



Policy Number: SE4.302	Policy Section: Supports and Services	Effective: January 2011 Amended: September 29, 2023
Title: Monitoring Policy		Executive Sponsors Vice President, Quality Services and Indigenous Relations

This policy explains how CLBC and service providers work together to make sure that individuals and families get quality service.

CLBC-funded services need to meet people's needs and be culturally safe.

Monitoring means that CLBC learns how services are provided and how they can improve.

Monitoring helps CLBC understand how it can grow as an organization and community partner.

This policy is part of CLBC's Monitoring Framework which also includes guides for CLBC staff and contract requirements for service providers.

1. PURPOSE

This policy outlines expectations for Community Living British Columbia (CLBC) staff responsible for monitoring service delivery and quality. It also informs individuals, families and/or support networks, and service providers about how CLBC monitors contracted service providers.

This policy applies to the monitoring of CLBC's contracting partners, including accredited and unaccredited service providers. It does not apply to Individualized Funding arrangements or to contracts for services or goods that are not provided to individuals and families and/or support networks (e.g., vehicles, capital improvement).

The *Monitoring Policy* forms one part of a comprehensive organizational approach to quality assurance, which includes but is not limited to, the *External Reviews Policy*, *Complaints Resolution Policy*, and *Service Terms and Conditions*. It complements and does not replace any monitoring requirements set out by other authorities, such as Health Authorities or accreditation bodies.

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The *Monitoring Policy* should be reviewed together with the *Monitoring Framework and Practice Guide* and *Service Terms and Conditions* and applied together as one set of standardized requirements and guidance to support CLBC's and service provider's continuous quality improvement efforts.

2. DEFINITIONS

Annual Monitoring: Formally documented monitoring activities that include a review of on-going monitoring activities throughout the year, culminating in either a file review or site visit and communicated to the service provider.

Bi-Annual Monitoring: Formally documented monitoring activities that include a review of on-going monitoring activities throughout a two year cycle, culminating in either a file review or site visit and communicated to the service provider.

Monitoring Visit: A formally documented summary visit that pulls together information gathered from monitoring-related activities between CLBC staff and service providers and completed throughout the year. This visit should involve meeting with individuals, a review of documentation, interviews with staff, and on-site tours of locations where service is delivered.

Continuous Quality Improvement: An organizational process of defining what is to be done, monitoring/measuring it, and then making changes to improve the quality of it. The process is about learning from past experiences, actively seeking feedback from key partners, and then setting new goals for the organization based on that information.

Cultural Safety: An outcome of respectful engagement based on recognition of the power imbalances inherent to service systems, and the work to address these imbalances. A culturally safe environment for Indigenous peoples is one that is physically, socially, emotionally, and spiritually safe without challenge, ignorance, or denial of an individual's identity. Practicing cultural safety requires having knowledge of the colonial, sociopolitical, and historical events that trigger disparities Indigenous Peoples encounter and perpetuate and maintain ongoing racism and unequal treatment.

Individual: A person 19 years of age or older who is eligible for CLBC services, as described in the *Eligibility Policy*.

Management Information: Contract deliverables that do not have a direct link to funding (e.g., number of individuals served; specific individuals served; service start/end dates; hours of operation; service hours per individual/family served; or days per week service is offered).

Monitoring Summary: A formally documented review of information gathered through other monitoring activities completed during the year. It includes a review of ongoing and contract monitoring, and information learned about the program during the year.

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Service Levels: The number of ‘service hours’ or ‘service days’ directly expended by a service provider in the delivery of service and are defined in Schedule D of the *Service Terms and Conditions*. Service levels include time spent on the direct delivery of service and on associated administrative and/or service coordination activities.

Service Provider: A person or organization under contract with CLBC, including their employees, contractors, sub-contractors, and volunteers to deliver supports and services to individuals, families and/or support networks. The term is also utilized in situations where a contract has not yet been issued such as during an approval or procurement process.

Standard Monitoring Process: Formally defined monitoring requirement including a series of activities and a measurable level of performance. The *Monitoring Framework and Practice Guide* establishes eight standard process requirements that, together, support a consistent approach to monitoring service providers.

3. POLICY

3.1 Guiding Principles

CLBC’s approach to monitoring service delivery and quality are based on the following principles:

Person-centred

The people we support are at the center of monitoring, focusing on their needs, outcomes, and quality of life.

Culturally Safe

Monitoring is conducted in a culturally safe and supportive way that demonstrates respect and sensitivity to an individual’s culture and aligns with the *Cultural Safety Policy*.

Monitoring the right things

A common understanding of what is most important helps focus and prioritize staff time and effort in providing effective oversight.

Taking the right action at the right time

A common approach for prioritizing and addressing significant issues contributes to CLBC’s ability to respond timely and appropriately.

Consistent processes and tools

Staff draw from a common set of tools and service providers experience a consistent, predictable approach to monitoring.

Continuous quality improvement

Monitoring is conducted in ways that support on-going planning and innovation to improve organizational processes, service delivery, and quality of life outcomes.

Mutual respect and collaboration

CLBC's approach to monitoring recognizes service providers as valuable partners and key contributors to achieving CLBC's vision.

Operational Context

3.2 CLBC is committed to monitoring supports and services to ensure that individuals, their families and/or support networks have access to quality services. Monitoring is an essential part of the organization's work to promote accountability and develop a culture of continuous quality improvement.

3.3 Monitoring is a collaborative process between CLBC staff and service providers that respects and strengthens a shared commitment to service quality and the effective use of funding. CLBC's formal monitoring and informal monitoring by families and/or support networks together are important safeguards for individuals.

3.4 Monitoring supports and complies with written expectations and reporting requirements (e.g., service levels, management information) that are:

- Outlined in service provider contracts and policy,
- Standardized and predictable, and
- Applied consistently across the province.

3.5 Monitoring is a formal safeguard intended to protect the safety, health, well-being, and rights of individuals accessing CLBC-funded services. It is a tool to help ensure that:

- Funded services match individuals' disability-related needs,
- Service providers deliver funded services,
- Funding is used appropriately and effectively,
- Quality of funded services meet CLBC's expectations and contribute to the quality of life outcomes for individuals, and
- Funding associated with undelivered service is repaid to CLBC.

3.6 Monitoring is a part of a larger risk management strategy that requires CLBC staff to exercise professional judgement in response to specific situations and information. CLBC staff use a prioritization approach to determine the appropriate monitoring activities for each program.

Annual Monitoring Cycle

3.7 CLBC establishes the fiscal year as the Annual Monitoring Cycle, a continuous sequence of monitoring-related activities that is defined by eight standard process requirements. These requirements support staff to review a common set of information to evaluate whether service is being used effectively and promptly respond to concerns. This includes, but is not limited to,

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management information reports (e.g., periodic and occurrence-based reports), critical incidents, and complaints.

Annual Monitoring

3.8 The Annual Monitoring activity is an important part of CLBC's Monitoring Cycle. It is an opportunity to formally review ongoing monitoring activities and contract monitoring that has occurred throughout the year, and to either summarize the learnings or supplement them with a monitoring visit. CLBC applies a prioritization process to determine the frequency, mode, and type of monitoring activity.

Bi-Annual Monitoring

3.9 CLBC may complete the monitoring visit or summary for certain lower priority programs bi-annually. A bi-annual monitoring approach may only be applied to Community Inclusion (i.e., Community Based and Home Based), Employment, and Learning/Skill Development programs.

Monitoring of Service Levels

3.10 Each contract has defined levels of service that reflect the disability-related needs of individuals CLBC supports. CLBC relies on service providers to deliver and self-report on how contracted service levels are delivered. CLBC reviews and responds to these reports, working collaboratively with service providers when there is an expectation of an over- or under-delivery of service levels for a reporting period.

Communication and On-Going Monitoring

3.11 CLBC communicates monitoring expectations and the results of monitoring activities to service providers in a timely way to support openness and transparency about how CLBC defines quality and how monitoring activities are tracked and reported.

Continuous Quality Improvement

3.12 CLBC tracks and reports monitoring activities and data and uses it as a part of the overall quality assurance process to improve services and performance. CLBC considers each Annual Monitoring Cycle an opportunity to learn and improve as an organization and to provide feedback or take action to support CLBC's network of service providers' own continuous quality improvement planning.

4. REFERENCES

[Complaints Resolution Policy](#)

[Cultural Safety Policy](#)

Documentation and Recording: CLBC Vendor Records Policy

Guide to Support Allocation

[Eligibility Policy](#)

[External Reviews Policy](#)

Funding Guide

Policy Framework

Monitoring Framework and Practice Guide
Management Information Reporting Guide
Procurement and Contracting Procedures Guide
[Request for Service Policy](#)
[Service Terms and Conditions](#)
[Service Level Reporting Guidance for Service Providers](#)