

Community Living British Columbia

2018/19 – 2020/21 SERVICE PLAN

February 2018



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Board Chair Accountability Statement



The 2018/19 - 2020/21 Community Living British Columbia (CLBC) Service Plan was prepared under the Board's direction in accordance with the [*Budget Transparency and Accountability Act*](#). The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2018 have been considered in preparing the plan. The performance measures presented are consistent with the [*Budget Transparency and Accountability Act*](#), CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'Tom Christensen', written in a cursive style.

Tom Christensen
Board Chair

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Strategic Direction and Alignment with Government Priorities

[Community Living British Columbia](#) (CLBC) is a crown agency mandated to fund supports and services that people with developmental disabilities can count on to meet their personal goals and disability-related needs. CLBC’s role includes supporting individuals and families to plan and connect with resources in their communities. It includes promoting more welcoming communities through community engagement. CLBC’s work supports people to reach their full potential and live lives filled with possibilities in welcoming communities.

CLBC is accountable to the Legislature through the [Ministry of Social Development and Poverty Reduction](#) (SDPR), which allocates funding, oversees organizational performance, and establishes government’s mandate, policy and priority direction for CLBC. CLBC’s [Strategic Plan](#) and Service Plan support government’s commitments as identified in [CLBC’s Mandate Letter](#). The goals, objectives and strategies outlined in this Plan are shaped by the government’s mandated priorities.

CLBC is aligned with the government’s key priorities:

Government Priorities	CLBC Aligns with These Priorities By:
Delivering the services people count on	<ul style="list-style-type: none"> • Providing effective and efficient services that are person-centred. (Goal 1) • Striving for services and supports that improve individuals’ overall quality of life. (Objective 1.3) • Delivering services that are responsive to the needs and circumstances of individuals and families. (Goal 2) • Ensuring good stewardship through effective management of resources and accountability to stakeholders. (Goal 4)
A strong, sustainable economy	<ul style="list-style-type: none"> • Supporting individuals, service providers and CLBC staff to actively engage their communities. (Goal 3) • Supporting individuals to access employment opportunities as a means to participate more fully in community and increase their financial well-being. (Objective 3.1)

Accordingly, CLBC’s staff, policies, processes and information technology systems support the delivery of quality services, access to other government funded programs and connections to community resources.

Operating Environment

The [Community Living Authority Act](#) and [Community Living Authority Regulation](#) outline eligibility criteria for two groups of individuals for CLBC services:

- Adults with a developmental disability, and
- Adults diagnosed with a Fetal Alcohol Spectrum Disorder or an Autism Spectrum Disorder, and who have significant limitations in adaptive functioning.

CLBC employees support individuals and their families to plan and are responsible for developing and monitoring services. A range of residential, employment, community inclusion and respite services are delivered through contracted service providers and individualized funding arrangements. CLBC ensures reliable third party service delivery through various quality assurance, contracting and financial mechanisms. A formal complaints resolution process, a [whistleblower policy](#) and an internal audit function provide further assurances of accountability and transparency in operations.

Demographic Trends and Caseload Growth

It is projected by March 31, 2018 that over 21,000 adults will be registered for CLBC services, an increase of 5.7 per cent over the previous year, and 36.2 per cent over five years. This increased demand for CLBC services is due to a number of factors including: general population growth; advances in health care and extended life expectancy; increased identification and referral rates of youth to CLBC by the school system; increased service requests by young adults leaving their family home and by adults with complex needs; and aging family members who need greater assistance with caring for their adult sons and daughters at home.

CLBC expects this growth rate to continue to increase by about 5 per cent annually for the foreseeable future. Furthermore, individuals and families are seeking person-centred services, which are effective in assisting individuals to achieve meaningful involvement in their communities.

Improved Outcomes and Responsiveness

CLBC is committed to delivering services that meet the support requirements of individuals and families to ensure they have an opportunity to achieve their fullest potential and contribute to all aspects of life.

- **Better Outcomes** – CLBC will continue to work towards improving individuals' quality of life outcomes and creating opportunities for them to reach their full potential with focused work in three areas: employment, individuals with multiple complex support needs and independent living. Assisting individuals to participate in their community through opportunities such as employment and accessing independent living options can lead to improved quality of life outcomes including social inclusion, well-being and personal development.
- **Improve Individual and Family Experience** – CLBC will continue to explore ways to strengthen the relationships with individuals and families and respond to their changing needs and concerns. CLBC will work towards increasing the trust and confidence that both individuals and their families have in CLBC through open and transparent communication. CLBC will work to strengthen relationships with Indigenous communities and raise awareness of CLBC services among Indigenous individuals and families. Enhancing the planning process will be a continued focus, resulting in more positive experiences for youth transitioning to adulthood, older adults and their families.
- **More Efficient Operations** – CLBC will implement initiatives to improve and streamline internal processes and build on recent improvements. Work will continue on the Information Technology Strategy, implementation of a continual business improvement process, and

improvements to workflow processes to further enhance CLBC’s employees’ effectiveness and efficiency.

- **Enhance Service Provider Partnerships** – CLBC will work closely with service providers to improve collaboration and identify solutions that support a responsive, sustainable network of services that supplement other community supports. CLBC will engage home share providers and their representative groups to strengthen the home share network. CLBC will continue to improve its comprehensive framework of funding, procuring, contracting and monitoring processes.

Performance Plan

CLBC’s Performance Plan describes what it intends to accomplish over the next three years. It shows how CLBC seeks a balance between funded services and natural supports to assist individuals in achieving meaningful participation in community. CLBC works closely with SDPR to monitor priorities, progress and alignment with government commitments through regular engagement at Board Chair to Minister, senior executive and staff levels. CLBC also regularly reports to SDPR against a set of performance measures.

Goal 1: Providing effective and efficient services that are person-centred.

CLBC’s mandate includes providing options for how supports and services are delivered, assisting adults to achieve maximum self-determination while living full lives in their communities, and promoting innovation to find more effective ways of supporting adults. Effective services reflect the relationship with individuals and families as well as enhancing individuals’ quality of life.

This goal supports the BC government’s commitment to deliver high quality services that British Columbians can count on.

Objective 1.1: Individuals and families have access to a range of services, support and funding that respond to their needs.

Key Strategies:

- Continue to offer individualized funding mechanisms to ensure individuals and families have access to a range of funding options for the delivery of services.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1a Number of individuals receiving services through person-centred societies or IF agreements over \$6,000 ¹	1,040 ²	1,084	1,129	1,176	1,225

¹Data Source: Data sources for individualized funding and person-centred societies are the PARIS information management system and CLBC’s accounting systems. Regular data quality audits occur on key components of the PARIS information management system. Accounting systems are subject to internal and external audit processes.

² CLBC revised the 2016/17 Actual since the September 2017 Service Plan.

Linking Performance Measures to Objectives:

1.1a This performance measure identifies individuals who receive \$6,000 or more through the individualized funding (IF) payment option. \$6,000 was chosen because it represents individuals administering substantial disability supports versus direct funded respite, which is focused on supporting family caregivers. It also includes individuals accessing services through person-centred societies,³ because of their individualized approach to service delivery. It also demonstrates how CLBC offers an alternative funding mechanism thus ensuring that individuals and families have access to a range of funding options. Research shows that individualized funding can help individuals secure more person-centred, responsive and innovative options because the individual has greater control over the design and management of supports.

Discussion:

1.1a The 2017/18 forecast for IF (1,084) is very close to the 2017/18 target (1,096). Growth in the use of IF has been slow as most families are opting to receive services through more traditional third party contracts. As a result, targets have been adjusted to better reflect current trends and anticipated growth over the next three years.

Objective 1.2: Services are person-centred and flexible to meet individuals’ needs.

Key Strategies:

- Engage with home share providers, service providers who support home share providers and their representative groups to help ensure home share providers are effectively supported to deliver quality services.
- Continue to collaborate with service providers and other sector partners including non profit housing providers, developers and municipalities to increase access to inclusive housing.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.2a Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in a home) ⁴	68%	69%	70%	71%	72%

⁴ Data Source: Data source for this measure is the My Workspace contract management system; data is validated through regular contract management processes.

Linking Performance Measures to Objectives:

1.2a The second performance measure tracks the percentage of individuals receiving residential services who choose to live in more individualized settings. People who live independently, with supported living services, are not included.⁵ In recent years, people have increasingly chosen person-

³ A person-centred society is a not-for-profit society established solely to support one individual. CLBC supports individuals by contracting with the society to provide disability-related supports.

⁵ CLBC reports on individuals living independently with supported living services as its own (non-residential) category.

centred, individualized models, such as shared living, where the person lives in the home with the paid caregiver who provides service. This often provides access to relationships with the caregiver’s family members and friends. This performance measure demonstrates CLBC’s ability to deliver effective services that are person-centred and flexible to meet individuals’ needs. Data from the *include Me!*⁶ initiative shows that individuals in these residential settings enjoy higher quality of life than those in more congregate models such as staffed residential.

Discussion:

1.2a CLBC is projected to meet the 2017/18 target (69%). The targets for the next three years project continued slow growth as CLBC develops and refines additional capacity to support shared living, while ensuring stability for individuals already served in staffed residential services. Growth has been slow but steady since CLBC established a baseline of 58 per cent in 2009/10. Over the next year, CLBC will engage home share providers and other key stakeholders to ensure that caregivers are effectively supported in delivering quality services.

Objective 1.3: Services and supports improve individuals’ overall quality of life.

Key Strategies:

- Continue to use *include Me!* to measure the quality of life of individuals and to support service providers’ in their efforts to deliver service in a manner that promotes improved outcomes for those they serve.
- Develop tools and methods for mapping community resources to make it easier for individuals, families and community members to find, access and share information about community supports.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.3a Change over time in Quality of Life Scores of surveyed individuals accessing CLBC-funded services ⁷	7.41	7.42	7.43	7.44	7.45

⁷ Data Source: Data source for this measure is from the *include Me!* survey results. The measure is the average score out of 10 of all the respondents in the sample for the personal domain score.

Linking Performance Measures to Objectives:

1.3a The third performance measure gauges the quality of life of surveyed individuals who access CLBC funded services. Data gathered through CLBC’s *include Me!* survey is used by participating agencies and CLBC to gauge current state and to serve as a catalyst for positive change. The data helps service providers evaluate the impact of various continuous quality improvement efforts on the quality of life of those they serve. It also informs CLBC’s policy and practice, and provides guidance on directions that could promote improved quality of life outcomes. This performance measure

⁶ CLBC’s initiative, which includes a quality of life framework and survey instrument, measures and aims to improve individuals’ quality of life.

demonstrates CLBC's ability to impact individuals' overall quality of life through strategic initiatives and the delivery of quality services.

Discussion:

1.3a This performance measure was introduced in last years' Service Plan with data collected over five years, starting in 2012/13, to establish a baseline for 2016/17. The measure was developed using a composite score of questions from Dr. Robert Schalock's [Quality of Life Framework](#), one from each of the eight domains⁸, that have the greatest impact on overall quality of life. CLBC anticipates slow growth over the next three years since changing the quality of life of a group of people will be gradual. For the next several years, CLBC will also be collecting information from individuals who are served by agencies that are participating in the survey for the first time as well as by agencies that have had their survey scores previously, and have implemented changes to improve people's quality of life.

Goal 2: Deliver services that are responsive to the needs and circumstances of individuals and families.

This goal reflects the importance that CLBC places on responding to the needs, preferences and concerns of individuals and families.

Responsiveness is about services meeting the needs and circumstances of individuals and families, and adapting service delivery approaches to changing expectations and trends. CLBC continually engages individuals and families in setting strategic directions, designing services and improving operational responsiveness. Transitions, coordination and the responsiveness of services is also improved through collaboration with other agencies/ministries and sector partners that serve individuals and families.

This goal supports the BC government's commitment to deliver quality services that British Columbians can count on, and CLBC's vision that individuals live lives filled with possibilities in welcoming communities. CLBC works closely with individuals and families, service providers and communities to ensure supports and services are more responsive to their needs.

Objective 2.1: Individuals and families understand what services and supports are available so they can plan how to meet their support needs, achieve personal goals and improve their quality of life.

Key Strategies:

- Implement CLBC's new planning process, which will improve the way individuals and families are introduced to CLBC, enhance their knowledge about the resources in and outside CLBC, and offer options for how they plan with CLBC.

⁸ CLBC uses Dr. Robert Schalock's Quality of Life framework which is made up of eight areas that describe quality of life: self determination, relationships with people, social inclusion, rights, physical well-being, emotional well-being and material well-being.

- Build trusting relationships with Indigenous communities by improving awareness of CLBC and available supports and services and learning about the complex needs and issues facing Indigenous people.
- Engage individuals, families and their representatives to improve service delivery and identify solutions that support a responsive, sustainable network of services that supplement other supports.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1a Percentage of individuals & families that understand what support options are available prior to completion of their plan ⁹	N/A	45%	55%	65%	75%

⁹ Data Source: Data source for this measure is from a targeted survey completed in 2017/18. The survey sample was made up of individuals and families who turned 19 years of age and completed a Guide to Support Allocation.

Linking Performance Measures to Objectives:

2.1a This performance measure demonstrates how well CLBC responds to and addresses individuals’ and families’ needs by supporting them to understand what funded services and natural community supports are available. When people are fully informed, they are better equipped to make choices to enhance their quality of life.

Discussion:

2.1a Data was collected in 2017/18 through a targeted survey and was used to set targets for the next three years. Since data was reported for 2016/17, the survey methodology has changed. As a result the 2016/17 actual is no longer applicable. CLBC is improving survey methodology to increase survey response rates. CLBC anticipates a steady increase in individuals and families understanding what support options are available over the next three years as the new planning process is implemented in 2018/19. New methods and tools will improve the way individuals and families are introduced to CLBC and also enhance their knowledge about the support options available to them. As a result, targets have been adjusted to better reflect revised survey methods, current trends and anticipated growth.

Objective 2.2: Respond to individuals’ and families’ needs and concerns in a timely manner and ensure quality and responsive services.

Key Strategies:

- Continue to receive and address concerns from individuals and families through CLBC’s complaints process in a timely manner.
- Continue to address the changing needs of adults with developmental disabilities as they age by collaborating with sector partners to clarify respective roles in transition planning, and also improving forecasting of future service requirements associated with aging.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.2a Percentage of complaints resolved within the timeframes set out in the CLBC <i>Complaints Resolution Policy</i> ¹⁰	60%	80%	90%	90%	90%

¹⁰Data Source: Data source for this measure is derived from the CLBC Complaints Tracking System.

Linking Performance Measures to Objectives:

2.2a This performance measure provides information on how well CLBC responds to concerns by tracking whether formal complaints are resolved within the required timeframes set in CLBC’s *Complaints Resolution Policy*. This performance measure demonstrates CLBC’s ability to respond to individuals and families needs and concerns in a timely manner and ensure quality and responsive services.

Discussion:

2.2a CLBC is projected to exceed the 2017/18 target (70%). This growth reflects CLBC’s commitment to address concerns in a timely manner, which is why each of the five stages of the resolution process has a short time limit for resolving complaints. Our targets over the next three years continue to be aggressive and reflect our commitment to improving accountability and response rates.

Objective 2.3: Supports and services meet individuals’ personal development growth needs.

Key Strategies:

- Continue to implement strategies that will meet the personal development growth needs of individuals, for example, the development of a new CLBC service option with employment at the centre, and providing service providers with quality of life data through *include Me!*.
- Continue to collaborate with government agencies/ministries and service providers to enhance service responses for people with multiple, complex support needs.¹¹

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.3a Change over time of personal development domain scores of surveyed individuals accessing CLBC-funded services ¹²	7.42 ¹³	7.48	7.54	7.60	7.66

¹²Data Source: Data source for this measure is from the *include Me!* survey results. The measure is the average score out of 10 of all the respondents in the sample for the personal domain score.

¹³Data Source: The 2016/17 actual is based on a three year rolling average. Targets and future actuals will be based on a three year rolling average.

Linking Performance Measures to Objectives:

¹¹ This population is highly self-determined, pose a risk to themselves or others, have limited family involvement and have one or more of: mental health issues, substance abuse issues and involvement with police or corrections.

2.3a This performance measure is the average personal development outcome score for individuals receiving services, as measured by the *include Me!* survey. Personal development is one of the eight domains in CLBC's quality of life framework and measurement tool, and is highly correlated to the overall quality of life of individuals. It relates to an individual's ability to pursue their interests, have opportunities for personal growth and skills development and have access to necessary information and support. This performance measure reflects CLBC's ability to develop supports and services that meet individuals' personal development growth needs.

Discussion:

2.3a This performance measure was established in last years' Service Plan. Data collected over five years, starting in 2012/13, was used to establish a baseline for 2016/17. Since CLBC now has more data to inform future targets, the targets have been adjusted to better reflect anticipated growth. CLBC anticipates gradual growth in personal development scores over the next three years for several reasons. Most significantly, prior years' scores suggest changing quality of life of a group of people will be gradual. Each year for the next several years, we will be collecting information from individuals who are served by agencies who are participating in the survey for the first time as well as agencies who have had their survey scores previously, and have implemented changes to improve people's quality of life.

Goal 3: Support individuals, service providers and CLBC staff to actively engage their communities.

Community engagement is fundamental to supporting people to achieve fulfilling lives. Home, friends, meaning and belonging are all dependent on community connections, which in turn are dependent on inclusive communities. People's participation in, and contribution to community are the most powerful agents to promote more welcoming communities.

CLBC supports individuals to actively engage in their community, and to access natural supports through inclusive employment and other opportunities available to all community members. Individuals who participate in their community as full citizens and who have opportunities to share their talents and gifts, experience greater quality of life. *include Me!* data shows a connection between how having a job with real pay enhances a person's quality of life in a number of areas, including relationships and personal development.

CLBC supports Community Councils, composed of self-advocates, family members, service providers and other community members to nurture more welcoming, inclusive communities.

This goal contributes to the BC government's commitment to build a strong, innovative economy that works for everyone by improving participation of individuals in employment. It also ensures individuals have the opportunity to reach their full potential and live fulfilling lives in welcoming communities.

Objective 3.1: Support individuals to access employment opportunities as a means to participate more fully in community and increase their financial well-being.

Key Strategies:

- Prepare for the implementation of a new CLBC service option that will balance supports around accessing employment, meaningful community inclusion, skill development and strengthening informal networks.
- Collaborate with government agencies/ministries, other sector partners and families to identify barriers and solutions for individuals participating in employment.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1a Percentage of all individuals served reporting current employment income ¹⁴	21.8%	21.6%	22%	23%	24%
3.1b Percentage of all newly eligible individuals who have requested employment ¹⁵	22%	21%	25%	28%	31%

¹⁴ Data Source: Data source for this measure is the number of CLBC eligible individuals younger than 65 years reporting employment income with BC Disability Assistance.

¹⁵ Data Source: Data source for this measure is the Request for Service List, which is generated by the PARIS information management system.

Linking Performance Measures to Objectives:

3.1a This measure accounts for the percentage of working-aged, individuals who are successful in finding employment and report employment income through BC Disability Assistance¹⁶. This performance measure reflects CLBC’s focus on employment as a means for individuals to participate more fully in community and reach their full potential.

3.1b This measure tracks the percentage of people who submitted requests for employment services six to 18 months after confirmation of their CLBC eligibility. It is an indicator of individuals’ desire to participate in their community by having a job. This performance measure reflects CLBC’s focus on employment as a means for individuals to participate more fully in their community and in turn promote more welcoming communities.

Discussion:

3.1a Targets are based on data collected in recent years. While the 2017/18 forecast (21.6%) is lower than the 2017/18 target (23%), CLBC anticipates future growth starting in 2019/20 after the introduction of the new employment focused CLBC service option in 2018/19. As a result, targets over the next three years have been adjusted to better reflect current trends and anticipated growth.

¹⁶ Note that this measure may exclude individuals who have exited BC Disability Assistance or who may not be reporting their employment income. It is also subject to variation resulting from changes in administrative practices related to BC Disability Assistance.

3.1b The 2017/18 forecast is close to the 2017/18 target (25%). CLBC does not expect linear growth in this measure due to the complexity of the drivers that affect employment participation. Increasing participation in employment will require a shift in attitudes and behaviours, including those of CLBC staff, service providers, government partners and families. CLBC expects slow growth, and as a result, the targets over the next three years have been revised to better reflect current trends and anticipated growth.

Goal 4: Ensure good stewardship through effective management of resources and accountability to stakeholders.

Good stewardship is realized by good management, which assures that resources are effectively utilized to meet individuals and their families' needs. Good management means an engaged workforce, effective partnerships, efficient processes, accountability for financial expenditures, monitoring of services and delivering outcomes. CLBC is committed to maximizing quality supports and services and assuring value for money.

CLBC is accountable through regular reporting to SDPR, open Board meetings as well as publishing documents, such as organizational policies, [Annual Service Plan Reports](#) and other reporting on its public website. CLBC is also accountable through regular and consistent monitoring of its contracted service providers. CLBC works with government and sector partners to identify and support innovation and strategies within CLBC and the broader sector; this includes implementing Quality and Monitoring Frameworks.

This goal contributes to the BC government's commitment to work within our budget to deliver quality services that individuals and their families can count on.

Objective 4.1: Financial resources are managed effectively to meet people's disability-related support needs.

Key Strategies:

- Continue regular financial reporting, strategic engagement and performance monitoring with SDPR.
- Work with service providers to improve the effectiveness and efficiency of business processes and streamline internal processes.
- Strengthen CLBC's Monitoring Framework to improve methods for monitoring service provider performance to ensure the delivery of quality, effective services.
- Continue to implement the Information Technology Strategy to enhance the effectiveness and efficiency of CLBC's employees and service providers by improving information technology systems and streamlining workflow processes.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.1a Average number of individuals who have a priority ranking score of 50 or more that made a service request who do not currently have any funded supports, and have had no service in over 6 months ¹⁷	106	100	90	90	90

¹⁷ Data Source: Data source for this measure is the Request for Service List through the PARIS information management system. It represents the average of the point in time measures for each quarter.

Linking Performance Measures to Objectives:

4.1a This performance measure identifies the average number of individuals who have a priority ranking score of 50 or greater, are not in receipt of any CLBC services, and whose request for services has remained outstanding for six months or more. The priority ranking score is derived from the Request for Service Priority Tool, an instrument CLBC developed; it considers an individual’s current support needs in the context of their current support system (family, services, community, etc.) to gauge their relative priority for services. While not every individual will always require services, CLBC anticipates that most individuals with a score of 50 or more are in need of some services. Note that many individuals with priority ranking scores of less than 50 receive services each year. When a service or support is necessary, CLBC expects the process of allocating funding and implementing the services will be complete in less than six months of requesting services.

Discussion:

4.1a CLBC is projected to meet the 2017/18 target (100). The decrease between 2017/18 and 2018/19 reflects CLBC’s ability to more effectively manage financial resources to meet people’s disability-related support needs by delivering services that people count on. Several variables impact this measure, including the number of individuals presenting themselves to CLBC, the level of service need of those individuals, the amount of funding available for new services, and CLBC’s effectiveness in delivering services. As a result, the targets over the next three years reflect current trends and anticipated growth.

Objective 4.2: Sustain an engaged workforce.

Key Strategies:

- Continue to engage employees in initiatives that directly impact their work using User Driven Design and Change Management tools, to ensure their involvement in the planning and development stages of CLBC’s initiatives.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.2a Overall employee engagement measure ¹⁸	66	N/A	68	N/A	70

¹⁸ Data Source: The data source for this measure is the Employee Engagement Survey. We plan to survey employee engagement, biannually, starting in 2016/17.

Linking Performance Measures to Objectives:

4.2a This performance measure reflects CLBC’s ability to sustain an engaged workforce, a critical element in providing responsive service to meet individuals and families’ needs. Research shows that engaged employees who are satisfied with their organization and their job, and who are loyal and committed, are more productive and provide higher quality services. In a service delivery organization, customer relationships are essential and employee engagement is a critical element of good service.

Discussion:

4.2a The first employee engagement survey was conducted in 2013/14 and established a baseline of 61. CLBC has since put emphasis on engaging employees in initiatives directly impacting their work, such as the extensive engagement in the development of CLBC’s [Strategic Plan](#). As a result, the employee engagement survey conducted in 2016/17 showed an increase in employee engagement with a measure of 66. Targets for 2018/19 and 2020/21 have been updated to reflect current trends and anticipated growth. The next survey will be conducted in 2018/19.

Objective 4.3: Support individuals to achieve sustained employment.

Key Strategies:

- Continue to work with SDPR to leverage the [Employment Program of British Columbia](#) and enhance the efficiency and effectiveness of employment services for individuals.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.3a Percentage of individuals served reporting current employment that retained employment for a period of one year or more ¹⁹	73%	74%	75%	76%	76%

¹⁹ Data Source: Data source for this measure is the CLBC periodic reporting for employment services.

Linking Performance Measures to Objectives:

4.3a This performance measure tracks the percentage of individuals who are reporting employment income and have been employed for a period of one year or more. It indicates CLBC’s commitment to help individuals have a good quality of life as well as its effectiveness in utilizing resources. Evidence shows that employment improves people’s quality of life in a number of ways, including financial well-being, social inclusion and personal development. When people are employed for a long time, they are more likely to derive these benefits. Use of resources is optimized as once an individual is settled in a job, CLBC can reallocate some of the resources used to help them find work to other individuals seeking employment.

Discussion:

4.3a The 2017/18 forecast and targets are based on data collected in recent years. The 2017/18 forecast is higher than the 2017/18 target (67%) as CLBC erroneously underreported the 2016/17 Actual in the [2017 September Service Plan](#). Since CLBC expects this measure to show continued steady growth as we work towards increasing employment, targets over the next three years have been adjusted to better reflect current trends and anticipated growth.

Financial Plan

Summary Financial Outlook

(\$m)	2017/18 Forecast	2018/19 Budget	2019/20 Budget	2020/21 Budget
Total Revenue				
Contributions from the Province				
Government Transfers	943.6	998.2	1,028.4	1,048.4
Restricted – Operating	4.8	-	-	-
Restricted – Capital	(4.1)	(4.0)	(3.8)	(3.9)
Net Operating Contributions	944.3	994.2	1,024.6	1,044.5
Recoveries from Health Authorities	15.7	16.0	16.3	16.6
Interest and Other Income	1.9	1.9	1.9	1.9
Amortization of Deferred Capital Contributions	3.2	3.7	4.0	3.5
Total Revenue	965.1	1,015.8	1,046.8	1,066.5
Total Expenses				
Supports and Services				
Developmental Disabilities Program	873.8	919.4	948.4	968.4
Personalized Supports Initiative	27.0	28.7	29.9	29.9
Provincial Services	4.8	4.9	4.9	4.9
Total Supports and Services	905.6	953.0	983.2	1,003.2
Regional Operations and Administration	56.1	58.5	58.8	58.8
Amortization of Tangible Capital Assets	3.4	4.3	4.8	4.5
Total Expenses	965.1	1,015.8	1,046.8	1,066.5
Annual Surplus (Deficit)	-	-	-	-
Total Liabilities	33.3	33.7	33.5	33.9

(\$m)	2017/18 Forecast	2018/19 Budget	2019/20 Budget	2020/21 Budget
Accumulated Surpluses	3.7	3.7	3.7	3.7
Capital Expenditures	5.9	5.9	4.6	4.7
Dividends/Other Transfers	-	-	-	-

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Key Forecast Assumptions, Risks and Sensitivities

Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers made under a Voted Appropriation within the Ministry of Social Development and Poverty Reduction. These transfers increase by \$54.6 million in 2018/19.

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Some of the funding for operating expenditures is restricted for specific purposes. Restricted operating funding is recognized as revenue when the related expenditures are incurred.

Recoveries from Health Authorities

B.C. Health Authorities contribute to the costs of providing services to individuals who are eligible for Extended Care Supports.

Supports and Services

Developmental Disabilities and Personalized Supports Initiative

Supports and services are provided to individuals and their families through contractual arrangements with service providers across the province.

The rate of caseload growth for 2016/17 was 6.2 per cent, compared to the 6.7 per cent average over the prior five years. This brought the total number of individuals eligible for services at March 31, 2017 to 20,049. The caseload growth rate is forecast to be 5.7 per cent in 2017/18, reducing to 5.3 per cent in 2018/19. CLBC will sustain existing supports, while providing new services within the funding available for 2018/19.

CLBC's regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of support commitments in both the current and future years. Contracted services are monitored by CLBC staff members, who work with service providers to ensure that the supports provided are appropriate to each person's disability-related needs and are delivered in a cost-effective

manner. Savings arising from these processes supplement the funding available to address service demand.

Despite inflationary pressures on the cost of service provision, through changes in service mix, prudent service monitoring and contract management, CLBC’s overall average cost of supports and services per supported individual has been reduced from \$46,000 in 2011/12 to a forecast \$43,700 in 2017/18 and \$43,600 projected for 2018/19.

Provincial Services

CLBC operates the Provincial Assessment Centre and some minor centralized programs, the budgets for which are expected to be stable going forward.

Regional Operations and Administration

Regional Operations and Administration costs include regional facilitators who work directly with individuals and families to connect them to their communities, provide planning assistance and facilitate access to community services. Other regional staff are responsible for the procurement and monitoring processes that are pivotal to cost effective service provision and the monitoring of outcomes for individuals.

Management’s Perspective on the Financial Outlook

CLBC continues to work with the Ministry on strategies to ensure CLBC services remain sustainable. Table 1 summarizes the identified risks related to the financial plan.

Table 1 - Responding to Financial and Operational Risk	
Identified Risks	Mitigation Strategies
CLBC caseload continues to increase at a rate well in excess of general population growth, creating ongoing service demand pressures.	CLBC responds to service demand through informed, fair and consistent decision-making. CLBC works with social service ministries and sector partners to support initiatives that address issues of long-term sustainability.
There is increasing pressure on families who care for their adult children at home, as care-givers age and care requirements increase.	CLBC provides respite and other services for families to enhance their resilience.
Responding to increased service demand creates consistent pressure on CLBC’s day-to-day operational requirements.	CLBC is enhancing its capacity through the implementation of strategic projects that include streamlining processes, the use of technology, workload efficiencies, and staff training.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

The CLBC Board of Directors ensures that CLBC complies with government’s mandate and policy direction, financial and other policies, and applicable legislation. Its responsibilities include functions around: strategic planning, risk management, monitoring organizational and management capacity, controls, ethical frameworks, values and communications. [Click here to learn more about corporate governance at CLBC.](#)

Organizational Overview

CLBC is committed to changing and improving what we do to ensure eligible individuals have the support they need, when they need it, to lead full lives. CLBC is a learning organization committed to listening to and learning from community stakeholders, in addition to transparency. CLBC values the perspectives and concerns of individuals and their families, Community Councils, service providers, government and community partners. [Click here to learn more about CLBC.](#)