

Ministry of  
Social Development

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2012/13  
Annual Service Plan Report

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Published by the Ministry of Social Development and Social Innovation

## Message from the Minister and Accountability Statement



The Ministry of Social Development and Social Innovation is committed to providing a comprehensive range of supports and services for British Columbia's most vulnerable citizens. The Ministry provides access to the necessary tools to help people obtain employment, participate more fully in their communities, enhance independence, and to achieve better health and economic outcomes for themselves and their families. This allows us to continue to build an inclusive and prosperous B.C.

Last year, more than \$2.4 billion was spent providing income assistance to nearly 180,000 British Columbians across the province each month.

The Ministry also made changes to income assistance policies in October 2012 to ensure that the supports people need to get back into the workforce are provided, while helping to improve financial outcomes for vulnerable individuals and families. Through temporary help to those who can work and longer-term aid to those, who through disability or other barriers cannot, our government is ensuring that the needs of all British Columbians are being represented.

Over the past year, the Ministry and Community Living BC (CLBC) have worked hard to improve the supports and services available to people with developmental disabilities and their families. CLBC is currently delivering programs and services to more than 15,000 adults with developmental disabilities in B.C., and continues to work with them to help each person live a full, meaningful life. Most of the recommendations set out in *Improving Services to People with Developmental Disabilities: Deputy Ministers' Review of Community Living British Columbia* have been completed, and regular updates were provided to ensure ongoing and transparent communications around the implementation of the 12 point plan. The foundation has now been laid for a new integrated service delivery model and the Ministry is scheduled to launch five early implementation sites later this year to test, refine, evaluate and finalize the model prior to full operation.

The Ministry is the lead on ensuring B.C. has a citizen-centred system of disability supports and services that enable people with disabilities to work and participate more fully in their communities. The Minister's Council on Employment and Accessibility has identified solutions and strategies that will help increase employment and access for people with disabilities, and our ministry is working together, with the community, to realize these opportunities. Government is moving forward on a number of actions consistent with recommendations provided by the Council to improve employment and accessibility for persons with disabilities, and to improve the level of support, recruitment and retention of persons with disabilities in the Public Service. A key recommendation of the Minister's Council announced in March 2013, is the creation of a Presidents Group – a network of influential

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business leaders who will work with the Council, government, businesses and employers to improve opportunities, remove barriers and realize the potential of disability hiring within the workplace.

This government believes that people who can work truly want to be self-sufficient and contribute to their communities, and our role is to help make the process of finding and keeping a job as seamless as possible. The Employment Program of BC, delivered through 85 WorkBC Employment Services Centres around the province, helps people find work and provide stability for their families. One of the largest changes to the process was the switch to a one-window model, which has enabled a better tracking and reporting system designed to give us a balanced, realistic snapshot of all participants. This in turn has helped to ensure program accountability and transparency. To date, more than 67,000 people have received case management services, with almost 50 per cent of those who completed case managed services being able to secure employment.

Phase 3 of the Integrated Case Management (ICM) system successfully launched on March 4, 2013. This phase focused on inclusion of the Bus Pass and Senior's Supplement programs into ICM and the limited implementation of the ICM Service Provider Portal. Following the launch of Phase 2 of ICM in April 2012, concerns were raised around issues related to ICM, particularly in the area of child protection at the Ministry of Children and Family Development. In response, an Action Plan was implemented to address the concerns raised. Much of the work in that plan has now been completed and ICM is scheduled for completion, on budget, in Winter 2014.

Government is creating a climate focused on social innovation and strengthening the role of the non-profit sector through the development of innovative partnerships. The Ministry is working to change the perception of government from an organization that does something to people, to an organization where we are an equal contributor and partner. In 2012, government supported the BC Ideas Social Innovation Challenge, led by Ashoka Changemakers, which generated over 460 ideas and innovative solutions to health, social and environmental challenges facing B.C. communities today, and in the future. In the spring of 2013, government also introduced amendments to the Business Corporations Act to create a new hybrid type of company, a Community Contribution Company (CCC), which will become effective on July 29. This innovative business model-the first of its kind in Canada-combines the traditional benefits of a corporation, with an added social purpose commitment, that is aimed at encouraging private investment in B.C.'s social enterprise sector.

The *Ministry of Social Development 2012/13 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2012/13 - 2014/15 Service Plan*. I am accountable for those results as reported.



Honourable Don McRae  
Minister of Social Development and Social Innovation  
June 19, 2013

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# Highlights of the Year

Over the past year, the Ministry of Social Development and Social Innovation has faced a number of challenges and has been provided opportunities toward achieving our vision of making a difference in the lives of British Columbians trying to overcome social and economic barriers.

The Ministry has realized a number of significant accomplishments that provide better services to our clients, improves our service delivery and builds on our commitment to social innovation strategies.

## Integrated Case Management

The Integrated Case Management (ICM) system is a large, complex, multi-phase project being planned for completion in Winter 2014. This crucial computer system upgrade is enhancing the public's service quality expectations in addressing a wide range of critical social programs in both this Ministry and the Ministry of Children and Family Development.

Phase 2 was implemented on April 2, 2012, on time and on budget. It was followed by two significant system updates: Release 2.1 on July 3, 2012 and Release 2.2 on September 24, 2012. These enhancements were based on feedback from staff and contractors during Phase 2 implementation, as well as required modifications to support policy changes to income and disability assistance. Phase 3 was successfully implemented, on time and on budget, on March 4, 2013 with limited impact to front-line users and no impact to services.

## Service Delivery

In 2012, the Ministry introduced a number of service delivery enhancements focusing on standardization, building capacity, and streamlining processes, with the overarching goal of transforming service delivery to better serve British Columbians.

Additional staff capacity resulting from these changes has also allowed staff to focus on processing applications, reviewing employment plans, resolving outstanding client issues including processing stubs and performing follow-ups prior to appointments with clients to confirm documentation requirements. These strategies are intended to reduce the current number of repeat client follow-ups, both face-to-face and by telephone, to improve overall service level capacity and reduce client wait times. The Ministry has been closely monitoring the effectiveness of these service delivery changes in meeting client needs.

The Ministry has also focused on improving timeliness in decision-making, including processing times for Persons with Disabilities designation and Reconsideration decisions, resulting in marked progress toward improving the overall client service experience.

## **Channel Strategy**

The Ministry has developed a Service Delivery Channel Strategy and has made strides this year to enhance service channel effectiveness and efficiency. The goals of the Channel Strategy are to broaden client access through multiple channels; maximize efficiency; integrate with other ministries and government priorities; and, ensure continuous service improvement.

Activities included increased consultation with frontline staff, clients, and stakeholders to lay the foundation for the ongoing enhancement of the Ministry's service delivery channels.

The Ministry initiated a primary consultation process with external stakeholders to seek feedback on current service delivery channels and to introduce an Online Client Portal. The Ministry's online portal is being developed to balance the needs of clients while building on opportunities to improve service delivery, supporting client access to key online services any time of day or night.

A number of focus group sessions were completed concurrently between January and March 2013. The focus of these feedback sessions was to launch a primary consultation process to validate channel development, followed with support by an ongoing and successively more extensive process to monitor client satisfaction by specific channels. Reaching out to clients through focus group sessions for their perceptions of the current service delivery experience has been a very positive step forward.

As a result of feedback from 71 clients and 58 advocates, representing approximately 45 advocacy organizations, the Ministry introduced an e-mail service option for Bus Pass requests and implemented a number of continuous improvements to up front caller messaging and triaging of calls within our telephone service channel. The Ministry has also launched an optional survey on the Self Serve Assessment and Application tool to collect data to monitor client satisfaction with this self-serve service delivery channel that will be useful in making future enhancements.

## **Employment Program of BC**

With the launch of the Employment Program of BC on April 2, 2012, 85 WorkBC Employment Services Centres opened across the province culminating years of work in design and implementation. The successful launch was the result of carefully planning a comprehensive transition strategy to develop new policies and processes, supporting implementation of the ICM system, and delivering training on the new program.

Much of the 2012/13 fiscal year was focused on ensuring successful implementation of the program and collaborating with Ministry Contractor and Service Provider partners. As planned, within the first six months from the program launch, the Ministry engaged with contractors to help inform improvements to the program model and delivery, including reviews of the service fee structure.

With this work already underway, the Ministry continues to take steps towards operational stabilization of both the program and the organization. Within the first year of the new Employment Program of BC program over 67,000 clients were served through case management. The Ministry was the host of a symposium that focused on addressing the needs of specialized populations – such as

Aboriginal peoples, Francophones, individuals with disabilities and people who live in remote or rural areas. The event was attended by a range of contractors and set the stage for ongoing improvements in employment program service delivery.

## **Policy Changes**

Last year the Ministry introduced a number of changes to its income and disability assistance policies to help clients lead more independent lives, achieve improved outcomes and transition into the workforce. Policy changes included increases to personal asset and trust limits; enhancements to earnings exemptions for disability clients; reinstating an exemption for employable clients; increases to the school start up and family bonus supplements; exemption of income tax refunds; and, the restoration of a number of medical equipment and supply allowances.

The first phase of annualized earnings exemptions began in January 2013. It allowed a select number of participants on disability assistance to use their earnings exemptions on an annual instead of monthly basis. This was designed to assist individuals whose income fluctuates during the year due to various medical conditions.

The changes to the Domestic Violence and Fleeing Abuse policy consolidated all existing Ministry policies that are intended to support individuals and families fleeing abuse. All information is now in one location and accessible online. As well, these improvements made systems changes to improve tracking, monitoring and service provision in cases where domestic violence may be a factor. The Ministry also extended the provision of income assistance to single parents without legal status who are fleeing abuse and are unable to leave the country with their children.

## **Minister's Council on Employment and Accessibility**

The Minister's Council on Employment and Accessibility is a forum comprised of members from the business, community, non-government organization, and government sectors as well as families and individuals with disabilities that advises the Minister of Social Development and Social Innovation on solutions and strategies to increase employment and access for people with disabilities.

In 2012, the Minister's Council on Employment and Accessibility initiated and completed a Council's Framework for Action. These recommendations identified potential actions in the areas of providing employer/individual supports, strengthening policies and optimizing the use of existing resources/services. As well, linkages were made with the Federal Panel on Labour Market Opportunities for Persons with Disabilities to align any of Council's initiatives to the work of the Panel where appropriate.

In December 2011, the Deputy Ministers' Review of Community Living BC, Improving Services to People with Developmental Disabilities, was issued providing 12 recommendations for moving forward. The Ministry has led the cross-government team to implement these recommendations and, as of March 31, 2013, 11 of the 12 recommendations have been completed and the remaining recommendation is in progress and scheduled to be completed in the coming year. This work included



extensive engagement with self-advocates, families, communities, experts and government agencies to understand the issues and test ideas for a new integrated service delivery model. As a result of these consultations a new integrated service delivery model was developed that will represent real changes in how families and individuals with developmental disabilities receive services and supports. This includes the introduction of a new Navigator role, someone who can act as a single contact and help co-ordinate planning for and access to the range of services and supports available. The new service model will be piloted in five communities across the province beginning this Fall.

The Ministry has also supported ongoing innovation within the sector and recognized and supported innovations developed, championed and undertaken by families and individuals. This includes work with the Journey of Families that supports identifying innovative housing models for individuals with developmental disabilities.

### **Government Non-Profit Initiative**

The Government Non Profit Initiative is a partnership between government and the non-profit sector. Its objective is to strengthen the way the two sectors work together to support stronger communities and better outcomes for British Columbians. The Initiative is led by a cross-sector Leadership Council, which is co-chaired by the Deputy Minister of Social Development and Social Innovation and the CEO of the Vancouver Foundation, and includes participation from six government ministries and a network of over 1000 agencies from across the province.

In 2012/13, the Ministry successfully completed the first implementation of Mentoring Our Rising Executives, a mentoring program for government and non-profit sector leaders. The Ministry developed a number of cross sector recommendations and provincial cross-sector procurement training to ensure non-profit agencies have the tools and resources they need to determine the full cost of delivering a service and can respond effectively to government Requests for Proposals. The result will ensure that contract reporting captures outcomes in addition to outputs in order to fully describe the impact of service delivery.

In 2012, the Ministry worked with the Ministry of Jobs, Tourism and Skills Training to include social enterprises as key stakeholders in the Small Business Summit and development of the Small Business Accord. In conjunction with the Ministry of Finance, changes to legislation and regulations will come into effect on July 29, 2013 that will enable organizations to incorporate as Community Contribution Companies – businesses that pay dividends to shareholders but direct most of their profits to their declared social purpose.

In recognition of the significant contributions of the social enterprise sector, and of government's continued commitment to supporting social enterprise, March 27th was proclaimed as Social Enterprise Day in British Columbia.

The BC Ideas competition – an online competition that asked British Columbians to submit innovative solutions to BC's most complex social problems – was hosted by the BC Partners for Social Impact (in collaboration with Ashoka Changemakers). More than 450 ideas were submitted

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from 81 communities, and \$30,000 in grand prize funding, provided by the Ministry of Social Development and Social Innovation, was awarded to three innovative, community-based programs: InclusionWorks!, Inn Home Support – Homelessness Prevention Program and Local Peer-to-Peer Micro Lending.

There were many excellent ideas generated and the BC Ideas partnership wanted to do more. They raised an additional \$270,000 in seed capital to help 30 more social change projects and innovative problem-solvers make an even greater difference in British Columbia. A list of the winning projects is available here: <http://pulse.changemakers.com/competitions/education/2012/05/bc-ideas>

## Purpose of Ministry

The Ministry of Social Development and Social Innovation provides support and assistance to people with disabilities and offers unemployed and underemployed British Columbians access to programs and services that allow them to find work, attach to the labour market and secure their future.

Working in collaboration with other ministries, other levels of government, service agencies and stakeholder groups, the Ministry continually strives to deliver responsive, innovative and integrated services, ensuring that all programs are effectively delivered through the use of outcome based practices in all employment and assistance services.

The Ministry service delivery model provides British Columbians a range of channels through which programs and services can be accessed. The Integrated Case Management project is part of the commitment and support given to cross-Ministry integration and cooperation.

By funding a diverse mixture of employment services and community services that are delivered by third party service providers throughout the province, the Ministry is able to provide appropriate services and assistance to those British Columbians with varying abilities and who are in need. This has allowed the Ministry to direct its efforts to building the supports that adults with developmental disabilities and their families need in order to achieve their goals of employment and connecting with their communities.

A core function of the Ministry is leading the provision of programs and services for persons with disabilities and their families. Part of this mandate is the Ministry's continued support for Canada's commitment to the UN Convention on the rights of people with disabilities which has the cooperation of governments, community organizations, clients and their families.

The Ministry seeks ways to integrate citizen-centered service delivery, disability supports and services that lead to innovative community based initiatives that ultimately will increase employment and inclusion opportunities for persons with disabilities. This includes working with partners to improve the transition for youth with disabilities and continue to work with and engage business, community, families and other disability stakeholders to increase employment gains, inclusion and independence for persons with disabilities.

The Advocate for Service Quality is able to assist in situations involving adults with developmental disabilities and transitioning youth that have special needs and their families who could benefit from the intervention assistance. The Advocate's office is available to assist individuals to advocate for themselves and to support an individual's ability to work through processes. This is accomplished through encouraging participation of all those involved in the decision-making process to promote problem-solving and resolution at the local level.

The Advocate is an independent office. All work of the office is done in collaboration with Community Living BC, the Ministry along with the Ministry of Natural Gas Development and

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Responsible for Housing, Ministry of Children and Family Development, Ministry of Health, and other ministries as required. The Advocate also works with the Representative for Children and Youth, and the Public Guardian and Trustee.

In 2009, the Cross Ministry Transition Planning Protocol for Youth with Special Needs report was released. As a result, the role of the independent Advocate for Service Quality was expanded to include youth with special needs and their families transitioning into adulthood.

The Ministry is the cross-ministry lead for an innovative partnership model that encourages and develops new partnerships by working with non-profits, businesses and governments to seek new solutions to complex social issues. Social innovation utilizes existing social and financial resources to create large-scale change to take on those difficult social, financial and environmental challenges. The Ministry plays a key role in advancing social innovation through its support of the implementation recommendations made by the Advisory Council for Social Entrepreneurship. The Ministry also co-chairs the Government Non-Profit Initiative and is home to the Government Non-Profit Initiative Council Office. Through the Government Non-Profit Initiative, government and the non profit sector work collaboratively to address challenges and opportunities of mutual interest to support stronger communities and better outcomes for British Columbians.

The Employment and Assistance Appeal Tribunal is a service available to those individuals who disagree with a Ministry decision regarding their eligibility to receive assistance. This is an independent quasi-judicial body that provides an accessible appeal process. This tribunal reviews Ministry decisions related to employment programs and income assistance, and Ministry of Children and Family Development determinations related to the child care subsidy program. All review decisions are done in a timely and fair manner.

The provincial Crown Agency, Community Living BC, delivers province-wide supports and services to adults with developmental disabilities and their families. The agency works to support adults and their families, and helps to create communities where people with developmental disabilities have more choices about how they live, work and contribute.

The Ministry conducts all business in accordance with the core values of the British Columbia Public Service: integrity, courage, teamwork, passion, service, accountability, and curiosity.

# Strategic Context

The Ministry provides support and assistance to people with disabilities and offers unemployed and underemployed British Columbians access to programs and services that allow them to find work in the labour market and secure their future.

## **Cross Ministry Connections**

The Ministry has a broader social sector responsibility in delivery of our programs and services. This includes developing and working in partnership with many other ministries on a range of social innovation initiatives that are shared across organizational business lines.

The Ministry works closely with the Ministry of Children and Family Development on transformation initiatives, implementation of the Integrated Case Management project and the alignment and integration of policies and service delivery for those youth with special needs and their families who are transitioning from Ministry of Children and Family Development to this Ministry.

## **Economic Outlook**

British Columbia's real GDP increased by 1.7 per cent in 2012 (according to preliminary GDP by industry data from Statistics Canada), following growth of 2.8 per cent in 2011. Annual gains in the domestic economy during 2012 were observed in employment, consumer spending and housing starts. B.C.'s exports fell during the year, however, as global demand weakened and prices fell for some key commodities. Several risks to British Columbia's economy remain, including further slowing of domestic economic activity, a return to recession in the United States, the ongoing European sovereign debt crisis threatening the stability of global financial markets, exchange rate volatility, and slower than anticipated economic growth in Asia dampening demand for B.C.'s exports.

## **Changing Economy and Demographics**

The recent economic downturn has increased unemployment and decreased labour force participation rates. The structure of the labour market has changed with more part-time employment and less jobs in manufacturing. At the same time, the population is aging and the incidence of persons with disabilities is increasing. As in other jurisdictions, British Columbia continues to experience demographic shifts as a result of longer life expectancies, low birth rates and an aging baby boomer generation. The population distribution indicates that in 2019 the number of people aged 65 years or over in the province will surpass the number of people under age 19. Older individuals enjoy a longer life expectancy as medical and technological advances continue but also have a higher likelihood of significant health issues compared to younger generations. As a result, the number of individuals with disabilities or who require extra assistance to take part in employment is projected to increase as the population ages. These shifts have had an impact on the caseload.

## **Caseload Outlook**

The temporary assistance caseload has been in general decline since the start of fiscal 2010/11. Based on research from the 1980s and 1990s recessions, the caseload declines following a downturn occur at a slower rate than the caseload increases at the beginning of the downturn. The temporary assistance caseload has been declining at 30 per cent the rate of increase experienced at the start of the recession. As the caseload is more sensitive to increases in unemployment than to declines in unemployment, it is expected that the reduction of the Ministry's temporary assistance caseload will continue to lag behind improvements in the economy.

The disability assistance caseload continues to rise. The disability caseload accounts for 62 per cent of the total caseload compared to fewer than 35 per cent in 2002. Other Canadian jurisdictions, the United States and most Organisation for Economic Co-operation and Development countries are also facing increasing numbers of individuals on disability assistance. The incidence of disability in the general population is growing and will continue to rise as the population ages. As a result, the growth in the disability assistance caseload is expected to continue over the longer-term.

Youth employment is down 38,100 compared to pre-recession levels, an 11 per cent decline; and youth continue to experience the highest unemployment rate among age groups. During the recession, youth dropped out of the labour market and have not returned which puts youth labour force participation rates at all-time lows. As a result, the youth caseload increased over the recession and currently remains 45 per cent above pre-recession levels (the equivalent of 4,493 additional youth).

The number of families with children on the caseload is 29 per cent higher than pre-recession levels – that is 4,746 additional families on assistance. This means an additional 8,139 children on the caseload compared to 2007. Children growing up in income assistance households are vulnerable to poor outcomes and the increased likelihood of inter-generational welfare dependence.

## **Citizen-Centred Service Delivery**

A key focus for the Ministry was to improve services to clients to ensure they had access to the range of services that met their diverse needs. Through the continuing collaboration with other ministries, service providers, community groups and clients, the Ministry was able to ensure its services were effective, client-centred.

Through its use of a Lean organizational approach, the Ministry was able to concentrate on maximizing opportunities in existing channels to ensure clients received delivery of up-to-date outcome based services. Improvements have been realized in office based visits, enhanced phone systems and increased functionality of Ministry computer based self-service. These changes will allow the Ministry to increasingly report out on performance across its services lines.

The ability to increase community inclusion for persons with disabilities requires an integrated approach. In an effort to find creative solutions has meant that the Ministry continues its work with all levels of government, the business sector, non-profit groups, community organizations and citizens. As many individuals with disabilities and their families looked for increased employment

opportunities, the Ministry has continued its work to expand inclusion and employment opportunities for people with disabilities through a revitalized volunteer program and other initiatives.

The Communication Assistance for Youth and Adults (CAYA) project has a goal to ensure that the needs of young adults with severe communication disabilities are being met as they leave the education system. CAYA supports B.C. citizens over the age of 19 to maintain communication with the world, at no financial cost to them. The Ministry continues to support the Equipment and Assistive Technology Initiative which provides equipment and assistive technology for persons with disabilities to achieve their employment goals.

### **Representative for Children and Youth**

On March 14, 2013, legislation was created to implement all of the recommendations made by the Select Standing Committee on Children and Youth in its review of the *Representative for Children and Youth Act*. The mandate of the Representative for Children and Youth was expanded and initially the expansion will allow the Representative to continue to advocate on behalf of young adults who are between the ages of 19 to 24 year olds and have developmental disabilities. Effective September 30, 2013, this regulation change helps ensure these young adults' needs are met as they transition from youth services into adult services through Community Living BC.

### **Family and Youth Partnership**

A key government priority is to provide the tools and supports needed for children and struggling families to reach their full potential. In April 2012, the Ministry launched the Family and Youth Partnership pilot project in Victoria, Vancouver, Surrey, Kelowna and Prince George. The pilot is based on voluntary participation, and since it began over 135 clients and their families have been connected to the services and supports they need.

The pilot assists young families where one or both parents are between the ages of 19-25 on income assistance, and youth transitioning out of care that may become dependent on income assistance. This pilot has leveraged the successes of previous intervention initiative models and helped individuals access the supports and services they need.

The Ministry partnered with other ministries, government agencies, community service providers and other community partners to ensure that these young families and youth are connected to existing services that will assist with preparatory programs, education or employment programming, as well as services that will help to ensure their children are ready for school.

### **Transitioning Youth**

The Ministry is implementing voluntary simplified Persons with Disabilities application and adjudication process for youth who have a documented diagnosis of an intellectual disability as defined in the Diagnostic and Statistical Manual of Mental Disorder. The new simplified Persons with Disabilities application process is intended to centralize the intake process and enable the Ministry to make a determination of the client's eligibility for the Persons with Disabilities designation.

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These youth are transitioning onto Income Assistance from School District education services and/or Ministry of Children and Family Development. Persons with Disabilities designations are based on psychological assessments conducted by a school psychologist or other medical professional and held by a school district or Ministry of Children and Family Development without the need for the individual to complete the Persons with Disabilities application form.

Information will be collected from the client or the client's family, or from individual school boards/school districts, or from Ministry of Children and Family Development where applicable. The process being proposed builds on the existing streamlined Persons with Disabilities application process for youth transitioning from Ministry of Children and Family Development's "At Home Program Medical Benefits" to the Ministry's Disability Assistance, and centralizes intake for both of these client groups.



# Report on Performance

## Performance Results Summary Table

<b>Goal 1: British Columbians in need have access to income assistance and receive the appropriate supports to meet their changing needs.</b> For greater detail see pages 17 to 18	<b>2012/13 Target</b>	<b>2012/13 Actual</b>
<b>1.2 Supplementary supports are available and delivered through accessible channels to meet the changing and individual needs of British Columbians.</b> Per cent of reconsideration decisions that are made within time frames.	100%	88% NOT ACHIEVED

<b>Goal 2: Accessible services that support increased independence and sustainable employment for those British Columbians in need.</b> For greater detail see pages 18 to 22	<b>2012/13 Target</b>	<b>2012/13 Actual</b>
<b>2.1 The resilience of families and youth in B.C. is enhanced so that they can achieve increasingly positive economic outcomes and greater well-being.</b> Expected to Work and Expected to Work Medical Condition caseload as a percentage of the population aged 19-64.	1.3%	1.3% ACHIEVED
Median length of time clients with employment obligations receive assistance (months).	5.3	TBD <sup>1</sup>
Per cent of clients that have their initial case management and needs assessment meeting within 10 business days.	80%	MEASURE CLOSED <sup>2</sup>
Per cent of clients that have fully developed employment action plans within 10 days of initial case management and needs assessment meeting.	80%	MEASURE CLOSED <sup>2</sup>

1 Please see page 21 for a detailed description of how this measure is determined.

2 Please see page 23 for an explanation how measures related to the Employment Program of BC are being changed.

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<b>Goal 3: Support British Columbians in need who have disabilities by providing an effective system of support to gain and maintain meaningful independence and inclusion in their community.</b> For greater detail see pages 22 to 24	<b>2012/13 Target</b>	<b>2012/13 Actual</b>
<b>3.1 Ensure a comprehensive and integrated system of supports and services for Persons with Disabilities.</b> Per cent of applications for Persons with Disabilities designation completed within Ministry standards.	99%	99.8% EXCEEDED
<b>3.2 Engage British Columbians across sectors to promote programs and services that enhance community inclusion for Persons with Disabilities.</b> Per cent of Persons with Disabilities cases with declared earnings.	14.9%	14.3% SUBSTANTIVELY ACHIEVED

# Goals, Objectives, Strategies and Performance Results

The Ministry of Social Development and Social Innovation launched a number of key service delivery initiatives over the last year that expanded and enhanced employment programs and services to those in need. The Ministry continues to provide open and transparent information on data reported to the public.

**Goal 1: British Columbians in need have access to income assistance and receive the appropriate supports to meet their changing needs.**

**Objective 1.2: Supplementary supports are available and delivered through accessible channels to meet the changing and individual needs of British Columbians.**

## Strategies

- Provide supplemental assistance to eligible clients including subsidized bus passes and dental and optical assistance.
- Provide eligible low income seniors with the Seniors' Supplement.
- Provide eligible low and moderate income families that have children with dental and optical assistance through the Healthy Kids Program.

**Performance Measure 1: Per cent of reconsideration decisions that are made within time frames.**

Performance Measure	2003/04 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Performance Measure	82%	12%	56%	100%	88% NOT ACHIEVED

Data Source: Reconsideration and Appeal System, Ministry of Social Development

## Discussion

The Ministry has a two stage appeal process for clients who are unsatisfied with a Ministry decision. Clients have a right to request “a reconsideration”, an internal Ministry process. The Reconsideration

Branch reviews all requests and makes a new and final Ministry decision. If unsatisfied with this decision, a client may request an appeal to the Employment and Assistance Appeal Tribunal. This second step of the appeal process is external to the Ministry.

The Ministry has substantively improved in its goal towards meeting time frames and providing efficient service to clients as highlighted in the actual results of this performance measure. Adjudication of health decisions represents a large and growing proportion of the reconsideration requests that the Ministry undertakes annually. Health reconsiderations assess issues specific to individuals, such as their eligibility for a persons with disability designation or requirements for tailored medical equipment, supplies and supports. As a result, health reconsiderations are often complex and require additional medical evidence or clarification from Legal Counsel to be submitted. All documents received are examined by professionals and undergo a detailed examination to ensure they are complete.

The Ministry has thoroughly investigated the causes of late reconsideration decisions. Many of the errors are the result of reconsideration requests being sent to Reconsideration Officers after the deadline for a reconsideration decision to be made has already passed. The Ministry has worked extensively with all regional offices to develop, in consultation with regional staff, new procedures and protocols that will ensure the timely transmission of reconsideration requests to the Reconsideration Officers.

## **Goal 2: Accessible services that support increased independence and sustainable employment for those British Columbians in need.**

**Objective 2.1: The resilience of families and youth in B.C. is enhanced so that they can achieve increasingly positive economic outcomes and greater well-being.**

### **Strategies**

- Reduce unnecessary welfare dependency by ensuring that the Ministry's programs and initiatives support people to work.
- Engage relevant government and community partnerships in discussions on reducing intergenerational dependency.
- Youth and Family Partnership clients are provided with integrated services and supports to increase employment and independence.
- Use client needs assessment to align employment services with individual client needs.

**Performance Measure 2: Expected to Work and Expected to Work Medical Condition caseload as a percentage of the population aged 19-64.**

Performance Measure	Baseline (2001/02)	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Expected to Work caseload and Expected to Work Medical Condition as a percentage of the population aged 19-64.	3.6%	1.6%	1.5%	1.3%	1.3% ACHIEVED

Data Source: Research Branch, Ministry of Social Development

**Discussion**

This measure tracks the percentage of British Columbia’s working age population receiving temporary assistance with employment related obligations and assisting clients to find employment is an integral part of the Ministry’s mandate. Achieving this measure provides evidence that Ministry programs are having a positive effect helping clients find attachment to the labour market.

This performance measure is very sensitive to the state of the economy. The employment obligated caseload has been in general decline since 2011. However, history has shown that caseload declines occur at a slower rate than the caseload increases following a recession. As the economy continues to slowly recover, it is expected that the employment obligated caseload will continue to decline.

**Performance Measure 3: Length of time clients who have obligations to seek employment receive Income Assistance.**

Performance Measure	2001/02 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Median length of time clients with employment obligations receives assistance (months).	4.2	5.6	5.8	5.3	TBD

Data Source: Research Branch, Ministry of Social Development

**Discussion**

The Ministry closely monitors the length of time clients receive assistance. This measure indicates the median length of time Expected-to-Work clients receive assistance. Median durations measure the number of months it takes for half of new starting Expected to Work clients to stop receiving assistance. The economic downturn has impacted British Columbia especially hard relative to other parts of Canada. With employment opportunities declining over the recession, the median duration on assistance increased to 5.8 months in 2011/12, up from 5.6 months the year before.

Despite signs that the labour market is beginning to slowly recover, unemployment remains almost 75 per cent higher than pre-recession levels which are keeping durations up. The increase in durations has largely been driven by single men, who have been hit especially hard by the recession. As the economy continues to recover, it is expected that the number of job opportunities will increase and the median durations for employable clients will begin to decline.

Median durations measure the number of months it takes for the middle half of a cohort of new starting Expected to Work clients to stop receiving assistance. This methodology means that the median length of time clients with employment obligations receives assistance in 2012/13 will not be known until Fall 2013, the Ministry will provide an update at that time.

**Objective 2.2: Achieve effective practices through the new Employment Program of BC.**

**Strategies**

- Deliver services to ensure accessibility through the new Employment Program of BC via a network of WorkBC Employment Service Centres operated by service providers located across the province.
- Reduce barriers to access for all clients of employment and labour market services, including persons with disabilities, immigrants, youth and other specialized populations, by engaging experts through advisory panels.
- Create opportunities for partnerships and innovation at the community and employer partnership level.
- Assist vulnerable youth and adults to move towards independence and self-reliance by providing employment services and supports to assist them to lead more meaningful and productive lives.

**Performance Measure 4: Per cent of clients receiving employment services within service standards.**

Performance Measure	2012/13 Target	2012/13 Actual
Per cent of clients that have their initial case management and needs assessment meeting within 10 business days.	80%	MEASURE CLOSED

Data Source: Employment and Labour Market Services Division, Ministry of Social Development and Social Innovation

**Performance Measure 5: Per cent of clients having employment action plans within service standards.**

Performance Measure	2012/13 Target	2012/13 Actual
Per cent of clients that have fully developed employment action plans within 10 days of initial case management and needs assessment meeting.	80%	MEASURE CLOSED

Data Source: Employment and Labour Market Services Division, Ministry of Social Development and Social Innovation

**Discussion**

Performance Measure 3 and Performance Measure 4 were initially developed to evaluate the Ministry’s performance to ensure that clients’ needs are assessed in a reasonable time frame and that an employment action plan is also fully developed. The April 2012 launch of the Employment Program of British Columbia integrated services from 10 legacy programs into one program available to any unemployed British Columbian.

The Ministry developed a comprehensive performance measurement framework, which included measures on service delivery, service quality, and outcomes. The baseline and target performance measurement numbers were contractually set at 80 per cent for all WorkBC Employment Service Centres. The Ministry will continue to monitor and evaluate clients’ ability to receive services in a timely manner and as of a result of work reviewing several program components with stakeholders has replaced these performance measures to better reflect alignment to client employment outcomes. These new measures can be found in the Ministry of Social Development and Social Innovation Revised 2013/14 – 2015/16 Service Plan.

**Goal 3: Support British Columbians in need who have disabilities by providing an effective system of support to gain and maintain meaningful independence and inclusion in their community.**

**Objective 3.1: Ensure a comprehensive and integrated system of supports and services for Persons with Disabilities.**

**Strategies**

- Provide adults with disabilities access to high quality, responsive supports and services that enable them to meet their needs, participate as full citizens and have improved outcomes.
- Facilitate access to all supports outside of income assistance for families who provide support to family members with a disability.
- Work collaboratively with other ministries and local, regional and provincial partners to continue the integration and alignment of innovative and inclusive disability supports and services to improve outcomes for Persons with Disabilities and their families.
- Identify and assist eligible youth with disabilities to begin the application process at age 17 and a half to come on at age 18.
- Improve the transition process for children with special needs to transfer from youth services offered by the Ministry of Children and Family Development to the Ministry’s disability assistance program and adult community living services offered through Community Living BC.

**Performance Measure 6: Meeting standards for processing Persons with Disabilities applications.**

Performance Measure	2010/11 Baseline	2011/12 Actual	2012/13 Target	2012/13 Actual
Per cent of applications for Persons with Disabilities designation completed within Ministry standards.	99%	99%	99%	99.8% EXCEEDED

Data Source: Provincial Service Branch, Ministry of Social Development



## **Discussion**

Throughout 2012/13, the Health Assistance Branch managed an average monthly volume of 932 Persons with Disabilities applications.

This measure evaluates the Ministry's performance in the review and adjudication of applications for designation as a person with a disability. Determining eligibility for designation as a person with a disability is a complex and often time intensive process, requiring the review of detailed medical evidence and a close examination of all case materials. The Persons with Disabilities Designation Application includes detailed information from the applicant's physician and other health professionals on diagnosis, health history, the degree of impairment and its impact on the applicant's daily living activities. The length of the adjudication process reflects the commitment to reaching fair and consistent decisions that comply with legislative requirements and the principles of administrative fairness. All applicants receive notice of the decision outcome in writing. Applicants deemed ineligible receive full and detailed written explanations of the adjudicator rational used to reach the decision. A triage process allows the Ministry to identify cases that involve urgent medical situations or children with disabilities, requiring expedited adjudication.

Although the process for determining eligibility is complex the Ministry is committed to delivering timely and efficient service. The Ministry has set aggressive goals to reduce the average time to process Persons with Disabilities applications by 50 per cent over the next three years. Although likely not without challenges, the consistent results achieved against this performance standard in 2012/13 and in prior years lends credence to the Ministry's objective of reducing the target for processing Persons with Disabilities applications by 50 per cent.

**Objective 3.2: Engage British Columbians across sectors to promote programs and services that enhance community inclusion for Persons with Disabilities.**

## **Strategies**

- Work with partners across the sector to develop and implement initiatives that enhance community inclusion for Person with Disabilities.

**Performance Measure 7: Per cent of Persons with Disabilities cases with declared earnings.**

Performance Measure	Baseline (2001/02)	2010/11 Target	2011/12 Actual	2012/13 Target	2012/13 Actual
Per cent of Persons with Disabilities cases with declared earnings.	11.2%	14.8%	14.4%	14.9%	14.3% SUBSTANTIVELY ACHIEVED

Data Source: Research Branch, Ministry of Social Development

**Discussion**

This measure tracks the percentage of Persons with Disabilities cases declaring earnings. The Ministry provides supports and programs to Persons with Disabilities to work, including earnings exemptions and employment programs. This measure is sensitive to the state of the economy. The percentage of Persons with Disabilities cases declaring earnings has declined from 15.9 per cent in 2007/08 to 14.3 per cent in 2012/13.

Although unemployment declined over the 2011/12 to 2012/13 period, unemployment remained above pre-recession levels suggesting reduced opportunities compared to pre-recession resulting in a small decline in the per cent of disability clients declaring earned income. As the labour market improves over the next few years, the percentage declaring earnings is expected to begin to rise.

# Report on Resources: Summary Table

	Estimated	Other Authorizations	Total Estimated	Actual	Variance
<b>Operating Expenses (\$000)</b>					
Income Assistance	1,659,720	-	1,659,720	1,671,870	(12,150)
Employment <sup>1</sup>	55,488	-	55,488	25,686	29,802
Community Living BC	718,777	-	718,777	730,800	(12,023)
Employment and Assistance Appeal Tribunal	1,751	-	1,751	1,575	176
Executive and Support Services <sup>2</sup>	21,044	-	21,044	15,411	5,633
<b>Sub-Total</b>	<b>2,456,780</b>	<b>-</b>	<b>2,456,780</b>	<b>2,445,342</b>	<b>11,438</b>
Adjustment of Prior Year Accrual <sup>3</sup>	-	-	-	(4,151)	4,151
<b>Total</b>	<b>2,456,780</b>	<b>-</b>	<b>2,456,780</b>	<b>2,441,191</b>	<b>15,589</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)<sup>4</sup></b>					
Employment	1,564	-	1,564	-	1,564
Executive and Support Services	30,974	-	30,974	24,935	6,039
<b>Total</b>	<b>32,538</b>	<b>-</b>	<b>32,538</b>	<b>24,935</b>	<b>7,603</b>

1 Savings due to first year of BC Employment Programs.

2 Variance mainly due to partial transfer of budget to Income Assistance subsequent to Service Plan release.

3 The Adjustment of Prior Year Accrual includes a \$3.324 million reduction to Healthcare Benefit Trust Unfunded Liability.

4 Capital expenditures for Executive Support Services include amounts for Integrated Case Management (ICM). ICM is an investment in information systems used to deliver critical social programs. This is an initiative between the Ministries of Social Development and Social Innovation, Children and Family Development and Citizens' Services.

# Annual Service Plan Report Appendices

## Appendix A: Ministry Contact Information

Service BC refers members of the public to the appropriate Ministry office, and transfers calls and forwards e-mails free of charge. Hours of operation for Service BC are 8:00 a.m. to 5:00 p.m., Monday through Friday, excluding statutory holidays.

- In Victoria, call: 250 387-6121
- In the Lower Mainland, call: 604 660-2421
- Elsewhere in British Columbia call: 1 800 663-7867
- Outside British Columbia call: 1 604 660-2421
- E-mail address: [EnquiryBC@gov.bc.ca](mailto:EnquiryBC@gov.bc.ca)
- Telephone device for the deaf and hearing impaired (TDD):
  - In the Lower Mainland, call: 604 775-0303
  - Elsewhere in British Columbia, call: 1 800 661-8773

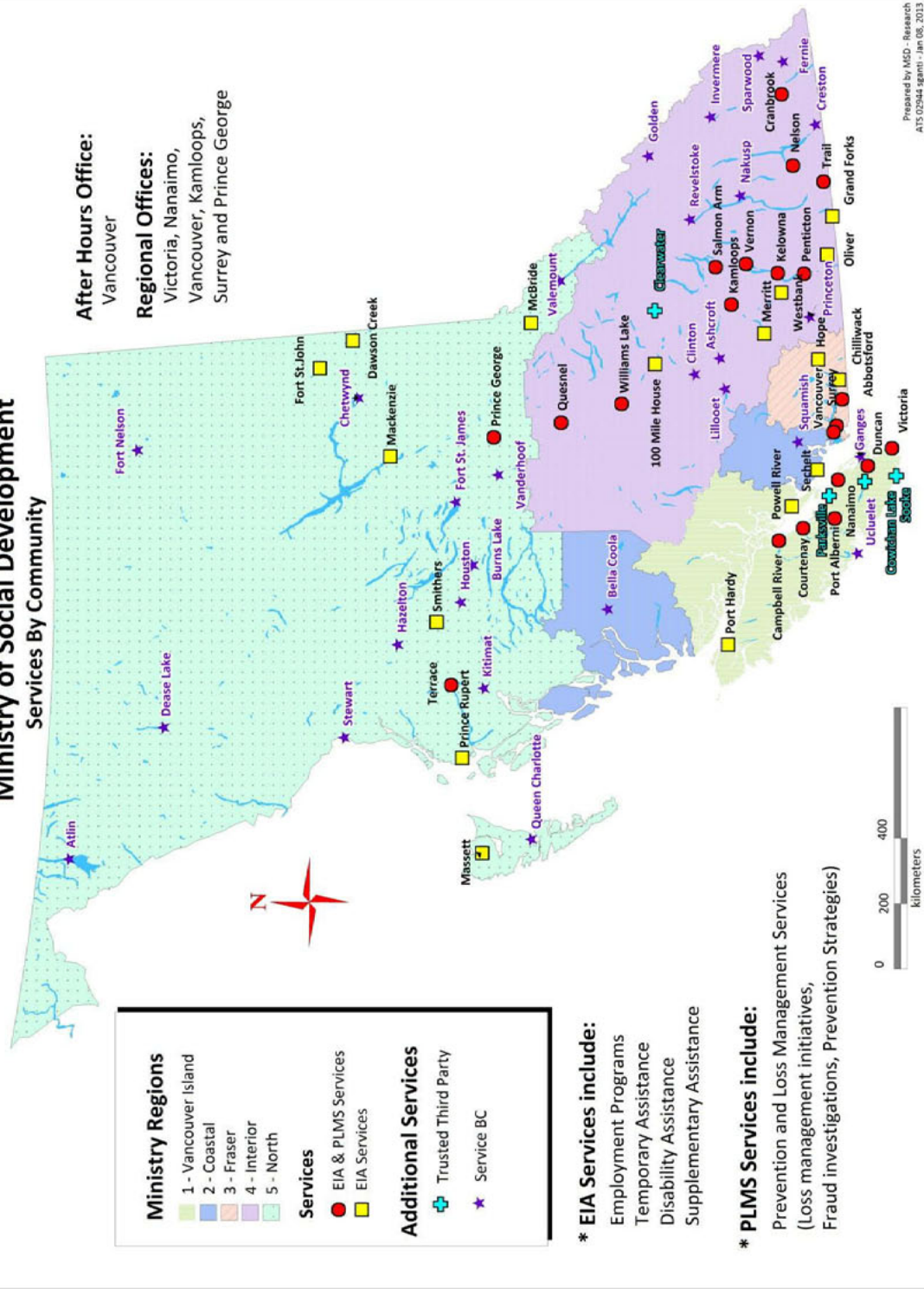
## Employment and Income Assistance

The Ministry has approximately 100 Employment and Income Assistance offices throughout British Columbia. To find the office that provides services for a specific community, go to: [www.hsd.gov.bc.ca/contacts/city.htm](http://www.hsd.gov.bc.ca/contacts/city.htm), or contact the Ministry toll free by telephone from anywhere in the province at 1 866 866-0800.

## Employment and Labour Market Services

General Enquiries: 250 356-0050

# Province of British Columbia Ministry of Social Development Services By Community



## **Appendix B: Hyperlinks to Additional Information**

### **Advocate for Service Quality:** [www.hsd.gov.bc.ca/advocate](http://www.hsd.gov.bc.ca/advocate)

The Advocate works for Adults with Developmental Disabilities and transitioning youth with special needs and their families to access supports and services that are available from the Ministry of Social Development, from other ministries, Community Living BC or from service agencies in the community. If you live outside Vancouver, call Enquiry BC and ask them to transfer you to Office of the Advocate for Service Quality's office at 1 604 775-1238.

### **Community Living British Columbia:** [www.communitylivingbc.ca](http://www.communitylivingbc.ca)

Community Living BC (CLBC) delivers supports and services to eligible adults and their families in British Columbia. Adults with developmental disabilities or who meet the Personalized Supports Initiative criteria are eligible for supports through CLBC. For more information about CLBC services, please call the toll-free information line at 1 877 660-2522.

### **Employment and Assistance Appeal Tribunal:** [www.gov.bc.ca/eaat](http://www.gov.bc.ca/eaat)

The Employment and Assistance Appeal Tribunal hears appeals of the Ministry of Social Development and Social Innovation reconsideration decisions that refuse, reduce or discontinue income, disability assistance or a supplement under the Employment and Assistance Act and the Employment and Assistance for Persons with Disabilities Act, and Ministry of Children and Family Development reconsideration decisions that refuse, reduce or discontinue a subsidy under the Child Care Subsidy Act. For more information about The Employment and Assistance Appeal Tribunal's services, please call 250 356-6374 or call toll-free long distance at 1 866 557-0035.

### **Integrated Case Management:** [www.integratedcasemanagement.gov.bc.ca](http://www.integratedcasemanagement.gov.bc.ca)

Information about the Integrated Case Management project, including periodic progress updates, is available on the project web site.

### **Labour Market Development Agreement:** [www.labourmarketservices.gov.bc.ca](http://www.labourmarketservices.gov.bc.ca)

The Ministry Employment and Labour Market Services website is an information resource for employment programs and services available in British Columbia. For more information, contact local Employment and Labour Market Services through Enquiry BC by email at EnquiryBC@gov.bc.ca or by phone at 1 800 663-7867.

### **Online Resource (BC Employment and Assistance Policies and Procedures):** [www.gov.bc.ca/meia/online\\_resource](http://www.gov.bc.ca/meia/online_resource)

The Online Resource is the Ministry web based resource for all B.C. Employment and Assistance policy, procedures and program information for eligibility for Ministry programs.

**Personal Supports:** [www.personalsupports.bc.ca](http://www.personalsupports.bc.ca)

This site contains information about programs that provide equipment and assistive devices or other personal supports to persons with disabilities in British Columbia. If you would like to speak to a Personal Supports representative, please call the toll-free information line at 1 888 818-1211.

**Representative for Children and Youth:** [www.rcybc.ca](http://www.rcybc.ca)

The Representative for Children and Youth ensures the agencies serving children and youth between the ages of birth and 24 are providing programs and services that meet the needs of this vulnerable population.

**Self Serve Assessment and Application Tool:** [www.iaselfserve.gov.bc.ca](http://www.iaselfserve.gov.bc.ca)

The Self Service Assessment and Application Tool is the Ministry assessment and application web tool that is designed to assist clients in learning more about programs and services available, as well as additional links if clients would like to do an eligibility assessment or apply for Income Assistance.