

**Community Living British Columbia**

**2017/18**

**ANNUAL SERVICE PLAN REPORT**

**July 2018**



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## Board Chair's Accountability Statement



The *Community Living British Columbia 2017/18 Annual Service Plan Report* compares the Corporation's actual results to the expected results identified in the *2017/18 – 2019/20 Service Plan* created in September 2017. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read 'Tom P. Christensen', written over a horizontal line.

*Tom P. Christensen*  
*Board Chair, Community Living British Columbia*

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## Chair/CEO Report Letter

We are pleased to present the Community Living BC (CLBC) 2017/18 Annual Service Plan Report. Over the past year, the number of individuals eligible to receive CLBC support grew by 1,079 people. During this time we continued to provide important disability-related supports and services helping people to have lives filled with possibilities in welcoming communities.

CLBC is committed to being responsive to individuals and families and supporting government priorities. For that reason we continue to focus on improving the quality of our services in areas identified through consultation for our new [Strategic Plan 2017-2020](#).

Last year we made strong progress. Achievements included holding trauma-informed practice events to improve our sector's capacity to support individuals with multiple and complex needs, and finalizing the design of a new employment and community inclusion service. We also involved hundreds of individuals and families in redesigning our welcome and planning for newly eligible individuals. This will be launched in 2018.

CLBC also worked closely with the government to ensure alignment with the [August 2017 Mandate Letter](#).

CLBC continues to take a range of steps to ensure accountability and services people can count on, including projects to improve contracting, reporting and monitoring with our service providers. Employment of people we serve remains a top priority, and supports a sustainable and strong economy.

In support of the government priority given to reconciliation with Indigenous communities, CLBC has in place an Indigenous practice advisor and Indigenous advisory committee who are helping CLBC make strides in cultural sensitivity and efforts to build relationships to deliver more effective services throughout the province and within Indigenous communities.

With this report, we affirm our ongoing commitment to our vision and mandate, and to high standards of public accountability. We are grateful to all those who are supporting CLBC to achieve these goals.



Tom P. Christensen  
Board Chair, Community Living BC



Seonag Macrae  
CEO, Community Living BC

## Purpose of the Organization

Community Living British Columbia (CLBC) is a Crown corporation whose mandate is to support eligible individuals to meet their disability-related needs and participate in their communities in meaningful ways.

The [Community Living Authority Act](#) and [Community Living Authority Regulation](#) define two groups of individuals who are eligible for CLBC services:

- Adults with a developmental disability, and
- Adults diagnosed with fetal alcohol spectrum disorder or an autism spectrum disorder, and who have significant limitations in adaptive functioning.

CLBC's Board of Directors provides strategic, planning and budgetary oversight in accordance with the Community Living Authority Act, and establishes the corporation's vision, mission and values. Transparency in governance and operations is provided through the board's [Strategic Plan, Service Plan and Annual Service Plan Report](#), which are prepared for government, and are available to the public. The Provincial Advisory Committee and regional Community Councils ensure two-way communications with the communities we serve.

CLBC employees plan and monitor services for a range of residential, employment, community inclusion and respite services, which are delivered through contracts with service providers and person-centered societies or through individualized funding agreements. The quality of services is maintained through various quality assurance, contracting and financial reporting requirements.

Corporate accountability and transparency is reinforced by open board meetings, publication of corporate reports, comprehensive organizational policy frameworks, program reviews, regular communication with government, a formal complaints resolution process, a whistle blower policy and an internal audit function.

## Strategic Direction and Operating Environment

CLBC is accountable to the Legislature through the Minister of Social Development and Poverty Reduction. The Annual Mandate Letter provides direction and sets policy objectives and performance priorities, in alignment with the Province of British Columbia Strategic Plan. CLBC's policies, processes and values enable CLBC to deliver the services that British Columbians with developmental disabilities and their families can count on.

CLBC's [August 2017 Mandate Letter](#) set government expectations about priority activities and outlined the government's three commitments to British Columbians, which included:

- Making life more affordable through impactful decision-making that encompasses cost-consciousness,
- Focusing on maintaining and improving service levels while delivering services that citizens can count on, and
- Contributing to a strong, sustainable economy by supporting broad-based economic growth in every region of the province.

CLBC continues to see an increasing demand for services. At March 31, 2018, CLBC was supporting 21,128 adults through the Developmental Disabilities and Personalized Supports Initiative eligibility streams. This represents an annual increase of 5.4 per cent, and 35.7 per cent growth over five years. Factors driving CLBC service demand growth include general population growth; increased youth referrals by the school system; increased service requests by young adults leaving their family home and by adults with multiple and complex needs; the changing support needs of individuals as they get older; and increased service requirements where individuals are living at home and supported by aging parents.

CLBC's 2017-2020 Strategic Plan, developed in 2016/17, set four strategic directions: better outcomes, improved individual and family experience, more efficient operations and enhanced service provider partnerships.

**Better Outcomes** – CLBC continued 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 and complex needs; and, independent living. Assisting individuals to participate in their community through opportunities such as employment and accessing independent living options helped lead to improved quality of life outcomes including social inclusion, well-being and personal development.

**Improved Individual and Family Experience** – CLBC continued to explore ways to strengthen the relationships with individuals and families and respond to their changing needs and concerns. CLBC worked towards strengthening the trust and confidence of individuals and families through open and transparent communication. Continued cross-ministry collaboration with the Services to Adults with Developmental Disabilities (STADD) program and an enhanced planning process resulted in more support for youth and families experiencing seamless transitions to adulthood.

**More Efficient Operations** – CLBC continued to implement initiatives to improve and streamline internal processes and build on the recent reorganization of its regional operations. Work continued on the Information Technology Strategy to further enhance effectiveness and efficiency of CLBC's employees and make workflow changes to internal processes.

**Enhanced Service Provider Partnerships** – CLBC continued to work closely with the service provider network to deliver effective, cost-efficient and quality services to eligible adults. CLBC continued to improve a comprehensive framework of funding, contracting, reporting and monitoring processes.

## **Report on Performance**

CLBC increased the services that it delivered to British Columbians with developmental disabilities and their families. CLBC funded new or additional services for 3,231 individuals. It also saw a 5.4% increase in the total number of individuals registered, from 20,049 to 21,128 individuals.

In addition, CLBC made considerable progress against the new 2017-2020 CLBC Strategic Plan. Individuals, families, CLBC staff and other key partners were engaged in a user-driven design process to develop a new and comprehensive approach to planning. The new approach provides individuals and families across all stages of life greater clarity and certainty about what CLBC can provide.

Families and individuals were engaged in the re-design of the CLBC website so that it is easier to navigate and provides the information that individuals and families are looking for.

A person-centered design approach was used to test the preliminary design of a new service that will provide support for people to seek employment, as well as develop relationships, access the community and continue life-long learning. Trauma-informed practice training was delivered to CLBC staff and key service partners across the province to increase our understanding of individuals with multiple and complex needs and develop a foundation for practice with this group of people.

Service-level reporting was streamlined to increase staff efficiency and service providers were consulted in designing improvements to procurement processes. A new monitoring framework was designed and new on-site monitoring processes to better assure the quality of services were developed for implementation in 2018-19. The *include Me!* quality of life initiative expanded to the North and surveyed nearly 1,500 individuals across the province. The initiative provided quality of life data against which to measure the effectiveness of service improvements to 15 service providers.

CLBC also continued to report regularly on organizational health and performance with the Performance Measurement Framework. Senior leadership meetings continued as per the Strategic Engagement Framework to ensure planning and alignment with government priorities. CLBC has also developed stewardship capacity at senior levels through regular and targeted Board education, regular Board tours, which included visits to services, CLBC Offices and Community Councils, and participation in provincial conferences, such as Housing Central and Inclusion BC.

### ***Goals, Strategies, Measures and Targets***

CLBC reports on annual performance against targets established in its three-year Service Plans, using eleven performance measures assigned to four goals, which in some instances, such as those related to employment supports, apply to more than one goal.

The performance measures align with government direction and our organizational objectives, and are linked to the context and priorities in the 2017-20 Strategic Plan.

#### **Goal 1: Effective Services**

CLBC's mandate includes promoting choice in how supports and services are delivered, assisting adults to achieve maximum independence while living full lives in their communities and promoting innovation to find more effective ways of supporting adults. Effective services reflect both the relationship with individuals and families and enhancing individuals' quality of life. They are person-centered, flexible and cost-efficient in responding to the personal goals and disability-related needs of eligible adults.

This goal supports the BC government's commitment by delivering high-quality services that British Columbians can count on.



## Strategies

- Collaborate with government agencies/ministries and other sector partners to enhance service responses for people with multiple and complex support needs.<sup>1</sup>
- Continue to use *include Me!*<sup>2</sup> to measure the quality of life outcomes of individuals and to promote continuous quality improvement efforts.
- Collaborate with service providers and other partners including housing planners and developers to increase access to supported living.

### Performance Measure 1: Number of individuals receiving services through person-centered societies or Individualized Funding (IF) agreements over \$6,000

Performance Measure	2015/16 Actuals	2016/17 Actuals	2017/18 Target	2017/18 Actuals	2018/19 Target	2019/20 Target
Number of individuals receiving services through person-centered societies or IF agreements over \$6,000	977	1,040	1,096	1,088	1,129 <sup>3</sup>	1,176 <sup>4</sup>

**Data Source:** Data sources for individualized funding and person-centered 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.

## Discussion

- This measure reflects the number of individuals receiving services through person-centered societies and IF agreements over \$6,000. The \$6,000 threshold was used to capture those who are using these mechanisms to deliver substantial services versus the more prevalent direct funded respite. The Community Living Authority Act requires that CLBC provide a range of funding options for services.
- CLBC continues to offer person-centered societies and IF agreements, as they are an important element of flexible and person-centered service. They provide individuals and families with greater control and flexibility to address their needs and interests.
- The number of people using person-centered societies or IF agreements increased by 44, which represents growth of 4.6 per cent and continues to demonstrate a year-over-year increase in the number of CLBC-eligible individuals using IF approximating the growth in the number of people eligible for CLBC.
- Since CLBC does not anticipate significant growth in the demand for these services in the future, the 2018/19 and 2019/20 targets were updated with targets from the 2018/19 Service Plan to better reflect anticipated growth.

<sup>1</sup> 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.

<sup>2</sup> CLBC’s initiative, which includes a quality of life framework and survey instrument, measures and improves individuals’ quality of life.

<sup>3</sup> Revised to 1,129 in 2018/19 Service Plan

<sup>4</sup> Revised to 1,176 in 2018/19 Service Plan

## Performance Measure 2: Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in home)

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in home)	66%	68%	69%	69%	70%	71%

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

### Discussion

- This indicator reflects CLBC’s goal of supporting individuals in more person-centred residential situations, such as shared living. People who live independently, with supported living, are not included.
- Results from *include Me!*, CLBC’s quality of life survey, indicate higher quality of life in the areas of self-determination, rights, personal development and social inclusion for people who live in shared living.
- Shared living, the most common one or two-person residential service, is also more cost-effective than staffed residential models. Because residential services represent about 56 per cent of CLBC’s contracted service expenditures, utilizing this model when it suits an individual’s goals and support needs permits CLBC to serve more people with its funding.
- CLBC met its target of 69 per cent, demonstrating continued growth in the percentage of individuals receiving residential services who choose to live in person-centered settings.
- The steady growth in this measure reflects increased use of more person-centred, individualized residential settings, which provide individuals with opportunities for more meaningful community inclusion and an enhanced quality of life.

## Performance Measure 3: Change over time in the Quality of Life scores of individuals receiving services

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Change over time in Quality of Life scores of individuals accessing CLBC-funded services	N/A	7.41	7.42	7.42	7.43	7.44

**Data Source:** Data source for this measure is includeMe! surveys. Targets and actuals are based on a three-year rolling average. The score is the average score out of ten of all the respondents in the sample for the personal domain score.

## Discussion

- As committed in CLBC's 2017/18 Service Plan, this measure was established, baseline data calculated and performance measures set. It is included in this report for the first time.
- Data is collected in the *includeMe!* initiative, which uses CLBC's Quality of Life framework and measurement tool as a catalyst to improve individuals' quality of life. CLBC uses a three year rolling average to reduce the annual variation in data as the survey is implemented in new areas of the province and includes both those who have been surveyed for the first time as well as individuals surveyed a second time.
- The 2016/17 actual is a one-year score as reported in the 2018/19 Service Plan. Thereafter, actuals and targets represent a three-year rolling average of data. The 2017/18 actual is an average of data from 2015/16 through 2017/18.
- The measure is an average of domain scores, which represents overall quality of life for individuals that CLBC serves, and is a key measure of CLBC's progress towards achieving its vision of lives filled with possibilities in welcoming communities. In addition, the data is intended to help CLBC understand the impact of supports on quality of life, and inform policy and practice direction.
- CLBC expects gradual improvement in overall quality of life scores for individuals as a result of *includeMe!* and other key initiatives, such as employment.

## ***Goal 2: Responsiveness to Individuals and Families***

This goal reflects the importance CLBC places on responding to the needs, choices and concerns of individuals and families who are eligible for CLBC services.

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. Collaborating with other agencies/ministries and sector partners that also serve individuals and families promotes seamless transitions and responsive services.

This goal supports the BC government's commitment by delivering quality services that British Columbians can count on, and helps make the lives of CLBC individuals and families easier. CLBC works closely with individuals and families and communities to ensure supports and services are more responsive to their needs.

## Strategies

- Build stronger relationships with individuals and families by increasing open, transparent and useful communication.
- Continue to collaborate with government agencies/ministries and other sector partners to support the activities of STADD sites across the province.

- Address the changing needs of adults with developmental disabilities as they age by collaborating with sector partners such as the Ministry of Health to build capacity of caregivers and community.
- Improve transition planning for adults with developmental disabilities to address changing needs related to aging.

**Performance Measure 4: Percentage of individuals and families that understand what support options are available prior to completion of their plan**

Performance Measure	2016/17 Target	2016/17 Actual (Baseline)	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Percentage of individuals and families that understand what support options are available prior to completion of their plan	Establish Baseline	61%	65%	55%	55% <sup>5</sup>	65% <sup>6</sup>

**Data Source:** Data source for this measure is from a targeted survey of families and individuals that turned 19 by March 31, 2018 and completed a Guide to Support Allocation.

**Discussion**

- CLBC works closely with individuals and families through a planning process to understand and respond to their needs and goals, and in particular, make them aware of funded services and unfunded supports that might be available to them. This measure was developed to gauge effectiveness of improvements to CLBC planning practice with individuals and families.
- In 2016/17, CLBC collected baseline data through a targeted survey to determine how well CLBC supports individuals and families to understand what funded services and natural community supports are available to them. 61% of a relatively small number of people sampled indicated that they understood available support options at the conclusion of planning.
- The percentage of individuals surveyed in 2017/18 who indicated that they understood available support options declined. However, as committed in its 2017/18 Service Plan, CLBC improved the survey methodology and the total number of individuals and families surveyed increased by 50%, suggesting greater reliability of data. Future targets are adjusted here to reflect what is to be expected using the new methodology.
- CLBC developed improvements to the planning process in 2018/19 with the expectation that performance during the implementation period in 2018-19 would remain consistent with 2017-18 actuals and would improve in 2019.

<sup>5</sup> Revised to 55% in 2018/19 Service Plan

<sup>6</sup> Revised to 65% in 2018/19 Service Plan

## Performance Measure 5: Percentage of complaints resolved within the timeframes set out in the CLBC Complaints Resolution Policy

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Percentage of complaints resolved within the timeframes set out in the CLBC <i>Complaints Resolution Policy</i>	33%	60%	70%	76%	90%	90%

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

### Discussion

- This measure indicates the ability of regional staff to respond to and resolve individual and family concerns in a timely manner.
- In 2017/18, CLBC exceeded its target of 70 per cent of complaints resolved within the timeframes set out in the CLBC [Complaints Resolution Policy](#).
- Between 2015/16 and 2017/18, CLBC significantly improved the response rate from 33 per cent to 76 per cent of formal complaints resolved.
- Improvements can be credited to several factors, including a focus on improving the clarity of the resolution process, review stages and timelines. Through the restructuring of regional operations, CLBC introduced a more targeted approach (including additional coaching and guidance for regional staff) to improve the timeliness of responses to individuals and families' concerns.
- Based on previous improvements and a continued focus on responsiveness to complaints, CLBC updated its 2018/19 target from 80% to 90% of complaints resolved within policy timeframes.

## Performance Measure 6: Change over time of personal development domain scores of individuals receiving services

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Change over time of personal development domain scores of individuals receiving services	N/A	7.42 <sup>7</sup>	7.68 <sup>8</sup>	7.20	7.54 <sup>9</sup>	7.60 <sup>10</sup>

**Data Source:** Data source for this measure is from the *includeMe!* surveys. The measure is the average score out of 10 of all the respondents in the sample for the personal domain score.

<sup>7</sup> Revised to 7.42 from 7.20 (see discussion)

<sup>8</sup> Forecast in 2018/19 Service Plan

<sup>9</sup> Revised to 7.54 in 2018/19 Service Plan

<sup>10</sup> Revised to 7.60 in 2018/19 Service Plan

## Discussion

- Personal development is one of the eight domains in CLBC's Quality of Life framework and measurement tool. It relates to the ability to pursue interests, have opportunities for personal growth and skill development and have access to necessary information and support.
- Personal development was added as a measure to the 2017/18 – 2019/20 Service Plan because it is highly correlated to the overall quality of life of individuals that CLBC supports.
- At 7.20, the 2016/17 actual originally represented one year as reported in the 2017/18 Service Plan. The measure was subsequently calculated as 7.42 for 2016/17 actual using a retrospective three-year rolling average of the personal development outcome scores to reduce survey anomalies. The scores include individuals surveyed by service providers for the first time as well as those surveyed by service providers who have surveyed individuals before and implemented initiatives to improve results.
- The 2017/18 result of 7.20 falls short of the target that CLBC set. A number of factors play into this result, including: the variability resulting from the inclusion of both first and second time surveys in the data; the continued expansion into new regions in the province; and the impact of what appears to be an unusually high score of 7.6 in 2014/15 on the rolling average. Higher scores in the years that included the 2014/15 data were interpreted as a trend but were more likely an anomaly.
- It is anticipated that future targets will be reduced. CLBC expects slow but steady improvement in personal development scores over the long term.

### ***Goal 3: Community Engagement***

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 welcoming communities. People's participation in, and contribution to, community are the most powerful agents to promote welcoming communities.

CLBC supports individuals to actively engage in their community, and to access natural supports through inclusive employment and opportunities available to all community members. Individuals who have strong interpersonal relationships experience greater quality of life, through opportunities to share their talents and gifts, and inclusion in their community as full citizens. For example, having a job with real pay enhances a person's well-being and personal development.

CLBC additionally supports its Community Councils, composed of self-advocates and stakeholders, bringing together citizens and engaging communities.

This goal contributes to the BC government's commitment by improving participation of CLBC individuals through employment in an innovative economy that works for everyone, and ensures CLBC individuals have the opportunity to reach their full potential.

## Strategies

- Engage in evidence-based continuous quality improvement to increase the percentage of CLBC-eligible individuals participating in inclusive employment through the implementation of the Community Action Employment Plan.
- Continue to design and develop a new CLBC service option that will balance supports related to accessing employment, meaningful community inclusion, skill development and strengthening informal networks.
- Review and improve CLBC's planning process to ensure planning is accessible and tailored to individuals and families and assists individuals to access community supports.

## Performance Measure 7: Percentage of all individuals served reporting current employment income

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Percentage of all individuals served reporting current employment income	22.3%	21.8%	23%	22.8%	22% <sup>11</sup>	23% <sup>12</sup>

**Data Source:** Data source for this measure is the number of CLBC-eligible individuals younger than age 65 reporting employment income with BC disability assistance.

## Discussion

- This measure tracks the percentage of working-age CLBC eligible individuals who are successful in finding employment. Individuals may be supported in either CLBC-funded employment services or WorkBC Services funded through the Employment Program of British Columbia (EPBC).
- CLBC aspires to increase this proportion for several reasons. People who work: report higher quality of life, particularly in the areas of community inclusion, self-determination and personal development; report greater confidence and self-esteem as a result of making a contribution at work; demonstrate greater independence and use of informal supports. Employment also provides a more sustainable model of support for individuals as noted in Performance Measure 11.
- The number of people participating in employment programs and finding work continues to grow. In 2017/18, an additional 437 people found work, increasing the number of individuals participating successfully in employment to 4,553. This represents nearly 23% of working-aged individuals, a growth of 1% year-over-year.
- Participation in employment is complex, with numerous drivers, including shifting attitudes of employers, effectiveness of services, availability of services, and prevailing attitudes that people with developmental disabilities cannot work. Both CLBC-funded employment services and WorkBC services funded by the EPBC have contributed to this success.

<sup>11</sup> Revised to 22% in February 2018 Service Plan

<sup>12</sup> Revised to 23% in February 2018 Service Plan

- CLBC expects that initiatives outlined in the 2018/19 – 2020/21 Service plan will further impact this measure. However, based on the fairly consistent results since 2015/16, targets for 2018/19 and 2019/20 were adjusted to reflect a more likely outcome.

## Performance Measure 8: Percentage of all newly eligible individuals with requests for employment

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Percentage of all newly eligible individuals with requests for employment	25.4%	22%	25%	22%	25% <sup>13</sup>	28% <sup>14</sup>

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

### Discussion

- This measure accounts for the percentage of people who submitted requests for CLBC employment services six to 18 months after confirmation of their CLBC eligibility. The measure is significant to CLBC as it is a leading indicator tracking the demand for employment and the shift in attitudes towards an employment-first approach.
- Year-over-year, this measure indicates the same percentage of individuals requesting employment this year as last.
- CLBC does not expect linear growth in this measure due to the complexity in the drivers of employment participation. These determinants include attitudes of individuals, families and service providers towards employment, perceived risk, staff success in communicating the benefits of employment and perceived fit with employment services.
- CLBC’s revised approach to planning, which highlights employment supports, and streamlining access to employment, both of which will be implemented in 2018, are expected to increase the number of individuals requesting employment. However, targets for 2018/19 and 2019/20 were revised in the 2018/19 Service Plan to better align with actual trends and to take implementation time into account.

### Goal 4: Stewardship

Stewardship reflects CLBC's overall effectiveness in managing its resources and accountability to stakeholders.

CLBC’s stewardship is realized by assuring that resources are well-managed to meet the needs of individuals and their families. Good management means an engaged workforce, effective partnerships, transparent processes, accountability for financial expenditures, monitoring services and

<sup>13</sup> Revised to 25% in 2018/19 Service Plan

<sup>14</sup> Revised to 28% in 2018/19 Service Plan



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.

## Strategies

- 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.
- Continue to work with SDPR to leverage the EPBC and enhance the efficiency and effectiveness of employment services for CLBC eligible individuals.
- Build on existing solutions (e.g. regional reorganization) by increasing organizational alignment and focus, enhancing service provider reporting and streamlining internal processes.
- Continue to fulfil the requirements of the Accountability Framework developed by SDPR and CLBC, including financial reporting, strategic engagement and performance monitoring deliverables.

## Performance Measure 9: Average number of individuals who have a priority ranking score of 50 or more that made a service request and who have had no service in the past 6 months

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Average number of individuals who have a priority ranking score of 50 or more that made a service request and who have had no service in the past 6 months	93	106	100	100	90	90

**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.

## Discussion

- This indicator combines an estimation of relative service priority and length of time without service, and measures the number of people for whom the criteria are met. Several variables impact this measure, including the number of individuals presenting themselves to CLBC, the level of service need of those people presenting, the amount of funding available for new services and CLBC's effectiveness in delivering services.
- As the first three variables are relatively stable, maintenance of or a decrease in the number suggests that CLBC is improving its ability to effectively manage resources and meet most people's support needs.
- Individuals are continuously added to and removed from the list as CLBC responds to their support needs. CLBC expects that there are always some individuals who meet the criteria, due to the lead time involved in procurement and service implementation.
- This measure is important to CLBC because our effectiveness in meeting the support needs of the people we serve is a priority. CLBC is committed to optimizing the impact of funding allocated to delivering quality services to individuals.
- CLBC anticipates some fluctuation from year to year due to the numerous variables impacting this measure. Results in 2017/18 reflect a slight improvement over 2016/17, in part as a result of delivering new or additional services to 3,231 individuals.

## Performance Measure 10: Overall employee engagement measure

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Overall employee engagement measure	n/a	66	N/A	N/A	68	N/A

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

## Discussion

- As this survey is biannual, and was not conducted in 2017/18, there is neither a target nor actual number for 2017/18.
- Employee engagement gauges job and organizational satisfaction and overall commitment. CLBC believes that employee engagement is a critical element of responsive service, which is important in a service delivery organization.
- CLBC's employee engagement score increased from 61 in 2013/14 to 66 in 2016/17. CLBC has engaged employees in initiatives directly impacting their work and focused on leadership development. For example, in 2017/18, CLBC provided opportunities for staff engagement and consultation in high-priority initiatives such as improving services for individuals with multiple complex needs, developing a new planning approach and developing a new, more responsive employment service. Additionally, CLBC implemented more rigorous change management procedures on projects to better prepare employees for changes resulting from projects.

## Performance Measure 11: Percentage of individuals served reporting current employment that retained employment for a period of one year or more

Performance Measure	2016/17 Target	2016/17 Actual	2017/18 Target	2017/18 Actual	2018/19 Target	2019/20 Target
Percentage of individuals served reporting current employment that retained employment for a period of one year or more	Establish Baseline	73% <sup>15</sup>	67%	74%	75% <sup>16</sup>	76% <sup>17</sup>

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

### Discussion

- The percentage of individuals retaining employment for a year or more is important for several reasons. It reflects the cost-effective value of employment supports and CLBC's commitment to help individuals reach their full potential through sustained employment and contribute to an innovative economy that works for everyone.
- The costs associated with job search and preparation mean the cost of supporting a CLBC-eligible individual in paid employment is highest before and at the start of their work. After the individual has worked for a year, employment supports and costs decrease, as do the individual's use of other CLBC-funded services. The longer individuals maintain their jobs, the greater CLBC's return on initial costs.
- CLBC expects this measure to show gradual growth as we work towards increasing employment participation, one of the objectives of the Community Action Employment Plan.
- CLBC underreported the 2016/17 Actual in the 2017/18 Service Plan and as a result reduced targets. The actual numbers were corrected in the [2018/19 Service Plan](#) and targets were revised from 68% and 69% respectively to better reflect current trends and anticipated growth.

<sup>15</sup> Corrected to 73% in 2018/19 Service Plan

<sup>16</sup> Revised to 75% in 2018/19 Service Plan based on corrected data and 2017/18 forecast of 74%

<sup>17</sup> Revised to 76% in 2018/19 Service Plan based on corrected data and 2017/18 forecast of 74%

## Financial Report

### *Discussion of Results and Financial Report Summary Table*

The discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2018 should be read in conjunction with the audited financial statements and accompanying notes (see Appendix A).

CLBC provides supports and services to eligible individuals through contractual arrangements with non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by a corporate office in Vancouver. The *Community Living Authority Act* mandates that CLBC not operate at a deficit without the prior approval of the responsible Minister.

**Table 1 - Financial Report Summary Table**

\$ millions	Actual			2017/18		Variance	
	2014/15	2015/16	2016/17	Budget	Actual	Budget	2016/17
<b>Operating Revenue</b>							
Contributions from the Province							
Government transfers	796.6	834.3	878.7	937.5	943.6	6.1	64.9
Restricted - operating	9.7	3.3	(4.7)	-	(2.5)	(2.5)	2.2
Restricted - capital	(3.9)	(3.1)	(2.8)	(4.3)	(4.1)	0.2	(1.3)
Net operating contributions	802.4	834.5	871.2	933.2	937.0	3.8	65.8
Other income	15.7	16.3	17.2	17.0	18.5	1.5	1.3
Amortisation of deferred capital contributions	3.7	2.9	3.2	3.6	3.3	(0.3)	0.1
Total Revenue	821.8	853.7	891.6	953.8	958.8	5.0	67.2
<b>Operating Expenses</b>							
Supports and services							
Developmental Disabilities program	743.1	775.4	810.6	861.4	869.5	8.1	58.9
Personalised Supports Initiative	16.5	19.5	20.8	26.9	25.7	(1.2)	4.9
Provincial services	4.8	4.9	4.6	4.9	4.8	(0.1)	0.2
	764.4	799.8	836.0	893.2	900.0	6.8	64.0
Regional operations & administration	53.6	51.0	52.3	56.7	55.4	(1.3)	3.1
Amortisation of tangible capital assets	3.8	2.9	3.3	3.9	3.4	(0.5)	0.1
Total Expense	821.8	853.7	891.6	953.8	958.8	5.0	67.2
<b>Annual Surplus</b>	-	-	-	-	-	-	-
<i>Supports and services compared to total expense</i>	93.0%	93.7%	93.8%	93.6%	93.9%	0.3%	0.1%
<b>Capital Expenditures</b>	3.6	3.7	3.6	5.7	5.6	(0.1)	2.0
<b>Total Liabilities</b>	34.2	31.9	38.1	38.2	40.2	2.0	2.1
<b>Accumulated Surplus</b>	3.7	3.7	3.7	3.7	3.7	-	-

**Note 1:** The above financial information was prepared based on current Generally Accepted Accounting Principles.

CLBC closed the year ended March 31, 2018 with a balanced budget, while providing new or increased supports and services improving the lives of 3,231 individuals and costing \$49.2 million in the year (\$45.8 million for the Developmental Disability program and \$3.4 million for the Personalized Supports Initiative, as shown in Table 3 and Table 4). The financial results for the year are summarized in Table 1 above and are further explained in the following sections.

## Service Demand Growth

The number of individuals identified as eligible for CLBC services continues to grow at a higher rate than the overall provincial population. As of March 31, 2018, that number reached 21,128, a 5.4 per cent increase within the year and a 36 per cent increase over five years. As in prior years, those aged 19 to 23 make up the bulk of the growth, with 1,074 of the 1,288 new individuals in 2017/18 being within that age group.

**Table 2 - Adults Eligible for CLBC Services**

	2014/15	2015/16	2016/17	2017/18
Number of individuals with open files at year end				
Developmental Disabilities Program	16,774	17,701	18,612	19,423
Personalised Supports Initiative	923	1,173	1,437	1,705
	17,697	18,874	20,049	21,128
Increase within the year <sup>1</sup>				
Developmental Disabilities Program	832	927	911	811
Personalised Supports Initiative	212	250	264	268
	1,044	1,177	1,175	1,079
Annual rate of increase	6.3%	6.7%	6.2%	5.4%

*Note 1 The increase within each year reflects the number of new individuals less the number who are no longer with CLBC, usually due to mortality (2017/18 - 209 individuals).*

In addition to the service demand generated by the increase in the number of eligible individuals, demand is also generated by the increasing disability-related support needs of those already with CLBC as they and their care-givers age. CLBC continues to address the impact of its increasing service demand through:

- effective planning and prioritising of services to avoid crisis whenever possible,
- prudent procurement and contract management processes,
- respectful consultations with its contracted service providers, and
- ongoing refinements to its processes and information management systems.

As a result, with a 29 per cent increase in annual contributions from the Province over the last five years, CLBC has been able to absorb inflationary impacts and support a 36 per cent increase in caseload over the same period.

## **Operating Revenue**

Funding for CLBC operations is provided by contributions from the Province, cost sharing arrangements with health authorities relating to individuals who also have health-related issues, and other income.

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Some of the funding for operating expenditures may be restricted for specific purposes. Restricted operating funding is recognized as revenue when related expenditures are incurred. \$64.9 million in additional contributions were made available by the Province in 2017/18. After taking into account year-to-year changes in the impacts of restricted funds, this translates to a \$65.8 million increase in net operating contributions, which was \$3.8 million more than budgeted.

Other income was up from 2016/17 and budget due to the receipt of unbudgeted recoveries arising from the Human Resource Facility Act and an increase in interest income. This change, together with fluctuations in amortization costs, brought the total operating revenue to \$958.8 million which was \$5.0 million more than budgeted and \$67.2 million higher than in 2016/17.

## **Operating Expenses**

### **a) Supports and Services**

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. Annualization costs and the costs of new service implementation are funded by increases in operating revenue and by reinvestment of contract recoveries realized on existing contracted supports.

In 2017/18, CLBC provided new and incremental services through the Developmental Disabilities program benefitting 2,863 individuals costing \$45.8 million within the year, while addressing \$20.3 million in annualization costs for services implemented in the prior year, and \$21.1 million for service provider costs related to the Economic Stability Mandate. These outlays were partially offset by higher contract recoveries, resulting in a \$58.9 million increase in spending from 2016/17 and \$8.1 million more than budgeted. See Table 3 on the following page for further information, including prior year comparisons.

**Table 3 - Supports and Services for Adults with Developmental Disabilities**

	2014/15	2015/16	2016/17	2017/18
<b>Total Number of Supported Individuals at Year End</b>	16,774	17,701	18,612	19,423
% increase from prior year	5.2%	5.5%	5.1%	4.4%
<b>New Services Implemented</b>				
Number of new services	4,739	4,150	4,064	4,560
Number of individuals provided new services	2,912	2,455	2,617	2,863
Cost within the fiscal year (\$ millions)	37.5	35.6	36.8	45.8
Annual cost of service (\$ millions)	54.7	51.2	57.1	70.6
Average annual cost of new services per individual (\$ thousands)	18.8	20.9	21.8	24.7
<b>Contracted Service Recoveries</b>				
Recoveries within the fiscal year (\$ millions)	22.7	21.1	23.5	24.9
Annual ongoing service recoveries (\$ millions)	27.9	26.4	31.8	35.4
<b>Average Total Annual Cost per Individual</b>				
(\$ thousands)	45.4	45.0	44.6	45.7

Through the Personalised Supports Initiative, CLBC addressed \$2.9 million in service annualization costs and implemented new and incremental services benefitting 368 individuals and costing \$3.4 million in the year.

**Table 4 - Supports and Services - Personalized Supports Initiative**

	2014/15	2015/16	2016/17	2017/18
<b>Total Number of Supported Individuals at Year End</b>	923	1,173	1,437	1,705
<b>New Services Implemented</b>				
Number of new services	608	519	585	568
Number of individuals provided new services	364	342	366	368
Cost within the fiscal year (\$ millions)	3.6	2.6	2.9	3.4
Annual cost of service (\$ millions)	6.4	4.2	5.8	5.7
Average annual cost of new services per individual (\$ thousands)	17.5	12.2	15.8	15.5
<b>Contracted Service Recoveries</b>				
Recoveries within the fiscal year (\$ millions)	2.4	2.1	2.0	1.7
Annual ongoing service recoveries (\$ millions)	2.3	2.4	2.0	2.2
<b>Average Total Annual Cost per Individual</b>				
(\$ thousands)	20.2	18.6	16.0	16.4

Provincial Services includes the Provincial Assessment Centre, which accounted for \$3.7 million in 2017/18, and a provincial travel subsidy program managed by the Ministry for individuals who are eligible for CLBC supports and services. Spending for this area was only slightly down from the budget.

**b) Regional Operations and Administration**

CLBC’s funding priority is always the delivery of supports and services to the supported individuals and families, with at least 93 per cent of the budget being used for that purpose. The costs related to the many CLBC regional staff working directly with supported individuals are funded through the remaining six to seven per cent, along with those who carry out the procurement, contracting and monitoring processes required to maintain service quality, safeguard the health and safety of those supported, and make the best use of available resources. These components have been separately identified in Table 5 below. In 2017/18, spending on regional operations and administration was \$3.1 million higher than in 2016/17 but \$1.3 million lower than the \$56.7 million budgeted (see Table 1) mainly due to lower than planned labour and facilities costs.

<b>\$ millions</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Compensation and benefits				
Individual/family support and planning	10.1	10.2	10.6	10.5
Service procurement, contracting and monitoring	18.0	19.0	19.3	20.9
Other	10.3	8.5	8.4	9.2
	<b>38.4</b>	<b>37.7</b>	<b>38.3</b>	<b>40.6</b>
Facilities	5.0	4.9	5.2	4.7
Communication and information technology	4.0	4.1	4.2	4.4
Other	6.2	4.3	4.6	5.7
<b>Total</b>	<b>53.6</b>	<b>51.0</b>	<b>52.3</b>	<b>55.4</b>

**Accumulated Surplus**

Accumulated surplus was unchanged at \$3.7 million and includes \$1.3 million of contributed surplus arising from assets transferred to CLBC on its incorporation in 2005.



## **Appendix A – Additional Information**

### ***Auditor’s Report and Audited Financial Statements***

CLBC has provided the independent auditor’s report, with accompanying financial statements for the period ending March 31, 2018. To view these statements, [click here](#).

### ***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

### ***Organizational Overview***

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.

### ***Contact Information***

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