC began conducting surveys in 2006 to develop baseline measures in each of its nine Quality Service areas in BC. This information is being analyzed and reports generated. CLBC field Managers are responsible for developing plans to address any areas identified that require improvement. Surveys will be conducted again within 18 months.

Many agencies CLBC contracts with are accredited and are required to conduct, and act upon, yearly satisfaction surveys with the people they serve. Community Councils and the Advisory Committee to CLBC's Board of Directors are other mechanisms that will measure individual, family and community satisfaction with CLBC and service providers. These mechanisms, which are being established, are discussed below.

***"CLBC's new service delivery model presents opportunities for service providers to look at and implement more person-centred ways of supporting individuals in a way that program based services previously could not. This new direction strengthens the relationship between individuals, families and service providers as they work towards their goals."***

**Paul Wheeler, Executive Director, Semiahmoo House Society**

## Enabling Legislation

The Community Living Authority Act provides the legal basis for CLBC to operate as a Crown Agency.

## CLBC's Service Delivery Model

CLBC's service delivery model is the result of extensive community input and supports meaningful involvement by key stakeholders. Individuals and communities have a direct connection with CLBC's leadership team because significant decision-making responsibility is delegated to field level managers and staff who interact with individuals and families. Empowered local decision-making supports the creation of responsive and flexible person-centred supports while reducing complexity, costs and delays in decision-making.



An overview of CLBC's organizational structure is in the July 1, 2005 – March 31, 2006 Inaugural Annual Service Plan Report.

## 1. Staff Roles

CLBC uses two key staff roles – **facilitators** and **analysts** - to work with individuals and families in local communities to develop, implement and monitor individual support plans.

**Facilitators** provide information, advice and practical assistance to eligible individuals and families; independent from service providers and CLBC staff who make funding decisions, to help:

- ✱ Develop and implement support plans that enable individuals and families to access or develop flexible, individually tailored supports and services. This includes making effective use of small amounts of flexible funding (e.g. individualized funding) to create supports that are designed specifically to meet individual needs
- ✱ Incorporate the use of existing, generic community capacity in support plans
- ✱ Ensure easier access to different governmental systems and community organizations
- ✱ Support individuals and families to make decisions that maintain independence

Person-centred planning helps the individual, or a family on behalf of their child, to identify hopes, dreams, needs and wants. Personal goals are established to assist the person to meet their needs and live their life as they envision. Different options are explored which might include accessing typical community resources, support from family and friends, as well as services funded by CLBC. With a person-centred plan, services are tailored to each person's unique needs.

Facilitators also undertake guardianship functions for children in care.

**Analysts** are responsible to:

- ✱ Confirm eligibility
- ✱ Make decisions on requests for funding and/or services
- ✱ Monitor contracts with service providers and associated deliverables
- ✱ Assess system gaps
- ✱ Develop increased provider capacity
- ✱ Ensure a crisis response capacity exists in local communities
- ✱ Work to improve the effectiveness of contracted services

Facilitators and analysts play complementary, yet equally important roles. Both help ensure well-rounded plans are developed and that supports and services empower individuals and families to achieve their goals.

Facilitators are CLBC's "public face" and address most requests from individuals and families for information and/or help with accessing supports and services. Analysts have an ongoing relationship with service providers; their role is to ensure that the elements needed for an effective support and service delivery system are in place and working.

Facilitators work from 17 Community Living Centres across BC. In communities too small for a Centre, they work out of another community or government office, called satellites. Each Community Living Centre is responsible for a geographic area that may incorporate several satellite offices or outreach communities. These Centres are places where individuals and families can find information and obtain advice and planning support. Community Living Centres are located within nine larger geographical areas called Quality Service areas. Analysts work from a Quality Service office in each of these nine areas.



## 2. Provincial Assessment Centre

CLBC is responsible for the Provincial Assessment Centre (PAC) which is a 12 bed designated Mental Health Facility. The PAC provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a developmental disability who are 14 years and older experiencing mental illness and/or other severe behavioural issues or challenges. Individuals admitted to the PAC stay for up to 90 days. During the assessment period PAC staff assists families, caregivers and other CLBC staff to develop stable support arrangements that allow for broader planning and smoother transitions on admission and discharge. The PAC also provides eligibility assessments and outreach consultation.

## 3. Community Involvement

CLBC recognizes that developing supports and services that meet the unique needs of individuals and families requires meaningful community involvement. Key features are:

### 3.1 COMMUNITY COUNCILS

CLBC is currently establishing Community Councils in each of the 17 Community Living Centre areas. These bodies will identify new service approaches, help set local budget priorities and provide feedback on how CLBC and service providers at the community level are responding to the needs of individuals and families. It is anticipated the majority of Councils will be up and running by March 31, 2007.

### 3.2 ADVISORY COMMITTEE TO THE BOARD

The *Community Living Authority Act* requires that CLBC's Board of Directors "... must establish an advisory committee to the board composed of individuals referred to in the definition of "community living support". This 10 member committee, made up of five self-advocates and five family members (at least one of whom is an aboriginal member), will be fully operational in 2007. The Advisory Committee will provide the Board with a provincial point of view on these four key areas:

- ✦ Review satisfaction levels with CLBC's services by gathering information through members' communication networks, and make recommendations for improvements in CLBC's Service Plan and Strategic Plan
- ✦ Recommend policy and practice to improve quality of life for people served by CLBC
- ✦ Explore long range issues that may affect CLBC and recommend solutions
- ✦ Collect and share information throughout BC on new support options



### 3.3 COMMUNICATING WITH STAKEHOLDERS

CLBC is committed to openness and transparency, and regularly communicates about issues of interest to its community partners. Mechanisms include a bi-monthly newsletter and a re-designed website launched in October 2006 that better reflects what CLBC does as an organization and makes site navigation easier. New website accessibility features are consistent with those defined by the W3C's Web Content Accessibility Guidelines. Site visitors can choose font sizes and change the screen colour to ensure pages are as readable as possible. CLBC obtains feedback directly from community members to ensure we are responsive to the needs and expectations of BC's diverse communities. In addition to the Community Councils and Advisory Committee, community members participate in these various ways:

- ✦ Community forums that explore the policy, practice and fiscal implications of important issues facing CLBC (e.g. ageing adults; lack of affordable housing)



- ✦ Children's Transformation Working Group whose roles include identifying specific issues or concerns that need to be addressed, and providing feedback on proposed policies and implementation of the service delivery model for children's services
- ✦ Issue specific workgroups that address issues key to CLBC's new approach to service delivery (e.g. creating formal and informal safeguards)

Board directors and senior management members make regular presentations about CLBC and its work.

## CLBC's Corporate Governance Structure

### 1. Board of Directors

Under the *Community Living Authority Act*, CLBC's Board can have up to 11 Directors. The Minister is responsible for making all appointments. Directors require the skills, qualifications and experience needed to govern CLBC effectively to carry out its mandate. The Board is responsible for guiding senior management in implementing the core components of CLBC's service delivery model. Board representation is based on the understanding that community members, and particularly those affected by a developmental disability, have an important role to play in determining how the service system is governed and operated. This concept is referred to as community governance.

The *Act* requires that a majority of Board members be people described in the definition of "community living support". This includes adults with developmental disabilities and families, or people with a significant connection to children and/or adults with developmental disabilities, including family members. Board meetings are open to the public and minutes from past meetings and the annual meeting schedule are on the CLBC website.

CLBC Board of Directors			
Teresa Azak Gitwinksihlkw	Kenneth Crump North Vancouver	George Fulcher Powell River	Rod Gunn White Rock
Colleen Hay Dawson Creek	Lois Hollstedt North Vancouver (Chair)	Amanda Lennard Vernon	Maurice Mourton Tsawwassen
M. Lynn Rolko Parksville	Joan Rush Vancouver	Harvey Venier Cranbrook	

The Board of Directors has two committees that assist CLBC's management team to implement the service delivery model.

- ✦ The Human Resources Committee helps the Board to fulfil its obligation relating to human resources, including performance, compensation, succession and safety matters. Members are Maurice Mourton (Chair), Rod Gunn and Lois Hollstedt
- ✦ The Finance and Audit Committee assists the Board to fulfil its obligations relating to finance and audit matters, including investment of funds, as necessary, and advising the Board on its fiscal management of the Authority. Members are Ken Crump (Chair), Lois Hollstedt and M. Lynn Rolko



## 2. Board Governance Principles

Based on the Board Resourcing Development Office's *Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of BC Public Sector Organizations*, CLBC's Board of Directors has adopted the following principles to guide how they exercise their governance responsibilities.



### 2.1 ONE VOICE

The Board speaks with "one voice" and the Chair speaks on behalf of the Board. The CEO is accountable to the Board. CLBC staff are accountable to the Board through the CEO.

### 2.2 ETHICAL CONDUCT

Board members are expected to conduct themselves in an ethical and professional manner that avoids real or perceived conflicts of interest.

### 2.3 LOYALTY

Board members must be loyal and are accountable to exercise their powers and discharge their duties in good faith, honestly and in the best interests of CLBC.

### 2.4 CARE, DILIGENCE AND SKILL

Board members will exercise the degree of care, diligence and skill that a reasonably prudent person would in comparable circumstances.

### 2.5 CONDUCT TO OTHER MEMBERS

Board members will not publicly criticize the motives, ability or personalities of fellow Board members.

### 2.6 INTERACTION WITH THE CEO

In their interactions, Board members must recognize that any individual member or group of members does not have authority over the CEO, or staff or contractors of CLBC.

### 2.7 CONFIDENTIALITY

Board members will maintain all information they receive respecting Board proceedings in confidence and will comply with all privacy legislation applicable to the operations of CLBC.

## 3. CLBC Senior Management Team

Brian Berglund Chief Information Officer	Marsha Goldford Director, Human Resources	Carol Goozh Vice-President, Quality Services
Paula Grant Director, Policy	Sally Greenwood Director, Communications	Richard Hunter Vice-President, Corporate Services
Rick Mowles Chief Executive Officer	Brian Salisbury Director, Strategic Planning	Doug Woollard Vice-President, Community Planning and Development



CLBC Board members and senior management staff can be reached by phone at 604-664-0101 or 1-877-660-2522 (Toll Free) or by email at [info@communitylivingbc.ca](mailto:info@communitylivingbc.ca).

## Strategic Context

### Mandate

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

- ✦ 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
- ✦ Promote choice and innovation in the manner in which services are delivered
- ✦ Encourage shared responsibility among families, service providers and community resources
- ✦ Utilize and further develop the capacity of individuals, families and community resources
- ✦ Assist adults with developmental disabilities to achieve maximum independence and live full lives in their communities
- ✦ Promote equitable access to community living support, and
- ✦ Coordinate the provision of community living support with services provided by the government and community resources

### 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, meaningful employment opportunities and are accepted and valued as citizens. This vision is best described as people leading **Good Lives in Welcoming Communities**. As a steward of this vision, CLBC is committed to supporting the growth of inclusive, supportive communities.

CLBC's Vision is  
**Good Lives in  
Welcoming  
Communities.**

### Mission

CLBC 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.

### Values

CLBC understands that individuals and families have hopes and dreams like everyone else and are in the best position to understand what their needs are and how they should be met. CLBC is committed to upholding the following values in everything it does:

- ✦ 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

## Implementing CLBC's Service Delivery Model

CLBC began phasing in its new service delivery model on July 1, 2005. Using a developmental approach, during the past 18 months proposed changes were evaluated and strategies that did not achieve expected results were redefined. Implementation of the foundational elements of the model is now complete. However, the scope of change is significant. This means that refinements in both policy and practice will continue for a number of years. CLBC staff, individuals and families served, service providers and other community partners require time to develop a greater understanding of, and experience with, an entirely new approach to planning and delivering supports and services needed by adults with developmental disabilities and children and youth with special needs and their families.

The activities below guide CLBC as it continues to improve how it responds to the needs of those it is mandated to serve.

### 1. Focusing on operations

Focusing on operations includes improving operational efficiency of funded programs and services, reducing administrative overheads where possible and implementing quality assurance, performance management and accountability reporting initiatives for CLBC operations and contracted programs and services.

### 2. Taking a proactive approach to health and safety

Safety, security and well-being of individuals and families are very important. Recognizing there is no single solution to addressing the well-being of the people we support, CLBC is committed to implementing a wide range of formal and informal safeguards that respect the rights of individuals and families.

### 3. Partnering with communities

CLBC's "community-first" focus means that wherever possible, communities through their representative Community Councils will collaborate in making decisions and will be accountable for those decisions. This includes prioritizing the use of available funding, recommending needed changes in how supports and services are delivered and identifying opportunities for service innovation.

### 4. Involving CLBC staff

CLBC's most valuable resource is its staff. Their knowledge, experience and support are essential to successfully operate the organization. By involving staff in every aspect of its work, CLBC will create a unified and motivated group of staff who will help CLBC to achieve its vision and the highest standard of performance.





The goal is to create an environment that empowers staff, supports teamwork, encourages everyone to be innovative, emphasizes open communication, promotes community, individual and family involvement, removes barriers to service and ensures continuous quality improvement.

## 5. Communicating effectively

CLBC focuses on effective two-way communication with key stakeholders, using existing channels and providing regular plain language updates. The website and newsletter have been redesigned to better inform constituents about CLBC's activities and projects. CLBC places an emphasis on listening to others' views and building on the shared values and principles in community living to enhance quality of life outcomes for individuals and families.



## Planning Context and Key Strategic Issues

### 1. Introduction

Along with introducing a new, person-centred approach to providing needed supports and services, change continues to occur in a planned and thoughtful way in virtually every aspect of the administration and delivery of BC's developmental disability service delivery system. This includes new business practices and information technology and management information systems, as well as changes in policy, field level practice and contract management. These initiatives are major in scope and many will require a number of years to complete. People also need to be able to work effectively in what will be an entirely new environment. This requires dialogue, and training and support for everyone involved in community living, in order to maximize the benefits that can be gained from CLBC's new approach to planning for and providing community supports and services.

### 2. Summary of Key Risks and Challenges

Below is a high-level summary of key risks and challenges that CLBC must be prepared to address in the short term as it continues to change the way in which community supports and services are designed and delivered.

#### 2.1 INCREASED DEMAND FOR SERVICE

Factors contributing to increased demand for services, and greater difficulty in managing costs, include:

- ✦ **Increasing population served** - Like the general population, health services and technology extend life expectancy of individuals with developmental disabilities. As a result, the overall population served is increasing
- ✦ **Increased support requirements with age** - As individuals age, their needs change and additional supports are required to enable them to live in the community, or they may need to move into expensive residential services. CLBC provides services to 28% of the predicted 35,400 people who meet the definition of developmental disability. The remainder do not access CLBC funded supports or they receive support from their families. As these individuals age, their needs can be expected to increase and some will likely approach CLBC for services
- ✦ **Earlier onset of age related needs** - Health issues occur up to 20 years earlier for people with developmental disabilities. Those aged 45-64 who CLBC serves will increase by 27% in the next five years resulting in an increased demand for enhanced services

- ★ **Increasing age of caregivers** - As individuals age, so do their parents and other informal caregivers. While some people supported at home may not require additional support, an increasing number who previously received no support or only day programs from CLBC will require residential support due to informal caregivers' declining health and capacity. This is particularly true of caregivers who will enter the 65+ and even the 80+ age group
- ★ **Children turning 19** - In the last three years 1,014 children with developmental disabilities turned 19. Resources are directed first to those with significant health and safety issues. Like the school system, which is experiencing increased demand from parents of children with special needs, parents expect CLBC to provide day support when children reach 19 years. Typically, if no services are available, these individuals are at home during the day with no structured activities. Opportunities for skill enhancement and inclusion are lost and some parents quit work to provide care. The family environment becomes stressful leading to crisis and potential breakdown. Under some circumstances, families may request CLBC to provide a safe living environment. Once this occurs, a full day program is often required, rather than a partial program or respite, and it is very difficult to move the young adult back to the family home. CLBC works to provide opportunities for these individuals
- ★ **Community awareness and expectation** - CLBC's creation has attracted significant local, national and international attention. BC self-advocates and families in particular expect that this will lead quickly to increased choice, service innovation, improved access, more services and reduced wait-times. It is also anticipated that some people currently not receiving services from CLBC, but who are or might be eligible, will seek supports
- ★ **Past Practice** - Since 1997, increasingly rigid health and safety criteria have been used to determine access to new and enhanced services. Generally, approvals have occurred where individual health or safety was at serious risk. Often, an expensive residential resource was funded when an earlier, planned response would have led to a lower cost option to maintain the individual in the family home. Supports required by many others were not provided until the issue became critical, resulting in an undocumented backlog of service requests. This has contributed to the growth of CLBC's official waitlist
- ★ **New Policy** - Eventually, a support plan will be required for each person who receives funded supports and services. CLBC's waitlist policy requires individuals and families to be notified of their plan's status and inclusion on the waitlist. CLBC has developed a waitlist of services as of March 2006. This is the first time there has been a comprehensive determination of people requesting services which provides an opportunity for much more effective planning

## 2.2 SUSTAINING STRONG SUPPORT FROM INDIVIDUALS, FAMILIES AND COMMUNITIES

The scope of change at the centre of the move to community governance – **changing the way supports and services are planned and delivered** - is fundamentally different from the previous service delivery model, and challenges people to think and act in different ways.

Sustaining strong support for CLBC's goals and objectives is challenging. This requires CLBC to address questions and concerns from various groups, while clearly communicating what it can, and cannot, realistically deliver.

## 2.3 DEVELOPING A SECURE AND ACCURATE ELECTRONIC INFORMATION SYSTEM

Providing quality supports and services requires current and accurate information about who is served, how they are served and at what cost, what the intended results are, what was achieved and why. This means building a new electronic information system that is both adaptable and secure.



The basic infrastructure of CLBC's PARIS information management system has been implemented after a period of development and testing; however, installation of additional available modules to fully support business processes will take a number of years to complete. Ongoing refinement will be required to maximize the potential of this information management system.

#### 2.4 MAINTAINING A LOW RISK APPROACH

Achieving CLBC's vision depends on successfully implementing clearly defined work roles, policies that put the people we support before the needs of the system, a new information management system and business processes, and contractual relationships with providers that focus on outcomes that enhance quality of life and citizenship opportunities for those served.

These changes will take time to make, and people need to become comfortable with a new way of thinking about and responding to the unique needs of adults with developmental disabilities, and children and youth with special needs. A key challenge is making the necessary changes to the way in which services are provided, while ensuring that the vulnerability of individuals served is not increased. CLBC is committed to maintaining a "low risk" approach where planned changes are implemented carefully.

### 3. Capacity

CLBC has a number of strengths that will help it to achieve its goals and objectives.

- ✱ CLBC has been in existence since July 1, 2005 and has benefited from lessons learned in transitioning to its new service delivery model. Field level managers and staff are becoming increasingly comfortable with their roles
- ✱ A great deal of thinking has focussed on service innovation and sustainability. CLBC has posted an innovation framework to its website that is intended to promote innovation and creativity in how supports and services are planned and delivered
- ✱ The senior management team provides continuity and possesses a blend of management experience in community living and other sectors, has strong organizational skills, understands the strengths and weaknesses of current service delivery and is knowledgeable about what is required to implement the new service delivery model
- ✱ Various international initiatives have guided the design of CLBC and lessons learned from other jurisdictions continue to assist implementing the new approach. For example, CLBC has introduced individualized funding, a key element of a more flexible and responsive system. Lessons learned from our own experience and jurisdictions in the United Kingdom and USA which have successfully implemented this important payment mechanism will continue to help shape implementation
- ✱ Although service demand currently exceeds financial capacity, many people in community living support CLBC and want to see more creative and flexible supports and services

The following issues need to be addressed because they have the potential to affect CLBC's overall performance.

- ✱ Making needed changes to how supports and services are funded, delivered and monitored, particularly as this relates to enhanced quality of life, depends on timely, accurate information and effective business and contracting processes. Systems that support these processes are being implemented; however, they must continue to be refined in ways that continue to support CLBC to achieve its vision, mission and mandate
- ✱ CLBC staff have said they need further training (e.g. community development) to help gain the skills to operate successfully in a new environment. For this reason, CLBC's second annual staff conference on April 16-17, 2007 will have a skill building focus



- ★ While CLBC's service delivery model is now fully implemented, it will take some time for staff to completely revise past practice approaches and to be comfortable working in a new way. This process of system and culture change will require the Board, management and staff to engage in open dialogue and to make necessary changes in policy and practice

#### 4. Summary of Strategies to Address Key Issues and Challenges

To continue to deliver optimal supports, CLBC will implement the following high-level strategies to maximize efficiency and effectiveness of service expenditures in the long term:

##### 4.1 MANAGING ACCESS TO SERVICES USING THE WAITLIST

Access to supports and services is governed by a waitlist policy that helps determine how financial resources are allocated in the nine Quality Service areas. As new services are provided to individuals and families, they are removed from the waitlist and as individual plans are completed service requirements and costs are amended to reflect approved requests in the support plan.

With the waitlist process on CLBC's website, and priority assigned predominantly by length-of-time-waiting, caregivers can work with CLBC and community partners to avoid crises developing. To support this, CLBC allocates a portion of funding for targeted amounts of respite to families on the waitlist.

Collecting reliable information is challenging and management recognizes that waitlist data could be more robust. This will be achieved over time as support plans are developed that benefit from the rigour and innovation that comes from person-centred thinking and planning. These measures will help ensure expenditures are within allocated amounts. However, it is anticipated the waitlist will continue to grow in the short term. Development of a children's waitlist will begin in 2007/08.

##### 4.2 OBTAINING VALUE FOR MONEY SPENT

Strategies to enhance value for money spent that commenced in 2006/07 include:

- ★ **Residential Options Project** - This systematic review of all people living in staffed residential resources will help determine if individuals wish to consider an alternative living situation that provides opportunities for greater independence and is potentially more cost-effective. This is the first comprehensive review of staffed residential resources in BC
- ★ **Ensuring Disability-Related Needs Are Addressed Appropriately** – An analysis of existing arrangements and new requests for supports and services is ongoing to ensure these match the person's disability-related needs and the cost benchmarks in the Catalogue of Services which identifies the type and cost of available supports and services. Two key elements of this process are central to CLBC's service delivery model:
  - ◆ **Individual Support Plans** - Development of support plans for each individual, which take advantage of existing generic community services, will help to avoid or minimize the use of CLBC funded supports
  - ◆ **Individualized Funding and Direct Payments** - Implementation of these two payment mechanisms will provide recipients with greater flexibility and decision-making control, and can enhance cost efficiency by as much as 8%<sup>1</sup>

*Innovation refers to new or significantly improved ideas, goods, services, processes or practices that are meant to be useful.*

<sup>1</sup> Stainton, Tim & Boyce, Steve (2004) I Have Got My Life Back: Users' Experience of Direct Payments. *Disability and Society*. V. 19, N. 5, 443-454.



#### 4.3 CLBC INNOVATION PROJECT

CLBC is raising awareness about more innovative options as an alternative to traditional program based approaches such as group homes and structured day services. These initiatives fall under this project:

- ✦ **CLBC Innovation Framework** - CLBC promotes choice and innovation in how it delivers supports and services. The innovation framework identifies key elements of CLBC's innovation development program and outlines how CLBC supports innovation
- ✦ **Innovation Website** - This section of CLBC's website provides an extensive list of links to innovation related materials and activities and identifies creative support options in BC that will interest people committed to innovation
- ✦ **Young Adults Community Options Initiative** - CLBC committed \$300,000 in 2006 to fund new ways to support young adults, who left school within the last three years, to obtain employment or engage in meaningful community activities. Four projects received funding. A selection committee of CLBC staff and community partners also serves as the innovation reference group
- ✦ **From Good to Great: Developing Person-Centred Agencies in BC (Phase 2)** - This project aims to increase service provider capacity to develop effective person-centred support plans which are key to developing innovative options and leveraging generic community services. Phase Two is being implemented in partnership with 21 community agencies
- ✦ **Innovation Support Network** – This group of service providers supports the development of creative options for individuals and families. The Network is exploring different ways CLBC and its partners can acknowledge and establish new and creative ways to support individuals and their families to achieve their goals. Additional roles include leadership, mentoring and providing technical support to other agencies interested in implementing innovative options

Greater awareness about what is possible must occur before there is a significant “trickle down” to everyday practice. Some agencies already provide innovative supports and an increasing number want to “re-model” existing services. Continued efforts to raise awareness about innovation and how it can be achieved, combined with individualized funding and person-centred planning, will support more individualized approaches in the years ahead.

#### 4.4 ADULT COMMUNITY LIVING RESEARCH PROJECT

This project is based in the School of Social Work and Family Studies at UBC, with research partners from UBC Okanagan, Kwantlen University College and the Roeher Institute. Investigators will make recommendations on the potential application of innovative models and practice approaches in these areas: 1) Services to seniors; 2) Alternatives to group homes; 3) Non-residential supports; and 4) Services for young adults aged 19-24. The researchers completed literature reviews in each area and conducted a preliminary review of programs in BC, Canada, and internationally. Focus groups, and interviews with individuals and families, were held to determine what is and is not working, and what participants want to see in the future.

The final phase will begin in 2007 with a large-scale survey of service users and families on issues identified in the previous phases of the research. Researchers will also speak to service providers and professionals adding another level of understanding of programs and supports that are working well and these will be inventoried.

The result will be a detailed picture of effective community living supports available in BC, as well as options working elsewhere, that show promise in meeting individual needs. Research findings will be shared widely once the final reports are completed.



#### 4.5 CONTINUE TO REFINE IMPLEMENTATION OF CLBC'S SERVICE DELIVERY MODEL

CLBC's model seeks to enhance the person-centred focus of planning, increase effective utilization of community resources, encourage innovative support models and practice approaches, and decentralize budgetary authority and accountability to support local decision making. Communities will have input through Community Councils into budget priority setting, service innovation and in assessing the performance of CLBC and contracted providers. Because person-centred thinking and practice is new to many people, efforts must continue to encourage open dialogue and to provide training and support to all stakeholders to ensure that the potential in this new model is realized.

#### 4.6 IMPROVE PLANNING SUPPORT TO AVOID CRISES

This strategy involves developing and funding person-centred support plans for new requests for support or service enhancements. Person-centred planning is based on use of the Individual and Family Support Policy that outlines how funding and services can be accessed. Individuals and families, with support from facilitators and service providers as required, can carry out planning. The goal is to provide person-focused and cost effective supports and services that meet people's disability-related needs, and also helps CLBC to avoid costly health and safety crises responses.

Individual support plans are a cornerstone of the vision for community living services and the effective management of scarce resources. Improving planning support requires an investment in training for all stakeholders including CLBC's analysts who review and approve requests for funded supports and services.

#### 4.7 IMPLEMENT IMPROVED CONTRACT MANAGEMENT PRACTICES

This strategy involves developing, in consultation with our service partners, contract policies and processes that reflect output and outcome based contracting, evaluating all existing contracts based upon those measures and amending contracts that do not meet effectiveness and efficiency criteria. The Catalogue of Services will assist in benchmarking costs and contracting, and promote transparency and equity.

#### 4.8 IMPLEMENT ENABLING INFORMATION TECHNOLOGY

A critical obstacle to effective system management is the lack of comprehensive and reliable data on the actual needs of individuals in the system, the nature of the services they receive and the cost of those services. The new information technology system now being implemented will allow CLBC staff to access accurate information in a timely way and input information more efficiently. This is particularly important for facilitators who are required to spend more time in the community with individuals and families. A key to this direction is the PARIS information management application that provides the electronic social service record for individuals receiving CLBC funded services and supports.

Information collected by staff will help develop individual support plans that link the needs and goals of individuals and families to generic community services and funded supports and ensure maximum flexibility for individuals and families. This will enhance CLBC's ability to gather information on individuals, services and service providers to improve planning and decision-making. Privacy rights of individuals and families will be respected. Work on this system will continue for a number of years.

#### 4.9 THE FAMILY INDEPENDENCE FUND

Government provided \$30 million to CLBC to establish the Family Independence Fund. This Fund provides one-time only grants to eligible families to assist them in keeping their children or young adults in the family home. The Vancouver Foundation administers the granting process. The first grants were made in the fall of 2006.



#### 4.10 INCREASING COMMUNICATION

CLBC continually seeks to increase its communication with individuals, families, interested community members and other stakeholders on the mandate of CLBC. This helps clarify what CLBC hopes to achieve and provides information about the different types of supports and services it can and cannot provide.

Strategies include continuing to develop a database of individuals and families served to support direct communication, and increasing the circulation of the bi-monthly newsletter and the number of people who visit the website.

CLBC also routinely seeks community input on different initiatives and projects from its stakeholders through a number of working groups. This two-way communication will be further enhanced through the imminent establishment of the Advisory Committee and Community Councils.

### 5. Key Strategic Issues

The four key strategic issues below have the potential to adversely impact CLBC's planning in the next three years:

- ✦ **Managing the process of change** – Moving to a new community governance and service delivery model is the most significant change in community living since the deinstitutionalization movement (1975–1996). Sustaining a shift of this magnitude is a very complex undertaking and requires each person to examine old problems through “new eyes”. Supporting stakeholders to understand what is required in order to think and act in entirely new ways will greatly assist efforts to achieve what is possible under CLBC's new approach
- ✦ **Recruitment and retention** – The quality of community supports and services is dependent on the ability of not-for-profit organizations and private agencies to recruit and retain qualified staff. BC's strong economy means many contractors are experiencing serious labour shortages
- ✦ **Service provider cost pressures** - CLBC must continue to ensure that financial compensation remains competitive, or there is a risk that some community service providers may withdraw their services
- ✦ **Eligibility issues** - CLBC's current eligibility criteria restrict access to supports and services to individuals with a documented developmental disability. Any expansion of these criteria, whether in response to a Court Ruling or public advocacy, would have significant financial, policy and practice implications for CLBC.

There are a significant number of vulnerable adults who have been identified who require supports and services but for whom no one ministry or authority has statutory or assigned responsibility. Addressing the needs of this vulnerable population is a government wide issue



## *Goals, Objectives, Strategies, Measures and Targets*

### Introduction

CLBC's long-term goal, objectives, strategies, performance measures and targets for the next three years are below.

Performance measures and targets will continue to be refined as new and better information becomes available.

### CLBC's Long Term Goal

**CLBC's long-term goal is to provide supports and services that are responsive and accountable to the needs and citizenship aspirations of individuals and families CLBC is mandated to serve.**

Between July 1 and December 31, 2005 CLBC laid the foundation necessary to achieve its important long-term goal by beginning to establish new policies and practice guidelines and a completely new technical and business process infrastructure. At the same time, it operated the service delivery system transferred from MCFD on a status quo basis.

Between January 1, 2006 and July 31, 2006 CLBC completed implementation of its service delivery model. This included establishing new office locations, staff roles and business processes.

During the period of 2007/08 – 2009/10, CLBC will focus on refining the operation of its service delivery model. This will include the continuance of staff training and making any necessary changes to its business processes and the way in which supports and services are developed and implemented in BC.

CLBC recognizes that many different issues need to be addressed over time to fully achieve the benefits of moving to community governance. The objectives, strategies, performance measures and targets in this Service Plan have been selected because they represent priority areas where progress must be made in the short term. Successful achievement in these areas will lead to a more flexible, responsive and sustainable system that serves more people in innovative ways.

### Objectives, Strategies, Performance Measures and Targets

CLBC has identified five main objectives to achieve its long-term goal.

- ✱ **Successfully operate community living services during transition**
- ✱ **Build capacity in CLBC's staff, systems and processes**
- ✱ **Implement innovative and responsive services**
- ✱ **Increase choices for individuals and families**
- ✱ **Increase community awareness and involvement in CLBC**





## CLBC Performance Plan Summary

Great Goal #3	<b>MISSION: CLBC 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.</b>		
	Goal	Objectives	Performance Measures
<p>Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.</p>	<p>To provide supports and services that are responsive and accountable to the needs and citizenship aspirations of individuals and families CLBC is mandated to serve.</p>	<p>1. Successfully operate community living services during transition</p>	<ul style="list-style-type: none"> <li>✱ Number of adults with developmental disabilities served</li> <li>✱ Number of children and youth with special needs and families served *</li> <li>✱ Percentage of people requesting CLBC funded supports and services for the first time that have an individual support plan</li> </ul>
		<p>2. Build capacity in CLBC's staff, systems and processes</p>	<ul style="list-style-type: none"> <li>✱ Percentage of staff who receive competency based training specific to their role</li> <li>✱ Percentage of staff who demonstrate through testing they have successfully applied what they have learned through training *</li> <li>✱ Percentage of staff who achieve their annual performance goals *</li> </ul>
		<p>3. Implement innovative and responsive services</p>	<ul style="list-style-type: none"> <li>✱ Increase in the number of people receiving CLBC supports who express satisfaction with CLBC services</li> <li>✱ Percentage of adults currently receiving residential or day services who have an individual support plan in place</li> </ul>
		<p>4. Increase choices for individuals and families</p>	<ul style="list-style-type: none"> <li>✱ Number of people using individualized funding to purchase supports and services</li> <li>✱ Number of people receiving direct payments for adult respite</li> </ul>
		<p>5. Increase community awareness and involvement in CLBC</p>	<ul style="list-style-type: none"> <li>✱ Number of unique people who visit CLBC's website</li> <li>✱ Number of people who receive CLBC's newsletter</li> </ul>

\* New performance measure



## Objective #1: Successfully Operate Community Living Services During Transition

Continuing to refine the system so that it responds to individuals' and families' needs in a timely and effective manner, and ways that are consistent with CLBC's vision and mission, will take a number of years. Transition is the time stakeholders require to develop the knowledge, skills and competencies required to successfully implement person-centred thinking and practices. This is the basis of a fully transformed system.

During this period, it is critical that individuals and families served now continue to receive needed supports and services without interruption. Developing individual support plans will also assist people seeking funded supports from CLBC for the first time to meet their needs.

### 1.1 STRATEGIES

Strategies to operate community living services successfully during the transition period:

- ✦ Ensure continuation of supports and services for those people served now
- ✦ Develop a support plan for each new individual receiving funding or supports from CLBC
- ✦ Share information with individuals, families, service providers and community members through public meetings, website, newsletter and other printed materials to increase understanding about CLBC's activities and initiatives
- ✦ Finalize agreement with MCFD on the delivery of children's programs and services

### 1.2 PERFORMANCE MEASURES

An indicator of CLBC's capacity is the number of individuals and families with open files who receive funded supports as well as services such as information and referral support from facilitators.

Because a support plan helps determine provision of funded supports and services, it is important to increase the percentage of people who have a support plan in place that receive CLBC funded supports and services for the first time. This will help CLBC enhance its planning capacity and develop new, innovative approaches to meet identified needs.

PERFORMANCE MEASURES	TARGETS				
	2005/06 Actual	2006/07 Forecast	2007/08	2008/09	2009/10
1. Number of adults with developmental disabilities served.	9,946	10,306 *	10,685 *	11,089 *	11,510 *
2. Number of children and youth with special needs and families served. **		9,036	9,390	9,779	10,209
3. Percentage of people requesting CLBC funded supports and services for the first time that have an individual support plan.		Create baseline (moved from 2005/06)	To be determined	To be determined	To be determined

✦ \* Numbers have been updated to reflect current trends

✦ \*\* New performance measure

✦ Note: The performance measure - *Percent of adults requiring residential supports who are offered and accept options other than the traditional group home model* – has been removed from this Service Plan. This is a historical measure first used by MCFD in their 2005/06 – 2007/08 Service Plan that is no longer appropriate, as CLBC has successfully transitioned to its new service delivery model



## Objective #2: Build Capacity in CLBC's Staff, Systems and Processes

CLBC's service delivery model uses new business processes and work roles. Successful long-term implementation requires a significant investment in training, policy development, tools to support a different practice framework and new business processes and infrastructure.

### 2.1 STRATEGIES

Key strategies to build capacity in CLBC's staff, systems and processes:

- ✦ Continue to provide training for all staff on their role in CLBC's service delivery model
- ✦ Begin the process for CLBC to become accredited by 2010
- ✦ Define business processes for all aspects of CLBC's service delivery model
- ✦ Continue to implement an electronic information management system

### 2.2 PERFORMANCE MEASURES

Effective ongoing implementation of CLBC's service delivery model requires all staff, and in particular, facilitators and analysts, to receive timely, appropriate training. A key performance measure is the percentage of new and existing line staff who receive competency based training specific to their role.

Staff must also successfully demonstrate they can apply what they have learned through training. For example, staff has received (and continues to receive) training in the use of CLBC's PARIS information management application. CLBC will design testing to determine the actual level and nature of staff use of PARIS. Facilitators have also received specific training on person-centred thinking and planning and how to apply this to individual support plans. CLBC will track both the number and quality of plans completed. The actual testing methodology will be developed this year.

CLBC will also begin a staff performance management process in 2007/08. Goals will be set at the beginning of each year in line with CLBC's operational goals. Planning will start with the service and operational plans and cascade down from the CEO through the senior management team to field level managers and then to individual staff.

Individuals will establish SMART goals (specific, measurable, achievable, relevant and timely) and identify ways results will be measured. For example, this could be through feedback, evaluations or specific outcomes. Staff will also identify personal learning goals. Both sets of goals will become part of their Individual Performance Plan.

PERFORMANCE MEASURES	TARGETS				
	2005/06 Actual	2006/07 Forecast	2007/08	2008/09	2009/10
1. Percentage of staff who receive competency based training specific to their role.	N/A *	100%	100%	100%	100%
2. Percentage of staff who demonstrate through testing they have successfully applied what they have learned through training. **	N/A *	Conduct testing to establish a baseline	20% over baseline	20% over previous year	20% over previous year
3. Percentage of staff who achieve their annual performance goals. **	N/A *	Establish baseline	20% over baseline	20% over previous year	20% over previous year

✦ \* N/A – Not applicable

✦ \*\* New performance measure



## Objective #3: Implement Innovative and Responsive Services

CLBC is committed to implementing innovative, responsive supports and services based on personal choice which meet the unique needs of individuals and families served. This will assist CLBC to use its resources more effectively and help to reduce the waitlist.

Due to a long-standing reliance on traditional service models such as group homes and structured day programs, achieving this objective requires CLBC staff, individuals, families and service providers, to re-think “what is possible”. This will require an investment in both training and public education to raise awareness about different options.

### 3.1 STRATEGIES

Key strategies to support this objective:

- ✦ Implement and refine as necessary a Catalogue of Services that identifies the type and cost of available services, while providing the flexibility needed to develop entirely new options. The Catalogue is intended to facilitate consistency in contracting and promote transparency and equity in the allocation of financial resources
- ✦ Develop and implement appropriate individual safeguards where requested or required
- ✦ Develop and implement Home Living Standards and a Successful Practices Guide to support smaller family homes that provide services to adults
- ✦ Increase agency capacity to provide supports and services, consistent with CLBC's vision and mandate, by establishing a contract framework that focuses on person-centred outcomes
- ✦ Increase awareness and availability of innovative residential and community support options for adults with a developmental disability
- ✦ Develop individual support plans for individuals now supported by CLBC
- ✦ Identify individuals in group homes who wish to move to alternative living arrangements and recruit and train appropriate residential caregivers (Residential Options Project)

### 3.2 PERFORMANCE MEASURES

A key performance measure is the percentage of people who express satisfaction with services received. Random surveys are conducted with people who receive, or are eligible to receive, CLBC funded supports and services. This includes direct services provided by contractors as well as planning support provided by facilitators.

Data analysis of surveys conducted in three of CLBC's nine Quality Service Areas in the past year is now underway. Indications are that approximately 60% of people surveyed are satisfied. Previous satisfaction level targets for 2007/08 and 2008/09 were percentage increases of 20% and 30% respectively above a baseline to be established in 2006/07. Because we now have a preliminary baseline, and for the sake of greater clarity and public understanding, these targets have been revised to reflect an actual percentage increase in satisfaction levels. Accordingly, targets for the three-year period of 2007/08 – 2009/10 are now 65%, 70% and 80% respectively.

As well, achieving real service innovation over time will require all people now served in residential or day programs to have an individual support plan in place that clearly identifies their personal goals and objectives. The individual support plan is the primary vehicle used by CLBC to make decisions about the allocation of both individualized funding and already funded supports and services provided by community service providers.



PERFORMANCE MEASURES	TARGETS				
	2005/06 Actual	2006/07 Forecast	2007/08	2008/09	2009/10
1. Increase in the number of people receiving CLBC supports who express satisfaction with CLBC services.	N/A	Establish baseline (Initial data analysis suggests a 60% figure)	65% * (Was 20% increase from baseline)	70% * (Was 30% increase from baseline)	80%
2. Percentage of adults currently receiving residential or day services who have an individual support plan in place.	Establish baseline	5%	15%	25% ** (Was 50%)	35%

✱ \* Targets revised from the previous Service Plan

✱ \*\* Target revised in light of total number of people requiring a support plan

✱ Note: The performance measure - *Number of adults who choose and successfully move from a staffed residential arrangement to a more individualized option* – has been removed from this Service Plan. Adults with developmental disabilities will continue to be offered choices with respect to where they live, however, CLBC does not have any pre determined targets

### Objective #4: Increase Choices for Individuals and Families

Increasing the range of choices beyond current support and service models is necessary for individuals and families to enhance quality of life and achieve their personal goals. Implementation of individualized funding will provide people will opportunities to exercise greater control over the supports and services they choose or develop, and how they are provided. Similarly, making direct payments available to families will enable them to purchase needed respite in flexible and creative ways.

Available research demonstrates that people who control how funding is spent can effectively meet their needs in a cost effective manner. They also report a sense of greater empowerment. Associated with this consumer directed approach is a need to provide education and training in order to increase people’s general awareness about what is possible.

#### 4.1 STRATEGIES

Key strategies to increase choices:

- ✱ Implement individualized funding and direct payments
- ✱ Make the support of host agencies (who act as employers of record) available to individuals and families who want assistance with arranging, purchasing and managing their supports and services
- ✱ Implement new financial policies to support CLBC’s service delivery model
- ✱ Educate stakeholders about service innovations and options
- ✱ Conduct research on innovative service delivery models and best practices

#### 4.2 PERFORMANCE MEASURES

Choice must be exercised within an environment where people have maximum opportunities to define and meet their needs. Individualized funding and direct payments are mechanisms that have the potential to help shift towards a system in which personal choice is the driver of what people create, or access, to meet their identified needs. Key performance measures that speak to this outcome are the number of people who choose to use individualized funding or direct payments to purchase needed supports and services.



PERFORMANCE MEASURES	TARGETS				
	2005/06 Actual	2006/07 Forecast	2007/08	2008/09	2009/10
1. Number of people using individualized funding to purchase supports and services.	0	25	50	150	300
2. Number of people receiving direct payments for adult respite.	0	150 * (Previous target was 25)	350 * (Previous target was 75)	475 * (Previous target was 125)	600 * (Previous target was 350)

\* Forecast for 2006/07 is higher due to allocation of increased resources and higher than anticipated uptake by families. Subsequent yearly targets have been adjusted upwards accordingly

## Objective #5: Increase Community Awareness and Involvement in CLBC

Successful community governance depends, in large part, on the extent to which community members from all stakeholder groups are aware of, and involved in, CLBC's activities and initiatives. Community members have diverse backgrounds and experiences that CLBC can use to inform both its policy and practice directions.

### 5.1 STRATEGIES

Key strategies to achieve this objective include:

- \* Raise general awareness about CLBC's supports and services by increasing the number of people who receive CLBC's newsletter and visit its website
- \* Use various communication methods to share information with stakeholders about CLBC's activities and initiatives
- \* Work with the Advisory Committee and Community Councils to facilitate two-way communication

### 5.2 PERFORMANCE MEASURES



Increasing the community's awareness of and involvement in, the work of CLBC depends on increasing the number of people who learn about CLBC's various activities and projects. CLBC needs to ensure that its various communication approaches successfully engage community members. This will help ensure their views and concerns are heard and understood and, where appropriate, incorporated into CLBC's work. This will support the likelihood that stakeholders will want to become further involved in CLBC activities and projects.

Two performance measures that indicate people are learning more about CLBC, and also support increased engagement, are the number of unique people who visit CLBC's website and the number of people who receive the bi-monthly newsletter. In CLBC's 2006/07 – 2008/09 Service Plan, the **Number of opportunities for information exchange between CLBC and its community partners** was proposed as a performance measure. It has been difficult to identify meaningful ways to measure this so it has been removed in this Service Plan.



PERFORMANCE MEASURES	TARGETS				
	05/06 Actual	2006/07 Forecast	2007/08	2008/09	2009/10
1. Number of unique people who visit CLBC's website.	Baseline not set (data lost by web hosting company)	45,000 unique visitors	45,900	46,818	47,754
2. Number of people who receive CLBC's newsletter.	Establish baseline (1700)	2,100	2,250	2,450	2,675

\* NOTE: Performance measure from the previous Service Plan - *Number of opportunities for information exchange between CLBC and its community partners* – has been removed.



## Summary Financial Outlook

The following table provides the summary financial revenue and expenditure for 2005/06, the current forecast for 2006/07, the budget for 2007/08 and the forecast for 2008/10.

<b>Operating Revenue &amp; Expenditures</b>					
<b>\$ millions</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
	<b>Actual</b>	<b>Forecast</b>	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>
	Note 1				
<b>Revenue</b>	Note 2				
Operating Contributions from the Province	424.6	610.2	646.7	671.5	700.5
Recoveries from MCFD	7.2	11.3	26.6	25.9	25.0
Other Contributions & Recoveries	3.8	7.4	6.9	6.9	6.9
Interest & Other Income	5.4	1.9	1.7	1.7	1.7
Amortisation of Capital Grants	-	0.6	1.0	1.2	1.6
Total Revenue	441.0	631.4	682.9	707.2	735.7
<b>Expenditures</b>					
Contracted Services					
Adult & Provincial Services	377.7	530.2	564.0	589.3	617.3
Children's Services	-	53.1	69.2	68.9	68.5
Regional Operations & Administration	33.1	46.4	48.1	47.0	47.6
Family Independence Fund Grant	30.0	-	-	-	-
Capital Asset Amortisation	-	1.0	1.6	2.0	2.3
Total Expenditures	440.8	630.7	682.9	707.2	735.7
<b>Net Income(Loss)</b>	0.2	0.7	-	-	-
<b>Net Assets (retained earnings) (\$ millions)</b>	1.4	2.1	2.1	2.1	2.1
<b>Capital Expenditures (\$ millions)</b>	3.7	2.5	2.2	2.0	2.0
<b>Full Time Equivalents</b>	446	489	494	474	474
Note 1	Nine months only.				
Note 2	Contributions from the Province excludes contributions for capital purposes				

CLBC was incorporated July 1, 2005 and accordingly the results for 2005/06 represent nine months of operation and reflect the revenue and expenditure to provide community living services to adults. On April 1, 2006, CLBC assumed budgetary responsibility from MCFD, and received operating contributions from the Province, for a segment of the children receiving community living services. During 2006/07, CLBC has assumed contract responsibility for community living services for a further group of children, the funding for which is provided through recoveries from MCFD.

### Contributions from the Province

Contributions are provided by the Province through transfers to CLBC under Voted Appropriation 21 within MCFD. Additionally, CLBC receives contributions-in-kind of information technology infrastructure provided without charge and, in 2005/06, a one-time contribution to establish the Family Independence Fund administered by the Vancouver Foundation.





The 2007/08 budget includes an increase in contributions from the Province of \$36.5 million compared to the 2006/07 budget. \$17.0 million of this relates to compensation and other cost pressures and adjustments arising in our contracted service providers and within CLBC's own operations. The balance of \$19.5 million is available to provide new or enhanced services to adults.

<b>Contributions from the Province</b>					
<b>\$ millions</b>	<b>2005/06 Actual</b>	<b>2006/07 Forecast</b>	<b>2007/08 Budget</b>	<b>2008/09 Forecast</b>	<b>2009/10 Forecast</b>
	<small>Note 1</small>				
<b>Vote 21</b>					
Operating Contributions	392.4	608.0	646.0	670.8	699.8
Capital Contributions	4.1	1.7	0.5	2.0	2.0
	396.5	609.7	646.5	672.8	701.8
<b>Other Operating Contributions</b>					
Information Technology services-in-kind	2.2	2.2	0.7	0.7	0.7
Family Independence Fund Grant	30.0	-	-	-	-
	32.2	2.2	0.7	0.7	0.7
<b>Total Contributions</b>	<b>428.7</b>	<b>612.0</b>	<b>647.2</b>	<b>673.5</b>	<b>702.5</b>

Note 1: Nine months only.

### *Recoveries from MCFD*

In addition to providing services to CLBC supported children, CLBC provides regional staff and management functions for children's services funded by MCFD. During 2006/07, CLBC also assumed contracting responsibility for these services. CLBC recovers the staff, operational costs and contracted service costs from MCFD.

### *Other Contributions and Recoveries*

Other contributions and recoveries arise from cost sharing agreements with BC Health Authorities and the Federal Government, and Federal support payments related to children in care.

### *Contracted Services*

Supports to individuals served are provided through contracted agencies in communities across BC. Supports are ongoing commitments of resources and when implemented part way through a year they annualize to a higher level. As a result, CLBC's regional management monitors budgetary commitments on a multi-year basis, understanding the impact of the support commitments they make both in the current fiscal year and the following fiscal year as the costs annualize.

In addition, regional management is constantly monitoring services and working with providers to ensure that supports provided are appropriate to people's disability-related need and are delivered in the most cost effective manner. This ongoing activity will be augmented by the Residential Options Project, which commenced in 2006/07.

By March 31, 2007, the project team will have interviewed all adults in staffed residential resources and identified those that wish to consider moving to an alternative, more individually structured, residential setting.



The 2007/08 budget estimates that CLBC's ongoing focus and monitoring, plus the implementation of individual choices from the Residential Options Project, will result in savings of \$7.6 million in 2007/08 (Forecast 2006/07 - \$4.1 million) which can be re-directed to providing new or enhanced services to other individuals. With these savings and the increased contribution from the Province for service growth, CLBC will be able to implement new or enhanced services for adults with an annual cost of \$27.1 million (Forecast 2006/07 - \$27.6 million).

Within children's contracted services, CLBC will continue to focus on maintaining family integrity by committing resources to family support as they are freed up from residential services.

### *Budget Assumptions/Risk Assessment*

Demographic and inflationary assumptions adopted in preparing the budget are as directed by the Province and includes increased compensation costs and associated funding arising from the collective agreements.

Service demand has been projected based on eligibility criteria that are currently applied to the population CLBC now serves.

Forecast demand for new and enhanced services exceeds resource increments included in this budget. Addressing this growing demand will require the successful implementation of a number of initiatives designed to utilize existing resources more effectively, including:

- ✦ Increased utilization of alternative residential models
- ✦ Improved planning support to avoid crisis, including providing more respite support
- ✦ Improved contracting practices

In particular, the level of new-service provision is dependent on the success of the Residential Options Project, which will be determined by:

- ✦ Number of individuals choosing to pursue an alternative residential model
- ✦ Level of service provider cooperation and participation in such a transition
- ✦ Ability of CLBC staff to expedite individual moves at a time of considerable change within CLBC operations

Key risks identified earlier in this plan may become more critical should service demand exceed CLBC's ability to respond.

- ✦ Loss of support from individuals, families and communities could compromise CLBC's service re-design and reduce the effectiveness of initiatives to improve resource utilization and introduce such innovations as individualized funding
- ✦ Inability to properly fund person-centred plans or provide respite support may increase the utilization of more expensive resources in response to crisis

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 is undertaking significant organizational change as well as implementing a comprehensive, organization-wide management information system and addressing the cost implications of significant service demand pressures. To mitigate risk inherent in change of such size and complexity, CLBC is following a project management discipline and has implemented comprehensive management reporting processes.



## Capital Budget

Capital expenditures are funded by restricted contributions from MCFD. Such contributions are deferred capital contributions and are amortized to income over the life of the related asset. Expenditures include information systems, furniture, leasehold improvements and vehicles.

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 \$6.9 million in 2007/08 and \$0.6 million in 2008/09 and 2009/10. This funding is available subject to approval of Treasury Board of specific capital projects.

## Glossary

**Accreditation** – Accreditation is a way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/peer reviewers from a third party accrediting body check an organization against national or international standards. The same standards of the accrediting body are used for all similar organizations surveyed.

**Advisory Committee** – A 10-member committee that provides CLBC's Board of Directors with a provincial point of view in these areas: reviewing satisfaction levels with CLBC's services by gathering information through members' communication networks, and making recommendations for improvements in CLBC's Service Plan and Strategic Plan; recommending policy and practice to improve quality of life for people served by CLBC; exploring long range issues that may affect CLBC and recommending solutions; and collecting and sharing information throughout BC on new support options.

**Analyst** – A CLBC staff member who determines eligibility, makes decisions on requests for funding and/or services and monitors contracts, assesses system gaps, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

**Children's Transformation Working Group** – A group of stakeholders that represent the community's interests in the establishment of CLBC and the development of children's programs and services.

**Child/Youth and Family Support Plan** – A plan that families can develop on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors, that identifies how their child's or youth's disability-related needs will be met, and what their goals are for living in the community.

**Community Council** – A voluntary body in each of the 17 Community Living Centre areas that operates using guidelines established by CLBC and whose roles include stimulating new service approaches, helping to set local budget priorities and providing feedback on how CLBC and service providers at the community level are responding to the needs of individuals and families.



**Community Governance** – A model of decision-making authority in which those most impacted by disability, including individuals with developmental disabilities, family members, and others with a significant connection to disability play a central role in governing the delivery of services and supports to adults with disabilities and children and youth with special needs and their families.

**Community Living Authority Act** – An Act of BC's legislature that provides the statutory basis for CLBC.

**Developmental Disability** – Presence of a developmental disability is determined by an assessment provided by a registered psychologist.

**Direct Funding** – A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

**Facilitator** – A CLBC staff member who provides information, advice and practical support to eligible individuals and families, independent from service providers and CLBC funding decisions, to assist them to develop and implement individual support plans.

**Home Living Standards** – Standards that have been developed specifically for smaller, unlicensed homes (family care) that are not required to be accredited. CLBC has identified 14 domains against which these homes will be evaluated that range from individual care and support, and home environment, to community inclusion.

**Individualized Funding** – Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a support plan. The amount of funding is based on the person's identified disability-related needs.

**Individual Support Plan** – A plan that adult individuals can develop on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors, that identifies how the person's disability-related needs will be met, and what their goals are for living in the community.

**Memorandum of Understanding** – An agreement between MCFD and CLBC that outlines how the delivery of children's services and programs occurs and clarifies the roles and responsibilities of both parties.

**Provincial Assessment Centre** – A designated 12-bed Provincial Mental Health Facility that provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a dual diagnosis who are 14 years and older experiencing mental illness and/or other severe behavioural issues or challenges.

**Safeguards** – Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness.

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

**Shared Care** – A model being developed by CLBC to provide individualized, flexible, out-of-home living supports for children with special needs

**Successful Practices Guide** – This Guide accompanies the Home Living Standards and provides home living contractors with information, ideas and materials on best or successful practices that will assist them to effectively support individuals within the community and their homes.



