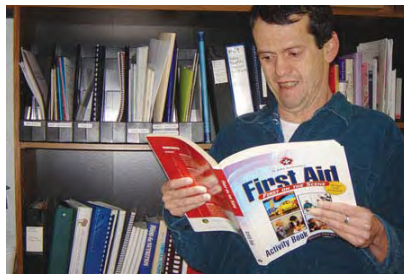


COMMUNITY LIVING BRITISH COLUMBIA

2010/11 - 2012/13

SERVICE PLAN



March 2, 2010

Message from the Board Chair

March 2, 2010

The Honourable Rich Coleman
Minister, Housing and Social Development
Province of British Columbia

Dear Minister Coleman:

On behalf of the Board of Directors of Community Living British Columbia (CLBC), I am pleased to present our 2010/11 – 2012/13 Service Plan. In addition to serving adults with developmental disabilities, CLBC is now responsible for adults diagnosed with Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder who also have significant limitations in adaptive functioning.

CLBC is committed to providing high quality, sustainable supports and services; however, we recognize government alone cannot meet the needs of all people with a developmental disability who require support or services. We are exploring the role social innovation can play in shaping the future in the direction of greater resilience. We also recognize the need to engage new partners by leveraging funds already committed by government. Coupled with partnerships with people and organizations the community living sector has historically not considered when thinking about solutions, this will create new approaches to innovative and sustainable service delivery. CLBC will also continue to invest in preventative services and in building family capacity and resiliency.

CLBC focuses on quality of life outcomes using person-centred planning, while delivering needed supports and services in a cost effective way. We support these efforts by focusing on achieving better coordination and understanding amongst our field staff to create greater customer responsiveness and satisfaction. CLBC continues to be challenged to meet the demand for service, which has continued to grow due to population growth and increased awareness and identification of those needing support. Individuals with disabilities are also aging; leading to complex support needs. Families and other caregivers are also aging, placing further stress on the system.

CLBC will manage these challenges by reviewing existing service commitments and delivery methods to identify other more innovative and potentially cost effective approaches and more closely align the funding of services to each person's disability-related needs. These approaches will be supported by use of innovative payment methods such as individualized funding and direct payments that research shows can lead to more responsive, cost effective services. Enhancements to our information management system have also helped with tracking and reporting cost effective options. Supported by community crisis response networks, these approaches are helping with early identification, crisis prevention and crisis avoidance.



**CLBC Board of Directors' Chair
Lois Hollstedt**

CLBC continues to strengthen collaborative relationships with its government partners. Cost sharing agreements exist with the Ministry of Health Services where there is a joint mandate. A major initiative underway with the Ministry of Housing and Social Development (MHSD) continues to increase employment opportunities for adults with developmental disabilities. Led by an Aboriginal Advisor supported by an Advisory Committee, CLBC is working with Aboriginal leaders and communities to raise awareness about CLBC and identify culturally appropriate ways to meet the needs of people of Aboriginal ancestry who are eligible for CLBC supports and services.

CLBC partners with an Innovation Support Network made up of service providers who are committed to bringing creative support and service options to scale in the community. This year, the network will focus on increasing employment opportunities, building personal networks and developing partnerships with new stakeholders.

Terms of Reference for CLBC's Community Councils were revised in 2009. These terms enable Councils to focus on collaborating with community partners to support full participation of people with developmental disabilities in their communities. This focus aligns with CLBC's vision of adults with developmental disabilities living good lives in welcoming communities. Terms of Reference for the Advisory Committee to the Board were also revised in 2009 to create stronger linkages with the work of Community Councils. The Advisory Committee is made up of people with a developmental disability and family members and assists the Board with governance and decision making by providing information on issues that have provincial implications for CLBC. CLBC also obtains community input on important policy and operational issues through various working groups.

CLBC is committed to supporting provincial government efforts to reduce greenhouse gas emissions. Our Go Green Committee continues to work with our staff to identify ways to help CLBC become carbon neutral in 2010. CLBC's goal is to become British Columbia's greenest crown agency.

The Board believes that the necessary foundation for a responsive and sustainable service delivery system is well on its way to being established. Together, with our skilled and committed staff, dedicated volunteers and many community and government partners, we are confident we will achieve the objectives set out in this Service Plan.

Accountability Statement

This 2010/11 - 2012/13 CLBC Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included in the plan and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of March 2, 2010 have been considered in preparing the plan. The performance measures presented are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,



Lois Hollstedt
Board Chair, Community Living British Columbia



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Overview of Community Living British Columbia

Established in July 2005, CLBC is a crown agency that is responsible for funding supports and services that meet the disability-related needs of eligible adults with developmental disabilities and their families throughout the province. CLBC uses an assessment by a registered psychologist that applies the criteria for mental retardation (cited in the *Diagnostic and Statistical Manual of Mental Disorders*) to confirm a diagnosis of developmental disability. These criteria include age of onset, intellectual functioning and adaptive behaviour.

On February 1, 2010, CLBC began funding supports and services for a new group of adults with the diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or Pervasive Developmental Disorder (PDD) who also have significant limitations in adaptive functioning.

Services for children and youth with special needs and their families were transferred to the Ministry of Children and Family Development (MCFD) effective October 31, 2009.

This 2010/11 – 2012/13 Service Plan sets out CLBC's plans for the next three years to fund and manage supports and services for adults within available resources. The Service Plan also details how CLBC will be accountable for its performance by outlining strategies it will use to achieve its goals and identifying how it will measure progress. Development of this Service Plan has been guided by:

- ◆ Crown Agencies Resource Office *2010/11 – 2012/13 Service Plan Guidelines for Crown Corporations*
- ◆ *Shareholder's Letter of Expectations* provided to CLBC by the Minister of Housing and Social Development (MHSD) as the Minister responsible
- ◆ Accountability and performance framework documents developed and approved jointly by MHSD and CLBC
- ◆ CLBC's Board of Directors and Senior Management team



Brad Erhardt at the Courtney Self-Advocate Resource Centre.

1. ENABLING LEGISLATION AND MANDATE

The *Community Living Authority Act* sets out CLBC's mandate which includes developing operational policies, ensuring standards are met and managing funds and services that address the needs of eligible adults. CLBC is accountable to the legislature through MHSD, which is responsible for funding, setting and communicating government's mandate, policy and priority direction to CLBC and overseeing the organization's performance.

2. VISION, MISSION AND VALUES

CLBC has a vision of full citizenship in which adults with developmental disabilities lead good lives; enjoy rich relationships with family and friends; are employed; have financial security; choose how they live their lives; and are accepted and valued as citizens. This is best described as people leading *Good Lives in Welcoming Communities*. CLBC supports the growth of communities that include all citizens. CLBC's mission is to respond 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 guiding CLBC's work are found at www.communitylivingbc.ca/who_we_are/overview.htm.

3. CLBC'S SERVICE DELIVERY APPROACH

In 2009/10 CLBC is projected to spend \$722.9 million, of which \$670.5 million or 92.8% will be allocated directly to disability-related supports and services. Contracted not-for-profit and private agencies, and individual caregivers provide family support, residential and community inclusion services, life skills training and employment support. Professionals and independent contractors also deliver supports and services such as behavioural support. More information about these supports and services, which will be delivered by over 5,400 contractors in 2009/10, can be found at [www.communitylivingbc.ca/what we do/overview.htm](http://www.communitylivingbc.ca/what_we_do/overview.htm).

CLBC's two main staff groups are **facilitators** and **analysts**. Facilitators are individuals' and families' main point of contact while analysts are the primary point of contact for services providers. Key roles carried out by facilitators and analysts are outlined in the table below.

Facilitators	Analysts
<ul style="list-style-type: none"> ◆ Confirm eligibility ◆ Address questions and concerns, and provide information about CLBC, its staff and community agencies ◆ Create awareness about the value of including adults with developmental disabilities in community life ◆ Provide information about the benefits of innovative, individualized support options and in so doing assist analysts to use available resources in a cost-effective manner ◆ Help identify services that people may need, explain how to access those services and record requests for service ◆ As required, help individuals and families to develop support plans ◆ Be available 'as needed' and work in ways that are flexible, responsive and directed by the individual and family ◆ Link people to informal community supports provided by family, friends, neighbours and community members and other services (e.g. public transportation) that are available to the general public ◆ Assist individuals and families to navigate complex organizations and systems, for example, supporting people to access housing or other government services ◆ Remain involved with the approximately 10% of people supported by CLBC who need ongoing service coordination 	<ul style="list-style-type: none"> ◆ Review support plans to assess disability-related needs ◆ Allocate funding and / or service ◆ Ensure effectiveness of the contracted service delivery system by <ul style="list-style-type: none"> ○ Developing and monitoring contracts to ensure deliverables are met and outcomes are achieved ○ Freeing funds from contracts so people can choose or develop more individualized supports ○ Working with service providers to increase their capacity ○ Supporting resource development through partnerships with agencies that support progressive person-centred approaches ◆ Identify trends and service gaps ◆ Promote innovative support options ◆ Work with service providers and other community partners to ensure each quality service area has adequate crisis response capability

In response to an independent review of CLBC's service delivery approach there is now a focus on greater facilitator - analyst collaboration. For example, while facilitators have the lead role in developing support plans, they also consult with their analyst colleagues. This helps ensure individuals and families plan with the best information available and that what is being requested reflects an appropriate support level within available resources.

At other times analysts and facilitators have linked responsibilities leading to a joint response, for example, when implementing funded supports. Along with existing strategies such as meetings and telephone and video conferencing, analysts and facilitators have been co-located where feasible.

Bringing together family and friends is central to CLBC's approach. Facilitators, supported by their analyst colleagues, are now better able to build individual and family capacity by helping identify strengths and developing personal goals that assist individuals and families to meet their needs and to resolve problems for themselves. The aim is to promote or maintain individual and family self-reliance.

Another change resulting from the review will see a shift in responsibility for allocating small amounts of funding or service from analysts to facilitators. This will help to ensure people's disability-related needs can be met in a timely manner. Implementation of this important change to CLBC's service delivery approach will be phased in.

The creation of four Director of Regional Operations positions in the past year also support more effective coordination of CLBC's Community Planning and Development (Facilitators) and Quality Service (Analysts) divisions. A Vice President of Organizational Development helps ensure coordinated implementation of all CLBC projects.



**Dave Sherritt at work
at COOP Radio.**

CLBC implements formal and informal safeguards to address concerns about vulnerabilities experienced by adults with developmental disabilities. Safeguards are mechanisms that help ensure people are kept safe and not put at increased risk because of their vulnerabilities. Formal safeguards include standards, monitoring, licensing, external reviews and a complaints policy. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect towards adults with developmental disabilities.

Informal safeguards are based on caring connections between people. To facilitate this goal, CLBC provides workshops on how to build personal networks. A network of caring people around a person with a developmental disability supports ongoing monitoring and more immediate responses to quality of life issues.

Efforts continue to teach adults to know their rights, understand how to be safe and to develop leadership skills. CLBC also initiated a community awareness campaign using various media to encourage British Columbians to get involved in the lives of people with disabilities (www.startwithhi.ca).

CLBC's goal is a workplace that empowers staff, supports teamwork, encourages innovation, emphasizes open communication, promotes stakeholder involvement, removes barriers and ensures continuous quality improvement. Staff are encouraged to provide input into policy and share their knowledge and experience to help CLBC achieve its mandate and highest standard of performance.

Additional information on CLBC's service delivery approach, the people it serves and the location of facilitators and analysts can be found on CLBC's website - www.communitylivingbc.ca/.

3.1 Adults Served

As of December 31, 2009, CLBC had open files for 12,585 adults with a developmental disability. Of this number, 5,385 were receiving residential services and community inclusion (e.g. employment) services. Family and/or community inclusion services or other CLBC services such as assistance to develop a support plan were received by 7,200 adults.

3.2 Provincial Assessment Centre

The Provincial Assessment Centre (PAC) is an eight bed mental health facility operated by CLBC for individuals aged 14 years and older who have a developmental disability and a mental health issue. The PAC is a specialized, multi-disciplinary service that provides assessment and treatment including diagnosis, care plan recommendations and community consultation for those individuals admitted.

The program consists of an in-patient assessment period for up to 90 days with a six-month community follow-up. The assessment process starts in the home prior to admission. Using a discharge plan, the PAC's community liaison team assists with the transition back home, a process that includes caregiver orientation and training.

3.3 Services for Aboriginal People

CLBC is committed to responding in culturally appropriate ways to the disability-related needs of people of Aboriginal ancestry. This goal is supported by CLBC's Aboriginal Advisor whose work focuses on:

- ◆ Developing stronger relationships with Aboriginal leaders and organizations that address the needs of Aboriginal people
- ◆ Helping CLBC identify ways to more effectively meet the needs of eligible Aboriginal people
- ◆ Exploring partnerships with the Federal, Provincial and Aboriginal governments

During 2010 CLBC will hold community forums with Aboriginal individuals with a developmental disability and their families, local Bands, Friendship Centres, Métis agencies, and Aboriginal organizations to help CLBC:

- ◆ Determine the cultural support and disability-related service needs of Aboriginal individuals and communities, including challenges experienced in accessing services
- ◆ Identify resources available in these communities for individuals with a developmental disability
- ◆ Create working partnerships with Aboriginal communities and stakeholders

3.4 Community Involvement

Funding the development of supports and services that meet individuals' and families' unique needs and continuing the work of including people with developmental disabilities requires community involvement which is achieved in these ways:

3.4.1 Community Councils

Revised Terms of Reference for CLBC's Community Councils were approved by the CLBC Board of Directors in September, 2009. As a community extension of CLBC, Councils work collaboratively with community partners to support full participation of people with developmental disabilities in their communities.

3.4.2 Advisory Committee to the Board

Revised Terms of Reference for the Advisory Committee were approved by the Board of Directors in September 2009. This Committee is made up of a self-advocate or family representative from each Community Council and provides information and advice to the CLBC Board to assist with its governance and decision making.

As a link to the Board, the Committee:

- ◆ Communicates successes and concerns identified by Councils that have provincial implications for CLBC
- ◆ Recommends policy and practice improvements for Board and CLBC staff consideration to enhance the quality of life for people served by CLBC
- ◆ Examines specific issues as directed by the Board

3.4.3 Communicating with Stakeholders

CLBC communicates with stakeholders about issues of mutual interest through newsletters and website updates. CLBC obtains input on key policy and practice issues using forums and working groups. Board and senior management members make regular presentations on CLBC's roles and activities to both internal and external stakeholders.

3.4.4 Ensuring Consumer Satisfaction

CLBC conducts an annual satisfaction survey and field managers develop plans to address any areas that require improvement. Accredited agencies funded by CLBC also conduct, and act on, yearly satisfaction surveys. Community Councils and the Advisory Committee are other sources of feedback on CLBC and service providers.

4. BENEFITS OF CLBC'S SERVICE DELIVERY APPROACH

CLBC and its network of funded community supports and services help individuals and families in a variety of important ways including:

- ◆ Meeting peoples' disability-related needs
- ◆ Helping them to participate in meaningful ways in community life
- ◆ Maintaining connections with families
- ◆ Ensuring the safety of vulnerable adults
- ◆ Providing linkages to key support systems, for example, health care services
- ◆ Supporting people to play important roles such as a friend, a neighbour, an employee or a volunteer



Peter Bourne, Community Living Idol winner.

5. SIGNIFICANT CHANGES

5.1 Eligibility

Effective February 1, 2010 CLBC began serving adults with a diagnosis of Fetal Alcohol Spectrum Disorder or Pervasive Development Disorder who also have significant limitations in adaptive functioning. More information about this new eligibility group is found in the Shareholder's Letter of Expectation section on the following page.

5.2 Adult Focus

With the transfer of children's services to MCFD effective October 31, 2009, CLBC is now focused on serving adults.

Shareholder's Letter of Expectations

Government direction to CLBC is provided through a Shareholder's Letter of Expectations (SLE) which sets out the roles and responsibilities of the Minister of Housing and Social Development as the shareholder's (government) representative and the Board Chair on behalf of CLBC. The SLE is the basis of an agreement between the Shareholder and CLBC on the crown's mandate including high-level performance expectations, public policy issues and strategic priorities. It also informs the development of CLBC's Service Plans and Annual Service Plan Reports and it is reviewed annually and updated as required. The SLE is found at [www.communitylivingbc.ca/who we are/board/documents/ShareholderLetterofExpectation2010.pdf](http://www.communitylivingbc.ca/who_we_are/board/documents/ShareholderLetterofExpectation2010.pdf).

Key directions from government and the actions CLBC is taking to address them are summarized in the table below.

SLE	CLBC Alignment
Policy Tools and Service Delivery Model	<p>Implementation of 27 recommendations made in the 2008 <u>independent review</u> that examined CLBC's service delivery approach and policy tools continues. The overarching goals of these recommendations are to:</p> <ul style="list-style-type: none"> ◆ Ensure CLBC's long-term sustainability and cost certainty ◆ Enable CLBC to develop innovative and flexible service delivery options that provide choice ◆ Help CLBC to effectively meet its adult guardianship responsibilities <p>18 of 27 recommendations were complete as of January 31, 2010.</p>
Personalized Supports Initiative	<p>A January 31, 2010 regulatory amendment enabled CLBC to expand services to more adults with developmental disabilities. The change creates a new set of eligibility criteria that use a comprehensive approach to assess significant limitations in adaptive functioning for adults diagnosed with Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder.</p> <p>People began applying for services under what is known as the Personalized Supports Initiative on February 1, 2010. CLBC anticipates 175 individuals will be served through this initiative in 2010/11.</p>
Service Requests	<p>As of December 31, 2009 63% of people placed on CLBC's request for service list at March 31, 2009 were provided service or declined service and were removed. Of the new funding provided, 15% was used to address emergency situations.</p>
Accreditation	<p>CLBC has an agreement with the Commission on Accreditation of Rehabilitation Facilities (CARF) to support CLBC to become accredited by 2011 using CARF's Service Management Network standards.</p>

<p>Information Management</p>	<p>Upgrades continue to the service delivery management system (PARIS) to support linkages to services received, critical incidents and improved reporting. Installing additional modules to fully support business processes and maximize PARIS' potential to support planning and decision-making will take a number of years.</p> <p>To create a culture that values the role of data, CLBC will:</p> <ul style="list-style-type: none"> ◆ Identify and implement processes that can be automated, including coordination with provider systems ◆ Implement a contract management system linked to PARIS ◆ Plan for the migration to, or interface with, government's Integrated Case Management system
<p>Climate Action</p>	<p>A Go Green Committee identifies ways to help CLBC become carbon neutral and is supported by:</p> <ul style="list-style-type: none"> ◆ Carbon reduction plan developed with input from CLBC staff ◆ Website - http://www.communitylivingbc.ca/who_we_are/gogreen.htm ◆ Discussion forum enables staff to discuss and address Go Green issues ◆ On line course for new staff as part of their orientation ◆ A staff lead in each field office coordinates carbon reduction strategies
<p>Children's Services</p>	<p>CLBC completed the transfer of children's services to MCFD on October 31, 2009 and continues to work with stakeholders to ensure that youth effectively transition to adult services.</p> <p>CLBC is one of nine government organizations that signed a cross-ministry transition planning <u>protocol</u> that focuses on working together to support youth with special needs and their families as youth transition to adulthood.</p> <p>The protocol provides information about existing government supports and services for young people aged 14 to 25 and outlines roles and tasks associated with transition planning, including information about CLBC's role. CLBC and MCFD also have an agreement on how they will operationalize the protocol.</p>
<p>Performance Management</p>	<p>CLBC has policies and practices in place to improve operational efficiency, reduce administrative costs and implement quality assurance, performance management and accountability reporting initiatives for its operations and contracted services.</p> <p>A project underway to implement a contract monitoring framework will help identify ways to improve provider performance and provide information for CLBC's reporting on achievement of goals and objectives. As well, work continues to implement CLBC's electronic contract management system.</p> <p>This work is supported by a new procurement framework and ongoing refinements to the Guide to Support Allocation, Priority Ranking Tool and Catalogue of Services; tools that are being used to standardize resource allocation to achieve greater equity and consistency.</p> <p>Service delivery innovation is supported by CLBC's annual innovation funding program. Development of a quality assurance framework will assist CLBC's commitment to continuous quality improvement.</p>

Corporate Governance

1. BOARD OF DIRECTORS

The Board's primary role is fiduciary. Responsibilities include:

- ◆ Strategic planning
- ◆ Risk management
- ◆ Monitoring organizational and management capacity, internal controls, ethics and values, and communication

Board governance is consistent with government's mandate and policy direction and ensures compliance with financial and other applicable policies and legislation.

The Board chair is the key link with government, and advises the Minister of Housing and Social Development on issues that impact CLBC.

The Board supervises how business is conducted, and through the Chief Executive Officer sets standards of conduct for the organization. Under the Community Living Authority Act, the Board can have up to 11 Directors who require the skills, qualifications and experience to govern CLBC effectively.

Meetings are open to the public and Board minutes and the annual meeting schedule are posted on CLBC's website.



Cheryl Fryfield, receptionist at CLBC.

CLBC BOARD OF DIRECTORS

- ◆ **Lois Hollstedt** –Chair, North Vancouver
- ◆ **Teresa Azak** - Gitwinksihlkw
- ◆ **Kenneth Crump** - North Vancouver
- ◆ **Rod Gunn** - White Rock
- ◆ **Darryl Harand** - Kelowna
- ◆ **Colleen Hay** - Dawson Creek
- ◆ **Maurice Mourton** - Vancouver
- ◆ **Joan Rush** – Vancouver
- ◆ **Harvey Venier** – Cranbrook

Board Committees

- 📁 **Human Resources:** Performance, compensation, succession and safety matters (**Chair: Maurice Mourton;** Lois Hollstedt; Rod Gunn)
- 📁 **Governance:** Assessment of Board effectiveness (**Chair: Joan Rush;** Board as a whole)
- 📁 **Finance and Audit:** Fiscal management of CLBC and investment of funds, as necessary (**Chair: Ken Crump;** Lois Hollstedt; Harvey Venier; David Chiang – external member)

2. BOARD GOVERNANCE

The seven principles listed on the following page guide how Board members exercise their governance responsibilities:

PRINCIPLES

ONE VOICE	The Board speaks with "one voice" and the Chair speaks on the Board's behalf. The CEO is accountable to the Board and CLBC staff is accountable to the Board through the CEO.
ETHICAL CONDUCT	Members are expected to conduct themselves in an ethical and professional manner that avoids real or perceived conflicts of interest.
LOYALTY	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.
CARE, DILIGENCE AND SKILL	Members will exercise the degree of care, diligence and skill that a reasonably prudent person would in comparable circumstances.
CONDUCT TO OTHER MEMBERS	Members will not publicly criticize the motives, ability or personalities of fellow Board members.
INTERACTION WITH THE CEO	In their interactions, members must recognize that any individual member or group of members does not have authority over the CEO, staff or contractors of CLBC.
CONFIDENTIALITY	Members will maintain all information they receive respecting Board proceedings in confidence and comply with all privacy legislation applicable to the operations of CLBC.

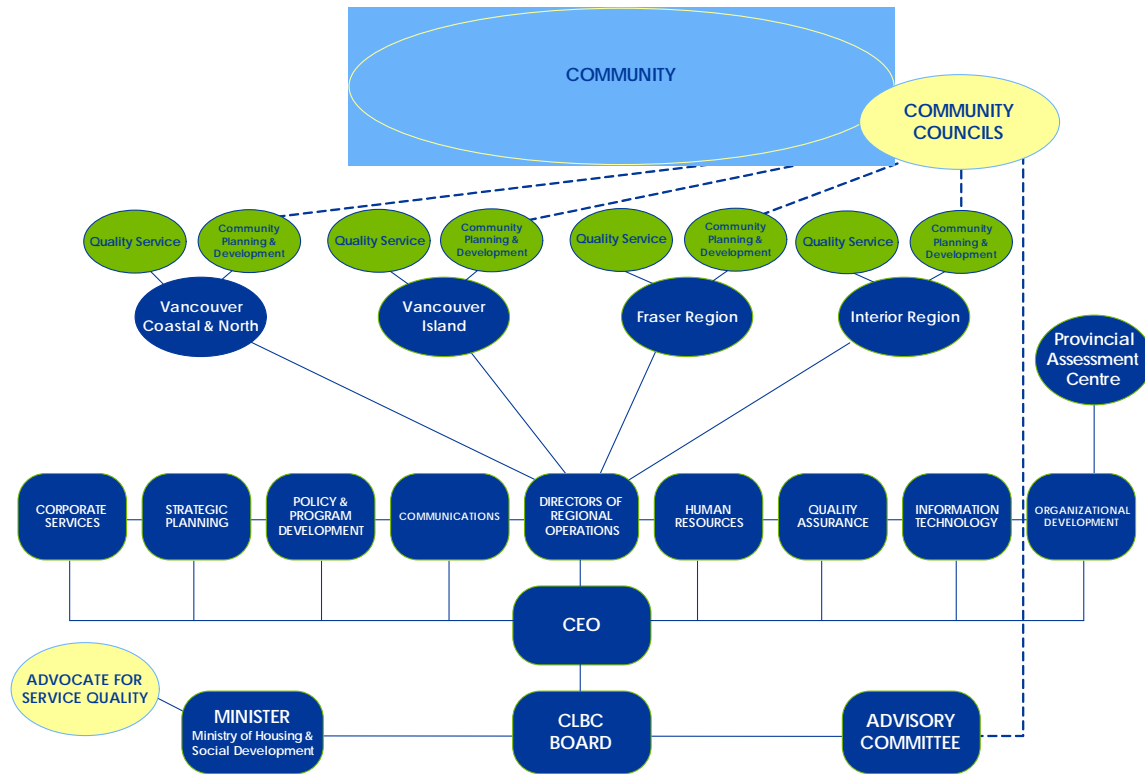
CLBC's board governance policies and practices are fully compliant with the Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best practice Guidelines) February 2005 issued by the Board Resourcing and Development Office (BRDO), Office of the Premier of British Columbia. Disclosure statements for CLBC's Board of Directors can be found at this link on CLBC's website - www.communitylivingbc.ca/who_we_are/board/documents/BoardDisclosureStatements.pdf.

3. CLBC SENIOR MANAGEMENT TEAM

Rick Mowles - CLBC Chief Executive Officer	
Jim Anderson, Director, Information Technology	Marsha Goldford, Director, Human Resources
Carol Goozh, Vice President, Policy & Program Development	Paula Grant, Director, Quality Assurance
Richard Hunter, Vice President, Corporate Services	Roz Ingram, Director, Communications
David MacPherson, Director, Regional Operations, Vancouver Island Region	Lynn Middleton, Director, Regional Operations, Interior Region
Brian Salisbury, Director, Strategic Planning	Paul Sibley, Director, Regional Operations, Vancouver Coastal & North Region
Carla Thiesen, Director, Regional Operations, Fraser Region	Doug Woollard, Vice President, Organizational Development

Senior management team and Board members can be reached by phone at 604-664-0101 / 1-877-660-2522 (Toll Free) or by email at info@communitylivingbc.ca.

4. CLBC ORGANIZATIONAL STRUCTURE



Strategic Context

1. PLANNING CONTEXT

CLBC separates personal planning, provision of support and services for individuals and families and community engagement activities from funding decisions and contract administration. This enables:

- ◆ More objectivity in allocating resources in the face of competing needs
- ◆ Greater focus on innovative approaches that enhance opportunities for individuals to access services that any community member would use or informal community supports provided by family members, friends and neighbours, that help lead to more opportunities for community inclusion and less reliance on CLBC funded supports
- ◆ Increased focus by analysts on contract oversight and accountability and developing responsive services

CLBC continues to make changes to its approach as a result of experience and feedback, for example:

- ◆ Adults and families can have a CLBC facilitator assigned as an ongoing point of contact for information and support before a plan is developed
- ◆ Planning support is available when it is known that resources will likely be available for implementation, or during critical periods such as youth transitioning to adulthood
- ◆ Access to supported employment, respite, and life-skills training has been streamlined

As a result of these changes, adults and families have a greater understanding of what is available from CLBC and those who have requested services can participate in planning focused on accessing informal community supports and other services. Facilitators also have more time to provide family support.

2. KEY RISKS AND CHALLENGES

Planned change continues in areas of new business practices that are central to efficient service delivery. To successfully deliver innovative and responsive supports and services, CLBC must be able to address key risks and challenges associated with service demand. These same challenges, primarily increased demand and cost pressures, are experienced by other jurisdictions that provide supports and services that are similar to those funded by CLBC.

In BC and elsewhere, providers have often made long-term investments in traditional service models, complicating the impact of increased demand and cost pressures on the goal to move to more self-directed services. This situation speaks to the need to develop effective partnerships with community stakeholders to achieve greater community inclusion and reduce demand on funded supports and services.

2.1 Increased Demand for Services

Factors contributing to increased demand for services include:

- ◆ Technology and health services extend life expectancy resulting in more people being served by CLBC
- ◆ Needs change with age and additional supports can be required to help people remain in the family home and avoid being moved to expensive residential services
- ◆ Family capacity to cope with adults living at home diminishes as caregivers age and their health deteriorates
- ◆ Parents have increasing expectations for employment options and other day supports for children turning 19
- ◆ CLBC's creation and recent legal challenges on eligibility have elevated awareness resulting in an increase in the number of older individuals newly presenting for services
- ◆ Since 1997, new or enhanced service requests are prioritized for approval if health or safety is at risk



Alan Yamashita at work outside.

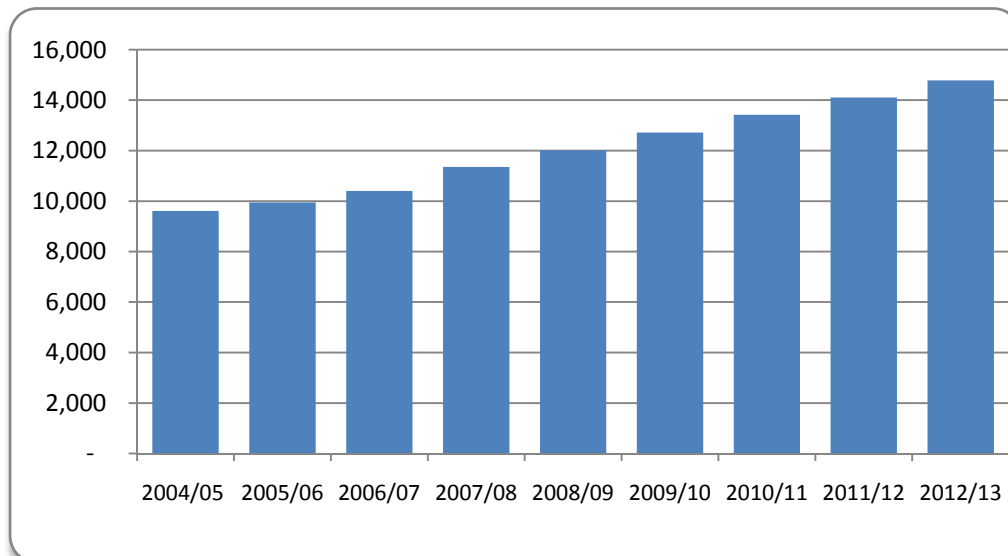
CLBC knows of and provides services to 34% of the estimated 37,000 adults likely to meet the definition of developmental disability. This suggests many of the rest do not need support, or are supported by family. However, with age and development of medical or behavioural issues, some may eventually need services. Assuming people with developmental disabilities mirror the general population, an increasing proportion are entering a period in their life where independence may be compromised.

By March 31, 2010, it is projected that 12,718 eligible individuals will be registered for service with CLBC; a growth of 32% over five years. The annual growth rate peaked in 2007/08 at 9.2%. This growth is anticipated to continue but at a decelerating rate continuing into 2012/13 and beyond.

The table and bar graph on the following page presents the actual growth in eligible adults to 2008/09, the forecast for 2009/10 and the projections for 2010/11 to 2012/13.

Eligible Individuals

	Actual					Forecast	2010/11 Projections		
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Individuals Eligible at year end	9,611	9,946	10,400	11,356	12,015	12,718	13,419	14,107	14,784
<i>% Increase in the year</i>	<i>3.6%</i>	<i>3.5%</i>	<i>4.6%</i>	<i>9.2%</i>	<i>5.8%</i>	<i>5.9%</i>	<i>5.5%</i>	<i>5.1%</i>	<i>4.8%</i>
Change in Eligible Individuals									
# Children Turning 19	323	357	388	560	534	577	561	548	537
# New "older" adults registered	98	86	181	514	316	299	330	330	330
Total New Eligible Adults	421	443	569	1,074	850	876	891	878	867
Less: Discharges	(87)	(108)	(115)	(118)	(191)	(173)	(190)	(190)	(190)
Net change in Individuals	334	335	454	956	659	703	701	688	677



Caseload growth for 2009/10 includes 577 children turning 19. This is 0.96% of the provincial population of 19 year-olds, compared to 0.88% in 2008/09 and 0.96% in 2007/08. The projection for 2010/11 to 2012/13 is that children turning 19 will be 0.95% of the provincial population. This number is similar to the 1.0% rate expected for this population at any specific time.

The number of children-in-care turning 19 is projected to be 74, 71 and 68 respectively for the three year period of 2010/11 to 2012/13.

Caseload growth due to new adults over the age of 19 registering with CLBC is forecast to be 299 in 2009/10, an increase from the previous five year average of 239.

The new group of adults now eligible for CLBC services will likely increase public awareness and lead to more individuals presenting to CLBC, although it is difficult to predict this impact with certainty. Accordingly, the projection for 2010/11 to 2012/13 is stable at 330 older adults registering each year.

3. STRATEGIES TO ADDRESS KEY RISKS AND CHALLENGES

3.1 Demand & Cost Management Strategies for Adult Services

Since 2005, CLBC has been very active in demand, cost and budget management. Some of the tools and processes implemented include:

- ◆ Ensuring funded supports are allocated equitably (*Request for Service Priority Tool*), are appropriate to disability-related need (*Guide to Support Allocation*), are well priced (*Costing Guidelines*) and are effectively monitored
- ◆ Continuing to generate contract savings through contract management and monitoring efforts
- ◆ Focusing on alternate residential settings, which has reduced the average residential cost by 12% over the last seven years even after inflation
- ◆ Total annual cost per individual supported has declined by 4.2% since 2006/07
- ◆ Regional accountability and multi-year budget targets have resulted in CLBC operating with a balanced budget each year since its inception

Additional details about CLBC's demand and cost management strategies are presented below.

3.1.1 Access to Services

A request for service policy provides guidance to staff involved in making decisions about allocating CLBC funded services. This policy contributes to an open, consistent and fair approach in responding to the needs of eligible adults within CLBC's financial capacity. A transparent request for service policy is essential to assist CLBC to plan resource deployment and provide individuals and families with information on what they might reasonably expect in the future. Approvals are made for those who have requested service based upon a number of factors, including urgency of need. CLBC also maintains a planning registry for those requiring services at a future date.

Service access is managed through these components of CLBC's service delivery approach:

- ◆ Budget responsibility for contracted services is fully devolved to CLBC's Quality Service Offices
- ◆ Objectivity in evaluating and prioritizing disability-related need is achieved by separating planning from funding decisions
- ◆ Urgent approvals are time-limited and must be replaced by services based on a detailed support plan
- ◆ To the extent budgets allow, CLBC provides small amounts of funding to provide relief to families to avoid crises and maintain family involvement in support of the individual

CLBC's emphasis on equitable provincial funding has resulted in increased funding parity among CLBC's nine Quality Service areas.

3.1.2 Unit Cost of Services

Tools and strategies to manage unit costs include:

- ◆ Provincial costing guidelines ensure a standardized approach to determine contracts costs
- ◆ Use of individualized funding and direct payments as payment mechanisms to enhance service value
- ◆ The *Guide to Support Allocation* supports assessment of disability-related need and reference to the *Catalogue of Services* helps determine an appropriate service response to given disability-related needs
- ◆ A contract monitoring and accountability framework helps identify opportunities to redesign services

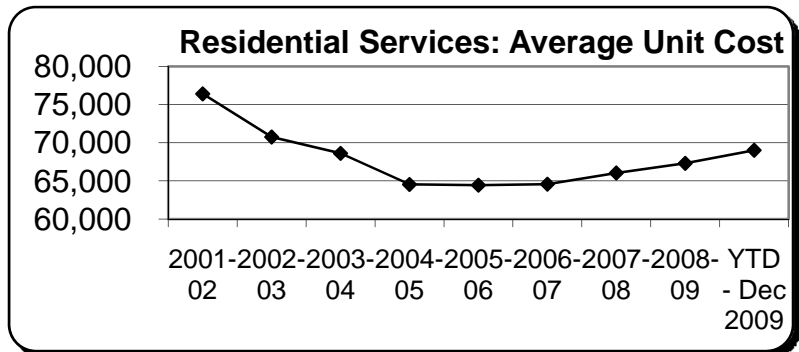
Effective contract management and oversight has been a focus since CLBC's inception. Monitoring of service delivery overall has improved because of new contracting processes and by assigning additional staff to monitor contracts.

Between April 1, 2006 and December 31, 2009 annual savings from service redesign and contract recoveries totalled \$43 million. These savings were used to fund service needs that otherwise could not have been addressed.

Residential services represent approximately 65% of adult contracted services expenditures and are a major focus of cost management efforts, including:

- ◆ Providing full information on residential options available to individuals
- ◆ Matching disability-related need to services provided
- ◆ Supporting individuals who choose to move into alternative models

The graph illustrates the average unit cost of residential services over the last seven years.



3.2 Innovation and Community Living Sector Sustainability

CLBC continues to educate stakeholders about innovative alternatives to program-based approaches such as group homes and structured day services. CLBC sponsored initiatives include:

- ◆ **Training** - CLBC partners with stakeholders to host training events about new models and approaches
- ◆ **Innovation Website** – CLBC provides extensive website links to materials, activities and creative support options - [http://www.communitylivingbc.ca/what we do/innovation.htm](http://www.communitylivingbc.ca/what_we_do/innovation.htm)
- ◆ **Innovation Funding** - Each year, CLBC provides funding for a specific area of focus. In 2009/10, \$800,000 was made available to support a variety of capacity building projects
- ◆ **Innovation Support Network** – This network of community agencies provides leadership, mentoring and technical support to other providers interested in developing creative options for individuals and families. In 2010/11, the network will focus on employment, personal networks and developing partnerships with new stakeholders



Grace Chen (front), author of *Cinderella Grace, Vancouver Princess*

CLBC is exploring the role social innovation can play in the future. Social innovation is defined as “. . . *an initiative, product, or process which profoundly changes the values, basic routines, relationships, “story”, policies, resources and authority flows in a social system in the direction of greater resilience*” [Source: Social Innovation Generation at <http://sigeneration.ca/>].

To build longer-term sustainability, CLBC is investing in preventative services and in building family capacity and resiliency. CLBC innovation funding is supporting a project that will engage families, self-advocates, people from diverse cultural backgrounds, community living stakeholders and non-traditional partners in a dialogue about the challenges facing the sector and the need for new innovations.

CLBC has also made a number of strategic investments in the area of employment, a key to enabling adults with developmental disabilities to generate greater economic security. Guided by its Employment Initiative Advisory Committee, CLBC is working with providers to identify ways to help traditional day programs develop an employment focus. CLBC also made funding available in 2010 to service providers to help them build their organizational capacity to increase employment opportunities for individuals with developmental disabilities.

3.3 Crisis Management

CLBC continues to develop community crisis response networks that assist with early identification to prevent crises, or stabilize individuals in crisis while formal planning takes place. Each Quality Service Office works within available funding with stakeholders to build crisis response capacity and reduce costly emergency placements.

3.4 Adult Community Living Research Project

In 2005, the Community Living Research Project began exploring supports and services for adults with developmental disabilities in four areas: 1) young adults transitioning from high school; 2) residential alternatives to group homes; 3) non-residential supports; and 4) services for seniors.

3.5 Improved Planning to Support Community Inclusion

The goals of person-centred planning include: identifying paid and unpaid supports and services that meet people’s disability-related needs and promote inclusion in community life; and helping CLBC allocate financial resources effectively and avoid costly health and safety crisis responses.

Using a process known as discovery goal-based planning, facilitators develop a comprehensive understanding of the person to link personal goals with the right mix of community and CLBC-funded supports and services.

3.6 Family Independence Fund

The \$30 million Family Independence Fund provides one-time only grants to eligible families to help them keep their children and young adults at home. Projects include home renovations (e.g. lifts, elevators, ramps, flooring, door widening) or vehicle modifications.

The Giving in Action Society administers the granting process on behalf of the Vancouver Foundation. As of December 31, 2009 a total of 470 grants with a value of over \$15.7 million have been made from the Fund. More information on the Fund can be found at www.givinginaction.ca/.

4. STRATEGIC ISSUES

Key Issues	Status and Potential Impacts	Mitigation Strategies
Community Living Service System Sustainability	<ul style="list-style-type: none"> ◆ Demand for community living services will continue to increase. 	<ul style="list-style-type: none"> ◆ Review contracts to make changes in the way services address disability-related needs in order to generate savings ◆ Explore whether individuals can move to smaller, more individualized living situations which are less costly ◆ Support individuals, families, service providers and CLBC staff to think and act in new ways through education and training about new possibilities ◆ Create partnerships to increase community capacity ◆ Leverage funding already committed to CLBC and the sector to attract other financial partners ◆ Better integrate government funded programs with the community, and philanthropic and business sectors
Ongoing Stakeholder Support	<ul style="list-style-type: none"> ◆ Sustaining stakeholder support for CLBC's goals is challenging. Changes being made to the way in which supports and services are planned and delivered challenge conventional practice 	<ul style="list-style-type: none"> ◆ Address questions and concerns about service delivery issues effectively and in a timely manner ◆ Obtain feedback from stakeholders prior to making any needed operational changes
Youth Transitioning to CLBC	<ul style="list-style-type: none"> ◆ Youth transitioning to CLBC and their families may be unaware of what CLBC can provide 	<ul style="list-style-type: none"> ◆ Implement youth transition protocol ◆ Provide information to youth and families about CLBC funded supports and services ◆ Employ resource allocation that supports transition planning, budget forecasting and crisis management

5. CAPACITY

The transfer of children's services to MCFD provides the opportunity for CLBC to focus on delivering innovative, person-centred supports and services to adults. Responsibility to address the disability-related needs of adults with Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder with significant limitations in adaptive functioning also provides the opportunity for promising practices and service innovations used with these individuals to influence practice with adults with developmental disabilities that CLBC has served since 2005.

A continued focus will be placed on partnering with MHSD to address the needs of all adults served in more comprehensive and integrated ways through the wide array of services such as housing and employment available through this Ministry.

Coupled with an adult focus, CLBC's organizational strengths will help it to address the challenges noted previously, and achieve its goals and objectives.

- ◆ A solid foundation has been built upon which to make further operational improvements
- ◆ Staff are committed to the vision, mission and values of CLBC
- ◆ CLBC is open and transparent, encouraging stakeholder interest and engagement
- ◆ Data collection continues to be improved to better inform decision making and future planning
- ◆ Progress is being made in how resources are allocated, improving equity and access
- ◆ CLBC's commitment to provide training about new service possibilities and its commitment to fund potentially innovative services is resulting in new cost-effective approaches to service provision
- ◆ CLBC has consistently utilized fiscal management strategies to balance its budget
- ◆ Senior management provides continuity and possesses the necessary management experience



Jenny Chang, receptionist at CLBC.

CLBC's 2010/11 Operational Plan will help it to achieve key directions and goals set out in the organization's second three-year Strategic Plan and support efforts to mitigate key risks and challenges, and address strategic issues.

Goals, Strategies, Measures and Targets

Goals and performance measures for the 2010/11 – 2012/13 CLBC Service Plan are set out in the table below and on the following page.

No changes have been made to the eight performance measures in the Service Plan issued on February 17, 2009; however, some targets have been adjusted due to shifts in the current operating environment.

Goal ①	Goal ②	Goal ③
SERVICE EXCELLENCE	ORGANIZATIONAL RESPONSIVENESS	OPERATIONAL EFFICIENCY
Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.	CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.	Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.

Performance Measures

SERVICE EXCELLENCE	ORGANIZATIONAL RESPONSIVENESS	OPERATIONAL EFFICIENCY
<ul style="list-style-type: none"> ◆ Percentage of individuals and families who feel well supported by their service providers ◆ Number of individuals and families who purchase supports and services using individualized funding ◆ Number of families who receive direct payments for adult respite 	<ul style="list-style-type: none"> ◆ Percentage of individuals and families who feel their concerns were listened to ◆ Percentage of individuals and families who feel their concerns were addressed in a timely manner ◆ Percentage of individuals and families who feel they were provided with useful referrals and resources 	<ul style="list-style-type: none"> ◆ Percentage of annual funding used for direct services ◆ Percentage of individuals receiving residential services that live in smaller, individualized arrangements

The goals, strategies, measures and targets below represent critical aspects of CLBC’s overall performance to help it achieve its mandate and the direction set by government. They provide a balance between significant financial and non-financial activities. CLBC will begin reporting results in the April 1, 2010 to March 31, 2011 Annual Report.

Goal 1 – Service Excellence

CLBC’s mandate includes promoting choice and innovation in how needed supports and services are delivered and assisting adults to achieve maximum independence and live full lives. Supports and services that are individualized and responsive are critical to achieve these outcomes.

Service excellence speaks to the capacity and effectiveness of the service delivery system in responding to the disability-related needs and citizenship goals of adults with developmental disabilities.

1.1 PERFORMANCE MEASURES

CLBC’s core business is providing high quality services at a sustainable cost. A key performance measure is the percentage of adults and their families who feel well supported by their service providers. Random surveys are conducted each year with people receiving CLBC funded supports and services. Increased satisfaction levels are an overall measure of the service delivery system’s ability to enable people to achieve their personal goals and live as full citizens in their communities.

Supporting individuals to make choices that help them meet their disability-related needs is a foundational piece of CLBC’s approach. Research indicates individualized funding and direct payments can help move towards a system in which personal choice is a major driver of what people create or access to meet their needs. The benefit of enabling greater personal choice is that more person-centred and responsive options can result because the user plays a much greater role in determining how needs are best met when compared to traditional approaches.

Use of these payment mechanisms also reduces administrative overhead. The net effect is that the same, or similar supports and services, can be delivered in a more cost-effective way. Two performance measures that speak to these outcomes are the number of individuals and families who use individualized funding, and the number of families who use direct payments to purchase needed supports and services.

1.2 STRATEGIES TO ACHIEVE SERVICE EXCELLENCE

- ◆ Information and training provided to stakeholders enables them to better understand person-centred thinking and services
- ◆ Providers develop responsive services to meet diverse disability-related needs of adults and families
- ◆ CLBC and community partners collaborate to provide culturally appropriate services to Aboriginal people and different cultural groups
- ◆ CLBC partners with MHSD and other government bodies to help adults gain streamlined access to supports and programs
- ◆ Outreach services identify and support adults unlikely or unable to maintain contact with CLBC

PERFORMANCE MEASURES	TARGETS				
	2008/09 Actual	2009/10 Forecast	2010/11	2011/12	2012/13
1. Percentage of individuals and families who feel well supported by their service providers		82% (baseline)	85%	85%	85%
2. Number of individuals and families who purchase supports and services using individualized funding	84	140	225*	325*	425*
3. Number of families who receive direct payments for adult respite	580	825	900	1000	1200

* Targets reduced because of budget pressures and challenges associated with converting traditional funding models to individualized funding

1.3 TARGETS

A baseline of 82% was established in 2009/10 for the measure - *Percentage of people and families who feel well supported by their service providers* - to allow time for changes to CLBC's service delivery approach and field practice in response to the independent service delivery review and transfer of children's services to MCFD. The data source for this measure is the annual satisfaction survey. While the quality of services provided is primarily the responsibility of service providers, CLBC's goal is to achieve and maintain a target of 85% for this measure.

Management consults with external experts to ensure the survey design is appropriate and results are accurate.

Individualized funding and direct payments are important to CLBC's management of the service delivery system; however, uptake is dependent upon various factors including funding availability, sector awareness about the advantages of these payment options, and the willingness of adults and families to adopt a new approach to funding needed services.

As a result, targets for both performance measures will remain at conservative levels for the next three years. Additionally, targets for the number of individuals and families who purchase supports and services using individualized funding have been reduced slightly due to budget pressures and challenges associated with converting existing services to individualized funding.

Data sources for individualized funding and direct payment are the PARIS service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery management system and the accounting systems are subject to internal and external audit processes.

Goal 2 – Organizational Responsiveness

CLBC develops and funds support plans to address disability-related needs that balance the use of both funded and unfunded supports and services. CLBC also contracts and monitors services to ensure that they are delivered in an appropriate and cost effective manner.

This requires CLBC to be a best practice employer whose staff is knowledgeable and accountable, and who work effectively with local, regional and provincial partners to achieve innovative services that promote community inclusion. Flexibility in the face of individuals' and families' changing needs and circumstances is critical and requires CLBC staff to be responsive.

Organizational responsiveness speaks to how effectively CLBC supports community living programs and objectives.



Sandra Rundle and Jim Garriock visit the Legislature in Victoria.

2.1 PERFORMANCE MEASURES

As well as funding supports and services, CLBC staff helps individuals and families think about how their needs can be met in other ways. Regardless of the outcome for adults or families, all staff, particularly facilitators and analysts, must be able to respond to those served in timely and helpful ways.

Three performance measures that reflect CLBC's organizational responsiveness are:

- ◆ Percentage of individuals and families who feel their concerns were listened to
- ◆ Percentage of individuals and families who feel their concerns were addressed in a timely manner
- ◆ Percentage of individuals and families who feel they were provided with useful referrals and resources

2.2 STRATEGIES TO ACHIEVE ORGANIZATIONAL RESPONSIVENESS

- ◆ Refinements made to CLBC's delivery approach support effective facilitator / analyst collaboration
- ◆ Policies and practice guidelines are revised as needed and made widely available, supported by organization wide communication strategies
- ◆ Training is provided to CLBC field staff to support their role
- ◆ Human Resource practices encourage workforce diversity
- ◆ CLBC builds community capacity by investing in community development initiatives or partnering with stakeholders where appropriate

PERFORMANCE MEASURES	TARGETS				
	2008/09 Actual	2009/10 Forecast	2010/11	2011/12	2012/13
1. Percentage of individuals and families who feel their concerns were listened to		77% (baseline)	79%	81%	83%
2. Percentage of individuals and families who feel their concerns were addressed in a timely manner		70% (baseline)	72%	74%	76%
3. Percentage of individuals and families who feel they were provided with useful referrals and resources		68% (baseline)	70%	72%	74%

2.3 TARGETS

Baselines were established in 2009/10 for the three measures chosen for this goal to allow time for changes to CLBC’s service delivery approach and field practice in response to the independent service delivery review and transfer of children’s services to MCFD. Over time, CLBC is committed to achieving a target of 90% for the first performance measure (*Percentage of individuals and families who feel their concerns were listened to*). However, since the other two measures can be influenced by external factors such as budget availability, CLBC’s longer-term target is 85% for both measures. Given the fiscal climate in the next few years, all three measures will have relatively conservative yearly targets.

The data source for these measures is the annual satisfaction survey. Management consults with external experts to ensure the survey design remains appropriate and results are accurate.

Goal 3 – Operational Efficiency

CLBC is committed to delivering high quality, sustainable supports and services by ensuring that as much funding as possible goes to needed supports and services. Operational efficiency speaks to CLBC’s overall effectiveness in allocating its financial resources.

3.1 PERFORMANCE MEASURES

CLBC has allocated 93.3% of its 2010/11 budget for direct services for individuals with developmental disabilities and their families. The remaining budget funds CLBC headquarters and field operations in delivering those services throughout B.C. Ensuring the amount of funding that is spent for direct service delivery is maintained speaks to the overall efficiency of CLBC in managing the service delivery system.

Residential services represent approximately 65% of CLBC’s adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five people. In the last few years, people have increasingly chosen more person-centred options such as home sharing or semi-independent living. As of December 31, 2009, 5,385 adults were served residentially; 45% in staffed residential settings and 55% in settings like home sharing and semi-independent living.



Marla Pattern (left) with her roommate

While often supported by a degree of staff involvement, these smaller individualized models better engage citizens to serve as roommates or part time care givers. Often, family members, friends and neighbours also play important support roles. Therefore, a key indicator of cost effectiveness is the percentage of individuals receiving residential services that are living in smaller, individualized arrangements where no more than two people live together.

3.2 STRATEGIES TO ACHIEVE OPERATIONAL EFFICIENCY

- ◆ Implementation of the contract management system is effectively linked to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making
- ◆ Information is shared with individuals and families about the full range of support and service options that are available
- ◆ Refinements are made as needed to the *Guide to Support Allocation, Priority Ranking Tool* and *Catalogue of Services* to inform allocation decisions and support consistency and equity
- ◆ A standardized contracting framework is implemented that ensures cost-efficient and appropriate services at the highest standard
- ◆ Capacity of contractors to provide supports that better match the needs of adults served is increased by implementing a contracting framework that focuses on person-centred outcomes

PERFORMANCE MEASURES	TARGETS				
	2008/09 Actual	2009/10 Forecast	2010/11	2011/12	2012/13
1. Percentage of annual funding used for direct service delivery	92.5%	92.8%	93%	93%	93%
2. Percentage of individuals receiving residential services that live in smaller, individualized arrangements		58% (baseline)	59%	60%	61%

3.3. TARGETS

A baseline of 58% for the performance measure, *Percentage of individuals receiving residential services that live in smaller, individualized arrangements* (no more than two people), was established in 2009/10 to allow time for changes to CLBC’s service delivery approach and field practice in response to the independent service delivery review and transfer of children’s services to MCFD.

The data source for this measure is the PARIS service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

The targets chosen reflect conservative estimates that will enable CLBC to develop the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served.

CLBC is committed to achieving a 93% expenditure rate on direct services during this three-year Service Plan.

The data source for the percentage of annual budget used for direct service delivery is CLBC’s corporate accounting system, which is subject to internal and external audit processes.

Benchmarking

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. CLBC continues to explore potential national and international benchmarks; however, a key challenge is a lack of comparative data due to:

- ◆ Jurisdictions often define services and outcomes differently
- ◆ Populations served can differ somewhat
- ◆ Funding mechanisms vary
- ◆ Differences exist between institutional and community services
- ◆ Staff roles and organizational mandates may not be comparable

Directors of provincial and territorial community living service systems meet annually and remain interested in exploring potential mechanisms for cross-jurisdictional comparisons. CLBC continues to partner in these discussions.

Summary Financial Outlook

The table on the following page provides the summary financial revenue and expenditure for 2008/09, the current forecast for 2009/10, the budget for 2010/11 and the forecast for 2011/12 and 2012/13.

Operating Revenue & Expenditures						
\$ millions	2008/09	2009/10	2009/10	2010/11	2011/12	2012/13
	Actual	Budget	Forecast	Budget	Plan	Plan
Revenue (Note 1)						
Operating Contributions from the Province	684.4	664.3	660.3	679.0	679.0	679.0
Recoveries from the Province	27.0	51.7	50.5	-	-	-
Other Contributions & Recoveries	10.0	8.9	9.7	9.6	9.6	9.6
Interest & Other Income	1.5	0.7	0.6	0.7	0.7	0.7
Amortisation of Capital Grants	1.3	2.0	1.8	2.8	3.1	3.5
Total Revenue	724.2	727.6	722.9	692.1	692.4	692.8
Expenditures						
Contracted Services						
Adult & Provincial Services	594.6	632.3	629.2	645.6	645.6	645.6
Children's Services	73.8	42.3	41.3	-	-	-
Regional Operations & Administration	52.7	50.4	50.0	43.1	43.1	43.1
Capital Asset Amortisation	1.8	2.6	2.4	3.4	3.7	4.1
Total Expenditures	722.9	727.6	722.9	692.1	692.4	692.8
Net Income (Loss)	1.3	-	-	-	-	-
Net Assets (retained earnings) (\$ millions)	1.5	1.5	1.5	1.5	1.5	1.5
Capital Expenditures (\$ millions)	3.2	3.3	3.3	2.9	3.7	2.9
Total Debt (\$ millions)	0.8	0.5	0.5	0.3	0.2	0.1

Note 1 Contributions from the Province excludes contributions for capital purposes

Note 2 The above financial information, including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP)

Effective April 1, 2009 the budget for all community living services for children was transferred to MCFD. Management, contracting and staff associated with children’s community living services were transferred on October 31, 2009. The budget and actual results for 2009/10 therefore reflect a partial year of children’s service provision. In 2010/11 and going forward, no children’s services are included.

1. CONTRIBUTIONS FROM THE PROVINCE

The Province provides contributions to CLBC through transfers under Voted Appropriation 36 within MHSD. The 2010/11 budget includes an increase in contributions from the Province of \$13.3 million, a 2.0% increase over the 2009/10 contributions, made up of the following:

- ◆ \$7.7 million to continue the Personalized Supports Initiative to address the needs of individuals now eligible for service who did not previously meet CLBC eligibility criteria
- ◆ \$5.1 million to fund service provider cost pressures
- ◆ \$0.5 million to fund regional staffing requirements

Contributions from the Province						
\$ millions	2008/09 Actual	2009/10 Budget	2009/10 Forecast	2010/11 Budget	2011/12 Plan	2012/13 Plan
Operating Contributions						
Adult Services	622.8	664.3	660.3	679.0	679.0	679.0
Children's Services	61.6	-	-	-	-	-
	684.4	664.3	660.3	679.0	679.0	679.0
Capital Contributions	2.0	3.3	3.3	2.0	2.0	2.0
	686.4	667.6	663.6	681.0	681.0	681.0

2. RECOVERIES FROM THE PROVINCE

For 2009/10, costs related to staffing, program operation and contracted services for children’s community living services were fully funded through recoveries from the Province. Previously, these costs were funded through a combination of contributions and recoveries. Effective October 31, 2009, these services are no longer part of CLBC’s mandate.

3. OTHER CONTRIBUTIONS AND RECOVERIES

Other contributions and recoveries arise mainly from cost sharing agreements with BC Health Authorities.

4. CONTRACTED SERVICES

Supports provided to individuals and their families represent ongoing commitments of financial resources. When supports are introduced part way through a fiscal year the annualized cost is higher. As a result, CLBC’s regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of the support commitments made both in the current and in the following fiscal years.

In addition, regional management monitors services on a constant basis, and works with providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in the most cost effective manner.

4.1 Services to Individuals with Developmental Disabilities

CLBC continues to closely monitor the increasing cost of providing support and services through its service delivery network. These cost pressures will be mitigated through a range of measures including reviewing existing service commitments and delivery methods to identify other more innovative and potentially cost effective approaches, and more closely aligning allocated funding to the level of each person's disability-related needs.

4.2 Personalized Supports Initiative

The funding increase for the Personalized Supports Initiative will bring the annual total to \$10.3 million. This will allow implementation of the program initiated in February 2010 that addresses the support needs of individuals previously outside of CLBC's mandate to continue into 2010/11.

5. BUDGET ASSUMPTIONS

No provision has been made for any additional commitments arising from new collective agreements.

Capital Plan and Major Capital Projects

Capital expenditures are funded by contributions from the Ministry of Housing and Social Development. Such contributions are deferred capital contributions and are amortised to income over the life of the related asset.

Expenditures include information systems, furniture, leasehold improvements and vehicles.

In addition, government will fund CLBC's building and property requirements for projects which are approved by the Province.

CLBC will apply for such approvals in accordance with the process as determined by the provincial government.



Ron Grinder (left) at work at the Kelowna Golf & Country Club.

Additional Information

1. CONTACT CLBC

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2. IMPORTANT LINKS

Advisory Committee to the CLBC Board	www.communitylivingbc.ca/who_we_are/advisory_committee.htm
Annual Service Plan Report 2008 - 2009	www.communitylivingbc.ca/policies_and_publications/documents/CLBCAR08_09_Web.pdf
Community Living Authority Act	www.bclaws.ca/Recon/document/freeside/--%20c%20--/community%20living%20authority%20act%20%20sbc%202004%20%20c.%2060/00_04060_01.xml
Community Councils	www.communitylivingbc.ca/your_community/community_councils.htm
Complaints Policy and Process	www.communitylivingbc.ca/publications_and_resources/documents/CLBCCO_MPLAINTRESOLUTIONPOLICYSept2005.pdf
Glossary of Commonly Used Terms	www.communitylivingbc.ca/policies_and_publications/documents/ServicePlanGlossary2010.pdf
Ministry of Housing and Social Development	www.gov.bc.ca/hsd/
Shareholder's Letter of Expectation	www.communitylivingbc.ca/who_we_are/board/documents/ShareholderLetterofExpectation2010.pdf
Strategic Plan	www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf