

# COMMUNITY LIVING BRITISH COLUMBIA

2009/10 - 2011/12  
SERVICE PLAN UPDATE



September 1, 2009



## *Message from the Board Chair*

September 1, 2009

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 updated 2009/10 – 2011/12 Service Plan. This year CLBC will allocate funding to address caseload growth. To build long term sustainability of the community living service system, CLBC will also invest in preventative services and in building family capacity and resiliency.

In response to an independent service delivery review conducted in 2008 CLBC has focused on achieving better coordination and understanding amongst field staff. Joint reporting responsibilities in the organization's Community Planning and Development (Facilitators) and Quality Service (Analysts) streams has been achieved by creating four new Director of Regional Operations positions to manage each of CLBC's macro regions.

CLBC's second three-year Strategic Plan, completed in January 2009, builds on our established operational policy and practice framework and will assist us to refine our approaches. Our commitment to providing high quality, sustainable supports and services is also reflected in this Service Plan's new performance reporting framework.

CLBC focuses on quality of life outcomes using person-centred planning, while delivering needed supports and services in a cost effective way. Over time, CLBC's approach will result in more innovative residential and community support options for individuals and families. While we continue to make progress, CLBC also faces some significant challenges. Demand for service continues to grow due to population growth and increased awareness and identification of those needing support. Individuals with disabilities are aging; leading to complex support needs. Families and other caregivers are also aging, placing further stress on the system.

CLBC uses various strategies to address these challenges. Innovative payment methods such as individualized funding and direct payments enable individuals and families to purchase needed supports and services. Research shows these approaches can lead to more responsive, cost effective services. Another strategy is person-centred planning which encourages the use of generic services and informal community support. 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 Chair  
Lois Hollstedt**

CLBC continues to strengthen collaborative relationships with its government partners. Cost sharing agreements exist with the Ministry of Health where there is a joint mandate. A major initiative underway with MHSD will increase employment opportunities for adults with developmental disabilities, and underscores CLBC's focus on increasing opportunities for those we serve to obtain real work for real pay. CLBC is also working with Aboriginal leaders and communities to identify culturally appropriate ways to meet the needs of people of Aboriginal ancestry who are eligible for CLBC supports and services; a newly created Aboriginal Advisor position is playing an important role in this work.

CLBC partners with a group of service providers committed to supporting creative support and service options in the community. During the past year, this Innovation Support Network focussed on increasing employment opportunities for adults and delivering workshops on ways to ensure supports and services provided reflect person-centred thinking and practice.

Seventeen Community Councils established across B.C., now in their second year of operation, help communities have meaningful involvement in how services are delivered and outcomes are achieved for individuals and their families. To help move to full implementation, the Councils' Terms of Reference were reviewed in early 2009 with recommendations to be implemented in the fall of 2009. Work is also underway to revise the Terms of Reference of the Advisory Committee to the Board to create stronger linkages with the work of Community Councils. CLBC obtains community input on important policy and operational issues through various working groups.

Another major accomplishment is the creation of a Go Green Committee which is identifying ways to help CLBC become carbon neutral by 2010.

The Board believes 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 2009/10 - 2011/12 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 the selection of performance measures and targets.

All significant assumptions, policy decisions, and identified risks, as of September 1, 2009 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 performance 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

CLBC is a Crown Agency, established in 2005, responsible for funding supports and services that meet the needs of eligible adults with developmental disabilities and their families and children and youth with special needs and their families. Children's services will be transferred to the Ministry of Children and Family Development (MCFD). CLBC will remain the point of contact for families until the transfer has been realized.

This updated 2009/10 – 2011/12 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 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 CLBC has been guided by:

- ◆ Crown Agencies Secretariat 2009/10 – 2011/12 Service Plan Guidelines for Crown Corporations
- ◆ Shareholder's Letter of Expectations provided to CLBC by the Minister of Housing and Social Development as the Minister responsible
- ◆ CLBC's Board of Directors and Senior Management team

## 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 adults with developmental disabilities. 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 people with developmental disabilities lead good lives; enjoy rich relationships with family and friends; have financial security; choose how they live their lives; are employed; 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](http://www.communitylivingbc.ca/who_we_are/overview.htm).

## 3. CLBC'S SERVICE DELIVERY APPROACH

In 2008/09 CLBC managed expenditures of \$722.9 million, of which \$668.4 million or 92.5% was spent directly on needed supports and services for adults and children. 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 various supports and services, which are delivered by over 5,400 contractors, 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 - **facilitators** and **analysts** - work with individuals and families to develop, implement and monitor individual support plans that help people lead productive lives. Using person-centred planning, facilitators develop a comprehensive view of individuals and their disability-related needs, rather than simply a "funding or service" request. Emphasis is placed on strengthening families as caregivers, and using informal community supports (those provided by family, friends, neighbours and community members) and generic services (those available to the general public) to enhance citizenship opportunities. Funded supports and services play a role by helping people meet their disability-related needs in individualized ways. Wherever possible the goal is to promote or maintain an individual's ability to be self-reliant.

Facilitators confirm eligibility, respond to requests for information, navigate complex organizations and systems (e.g. assist people to access housing or other government services) and help individuals and families learn how to resolve issues for themselves. Recognition and the bringing together of family and friends, who typically have a lifelong commitment to the person, is an important feature of CLBC's delivery approach. Facilitators look beyond funded services and engage in activities to link with public and private organizations that share interests with people with disabilities. These partnerships provide opportunities for employment, education, recreation or volunteering. Facilitators also remain involved with the approximately 10% of people supported by CLBC who require ongoing service coordination.

CLBC blends informal and generic supports, and funded supports and services tailored to each person's circumstances, within a fiscal framework that funds identified disability-related needs.

Analysts review support plans to assess disability-related needs, determine funding allocations and develop and monitor service contracts to ensure deliverables are met and outcomes are achieved. They also organize collaborative community responses to crises experienced by individuals and families, free funds from contracts so people can choose or develop more individualized supports, ensure the effectiveness of the service delivery system and support efforts to increase provider capacity.

CLBC implements formal and informal safeguards to address concerns about vulnerabilities experienced by adults with developmental disabilities. 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, CLBC runs workshops where training is offered on how to build personal networks. A network of caring people around a person with a developmental disability means there is ongoing monitoring and an immediate response to quality of life issues. Efforts continue to teach adults to know their rights, understand how to be safe and to develop leadership capacity. CLBC is running a community awareness campaign using various media to encourage ordinary citizens to get involved in the lives of people with disabilities ([www.startwithhi.ca](http://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/](http://www.communitylivingbc.ca/).

### 3.1 Adults with Developmental Disabilities

As of June 30 2009, CLBC had open files for 12,215 adults with a developmental disability. Of this number, 5,278 were living in group and home sharing arrangements or semi-independently and receiving 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 6,937 adults. Data comes from CLBC's service delivery management system (PARIS).

### 3.2 Children and Youth with Special Needs

As of June 30, 2009, CLBC funded supports and services, including respite, parent support, child and youth care workers and professional supports, for 11,037 children and youth with special needs and their families (Data source: PARIS). CLBC also provided residential services for 307 Children in Care (CIC) under the Child, Family and Community Service Act; of this number, 218 received services using special needs agreements. Data source is SWS/MIS, a MCFD legacy information management system.

### 3.3 Provincial Assessment Centre

The Provincial Assessment Centre (PAC) is a designated eight bed in-patient mental health assessment and treatment unit operated by CLBC for individuals who have a developmental disability and a mental health issue. The PAC is a specialized, multi-disciplinary service that provides assessment, treatment, diagnosis, care plan recommendations, community consultation, education and outreach for those referred and/or admitted for up to 90 days.

Outreach services address the needs of individuals transitioning pre and post admission and discharge, including caregiver orientation and training; dealing with issues that present barriers to success and personal growth for the individual supported; and follow up and evaluation for up to 6 months after discharge.

### 3.4 Services for Aboriginal People

CLBC is committed to responding in culturally appropriate ways to the needs of people of Aboriginal ancestry. An Aboriginal Advisor position was established to:

- ◆ Develop stronger relationships with Aboriginal leaders and organizations that address the needs of Aboriginal people
- ◆ Help CLBC identify ways to more effectively meet the needs of Aboriginal people eligible for CLBC supports and services
- ◆ Explore partnerships with the Federal, Provincial and Aboriginal governments

### 3.5 Community Involvement

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

#### 3.5.1 Community Councils

In the past three years, 17 Community Councils were established throughout the province. To help move to full implementation, the Councils' Terms of Reference were reviewed in early 2009 with recommendations to be implemented in the fall of 2009. More information can be found on CLBC's website.

### 3.5.2 Advisory Committee to the Board

In July 2008, CLBC's Board of Directors decided to support greater alignment of the work of its provincial Advisory Committee with Community Councils. Work continues to revise the Terms of Reference to meet the direction of CLBC's Board. Information on the Advisory Committee can be found on CLBC's website.

### 3.5.3 Communicating with Stakeholders

CLBC communicates regularly with stakeholders about issues of mutual interest through newsletters and regular updates on the website. CLBC obtains input on key policies 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.

### 3.5.4 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 supports and services help individuals with developmental disabilities in a variety of important ways including:

- ◆ Meeting peoples' disability-related needs, enabling them to participate in meaningful ways in community life
- ◆ Maintaining connections with families
- ◆ Ensuring safety of vulnerable citizens
- ◆ Providing linkages to key support systems, for example, health services
- ◆ Supporting people to play important roles such as a friend, a neighbour, an employee or a volunteer by assisting them to access generic services and informal community supports

## 5. SIGNIFICANT CHANGES

### 5.1 Eligibility

CLBC uses an assessment by a registered psychologist to confirm a diagnosis of developmental disability. In their assessment, psychologists apply the criteria for mental retardation which includes age of onset, intellectual functioning and adaptive behaviour cited in the *Diagnostic and Statistical Manual of Mental Disorders (DSM IV)*. CLBC will also be funding services for adults with developmental disabilities who currently do not meet CLBC's eligibility criteria.

### 5.2 Services for Children and Youth with Special Needs

The transfer of children's services to MCFD is currently underway. CLBC will remain the point of contact for families until the transfer has been realized.

### 5.3 CLBC Organizational Changes

In response to an independent service delivery review conducted in 2008 by Queenswood Consulting, work is underway to implement recommendations. One recommendation has resulted in the creation of four Director of Regional Operations positions to ensure joint reporting responsibilities in the organization's Community Planning and Development (Facilitators) and Quality Service (Analysts) divisions.

The Vice President (VP) positions of Community Planning and Development and Quality Services were replaced by a new VP of Organizational Development. This position is responsible for overall change management and coordination of all CLBC projects to ensure timely and effective implementation.



## *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 development of CLBC's Service Plans and Annual Service Plan Reports and is reviewed annually and updated as required. The SLE can be found at [www.communitylivingbc.ca/who\\_we\\_are/board/documents/ShareholderLetterofExpectation.pdf](http://www.communitylivingbc.ca/who_we_are/board/documents/ShareholderLetterofExpectation.pdf).

The table below summarizes key directions from government set out in the SLE and actions CLBC is taking to address them.

SLE	CLBC Alignment
<b>Review CLBC's policy tools and service delivery model</b>	<p>An independent service delivery review examined CLBC's approach to service delivery and its policy tools, paying particular attention to:</p> <ul style="list-style-type: none"> <li>◆ Long-term sustainability and cost certainty within the fiscal parameters provided by government</li> <li>◆ Continued development of innovative and flexible service delivery options that provide choices for individuals and families</li> <li>◆ Guardianship functions within the context of the service delivery model</li> </ul> <p>CLBC is currently implementing the review's 27 recommendations. The complete <a href="#">report</a> can be found on CLBC's website.</p>
<b>Transfer children's services to MCFD</b>	CLBC will remain the point of contact for families until the transfer of children's services to MCFD is completed.
<b>Achieve and maintain accreditation status</b>	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.
<b>Review waitlist</b>	CLBC and MHSD have completed a review of CLBC's waitlist methodology. CLBC will utilize available funding to address: 1) individuals with health and safety issues; 2) individuals who currently receive no supports from CLBC; and 3) individuals requesting increased services.

SLE	CLBC Alignment
<p><b>Establish and maintain an efficient information management system</b></p>	<p>Upgrades will 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"> <li>◆ Identify and implement processes that can be automated, including coordination with provider systems</li> <li>◆ Implement a contract management system linked to PARIS</li> <li>◆ Plan for the migration to, or interface with, government's Integrated Case Management system</li> </ul>
<p><b>Deliver cost efficient services</b></p>	<p>CLBC is committed to improving operational efficiency, reducing administrative costs and implementing quality assurance, performance management and accountability reporting initiatives for its operations and contracted services.</p> <p>Innovation in service delivery is supported by CLBC's annual grant program. Development of a quality assurance framework will assist CLBC's commitment to continuous quality improvement.</p> <p>A project underway to implement a contract monitoring framework will help identify ways to improve provider performance and provide information into CLBC's reporting on achievement of goals and objectives.</p> <p>This is supported by ongoing refinements to the Guide to Support Allocation, Priority Ranking Tool and Catalogue of Services (tools used to standardize resource allocation to achieve greater equity and consistency).</p>
<p><b>Commitment to climate action</b></p>	<p>CLBC's commitment to meet government's 2010 target of a carbon neutral public sector involves:</p> <ul style="list-style-type: none"> <li>◆ Accurately defining, measuring, reporting on and verifying greenhouse gas emissions from its operations</li> <li>◆ Implementing aggressive measures to reduce these emissions and reporting on these measures and reduction plans</li> <li>◆ Offsetting any remaining emissions through investments in the Pacific Carbon Trust</li> </ul> <p>To date, CLBC has taken these steps:</p> <ul style="list-style-type: none"> <li>◆ Carbon reduction plan developed with input from CLBC staff</li> <li>◆ Go Green committee established</li> <li>◆ Website created - <a href="http://www.communitylivingbc.ca/who_we_are/gogreen.htm">www.communitylivingbc.ca/who_we_are/gogreen.htm</a></li> <li>◆ Discussion forum established for staff to discuss and address Go Green issues</li> <li>◆ On line course developed for new staff to complete as part of their orientation</li> <li>◆ A staff lead in each field office carries out carbon reduction strategies</li> </ul>



# 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 (CEO), sets standards of conduct for the organization.

Under the *Community Living Authority Act*, the Board can have up to 11 Directors. Each requires the skills, qualifications and experience to govern CLBC effectively. The Minister makes all appointments. Meetings are open to the public and minutes and the annual meeting schedule are posted on CLBC's website.

The Board is supported by three 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)

### CLBC BOARD OF DIRECTORS

- ◆ Lois Hollstedt - Board 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
- Two Board positions are vacant.

## 2. BOARD GOVERNANCE PRINCIPLES

These principles guide how Board members exercise governance responsibilities:

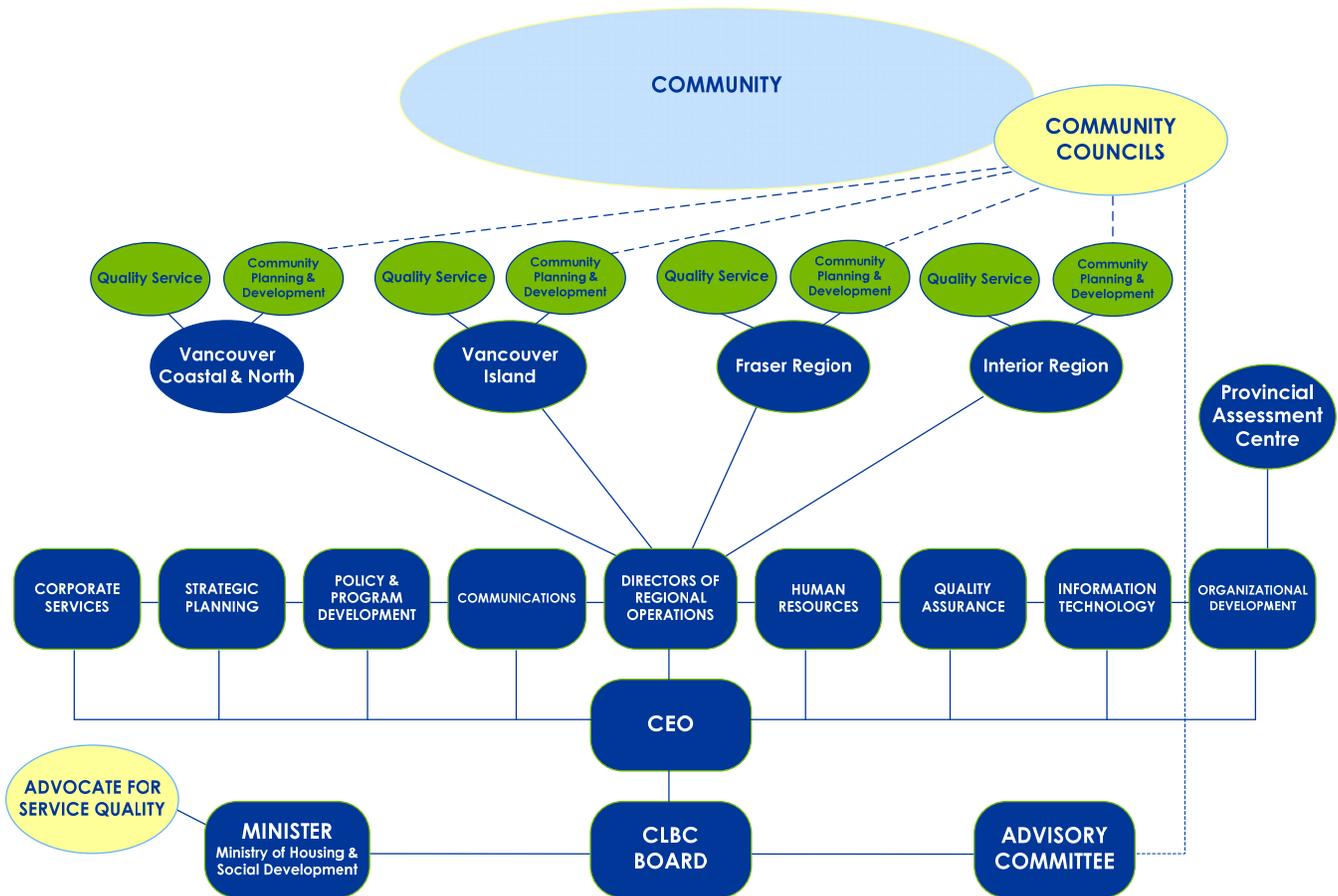
- ◆ ONE VOICE - The Board speaks with "one voice" and the Chair speaks on behalf of the Board. The CEO is accountable to the Board and CLBC staff is accountable to the Board through the CEO
- ◆ ETHICAL CONDUCT - Members are expected to conduct themselves in an ethical and professional manner that avoids 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

The governance policies and practices of CLBC 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](http://www.communitylivingbc.ca/who_we_are/board/documents/BoardDisclosureStatements.pdf).

### 3. CLBC ORGANIZATIONAL STRUCTURE AND SENIOR MANAGEMENT TEAM

Recent changes made to CLBC’s organizational structure and senior management team are reflected in the organizational chart below and table on the following page.



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

Board and senior management team members can be reached in the following ways:

- ◆ 604-664-0101 / 1-877-660-2522 (Toll Free) / [info@communitylivingbc.ca](mailto:info@communitylivingbc.ca)



## 1. PLANNING CONTEXT

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

- ◆ More objectivity in allocating resources in the face of competing needs
- ◆ Greater focus on innovative individualized approaches and less focus on funded supports
- ◆ Increased focus on contract oversight and accountability and developing responsive services
- ◆ Enhanced community development leading to more opportunities for community inclusion

In addition to achieving better coordination and understanding between facilitators and analysts through the creation of four Directors of Regional Operations positions, CLBC has made the following enhancements to its approach as a result of experience and feedback:

- ◆ Adults and families can have ongoing contact with a CLBC facilitator 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

These changes have impacted practice in the following ways:

- ◆ Those waiting for services are helped to participate in planning that is focused on accessing generic services and informal community supports
- ◆ Analysts can focus on contract expenditures
- ◆ Facilitators have more time to provide family support and build the capacity of generic services and other unfunded community supports to respond to the needs of adults with a developmental disability
- ◆ Adults and families have a greater understanding of funded supports and services that are available

## 2. KEY RISKS AND CHALLENGES

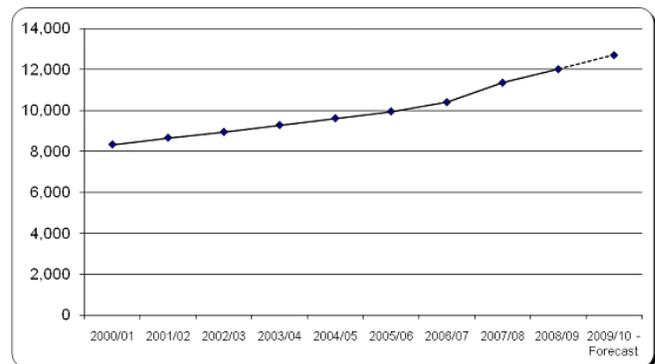
Planned change continues in areas of new business practices that are central to efficient service delivery. However, to successfully deliver innovative and responsive supports and services CLBC must be able to address key risks and challenges that are associated with the demand and associated cost pressures for services. These same demand and cost pressures are being experienced by national and international jurisdictions that provide supports and services that are similar to those funded by CLBC. In BC and other jurisdictions service providers have often made long term investments in traditional disability services, further complicating the impact of increased demand and cost pressures on the strategy to move to more self directed services.

### 2.1 Increased Demand for Services

Factors contributing to increased demand for services include:

- ◆ **Increasing population served** - Technology and health services extend life expectancy resulting in an increase in the overall population served by CLBC
- ◆ **Increased service requirements** - With age, needs change and additional supports can be required to help people remain in the family home and avoid being moved to residential services
- ◆ **Increasing age of caregivers** - Many individuals are currently supported by their family at home. Family capacity to cope diminishes as caregivers age and their health deteriorates
- ◆ **Children turning 19** - CLBC is experiencing increased expectations from parents for day supports for children turning 19
- ◆ **Awareness and expectation** - CLBC's creation and recent legal challenges on eligibility have elevated awareness. CLBC has seen an increase in the number of older individuals newly presenting for services
- ◆ **Practice** - Generally, new or enhanced service approvals occur if health or safety is at risk; a practice that began in 1997. While acuity of need often increases with time waiting, efforts to target funding to prevent these situations have met with some success

CLBC knows of and provides services to 32.49% of the estimated 37,600 adults likely to meet the definition of developmental disability. This suggests most 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. The graph illustrates actual and forecast demand between 2000/01 and 2009/10.



CLBC experienced a significant increase in eligible individuals in 2007/08 (9.2%) compared to past years (3.6% to 4.6%). During 2008/09, the rate of increase stabilized to 5.8%. Although the trend in the first quarter of 2009/10 was slightly higher than the 2008/09 rate, it is anticipated a similar level of growth will be reached by year end. The largest segment of the annual increase in eligible individuals continues to be 19 year olds entering the system.

Greater public awareness of CLBC played a significant part in the growth, influenced by government's commitment to build the best system of support in Canada for persons with disabilities, autism's public profile, legal challenges to eligibility and a revised eligibility policy. The rate of growth in eligible individuals is expected to continue.

## 3. STRATEGIES TO ADDRESS KEY RISKS AND CHALLENGES

### 3.1 Demand & Cost Management Strategies for Adult Services

Since 2005, CLBC has implemented various processes and tools discussed below to achieve maximum value from funding allocated to community living services while addressing equity and consistency.

#### 3.1.1 Access to Services

CLBC maintains a waitlist of people waiting for services and a planning registry for those requiring services at a future date. The waitlist identifies unmet need for planning purposes and supports fair and equitable resource allocation decisions. CLBC and MHSD have completed a review of CLBC's waitlist methodology. A transparent waitlist 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 waitlisted based upon a number of factors including urgency of need.

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

- ◆ Budget responsibility for contracted services is fully devolved to CLBC's nine 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 targeted funding to provide relief to families to avoid crises and maintain family involvement in support of the individual

Over the last three years CLBC has emphasized equitable provincial funding. This has resulted in increased funding parity among CLBC's nine Quality Service areas.

#### 3.1.2 Unit Cost of Services

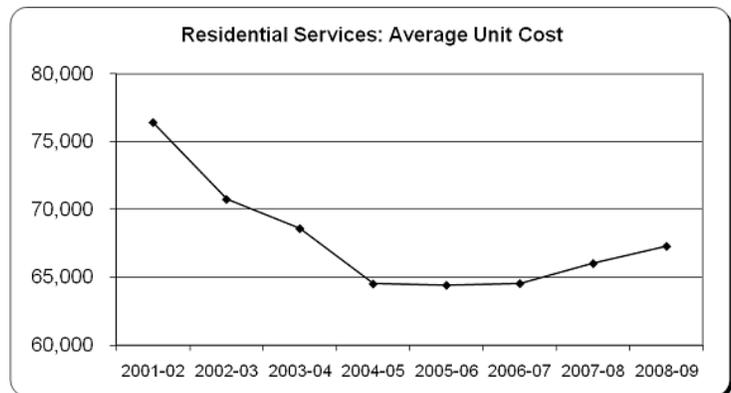
Tools and strategies to manage unit costs include:

- ◆ Provincial costing guidelines ensure a standardized approach to determine costs in contracts
- ◆ Use of individualized funding and direct payments as payment mechanisms that research shows 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 strategic contract monitoring and accountability framework helps identify opportunities to re-design services

Effective contract management and oversight has been a focus since CLBC's inception. Additional staffing has been assigned to monitor contracts and new contracting processes have helped better monitor service delivery. Annual savings from service re-design and contract recoveries totalled \$30 million for the three years ending March 31, 2009. This funding was used to address waitlisted services and fund needed service enhancements.

Residential services represent almost 67% of adult contracted services expenditures and are a major focus of cost management efforts, including:

- ◆ Providing full information on options available to individuals seeking a residential service
- ◆ Matching disability-related need to services to help avoid inappropriately placing adults in high cost resources
- ◆ Supporting individuals who choose to move out of high cost resources into alternative models



As illustrated in the graph above, the average unit cost of residential services has been reduced by 12% over the last seven years.

### 3.2 Building Sustainability

In recognition that government alone cannot meet the needs of all people with a developmental disability, CLBC is exploring ways it can leverage its financial resources in partnership with other parts of government, community agencies and the philanthropic and private sectors.

To help build the long term sustainability of the community living support and service system, CLBC will invest in preventative services and in building family capacity and resiliency. Additionally, CLBC continues to educate stakeholders about innovative alternatives to program-based approaches such as group homes and structured day services. Initiatives sponsored by CLBC include:

- ◆ **Training** - CLBC partners with stakeholders to host training events about new models and approaches
- ◆ **Innovation Website** – CLBC offers extensive web 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 Grants** - Each year CLBC provides funding for a specific area of focus. In 2009/10, \$1 million of innovation funding is available to support a variety of capacity building projects
- ◆ **Innovation Support Network** – CLBC works with agencies that provide leadership, mentoring and technical support to other providers interested in developing creative options for individuals and families. In the past year, the Committee sponsored workshops on person centred thinking and conducted a learning tour on successful employment practices

### 3.3 Crisis Management

CLBC continues work to develop community crisis response networks to 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. As an example, the Upper Fraser Quality Service Office funds a crisis response coordinator who is based in the community.

### 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. A final report will be posted on the project's website when it is completed - <http://www.communitylivingresearch.swfs.ubc.ca/index.php?id=10694>

### 3.5 Improved Planning to Support Community Inclusion

Person-centred planning leads to supports and services that meet people's disability-related needs and promote inclusion in community life, while helping CLBC allocate financial resources effectively and avoid costly health and safety crisis responses. Using discovery goal-based planning, facilitators develop a deep understanding of the person to link personal goals with the right mix of generic services, informal community supports 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 June 30, 2009 a total of 412 grants with a value of over \$13.6 million have been made from the Fund. More information on the Fund can be found at [www.givinginaction.ca/](http://www.givinginaction.ca/).

## 4. STRATEGIC ISSUES

Issue	Mitigation Strategies
Caseload, budget and resource forecasting for youth transitioning into CLBC.	<ul style="list-style-type: none"> <li>◆ Youth transition protocol</li> <li>◆ Development of an agreement outlining MCFD's commitment to provide ongoing funding based on timely identification of youth with significant support needs</li> <li>◆ Resource allocation that supports transition planning, budget forecasting and crisis management</li> </ul>
Service system sustainability requires timely, accurate information and effective contracting processes.	<ul style="list-style-type: none"> <li>◆ Refinements are planned for the service delivery management system (PARIS)</li> <li>◆ Implementation of a new contract management system is underway</li> </ul>
Stakeholder support for ongoing changes to service delivery model.	<ul style="list-style-type: none"> <li>◆ Supporting people to think and act in new ways through education and training</li> <li>◆ Obtaining stakeholder feedback to help inform needed operational changes</li> <li>◆ Addressing questions and concerns about service delivery issues</li> </ul>

## 5. CAPACITY

The transfer of children's services to MCFD creates opportunities for CLBC to:

- ◆ Address facilitator / analyst communication and collaboration which is a significant practice challenge
- ◆ Partner with MHSD to address the needs of adults in more comprehensive and integrated ways because of the wide array of services such as housing and employment available in this Ministry
- ◆ Collaborate with MHSD and MCFD to create an integrated and seamless service delivery system for all children, youth and adults with developmental disabilities and their families. This is part of government's commitment that individuals and families should experience one service delivery system, regardless of which government ministry or agency is mandated to serve them

CLBC has numerous organizational strengths that will help it to address the challenges noted previously, and achieve its goals and objectives.

- ◆ CLBC has built a solid foundation 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 annual innovation grants are resulting in new cost-effective approaches to service provision
- ◆ CLBC has consistently utilized fiscal management strategies to balance its adult budget
- ◆ Senior management provides continuity and possesses the necessary management experience

CLBC will also be supported by its second three-year Strategic Plan which focuses on stabilizing the organization after a three year period of managing the transition from the previous system that supported children and adults, and launching a new beginning with all of the associated learning and challenges. The Operational Plan developed in early 2009 with input from both CLBC management and field staff, outlines how CLBC will achieve key organizational directions and goals identified in the Strategic Plan. Changes have also been made to CLBC's organizational goals, strategies, performance measures and targets to better link the use of human and financial resources and organizational strategies to expected results. This enhanced alignment will support CLBC's efforts to mitigate the key risks and challenges, and strategic issues it presently faces.



*Goals,  
Strategies,  
Measures and Targets*

During 2008, CLBC developed new goals and measures for this year's annual planning and reporting cycle. Discussions took place with MHSD and CLBC staff, and consultations were held with providers familiar with outcome-based reporting.

A logic model, which identified key CLBC inputs and activities and expected outputs and outcomes, guided development of the goals and performance measures. Goals for the 2009/10 – 2011/12 Service Plan are:

- 1 **Service Excellence:** Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.
- 2 **Organizational Responsiveness:** CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.
- 3 **Operational Efficiency:** Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.

GOALS	Service Excellence	Organizational Responsiveness	Operational Efficiency
PERFORMANCE MEASURES	<ul style="list-style-type: none"> <li>◆ % of individuals and families who feel well supported by their service providers</li> <li>◆ Number of individuals and families who purchase supports and services using individualized funding</li> <li>◆ Number of families who receive direct payments for adult respite</li> </ul>	<ul style="list-style-type: none"> <li>◆ % of individuals and families who feel their concerns were listened to</li> <li>◆ % of individuals and families who feel their concerns were addressed in a timely manner</li> <li>◆ % of individuals and families who feel they were provided with useful referrals and resources</li> </ul>	<ul style="list-style-type: none"> <li>◆ % of annual funding used for direct services</li> <li>◆ % of individuals receiving residential services that live in smaller, individualized arrangements</li> </ul>

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. Results will be reported in CLBC’s April 1, 2009 to March 31, 2010 Annual Report.

## GOAL 1 - Service Excellence

CLBC’s mandate includes promoting choice and innovation and assisting adults to achieve maximum independence and live full lives. Supports and services that are individualized and responsive are critical. This goal speaks to the capacity and effectiveness of the service delivery system to respond to the disability-related needs and citizenship goals of adults with developmental disabilities.

### 1.1 PERFORMANCE MEASURES

CLBC’s core business is the provision of 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 ability of the service delivery system to effectively enable people to achieve personal goals and live as full citizens in their communities.

Supporting individuals to make choices which help them meet their needs is a foundational piece of CLBC’s service delivery approach. Research indicates individualized funding and direct payments can help move towards a system in which personal choice is a driver of what people create or access to meet their needs.

The promotion of more person-centred and responsive options using these payment mechanisms also reduces administrative overhead, thus delivering the same or similar service in a more cost effective manner.

Performance measures that speak to these outcomes are the number of individuals and families who choose individualized funding, and the number of families who use direct payments, to purchase needed supports and services.

### 1.2 STRATEGIES TO ACHIEVE SERVICE EXCELLENCE INCLUDE:

- ◆ Stakeholders will be supported to better understand person-centred thinking and services through information and training
- ◆ Providers will develop responsive services to meet the diverse disability-related needs of adults with developmental disabilities and families
- ◆ CLBC and its community partners will increase capacity by collaborating to provide culturally appropriate services to Aboriginal people and different cultural groups
- ◆ Partnerships with MHSD and other government bodies will help adults gain streamlined access to needed supports and programs (current projects with MHSD include increasing access to employment programs)
- ◆ Outreach services will identify and support adults unlikely or unable to maintain contact with the CLBC

PERFORMANCE MEASURES	TARGETS				
	2007/08 Actual	2008/09 Actual	2009/10 Forecast	2010/11	2011/12
1. % of individuals and families who feel well supported by their service providers*			Establish Baseline		
2. Number of individuals and families who purchase supports and services using individualized funding **	29	84	150***	250***	400***
3. Number of families who receive direct payments for adult respite**	405	580	750****	900	1000

\* New measure for this Service Plan / \*\* Measure moved from Goal 5 in the 2008-09 – 2010-11 Service Plan / \*\*\* Targets amended due to implementation challenges / \*\*\*\* Target increased

### 1.3 TARGETS

A baseline will be established in 2009/10 for the measure - % of people and families who feel well supported by their service providers. This will enable changes to be made 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 will be the annual satisfaction survey. Management consults with external experts to ensure the survey design is appropriate and results are accurate.

Notwithstanding the importance of individualized funding and direct payments to CLBC's management of the service delivery system, uptake is dependent upon a number of 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 generally conservative levels for the next three years. The data source for individualized funding and direct payment is the PARIS service delivery management system and the accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery management system and the accounting system are subject to internal and external audit processes.

## GOAL 2 – Organizational Responsiveness

CLBC develops and funds support plans that blend formal (paid) and generic services and informal community supports to best address people’s disability-related needs. Other CLBC roles are contracting and monitoring services to ensure they are delivered cost effectively.

Provision of quality supports and services 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 changing needs and circumstances is critical and requires CLBC staff to be responsive to individuals and families. This goal speaks to how effectively CLBC supports community living programs and objectives.

### 2.1 PERFORMANCE MEASURES

As well as funding supports and services, CLBC staff helps individuals and families to think about how their needs can be met in other ways, for example, by accessing generic services or informal community supports. 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:

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

### 2.2 STRATEGIES TO ACHIEVE ORGANIZATIONAL RESPONSIVENESS INCLUDE:

- ◆ CLBC will continue to refine its delivery approach to support facilitator / analyst collaboration
- ◆ Policies and practice guidelines will be revised in view of CLBC’s relationship with MHSD and made widely available, supported by organization wide communication strategies
- ◆ Training will be provided to CLBC field staff to support their role
- ◆ Human Resource practices will encourage workforce diversity
- ◆ CLBC will help build community capacity by investing in community development initiatives

PERFORMANCE MEASURES	TARGETS				
	2007/08 Actual	2008/09 Actual	2009/10 Forecast	2010/11	2011/12
1. % of individuals and families who feel their concerns were listened to*			Establish Baseline		
2. % of individuals and families who feel their concerns were addressed in a timely manner*			Establish Baseline		
3. % of individuals and families who feel they were provided with useful referrals and resources*			Establish Baseline		

\* New measures for this Service Plan [Note: each performance measure now has a % to reflect progress achieved, rather than the number assigned in the last Service Plan]

## 2.3 TARGETS

Baselines will be established in 2009/10 for the three measures chosen for this goal. This will enable changes to be made 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 these measures will be 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 ensuring the delivery of high quality, sustainable supports and services. However, it also operates in an environment where there is significant demand on its budget to meet disability-related needs in individualized ways. This goal speaks to CLBC's overall effectiveness in allocating its financial resources.

### 3.1 PERFORMANCE MEASURES

CLBC spends 92.5% of its annual budget on direct services for adults and their families. The remaining budget supports CLBC Headquarters and field operations in delivering needed supports and services throughout B.C. Ensuring the amount of funding targeted for direct service delivery is maintained speaks to the overall efficiency of CLBC in managing the service delivery system.

Residential services represent approximately 67% of CLBC's adult contracted service expenditures. Historically, funding has focused on 24 hour staffed group homes with four to five people. While appropriate for some, they don't always represent the best way to address an adult's residential needs.

In the last few years, people have increasingly chosen more person-centred options such as home sharing or semi-independent living. As of June 30, 2009, 5,278 adults were served residentially; 45.6% in staffed residential settings and 54.4% in settings like home sharing and semi-independent living.

While often supported by a degree of staff involvement, these smaller, individualized models better engage citizens to serve as room mates or part time care givers. Often, family members, friends and neighbours also play important support roles. A key indicator of cost effectiveness is the percentage of individuals receiving residential services that are living in smaller, individualized arrangements.

### 3.2 STRATEGIES TO ACHIEVE OPERATIONAL EFFICIENCY INCLUDE:

- ◆ Phased implementation of a new contract management system began in 2009 and will be linked to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making
- ◆ Information will be shared with individuals and families about support and service options, including generic and informal community supports to ensure use of these options, not just funded services
- ◆ Guide to Support Allocation, Priority Ranking Tool and Catalogue of Services will be validated and needed refinements made to inform allocation decisions and support consistency and equity
- ◆ A standardized contracting framework will be 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 will be increased by implementing a contracting framework that focuses on person-centred outcomes

PERFORMANCE MEASURES	TARGETS				
	2007/08 Actual	2008/09 Actual	2009/10 Forecast	2010/11	2011/12
1. % of annual budget used for direct service delivery*	92.8%	92.5%	93%	93%	93%
2. % of individuals receiving residential services that live in smaller, individualized arrangements*			Establish Baseline		

\* New measures in this Service Plan

### 3.3. TARGETS

A baseline for the percentage of adults receiving residential services who live in smaller, individualized arrangements will be established in 2009/10. This will enable changes to be made 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 will be the PARIS service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

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. While CLBC continues to explore potential national and international benchmarks, a key challenge is the lack of comparative data. This is due to:

- ◆ Jurisdictions often define services and outcomes in different ways
- ◆ Populations served can differ somewhat
- ◆ Funding mechanisms vary
- ◆ Number of institutional versus community services can be different
- ◆ Staff roles and organizational mandates may not be comparable

Notwithstanding this situation, Directors of provincial community living service systems across Canada remain interested in exploring potential mechanisms for cross jurisdictional comparisons. CLBC continues to partner in these annual discussions.



## Summary Financial Outlook

The table on the following page provides the summary financial revenue and expenditure for 2007/08 and 2008/09, the budget for 2009/10 and the forecast for 2010/11 and 2011/12.

<b>Operating Revenue &amp; Expenditures</b>					
<b>\$ millions</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>
<b>Revenue</b> (Note 1)					
Operating Contributions from the Province	646.0	684.4	664.3	679.0	679.0
Recoveries from MCFD	29.5	27.0	51.7	-	-
Other Contributions & Recoveries	8.6	10.0	8.9	8.1	8.1
Interest & Other Income	2.5	1.5	0.7	1.1	1.1
Amortisation of Capital Grants	0.9	1.3	2.0	2.8	3.0
<b>Total Revenue</b>	<b>687.5</b>	<b>724.2</b>	<b>727.6</b>	<b>691.0</b>	<b>691.2</b>
<b>Expenditures</b>					
Contracted Services					
Adult & Provincial Services	564.0	594.6	632.3	646.0	646.0
Children's Services	73.7	73.8	42.3	-	-
Regional Operations & Administration	48.4	52.7	50.4	41.6	41.7
Capital Asset Amortisation	1.4	1.8	2.6	3.4	3.5
<b>Total Expenditures</b>	<b>687.5</b>	<b>722.9</b>	<b>727.6</b>	<b>691.0</b>	<b>691.2</b>
<b>Net Income (Loss)</b>	<b>-</b>	<b>1.3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets (retained earnings) (\$ millions)</b>	<b>1.5</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>
<b>Capital Expenditures (\$ millions)</b>	<b>3.2</b>	<b>3.6</b>	<b>3.3</b>	<b>2.7</b>	<b>1.9</b>
<b>Total Debt (\$ millions)</b>	<b>0.8</b>	<b>0.7</b>	<b>0.5</b>	<b>0.4</b>	<b>0.9</b>
Note 1 Contributions from the Province excludes contributions for capital purposes					

In fiscal year 2008/09 CLBC delivered all community living services to children, funded in part through direct contributions from the Province and in part from recoveries from MCFD's budget for children for which it had budgetary responsibility. 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 will be transferred to MCFD at a later date. The budgets for 2009/10 and 2010/11 have been reduced to eliminate the contributions, recoveries and expenditures related to children's services.

## 1. CONTRIBUTIONS FROM THE PROVINCE

Contributions are provided by the Province through transfers to CLBC under Voted Appropriation 36 within MHSD. For 2009/10 and forward, only contributions related to adult services are included, as the budget for children's services will be with MCFD. Children's services provided up to the transfer date will be funded through a recovery from MCFD. The 2009/10 budget includes an increase in contributions from the Province of \$52.4 million, an 8.5% increase over the 2008/09 adult services budget, made up as follows:

- ◆ \$39.6 million (6.4%) to provide new and expanded adult services, together with related staffing and overhead costs, for those individuals meeting the existing eligibility criteria
- ◆ \$2.6 million (0.4%) to support the initiative to improve eligibility
- ◆ \$10.2 million (1.6%) for compensation and other cost pressures and adjustments arising in our contracted service providers and within CLBC's own operations

Offsetting this increase is the transfer to MCFD of the contribution related to children's programs totalling \$61.6 million along with \$0.7 million transferred out of adult administration to support children's services administration. An additional reduction in contributions of \$1.8 million is a result of the completion of the project to standardize the shelter component of the People with Disabilities (PWD) benefits provided by MHSD. These funds, previously paid directly to service providers by CLBC, were transferred from CLBC to MHSD which now provides the funds to supported individuals.

<b>Contributions from the Province</b>					
<b>\$ millions</b>	<b>2007/08 Actual</b>	<b>2008/09 Actual</b>	<b>2009/10 Budget</b>	<b>2010/11 Plan</b>	<b>2011/12 Plan</b>
Operating Contributions					
Adult Services	591.4	622.8	664.3	679.0	679.0
Children's Services	54.6	61.6	-	-	-
	<u>646.0</u>	<u>684.4</u>	<u>664.3</u>	<u>679.0</u>	<u>679.0</u>
Capital Contributions	0.5	2.0	3.3	2.0	2.0
	<u>646.5</u>	<u>686.4</u>	<u>667.6</u>	<u>681.0</u>	<u>681.0</u>

The contributions, and corresponding expenditures, necessary to support increased service demand in 2010/11 and 2011/12 and the annualizing impact of services implemented in 2009/10 have not been incorporated into this financial outlook. Service demand in those years will be considered in the 2010/11 budget plan based upon updated information on caseload growth.

## 2. RECOVERIES FROM MCFD

In addition to providing services to CLBC supported children, CLBC has provided regional staff and management functions and contract administration responsibility for children's community living services funded by MCFD. CLBC recovered the associated staff, operational costs and contracted service costs from MCFD and will continue to do so until the transfer is completed.

## 3. OTHER CONTRIBUTIONS AND RECOVERIES

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

## 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 constantly monitors services and works with providers to ensure that supports provided are appropriate to people's disability-related needs and are delivered in the most cost effective manner.

CLBC's ongoing focus and monitoring of services and contracts will result in savings in adult contracted services that can be re-directed to providing new services or increased support to individuals. With these savings and the increased contribution from the Province, CLBC will be able to introduce new services for adults with an annual cost of \$45.5 million (2008/09 - \$34.3 million; 2007/08 - \$21.7 million).

The focus will be on sustainability for new services implemented in 2009/10. In addition to addressing urgent emerging needs, resources will be directed to prevention, services that build family capacity and resiliency, individualized funding and waitlisted services.

Additional funding of \$2.6 million in 2009/10, increasing to \$10.3 million in 2010/11 has been allocated to CLBC to develop eligibility assessment processes and respond to the support needs of those individuals falling within the broader range of developmental disabilities who do not meet CLBC's current eligibility criteria.

## 5. BUDGET ASSUMPTIONS

Inflationary assumptions adopted in preparing the budget include increased compensation costs and associated funding arising from the collective agreements and provision for other cost pressures within contracted services through funding provided by the Province.

CLBC is implementing a comprehensive, organization-wide management information system and addressing the cost implications of service demand pressures. Changes in service delivery require significant lead-time due to the care with which they must be implemented to ensure the health and safety of individuals served.

Successful change will require a well resourced and trained staff, adequate contracted service funding to implement planned, innovative responses and the continued support of individuals, families, service providers and communities for CLBC's change mandate.



### *Capital Plan and Major Capital Projects*

Capital expenditures are funded by contributions from MHSD. 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.



## 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](http://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](http://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](http://www.bclaws.ca/Recon/document/freeside/--%20c%20--/community%20living%20authority%20act%20%20sbc%202004%20%20c.%2060/00_04060_01.xml)

**Community Councils  
Complaints Policy  
and Process**

[www.communitylivingbc.ca/your\\_community/community\\_councils.htm](http://www.communitylivingbc.ca/your_community/community_councils.htm)  
[www.communitylivingbc.ca/publications\\_and\\_resources/documents/CLBCCO\\_MPLAINTRESOLUTIONPOLICYSept2005.pdf](http://www.communitylivingbc.ca/publications_and_resources/documents/CLBCCO_MPLAINTRESOLUTIONPOLICYSept2005.pdf)

**Glossary of Commonly  
Used Terms**

[www.communitylivingbc.ca/policies\\_and\\_publications/documents/ServicePlanGlossary.pdf](http://www.communitylivingbc.ca/policies_and_publications/documents/ServicePlanGlossary.pdf)

**Ministry of Housing and  
Social Development**

[www.gov.bc.ca/hsd/](http://www.gov.bc.ca/hsd/)

**Shareholder's Letter  
of Expectation  
Strategic Plan**

[www.communitylivingbc.ca/who\\_we\\_are/board/documents/ShareholderLetterofExpectation.pdf](http://www.communitylivingbc.ca/who_we_are/board/documents/ShareholderLetterofExpectation.pdf)

[www.communitylivingbc.ca/policies\\_and\\_publications/documents/CLBCStrategicPlan.pdf](http://www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf)