

**COMMUNITY LIVING
BRITISH COLUMBIA**

**2015/16 – 2017/18
SERVICE PLAN**



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Accountability Statement

The *2015/16 – 2017/18 Community Living BC Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. The plan is consistent with government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included and how it has been reported.

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

Yours truly,

(Original Signed by Denise Turner)

Denise Turner
Chair, Board of Directors
Community Living British Columbia



**Denise Turner,
CLBC Board Chair**

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Strategic Direction and Context

Strategic Direction

Community Living British Columbia (CLBC) is accountable to the Legislature through the Ministry of Social Development and Social Innovation which is responsible for funding, establishing and communicating government's mandate, policy and priority direction to CLBC and overseeing the organization's performance. The Ministry provides annual direction in a Mandate Letter and contributes to the development of CLBC's Service Plan and Annual Report.

CLBC's alignment with the new provincial Taxpayer Accountability Principles is demonstrated in the Performance Plan section of this report.

Operating Environment

CLBC is a Crown Corporation that funds supports and services which meet the disability-related needs of two groups of eligible individuals in British Columbia:

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

The Community Living Authority Act outlines eligibility criteria for both groups¹.

CLBC funds supports and services to help eligible individuals meet their disability-related needs and participate in meaningful ways in their community. A range of residential, employment, community inclusion, and respite services are delivered through contracted service providers or individualized funding agreements.

Demographic Trends and Caseload Growth

It is projected that by March 31, 2015, over 17,700 adults will be registered as eligible for CLBC services, an annual increase of 6.3%, and 39% over the five years since March 31, 2010. 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 children at home.

This growth rate is not expected to decline in the foreseeable future. Overall the number of individuals with a developmental disability served by CLBC is lower than the 1.05% estimated prevalence rate of developmental disabilities in the general population (based on an internationally accepted definition of developmental disability used by the World Health Organization). CLBC expects its numbers to

¹When information in this document applies to all individuals eligible for CLBC, both groups will be referred to as adults or individuals "with developmental disabilities" or "eligible for CLBC". When only one group of adults is being referred to, the group will be specified.

more closely match the estimated prevalence rate as almost all youth are now accessing CLBC supports when they turn 19 (in the past this was not the case).

As well, the types of services requested are changing to more person-centred, individualized services to assist individuals with more meaningful involvement in community life. In order to meet the changes in the type and volume of services being requested, CLBC will continue to focus on process improvement and development of approaches to the provision of supports and services that lead to employment and enhanced access to natural supports in the community.

Increased Responsiveness and Sustainability

Worldwide there is an increased emphasis on demonstrating value for money in terms of cost and outcomes; government and communities expect a return on investment. CLBC intends to respond to these challenges through the adoption of the following three strategic directions.

- 1. Enhance Participation and Citizenship** – CLBC will continue to shift its organizational approach to ensure all staff, operations, training and service delivery processes are aligned to provide an individualized person-centred response to individuals and families. Assisting individuals to participate in their community through opportunities such as supported employment can lead to numerous quality of life outcomes including social inclusion and financial well-being. Individualized funding provides opportunities for individuals and families to create service options that are more person-centred.
- 2. Increase Sustainability** – CLBC will continue to implement initiatives to increase cost-effectiveness in service delivery such as supported employment while maintaining the quality of services and increasing equitable access to resources. CLBC is working with social service ministries and sector partners to support initiatives that address issues of long-term sustainability and the priorities identified at the BC Community Social Services Innovation and Sustainability Roundtable. Work will continue with ministries towards achieving better alignment through initiatives such as Services to Adults with Developmental Disabilities (STADD) Navigator model.
- 3. Promote Innovation and Resilience** – CLBC will continue to explore innovative ways to support service excellence and a sustainable service delivery system. Its Quality Framework reflects a culture of continuous quality improvement and encompasses quality assurance activities such as service provider reporting and monitoring by CLBC staff. It will continue to implement its Human Resources strategy to ensure CLBC recruits, retains, and supports the staff required to ensure it meets its strategic objectives. CLBC is increasing its capacity through use of technology, a refinement of its organizational structure, workload efficiencies, staff training, and strategic implementation of projects. It is working with the Ministry of Social Development and Social Innovation to determine the business requirements and feasibility of adopting the Integrated Case Management System.

Performance Plan

Goals, Strategies, Measures and Targets

CLBC's Performance Plan describes what CLBC intends to accomplish over the next three years using available financial resources. It establishes a balance between significant financial and non-financial activities and will help CLBC achieve its mandate. The Plan indicates how CLBC is in alignment with the strategic direction set by government as outlined in the 2015/16 Mandate Letter and in the *Taxpayer Accountability Principles*. It details how CLBC will be accountable for its performance through strategies to achieve its goals and by identifying how progress will be made. CLBC will report results in its 2015/16 Annual Report.

CLBC regularly re-examines its goals, performance measures, strategies and targets with the Ministry of Social Development and Social Innovation to ensure they reflect critical aspects of CLBC's performance and are in alignment with its key strategic directions.

Goal 1: Service Excellence

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

Part of CLBC's mandate includes promoting choice and innovation in how needed supports and services are delivered, and assisting adults to achieve maximum independence while living full lives in their communities. Supports and services that are individualized and responsive are critical.

Strategies

- Engagement with the network of service providers to deliver effective and cost-efficient services to eligible adults. CLBC applies a comprehensive framework of funding guidelines, contracting, reporting and monitoring processes. This strategy reflects the "Service" principle from the *Taxpayer Accountability Principles*.
- Provide services to individuals living in First Nation communities, promoting equivalent access to services across the province through application of policies and standards.
- CLBC employees comply with a Code of Conduct as a condition of employment and are required to adhere to CLBC's *Conflict of Interest Policy*. These measures protect the interests of people supported by CLBC and reflect the "Integrity" principle from the *Taxpayer Accountability Principles*, a principle that is intentionally reinforced throughout CLBC's operations.
- Develop solutions to increase access to and use of individualized funding.

Performance Measures

These three performance measures reflect CLBC’s ability to provide high quality supports and services at a sustainable cost.

Increased satisfaction levels are a measure of service quality (as perceived by individuals and families) and of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Research demonstrates that individualized funding and direct payments can help individuals to secure more person-centred, responsive options because the individual plays a much greater role in determining how personal needs are best met. These payment mechanisms can also reduce administrative costs. The net effect is that the same, or similar supports and services, can be delivered more cost-effectively with better results.

Performance Measures	2013/14 Actual	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
1. Percentage of individuals and families who feel well supported by their service providers ²	78%	79%	80%	82%	82%
2. Number of individuals and families who purchase supports and services using individualized funding ³	457	520	575	650	650
3. Number of families who receive direct payments for respite	1,624	1,875	2,125**	2,375**	2,625

**Service Plan targets have been adjusted.

Discussion

CLBC works with service providers to align their planning processes and service delivery approaches to help achieve continuous quality improvement and better quality of life outcomes for individuals they serve. CLBC’s goal is to continue to work with service providers to identify strategies to achieve a target of 80% by 2015/16 for the performance measure, *Percentage of people and families who feel well supported by their service providers*.

To achieve its targets for individualized funding (IF), a review of IF is underway to increase accessibility to and use of IF to enable individuals and families to create new innovative services.

²The data source for this performance measure is the annual Consumer Satisfaction Survey which is conducted annually by an independent contractor with 1,200 individuals and those who support them.

³Data sources for individualized funding and direct payment performance measures are the PARIS service delivery information management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery information management system. Accounting systems are subject to internal and external audit processes.

The targets for direct payments for respite for 2015/16 and 2016/17 have been adjusted to reflect a 36% increase in the number of families using this payment mechanism since 2012/13. To achieve its targets, CLBC will continue to offer direct-funding respite to families to enhance their resilience to care for adult children at home. It will also continue with its commitment to provide a minimum of \$2800 annually to transitioning youth to purchase respite or another preferred service.

Goal 2: Organizational Responsiveness

CLBC is responsive and accountable to its stakeholders through its open Board meetings, Annual Report, and policies that can be viewed on its public website. CLBC and the Ministry of Social Development and Social Innovation senior management staff work closely together to identify issues and report on progress for the provision of effective and cost-efficient service delivery.

Organizational responsiveness reflects how effectively CLBC supports community living programs and objectives. Flexibility and responsiveness is critical in the face of individuals' and families' changing needs and circumstances.

CLBC staff are knowledgeable, accountable and work effectively with local, regional and provincial partners to implement innovative services that promote community inclusion.

Strategies

- Continue to be responsive to individuals and families through a culture of continuous quality improvement and quality assurance activities. This strategy reflects the “Service” principle from the *Taxpayer Accountability Principles*.
- Listen and learn through ongoing dialogue with individuals, families, community members, service providers, and government and community partners about operational changes, policy direction and new initiatives. This strategy reflects the “Respect” principle from the *Taxpayer Accountability Principles*.
- Remain committed to the STADD Navigator initiative. Senior leadership will continue to champion the initiative with CLBC staff and eligible individuals. Local staff will continue to work closely with government partners to implement integrated service delivery.
- Implement all components of the Accountability Framework developed by CLBC and the Ministry of Social Development and Social Innovation that defines financial reporting, strategic engagement and performance monitoring deliverables. This strategy reflects the “Accountability” principle from the *Taxpayer Accountability Principles*.

Performance Measures

CLBC’s three performance measures reflect its responsiveness to individuals and families.

All staff, particularly facilitators and analysts, must be able to respond to those served in timely and helpful ways. As well as funding supports and services, CLBC helps individuals and families determine how their needs can be met in other ways, for example, by using the same services that most community members access such as public transportation or recreation centres.

Performance Measures	2013/14 Actual	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
4. Percentage of individuals and families who feel their concerns were listened to ⁴	75%	79%	80%	82%	82%
5. Percentage of individuals and families who feel their concerns were addressed in a timely manner	70%	68%	72%	74%	74%
6. Percentage of individuals and families who feel they were provided with useful referrals and resources	69%	67%	72%	74%	74%

Discussion

CLBC is committed to achieving a target of 80% in 2015/16 for the performance measure *Percentage of individuals and families who feel their concerns were listened to*. The second performance measure, *Percentage of individuals and families who feel their concerns were addressed in a timely manner* not only reflects a timely response by CLBC, it also reflects CLBC’s operating environment such as increased service demand and therefore has a target of 72% in 2015/16.

CLBC continues to track, learn from, and report on complaints received through CLBC’s streamlined Complaints Resolution Process to ensure individuals and families receive a timely and adequate response to their concerns. CLBC is also addressing concerns about service allocation in a timely way through modest funding increases and by ensuring adult and families receive information early about the type of services they can expect and when to expect they will be provided.

CLBC will also work to enhance its quality assurance framework so that it more fully reflects all aspects of continuous quality improvement. LEAN process reviews will be used as appropriate to continually improve on CLBC processes.

To meet its targets for the performance measure *Percentage of individuals and families who feel they were provided with useful referrals and resources*, CLBC will continue to build community capacity by partnering with stakeholders to develop community-based options. CLBC staff will continue to assist individuals and families to maximize their use of supports and services generally available in their communities.

⁴The data source for all three performance measures is the annual Consumer Satisfaction survey.

Goal 3: Operational Efficiency

CLBC is committed to meeting the needs of individuals and their families by ensuring as much funding as possible goes to delivering sustainable supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources. CLBC strives to minimize its administrative and staffing costs.

Strategies

- Continue to support informed, fair, and consistent decision-making about the types and levels of CLBC-funded service for eligible individuals.
- Deliver innovative, cost-effective employment services that increase opportunities for employment for CLBC eligible individuals who want to secure a job.
- Work with social service ministries and sector partners to identify and support innovation and strategies within CLBC and the broader sector that address issues of long-term sustainability and the priorities identified at the BC Community Social Services Innovation and Sustainability Roundtable.

These first three strategies reflect the “Cost consciousness (Efficiency)” principle from the *Taxpayer Accountability Principles*.

- Collective agreements govern the bargaining unit employees' compensation framework and CLBC's compensation for excluded staff is in alignment with the Public Sector Employer's Council (PSEC) compensation guidelines. This strategy reflects the “Appropriate Compensation” principle from the *Taxpayer Accountability Principles*.

Performance Measures

The overall efficiency of CLBC in managing the service delivery system is reflected by the performance measure *Percentage of annual funding used for direct service delivery*.

A key indicator of cost effectiveness is the *Percentage of adults who choose to receive individualized living arrangements*. Residential services represent about 60% of CLBC's adult contracted service expenditures. While staffed residential resources (group homes) will continue to be an option for individuals who require more intensive support, in the last few years people have increasingly chosen more person-centred options, such as shared living (home sharing or live-in support) or supported living (outreach support or cluster living). In these more person-centred, individualized models where a paid caregiver plays a support role, family members, friends and neighbours often play natural support roles which enhance quality of life.

Performance Measures	2013/14 Actual	2014/15 Forecast	2015/16 Target	2016/17 Target	2017/18 Target
7. Percentage of annual funding used for direct service delivery ⁵	93%	93%	93%	93%	93%
8. Percentage of adults who choose to receive individualized living arrangements (where no more than 2 people live together) ⁶	64%	64%	65%	66%	66%

Discussion

CLBC is forecasted to achieve a 93% expenditure rate on direct services in 2014/15 and is committed to achieving this rate during this three-year Service Plan. The remaining budget funds CLBC regional operations and head office to deliver those services across B.C. CLBC is increasing its capacity through implementation of its information technology strategy, a refinement of its organizational structure, and workload efficiencies. By using the innovative potential of staff, CLBC will continue to identify work-load efficiencies through engagement in initiatives such as using a LEAN process review to streamline work-flow processes.

In 2014/15, CLBC is expected to meet its target of 64% for the performance measure, *Percentage of adults who choose to receive individualized living arrangements*. A baseline of 58% was established in 2009/10 for this measure. Targets will continue to reflect conservative estimates. This will enable CLBC to continue to develop and refine the additional capacity necessary to support these more cost-effective, individualized residential services while ensuring stability for individuals already being served in more traditional residential services.

⁵The data source for this performance measure is CLBC's corporate accounting system, which is subject to internal and external audit processes.

⁶The data source for this measure is the PARIS service delivery management information system; data is validated through a semi-annual confirmation with service providers of all residential services.

Financial Plan

Summary Financial Outlook

Table 1 shows the budget and financial plans for the years 2015/16 to 2017/18 as compared to the actual results for 2013/14 and the budget and forecast for 2014/15.

\$ millions	2013/14 Actual	2014/15 Budget	2014/15 Forecast	2015/16 Budget	2016/17 Plan	2017/18 Plan
Revenue						
Operating Contributions from the Province	769.4	808.7	803.3	833.7	860.8	892.5
Cost Sharing Agreements with Health Authorities	13.6	14.2	14.2	14.5	14.8	15.1
Interest and Other Income	1.6	1.2	1.6	1.6	1.6	1.6
Amortization of Capital Grants	4.1	3.1	3.6	2.7	3.4	3.8
Total Revenue	<u>788.7</u>	<u>827.2</u>	<u>822.7</u>	<u>852.5</u>	<u>880.6</u>	<u>913.0</u>
Expenses						
Program Services						
Developmental Disabilities Program	715.3	749.3	744.8	772.1	795.4	822.6
Personalized Supports Initiative	12.9	18.7	17.2	21.2	25.0	29.3
Provincial Services	4.8	4.9	4.8	4.8	4.8	4.8
Regional Operations and Administration	51.4	50.9	52.2	51.7	52.0	52.5
Amortization of Tangible Capital Assets	4.3	3.4	3.7	2.7	3.4	3.8
Total Expenses	<u>788.7</u>	<u>827.2</u>	<u>822.7</u>	<u>852.5</u>	<u>880.6</u>	<u>913.0</u>
Annual Surplus/ (Deficit)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Accumulated Surplus	3.7	3.7	3.7	3.7	3.7	3.7
Capital Expenditures	3.6	3.6	3.6	4.1	4.4	3.7

Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers under a Voted Appropriation within the Ministry of Social Development and Social Innovation. Government transfers will increase \$105.7 million over the three years when compared to Budget 2014. For 2015/16, the transfers will increase by \$17.7 million over Budget 2014. Further increases of \$28.5 million and \$59.5 million are planned for 2016/17 and 2017/18 respectively. Included in the additional \$105.7 million is \$37.1 million related to the Economic Stability Mandate for CLBC staff and contracted service providers.

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 as and when the related expenditures are incurred. Table 2 reconciles the Voted Appropriations transferred to CLBC with the Operating Contributions included as revenue in Table 1.

Table 2 - Contributions from The Province

\$ millions	2013/14 Actual	2014/15 Budget	2014/15 Forecast	2015/16 Budget	2016/17 Plan	2017/18 Plan
Government Transfers						
Voted Appropriation	778.3	799.8	799.7	837.4	868.3	899.3
STADD Allocation ¹			(3.1)	(3.1)	(3.1)	(3.1)
	778.3	799.8	796.6	834.3	865.2	896.2
Restricted Contributions - Operating	(6.9)	8.9	9.6	3.5	-	-
Restricted Contributions - Capital	(2.0)	-	(2.9)	(4.1)	(4.4)	(3.7)
Operating Contributions	769.4	808.7	803.3	833.7	860.8	892.5

Note 1 Funding allocated to the Services to Adults with Developmental Disabilities initiative (STADD) coordinated by the Ministry of Social Development and Social Innovation

Cost Sharing Agreements

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

Program Services

Developmental Disabilities (DD) and Personalized Supports Initiative (PSI)

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

The caseload growth for 2013/14 was 7.0%, which was in line with the growth over the prior three years, and brought the total number of individuals eligible for services at March 31, 2014 to 16,653. The caseload growth rate is forecast to reduce to 6.3% in 2014/15 and 5.7% in 2015/16.

New services or required support increases are budgeted to be provided to 2,300 individuals in 2015/16, compared to the 3,000 forecast for 2014/15.

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

Despite inflationary pressures on the cost of service provision, cost saving efficiencies initiated by CLBC have reduced the overall average program cost per supported individual from \$46,000 in 2011/12 to a forecast \$44,400 in 2014/15. The average program cost is budgeted to decline further to \$43,500 in 2015/16 after allowing for funding of some increases in wage rates paid by service providers.

Provincial Services

CLBC operates the Provincial Assessment Centre and oversees other small, 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. These costs are planned to remain consistent with current levels.

Management Perspective on Future Financial Outlook

It may be challenging to fully address the range of disability-related needs of the individuals eligible for services within the available resources provided over the three years. CLBC continues to minimize the costs of administration while working with the Ministry on strategies to ensure CLBC services remain sustainable. A summary of the identified risks related to the financial plan is provided in Table 3.

Table 3 - Responding to Financial and Operational Risk	
Identified Risks	Mitigation Strategies
Some individuals may not receive all of the supports they require as demand may be higher than can be addressed within available resources	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.
In more cases than anticipated, the capacity of families to care for adult children at home may be diminished as care requirements increase, adding to current service demand estimates	CLBC provides respite and other services for families to enhance their resilience
CLBC may not have the capacity to meet day to day operational requirements due to workload pressures related to increased service demands	CLBC is enhancing its capacity through the use of technology, a refinement of its organizational structure, workload efficiencies, staff training, and strategic implementation of projects

Capital Plan

Capital expenditures include leasehold improvements to support the implementation of leading workplace strategies; information system investments to enhance operational efficiencies; and vehicles and equipment necessary for CLBC’s operations. Contributions from the Ministry restricted for capital purposes are deferred and recognized in revenue over the life of the related capital assets.

Appendices

Overview of Community Living BC

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

Corporate Governance

The CLBC Board of Directors ensures that CLBC complies with government's mandate and policy direction, with financial and other policies, and applicable legislation. Its responsibilities include strategic planning, risk management, monitoring organizational and management capacity, internal controls, ethics and values and communication. [Click here](#) to learn more about Corporate Governance at CLBC.