



COMMUNITY LIVING
BRITISH COLUMBIA

INTERIM REPORT

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Executive Summary

Community Living BC (CLBC) was conceived and created by individuals with developmental disabilities and their families who wanted a dedicated organization, supported by the Province, to focus on their unique needs. That purpose and vision is still valid today, and CLBC's Board of Directors, management and staff, and its network of 3,000 service providers remain committed to helping individuals live "good lives in welcoming communities". While there are clearly pressures for change, there is also very strong support for finding sustainable solutions while maintaining the status and independence of the agency.

The Chair of the Board of Directors and the Interim CEO at Community Living BC have prepared this Interim Report, in response to a request from the Minister of Social Development, to provide an update on the current status of CLBC and the immediate changes being made by the Interim CEO, and to outline the Board's view of the longer-term changes envisioned for the organization to ensure that individuals with developmental disabilities and their families are provided with the highest quality support possible.

CLBC has faced considerable criticism over the past few months for the way it responded to the challenges it faces. On some occasions, CLBC lost sight of its core values and created stress and anxiety for individuals and their families. These mishandled situations garnered considerable public attention, which led to more concerns being brought forward. CLBC is committed to improving decision making and communications with individuals and families and reaffirms that the individuals and families it serves are its first priority.

Demand for supports and services has been exceeding increases in funding. In these challenging economic times, accountability back to the taxpayer is also important. British Columbians are prepared to provide supports and services to individuals and their families, however they also demand accountability for how those dollars are spent.

CLBC has sought to fulfill its responsibility to ensure services were distributed equitably, and to explore lower cost alternatives when they delivered equal or better outcomes for individuals so that internal savings could be used to meet requests for services from other individuals from within the existing funding envelope.

CLBC's new three-year strategic plan begins in 2012/13. It will focus on four areas that address the issues facing the organization today. Development of comprehensive plans for enhancing community inclusion and increasing employment for individuals with developmental disabilities will improve their quality of life and provide the foundation for a more sustainable model of supports and services in the future.

Using evidence and past experience to guide us, CLBC will also continue to promote, evaluate and implement innovative programs to meet the evolving needs of the individuals the agency serves. The pace of change in expectations within the sector requires CLBC to maintain a flexible model of supports and services. CLBC must not only meet the ongoing and existing needs of individuals already receiving supports and services from the agency; but it must also

adapt and innovate in order to meet the needs and expectations of young adults registering with the agency today.

CLBC is also building new models for outcome-based measurement tools which will improve the agency's ability to assess the positive impact that its services have on the lives of individuals with developmental disabilities.

In the near term, CLBC will continue to engage in discussions with individuals and families, service providers and community partners about appropriate alternative arrangements for residential and inclusion supports. Any savings that are realized will be re-invested to allow for new services to be provided to new and existing registrants with the agency. Taxpayer accountability demands ongoing diligence in this area. However, CLBC will improve planning and communications with service providers, family members, and the individuals with developmental disabilities that it serves. There will be no rushed plans. Changes that occur will reflect thorough consultation and inclusive decision making.

Solutions are not likely to be found by focusing solely on funding. CLBC believes that the current environment provides an opportunity for CLBC to focus on its core values and help build "good lives in welcoming communities". CLBC also believes the current environment can be used as a catalyst for candid dialogue among participants who have a shared interest in this common vision about how to achieve a long term, sustainable way forward. .

This report concludes with a few straightforward requests from the provincial government, including a request for support for continued cross-ministry discussions involving the Ministry of Social Development, Ministry of Children and Family Development, Ministry of Health, Ministry of Education and CLBC. As well, CLBC seeks continued dialogue on the development of a sustainable funding model, and asks for direction on standards for the handling of requests for service from new and current registrants with CLBC.

Recent events demonstrate the broad support for the common vision of ensuring individuals with developmental disabilities in this province "live good lives in welcoming communities". The Board and management of CLBC are committed to refocusing its efforts to do its part in achieving that vision. Recognizing that it is a shared responsibility, CLBC looks forward to continued dialogue with government, among the families and individuals that it serves, with its service providers, and among its community partners to accomplish this vision.

Introduction

The Chair of the Board of Directors and the Interim CEO at Community Living BC have prepared this Interim Report, in response to a request from the Minister of Social Development, to provide an update on the current status of CLBC and the immediate changes being made by the Interim CEO, and to outline the Board's view of the longer-term changes envisioned for the future to ensure that individuals with developmental disabilities and their families are provided with the highest quality support possible.

Current Issues

Concerns about services for people with developmental disabilities have been building over the past several months. While media attention has been extensive in the last two months, CLBC is aware that the concerns of some parents and stakeholders were being expressed earlier. More should have been done earlier by CLBC to address some of the concerns.

Issues have been raised by groups seeking increased funding for the sector, by members of the legislature, and by individuals and families coming forward with their fears and concerns. The main issues are as follows:

Closures of Staffed Residential Living Facilities: Sixty-five staffed residential facilities (commonly called group homes) have closed in British Columbia since April of 2010. At the same time, the number of individuals CLBC supports in staffed residential facilities has steadily increased as vacancies are utilized more effectively. More than 700 group homes continue to operate. Facilities have closed for a variety of reasons. In most cases, CLBC has initiated a facility closing when residents appear well suited to other care arrangements, or when a facility is only partially occupied and CLBC and the service provider do not foresee the need for the facility based on demographics in that area.

Most individuals who moved from staffed residential living facilities were ready and willing to do so; however, there have been a few occasions when the move, or discussion about moving, did not result in a positive experience for the families. Upon examination, CLBC has learned that, in these cases, the families' experience was negatively impacted by a number of factors including:

- occasions when individuals are not inclined to move or their family members do not agree with the plan to move the individual; or
- occasions when closing a facility resulted in residents moving into a new facility from a home where they may have lived for a long time.

In most cases, if the idea of moving out of the group home was broached with families by CLBC and the family and individual declined, CLBC went no further. However, in some cases, CLBC pushed too hard when families indicated that they were opposed to a move. Occasionally, there has been strenuous opposition from families who feel cost savings were put ahead of their son's or daughter's interests.

Youth in Transition: Approximately 600 young people with developmental disabilities turn 19 each year. While the individual's needs do not change on their 19th birthday, responsibility transfers at that point to CLBC, and individuals, parents and caregivers are frustrated that supports and services available to them are not the same as when the individual was in the school system. This problem is not new. It has existed for many years, due to differences in the breadth and level of support for services available between the child and adult service delivery programs. The problem has recently been exacerbated by the increasing volume of youth requesting service. This challenge is one that CLBC shares jointly with Ministry of Children and Family Development, Ministry of Education, Ministry of Social Development, and Ministry of Health, given individuals with developmental disabilities and their families may receive services from each of them.

CLBC recognizes that many parents experience this transition as a challenge. While identification and planning occurs earlier than in the past, CLBC itself has not been able to match the level of services many families receive from the children's service system. This is a cross-ministry challenge that requires thoughtful consideration.

Responsiveness to Requests for Service: CLBC maintains a record of requests for service, which is a list of requests from individuals and their families for CLBC funded services that they would like to receive to address a wide range of needs. People move on and off the list every day, but the number of individuals waiting for sometimes very modest supports or CLBC funded services is growing. Priority for new services is given to individuals with immediate health and safety needs (for example, an individual needs new residential support because their aging parents can no longer care for them), which effectively increases the wait times for others who do not require an immediate response.

As of June 30, 2011, the list includes 751 individuals who have registered with CLBC but are not currently receiving any funded services from the agency. This group of people have been contacted by CLBC in order to assess their current circumstances to ensure they do not have health and safety concerns that require immediate attention. They will continue to receive limited assistance from CLBC staff to connect them with services and supports otherwise available, for example, services and supports that non-disabled people would access, or those provided by not-for-profit community partners.

There are also 2,089 individuals who are receiving some CLBC funded services but have also requested additional funded services. There is simply not enough money to meet every request in a timely way. CLBC's goal is to provide some level of funded services within six months of receiving a service request. At times during its history, CLBC has achieved this goal; however, the agency has been unable to do so consistently for some time.

CLBC continues to work on improving the information in our requests for service list. More effective measurements and descriptions of the degree of need for those requesting services is a priority for CLBC. Those awaiting funded services and those who receive service from CLBC almost always receive service, support and funding from other parts of government. For

example, almost all those eligible for CLBC receive 'Persons with Disabilities' benefits from the Ministry of Social Development. There is no delay in the provision of PWD services.

Service Redesign: While the provincial government has increased the budget for CLBC every year since its inception, the number of individuals qualifying for CLBC funded supports and services has risen faster than the agency's growing budget. CLBC's response, appropriately, has been to look for ways to maximize existing funding. CLBC also has a responsibility to ensure that funded services are allocated in an equitable manner across the province. Government has encouraged CLBC to pursue innovations and find efficiencies so more individuals and their families can receive services. Sometimes this means encouraging individuals to consider services that achieve equal or better outcomes, but which are less costly to deliver. Other times it means negotiating savings with service providers. In both cases CLBC has made efforts to work with the individual, their family and the service provider to match the level of services to the person's current disability-related need.

CLBC's efforts to maximize the deployment of existing funding by ensuring the equitable allocation of resources has resulted in \$39 million in annualized savings last year; or \$81 million over the last four years. These savings have been re-invested to provide supports and services to 3,500 individuals who otherwise would not have been served. These internal savings are significant and had to be sought before the case could be made for increased funding. However, the reality is that this approach cannot continue to produce those kinds of results into the future.

Most of the time, these changes have been made successfully after appropriate consultation and with the approval of families and CLBC's service providers, but occasionally, families have felt that services have been inappropriately reduced.

A contributing factor to decisions by CLBC that resulted in negative reactions was the need to balance budgets within defined time periods, which also sometimes resulted in inadequate consultation with individuals and families. While not unique to this Government, Ministry or CLBC, managing budget pressures is an over-arching challenge facing CLBC creating a public perception that this is CLBC's singular focus. Unfortunately, this undermines the positive relationships the agency has with most individuals, families, community partners, and service providers throughout the province.

Funding for Community Inclusion Services: As a part of the service redesign process CLBC also undertook a review of its programs offering community inclusion services. In several instances, deficiencies in those contracted services were discovered and CLBC moved too aggressively to address these situations. CLBC implemented decisions to cancel or conclude contractual arrangements without meaningful consultation. Over and above CLBC's error in concluding contracts without first attempting to resolve the issues with various organizations, the more significant error was CLBC's failure to inform the families and people with developmental disabilities who were participating in these programs. CLBC should have had alternative plans in place to support its clients that recognized the possibility of an unsuccessful conclusion to its negotiations with service providers.

The Ridge Meadows Recycling Society program review was the subject of extensive criticism and negative media coverage. It is an example of a community program with a history in the community and, while CLBC's original intention was to improve services, it failed in its consultation and in its understanding of the importance to the community of this program. CLBC will endeavour to ensure that it does not happen again.

At-Risk Compensation: After first being raised by the media, critics questioned the appropriateness of CLBC having an at-risk element in its compensation package for executives and management (also known as performance pay or incentive pay). The Minister Responsible for CLBC also stated her concerns about the approach, and asked CLBC's Board to stop the practice.

The compensation model had been in place since CLBC's inception and is similar to practices elsewhere in the public sector. In CLBC's case, the practice was to hold back a portion of the employee's base salary pending successful completion of their performance plan. Employee's performance plans are comprehensive, and involve all elements of CLBC's operations and strategy, of which financial targets are only one component. Nevertheless, the Board had already initiated a process to end this practice at CLBC, so the Board Chair readily agreed to submit a new compensation policy to the Public Sector Employers Council for approval.

CLBC Staff Providing Home Share Service: An advocacy organization has challenged CLBC's practice of allowing employees to also be the home share provider, where the person with a developmental disability is invited into their home, arguing that those employees can influence the level of support and services provided to the individual in their home. Policies and procedures are in place to ensure there is no conflict of interest or perceived conflict of interest; however, some have characterized the situation as the employee having two jobs with CLBC at the same time. CLBC has requested that an independent review be completed of the current conflict of interest policy and practice regarding this issue.

The Current Situation and CLBC's Response

This section looks at the main issues facing CLBC and the related mitigating factors, how they factor into the current environment, and how the agency is responding.

Increasing Demand and Mitigating Factors

Increasing Demand for CLBC Services: In 2010/11, there was a 6.0 per cent increase in the number of eligible individuals registered with CLBC and there was a 2.8 per cent increase in the contribution from the Province including the mid-year increase announced in September 2011.

New Qualified Individuals: The number of adults presenting to CLBC continues to grow at a higher rate than the overall provincial population. The number of 19-23 year olds continues to make up the bulk of this growth, with 721 of the 910 new individuals registering in the year being within that age group. Today, nearly all eligible 19 year olds are registering with CLBC, while prevalence rates would indicate that only 36 per cent of the total predicted individuals who have a developmental disability in the province are registered with CLBC. Many individuals who had not registered in the past are now seeking supports and services from CLBC because they are getting older and their families are no longer able to care for them appropriately. In addition to the service demand due to the increase in the number of individuals, demand is also impacted by the increasing disability-related needs of individuals as they age.

Mitigating Factors

Evolving Needs: Looking at population growth of those eligible for CLBC services alone does not tell the whole story. What CLBC finds is that most young adults qualifying for CLBC supports and services are not looking for the same things that were provided to older individuals with developmental disabilities when they turned 19 or left an institutional setting. In the not-too-distant past, the assumption was that the best place for people with developmental disabilities was a staffed residential setting (and before that, a large institution). Staffed residential settings are still appropriate for many individuals, but today's young adults with developmental disabilities have grown up being included in the public school system. They don't want group homes: They want jobs, friends in the community and a place they can call their own. They will require supports and services to make those things happen, but the costs are substantially less than the cost of housing an individual in a staffed residential setting.

The challenge before CLBC is balancing the desires of older adults who may not want a change in how they are supported and younger families who want a completely different approach for their sons and daughters. The existing services consume much of the budget. As an example, staffed residential facilities (group homes) consume 39 per cent of the budget. The question CLBC needs to answer is how it respects the previous choices of one generation while meeting the expectations of a younger generation.

Opportunity: CLBC is a relatively young organization and remains committed to working within the community living sector, from which it arose, and with its provincial government

partners. The identified issues have emerged many times over many decades in British Columbia. They are also present in many other jurisdictions. Given the pace of change in the community living sector, in terms of evolving attitudes and shifting expectations, periodic reflection and subsequent course correction through dialogue will be sought out and embraced by CBLC. Given the nature of the issues, ongoing public attention is expected.

CLBC was created to “assist adults with developmental disabilities to achieve maximum independence and live full lives in their communities” (Community Living Authority Act, Section 12.2.e) while also meeting the government’s need for accountability and assurance that the maximum benefit is being derived from the funding CLBC receives from government. Solutions are not likely to be found by focusing solely on funding; however, CLBC believes that the current environment can be used as a catalyst for candid dialogue about how to achieve a long term, sustainable way forward that focuses on the best outcomes for individuals with developmental disabilities in the province of BC and their families, consistent with the original vision and mandate of CLBC at inception.

CLBC acknowledges that there are circumstances where it could have done things better and our commitment is to pause, reflect, refine and improve. However, the vast majority of individuals are getting the supports and services they need from CLBC and our service provider partners. Immediate support is provided to individuals with urgent needs. Nearly everyone is getting some sort of support, either from CLBC or from the provincial government through other programs.

The Response

Since approximately September 2011, a number of changes have taken place, some initiated by the provincial government, and others with CLBC.

Ministerial and Leadership Changes: In September, a new Minister of Social Development was appointed. The Honourable Stephanie Cadieux has a long-standing, personal connection to disability-related issues. In early October, an Interim CEO, Doug Woollard, was appointed to lead CLBC. Mr. Woollard has 25 years of experience in the community living sector, as an employee and volunteer, and was previously the Vice President of Organizational Development at CLBC.

Deputy Minister Working Group: In September, a Deputy Minister Working Group was struck to look at supports and services provided to individuals and families from the Ministries of Health, Education, Children and Family Development and Social Development. The Deputy Minister of Social Development leads the group, which also includes Deputy Ministers from Finance, Health and Children and Family Development. The group’s focus is on the suite of services and programs that families of individuals with developmental disabilities receive from across government, including CLBC services. The group will consider whether and how assessment processes, criteria, and planning for families can be simplified to make processes more straightforward for families. They will also look at how these issues are dealt with in other jurisdictions. The working group is expected to report back at the end of the calendar year.

Internal Audit: In October, a dedicated internal audit team from the Ministry of Finance began gathering information on CLBC's internal processes with full cooperation from CLBC to report on a number of areas such as the demand for services, the agency's performance in allocating government resources and the costs of services provided. The audit is expected to be completed by the end of November.

Client Support Team: In October, the Minister of Social Development announced the creation of a Client Support Team to hear and respond to concerns from individuals and families who feel their needs are not being adequately addressed. The Client Support Team includes senior representatives from CLBC, the Ministry of Social Development, the Ministry of Children and Family Development and the Ministries of Health and Education when required. The team will work to ensure that individuals and families get the support they need. The cross-ministry approach will be particularly useful for youth who are transitioning from the public school system and supports from the Ministry of Children and Family Development to adult supports from CLBC. The Client Support Team began operations on October 21, 2011. As of October 31, 2011, the team received 44 enquiries. Approximately half of the enquiries involve requests for additional services from individuals already receiving some support from CLBC.

Improved Communications with Service Providers, Community Partners and the General Public: It is important for CLBC to earn and maintain the confidence of service providers, community partners and the general public with respect to the support it provides to individuals with developmental disabilities and their families. With the recent change in leadership at CLBC, the agency has focussed on improving its communications with the public.

Improved Communications with Individuals and Families: CLBC places a high value on the advice and input it receives from individuals with developmental disabilities and their families and other caregivers. CLBC supports a network of Community Councils across British Columbia which are comprised of self advocates and family members. In addition, CLBC supports a Provincial Advisory Committee which has representation from each Community Council. Both the Community Councils and the Provincial Advisory Committee are invaluable to both management and the Board of Directors as advisors, sounding boards, and community extensions of CLBC.

Since July, 2010, both management and the Board have made a concerted effort to create an environment where those serving on the Councils and the PAC feel their contributions are valued, and where their ideas and efforts can flourish. These efforts also extend to family members and self-advocates served by CLBC. As an example, the Board has undertaken regular, half-day "Listen and Learn" sessions with groups of family members and self-advocates to hear directly on all kinds of issues that are important to them. Connecting with families, self-advocates, and CLBC's community partners remains a high priority for the Board and management. CLBC will continue to actively pursue new and enhanced opportunities to effectively engage with those who are committed to and interested in a shared vision of "good lives in welcoming communities".

Addressing Current Issues through the Operational Plan

To address the issues raised earlier in this document, CLBC will move forward with its operational plan as follows:

Reviews of Contracted Services: In order to ensure that CLBC funded services are equitable among all individuals receiving funded supports, and to contribute – in part – to the sustainability of a tax-payer funded system, CLBC will continue to review contracts with families and service providers to ensure that services are aligned with the individual's disability-related needs. Throughout this process CLBC's primary focus will be providing appropriate services to individuals with developmental disabilities and their families.

It is anticipated that some of these reviews will lead to savings which will be re-invested into services for other individuals; some contracts will stay the same; and others will result in increased funding to support the individual. CLBC has a responsibility to the provincial government and all taxpayers to demonstrate that public funding is being spent appropriately. CLBC also has a responsibility to individuals receiving funding and their families to ensure that funded services are allocated in an equitable manner across the province.

Consultation with Individuals and Families: CLBC will strive to plan, consult and make decisions with individuals and families as early as possible to reduce uncertainty about what supports and services will be available based on the individual's disability-related needs. In the case of staffed residential (group homes) CLBC commits to moving forward with relocation only with agreement from the individual and their family. However, there are some situations described below where other factors will limit this choice for families and individuals.

'Group Home' Closures: Staffed residential facilities will continue to close in the future, but there is no intent to close most or all group homes. Group home space will always be available for individuals who require this form of care. Examples of where a closure may occur include;

- when only one person is left in a staffed residential facility and there are vacancies available nearby for that person in another group home;
- when the service provider refuses to negotiate a mutually acceptable contract within the parameters of province-wide funding rates;
- when the service provider no longer wishes to operate the facility;
- when the facility is structurally unsuited to the evolving needs of its residents (for example where aging residents can no longer climb stairs); or
- where health and safety concerns arise which cannot be effectively addressed .

In these situations, an individual maybe required to move, sometimes against the wishes of their family. CLBC will take the time to properly inform the person and the family to ensure there is a shared understanding of the situation, explaining why relocation is necessary and how the individual's needs will be met in the new location.

Cross-Ministry Approaches: CLBC will continue to work with the Ministries of Social Development, Children and Family Development, Health, and Education on matters of shared

interest with a view to better integration and coordination of supports and services for individuals with developmental disabilities. CLBC recognizes that a coordinated approach across the health and human service ministries and authorities is the most effective way to respond to the needs of individuals with developmental disabilities.

Flexible Service Models and Sustainability: CLBC will continue to move towards models of supports and funded services for individuals with developmental disabilities which improve outcomes and, at the same time, contribute to sustainability. Effective inclusion and employment strategies will improve the quality of life for individuals, and reduce costs in the long run. It is CLBC's recommendation, however, to develop and maintain a flexible model of funded and unfunded supports and services in order to comprehensively address all challenges and opportunities. CLBC believes this will help it meet the ongoing expectations of individuals already receiving supports and services, innovate and create new services and supports that meet the expectations of younger adults entering the system, and also improve outcomes and sustainability over the long term.

It is CLBC's expectation that as new innovations and advances in the community living sector are embraced – and it can demonstrate better outcomes for the individuals that it serves - older models will phase out naturally based on the choices and expectations of individuals. This will result in better outcomes for individuals and, ultimately, a more sustainable, publicly funded model of systems and supports for individuals with developmental disabilities.

To accomplish this goal CLBC will work with the Ministry of Social Development to develop a sustainable funding model. As CLBC develops capacity to respond more effectively to the new request for services it will at the same time gradually move towards a new approach, within existing budgets, based on the expectations of families and individuals, through consultation and dialogue to achieve over time the longer term vision of the board. The next section describes the Board's long term vision for change.

CLBC's Vision for Longer-Term Change

As described earlier, CLBC believes it must find a way to bridge between the services and supports required by one generation while at the same time innovating and responding to the needs of an emerging generation. The following section draws upon CLBC's current service plan and draft three-year strategic plan (for the period starting April 1, 2012) to describe CLBC's vision of how it plans to contribute positively to longer-term change. Four primary areas are addressed: inclusion, employment, innovation and outcome-focused metrics.

These priorities have been identified through consultation with individuals and families, service providers and professionals in the community living sector.

Inclusion

Fundamental Change: As part of the evolution of attitudes and approaches to supporting individuals with developmental disabilities, supports and services that increasingly promote full citizenship and all of the roles and responsibilities that go with being a contributing member of society are being sought by individuals and their families. This change in service provision emphasizes relationships, community presence, and participation in valued roles such as employee, friend and neighbour.

Current progress: This change in service provision is being demanded by transitioning youth and their families. For individuals who have been receiving service for some time the focus has been on providing care. Many service providers and families have created exciting inclusive options for individuals with developmental disabilities while others continue to provide services which ensure care but do not focus on inclusion. By shifting the focus of existing services, based on what CLBC has learned from the inclusive work of some of our service providers, CLBC believes it will increase the quality of life for individuals with developmental disabilities.

Example: Fraser Region Positive Behavioural Support (PBS) Project: Agencies within the Fraser Region were experiencing significant wait times for behavioural support, and individuals were leading highly restrictive lives with support costs spiralling out of control. A collaborative effort involving CBI Consultants, CLBC and service providers in the area, the Fraser Region PBS Project's goal is to empower agencies and families to learn positive behaviour support practices and implement them effectively. Preliminary outcomes of this capacity building project in Surrey include dramatic decreases in challenging behaviour, improved quality of life, increased job satisfaction with agency staff, decreases in Worker's Compensation Board claims, and reduction of support costs. In response to feedback from transitioning youth and their families, learning from the PBS Project is being used to help CLBC work with families and service providers to reshape supports and services to create a range of exciting new opportunities for individuals that will enhance the quality of life for people with developmental disabilities.

Employment

Gateway to Citizenship: Employment enhances community inclusion, promotes better quality of life outcomes, is widely recognized as the most effective type of informal safeguard, and leads to greater participation as citizens, as well as adding to both individual and community prosperity. These benefits, in turn, increase personal and financial independence and create a balance between CLBC-funded supports and services and informal and generic supports in the community. In short, employment is a key gateway to becoming a full citizen.

Dramatic Results Possible: A comprehensive employment strategy is a top priority for CLBC. Based on the experience of other jurisdictions, it is possible, over time, to double the current work participation rate for adults with developmental disabilities. Washington State has developed a reputation as an internationally recognized leader in the area of employment, and CLBC is partnering with Washington-based agencies as it develops its strategic approach to employment. Strong sector leadership and a willingness to engage the business community over a span of two decades are seen as key factors behind Washington's success. Anecdotally, CLBC finds that the most frequent response to what individuals with developmental disabilities want most is a job that pays them properly for what they do.

Example: STEPS Forward: With appropriate community inclusion support, young adults with developmental disabilities participate in a coherent undergraduate student experience leading to lifelong learning, friendships, and employment with support from STEPS Forward through its BC Initiative for Inclusive Post-secondary Education. Students are supported to study courses of their own choice for 4 to 5 years, create a network of relationships based on personal interests and campus involvement, find paid student jobs and develop a career path into adulthood. Students audit courses and complete, with modifications to their level of ability, the same curriculum, assignments and exams as the other students (<http://www.steps-forward.org>).

Innovation

CLBC's History of Innovation: Since its inception in 2005, CLBC has actively supported community living sector innovation. Families in BC, service providers and CLBC have a reputation for innovation that is known nationally and internationally. In order to continue to contribute to the advancement of sector innovation to meet the demands of individuals and families – from which a by-product is expected to be an equitable and more sustainable taxpayer funded system – CLBC will intensify its focus on incubating and promoting the innovative ideas developed by individuals, families and partners in community. With scarce resources and quickly evolving needs and attitudes, CLBC will enhance past efforts to encourage and promote innovation rather than locking into status quo approaches.

Example: familyWORKs: In 2008, CLBC funded a dozen small family-governed projects which were developed by groups of families who arranged and oversaw initiatives needed by their family members with a disability. The Family Based Economic Inclusion Project, now known as familyWORKs, was one of them. This very successful project conducted research and established partnerships with families and economic leaders to identify and advance economic inclusion strategies for adults with developmental disabilities (<http://familyworksbc.wordpress.com>).

Outcome-Focused Metrics

Measurement and Accountability: Outcomes measurement in fields like health and human services is one of emerging interest and importance. CLBC has an obligation to ensure that access to supports and services is fair and equitable as well as aligned with the current disability-related needs of individuals. CLBC must also be able to demonstrate to individuals, families and service providers, as well as the province and taxpayers, that public funding is spent efficiently and that services are achieving the desired outcomes for individuals served. The time has passed when basic measurements such as number of individuals served or average cost per individual served are enough to adequately address these important questions. Outcome-focused measurement tools will allow CLBC to measure the impact its services have on the lives of adults with developmental disabilities.

Quality of Life Framework: After consultation with family groups, service providers and community partners, CLBC has selected an internationally validated Quality-of-Life outcome framework developed by Dr. Robert Schalock from Hastings College in Nebraska. The framework provides an indication of an individual's quality of life in three main areas – independence, social participation and well-being – using eight domains (emotional well-being, interpersonal relations, material well-being, personal development, physical well-being, self-determination, social inclusion and rights).

Requests of Government from CLBC

CLBC has many opportunities and many challenges – some unique and some which are common across all areas of human services and the public sector. CLBC reaffirms its commitment to harness the opportunities available to it in order to address challenges which are present in the current environment and those which CLBC anticipates it will face us in the future. CLBC recognizes that the current and future challenges can best be solved with coordination, partnership and collaborative efforts among all concerned.

To that end, and in order to help CLBC further address the issues identified within this report, CLBC makes the following requests:

Cross-Ministry Discussions: CLBC requests ongoing support for a partnership with the Ministries of Social Development, Children and Family Development, Health and Education to work together to look at all supports and services that are provided to individuals with developmental disabilities and their families. The shared objective for these discussions is to work towards establishing common approaches to support allocation, to building stronger links between current programs and desired outcomes, and to making processes more straightforward for individuals and families.

Meeting the Caseload Challenge: CLBC requests continued dialogue with the Ministry of Social Development on a funding model that allows the agency to continue to meet the disability-related needs of individuals and their families while, at the same time, working towards new, more sustainable approaches that improve the quality of life for individuals and contribute to the financial sustainability of a publicly funded system.

Public Accountability on Requests for Service: CLBC requests direction from the Ministry of Social Development, perhaps through the Shareholder's Letter of Expectations, on the development of expectations or standards for tracking the service needs of individuals and families. The current request for service list is a useful tool for tracking requests, but is an inadequate tool for reporting information publicly. CLBC will continue to work on moving resource allocation decisions forward by planning, consulting and making decisions with individuals and families as early as possible. Direction from the Ministry with respect to standards on wait times for new services or decisions on the allocation of resources will be useful in this regard.