



COMMUNITY LIVING  
BRITISH COLUMBIA

<b>Policy Number:</b> SE4.301	<b>Policy Section:</b> Supports and Services	<b>Effective:</b> January 2011 <b>Amended:</b> March 14, 2018
<b>Title:</b> Monitoring Policy	<b>Executive Sponsor:</b> Vice President, Regional Operations	

## 1. PURPOSE

This policy sets out direction and outlines expectations for Community Living British Columbia (CLBC) staff responsible for monitoring service delivery and quality. It informs individuals, families, and service providers about how CLBC monitors contracted services delivered by service providers.

This policy applies to the monitoring of CLBC's contracting partners, including accredited and unaccredited service providers. It does not apply to direct funded Home Sharing services, 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 element of a comprehensive organizational approach to quality assurance – as such it is related to and complemented by the *External Reviews Policy*, the *Complaints Resolution Policy*, and the *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.

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 On-Site Visit:** Formally documented in-person meeting between CLBC staff and service providers which may include meeting with individuals, a review of documentation, interviews with staff, and tours of locations of service.

**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. Continuous quality improvement is about learning from past experiences, actively seeking feedback from stakeholders, and then setting new goals for the organization based on that information.

**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).

**Service Level:** The number of hours or days directly expended by a service provider in the delivery of service. 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 an independent organization under contract with CLBC to deliver supports and services to individuals and/or families. This 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 serve are at the center of monitoring. Monitoring stays focused on the needs, outcomes, and quality of life of the individuals served.

##### *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 determining and addressing significant issues contributes to CLBC's - ability to provide timely, appropriate responses.

##### *Consistent processes and tools*

Staff draw from a common set of tools and service providers experience a consistent and 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*

Monitoring is conducted in ways that recognize service providers as valuable partners and key contributors to achieving CLBC's vision.

## **3.2 Operational Context**

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

Monitoring supports and complies with written expectations and reporting requirements (e.g., Service Levels, Management Information) that are:

- Clearly laid out in service provider contracts and policy
- Standardized and predictable, and
- Consistently applied across the province.

Monitoring is an important formal safeguard for individuals served through CLBC. Monitoring activities are intended to protect the safety, health, well-being, and rights of individuals accessing CLBC-funded supports and services. CLBC uses monitoring as a tool to help ensure that:

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

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 uses on-going cycles of monitoring to ensure that CLBC develops a thorough understanding about the quality of service delivery and responds promptly when monitoring activities indicate that contract or quality expectations are not being met. CLBC's response to such situations vary depending on the circumstances and may include a compliance audit of the contract or an external review as per the *External Reviews Policy*.

Monitoring is a collaborative process between CLBC staff and service providers that respects and strengthens shared commitment to the quality of services being provided and the effective

use of funding. CLBC's formal monitoring combined with informal monitoring by families and/or support networks is an important safeguard for individuals.

### **3.3 Annual Monitoring Cycle**

CLBC establishes the fiscal year as the Annual Monitoring Cycle, a continuous sequence of monitoring activities, that is defined by eight standard process requirements. These requirements support staff to review a common set of information in order to evaluate whether service is being used effectively and promptly respond to concerns. This includes but is not limited to management information reports (e.g., periodic and occurrence-based reports), critical incidents, and complaints.

### **3.4 On-Site Monitoring**

On-site monitoring is a critical component of the Annual Monitoring Cycle. CLBC conducts an on-site visit with **every program at least once per fiscal year** and no more than 15 months from the date of the last annual on-site visit. The *Monitoring Framework & Practice Guide* support staff to implement a prioritization process to schedule on-site monitoring activities throughout the Annual Monitoring Cycle.

### **3.5 Monitoring of Service Levels**

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 in a timely fashion and works collaboratively with service providers when there is an expectation of an over- or under-delivery of service levels for a reporting period.

### **3.6 Communication and On-Going Monitoring**

Reviewing reports, tracking data, conducting on-site visits, and maintaining regular communication with service providers is necessary to compare actual service delivery against contract requirements, understand the quality of service delivery, and promptly respond to concerns.

Communication with service providers is on-going and provides an opportunity for dialogue about shared learning, feedback, and collaboration. CLBC communicates the results of monitoring to service providers to reinforce openness and transparency about how CLBC is defining quality and how monitoring activities are tracked and reported.

### **3.7 Continuous Quality Improvement**

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 views each Annual Monitoring Cycle as 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

Cultural Safety Policy

Guide to Support Allocation

[Eligibility Policy](#)

[External Reviews Policy](#)

Funding Guide

[Request for Service Policy](#)

Procurement and Contracting Procedures Guide

[Service Terms and Conditions](#)

Monitoring Framework and Practice Guide

Monitoring Procedures for Service Level Reporting

[Resource Allocation Policy](#)

Resource Allocation Schedule

Service Level Reporting Optimization – Phase One Implementation – Regional Considerations  
(Internal Message)

[Standards for Home Sharing](#)

[Standards for Home Sharing Policy](#)

[Standards for the Coordination of Home Sharing](#)

[Standards for the Coordination of Home Sharing Policy](#)