



COMMUNITY LIVING
BRITISH COLUMBIA

CLBC Queenswood Service Delivery Review Implementation Update

May 1, 2009

SERVICE DELIVERY MODEL

RECOMMENDATION #1 IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS.

March 13, 2009

May 1, 2009

Work plans are being developed to change work processes and provide role clarity for both facilitators and analysts. Expected completion date for first draft of work plans is June 1, 2009

RECOMMENDATION #2 INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS.

March 13, 2009

Hiring 4 directors of regional operations, to introduce joint reporting between Quality Service (analyst) and Community Planning and Development (facilitator) staff at a lower level. It also aligns CLBC's regional boundaries to MHSD's, Health and MCFD, but organising into 5 regions (one of the directors will manage two regions). The directors have one year contracts and are recruited from amongst existing CLBC managers. One VP position is being eliminated and there will be no overall increase in FTE's required to establish the 4 director positions.

May 1, 2009

The four Directors of Regional operations, reporting to the CEO, have been in place since April 20, 2009. Transfer of responsibility for field operations from Vice-Presidents to Directors has been completed. Directors are focussed on creating regional teams where Community Planning and Development and Quality Service managers work together to improve communication, enhance customer service and achieve CLBC operational objectives.

RECOMMENDATION #3 INTRODUCE A CONSTANT POINT OF CONTACT.

March 13, 2009

Reinforcing the communication to facilitators that they are to be the primary point of contact for individuals and families, and the future development of a policy and implementation plan to reflect this.

May 1, 2009

Work plans are being developed to change work processes and provide role clarity for both facilitators and analysts regarding interaction with individuals and families. Expected completion date for first draft of work plans is June 1, 2009



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RECOMMENDATION #4**EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST.**

March 13, 2009

Investigating the applicability of the Support Intensity Scale to the improved eligibility group, with the goal of Community Planning and Development staff to eventually implement the resource allocation tool chosen.

May 1, 2009

Facilitators currently inform families and individuals of the waitlist and explain how it works. Further implementation of the GSA by facilitators is dependent on recommendation #16 – revision of the GSA. CLBC waitlist policy is being revised to identify the facilitator as the communication point with individuals and families on waitlist issues.

RECOMMENDATION #5**EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES.**

March 13, 2009

Identifying some funds or existing contacted services from the 09/10 budget to allow facilitators to make some resource allocation decisions.

May 1, 2009

Work plans are being developed to change work processes to allow facilitators to make some resource allocation decisions. Expected completion date for first draft of work plans is June 1, 2009

RECOMMENDATION #6**CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING.**

March 13, 2009

Initiative not started

May 1, 2009

RECOMMENDATION #7**CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK.**

March 13, 2009

Work plans are being developed to change work processes and provide role clarity which enhances teamwork for analysts. Expected completion date for first draft of work plans is June 1, 2009

May 1, 2009

RECOMMENDATION #8**FOCUS THE ROLE OF COMMUNITY COUNCILS.**

March 13, 2009

Initiating a review of the Community Councils to gather feedback and recommendations on focussing and more effectively supporting their role.

May 1, 2009

Review of Community Council Terms of Reference and structure has been completed with a draft report accepted by the CLBC board on April 28, 2009. Draft will be refined based on board feedback. Plan is to circulate draft to Community Councils in late May with involvement of MHSD and PAB. CLBC will work with Community Councils to redefine the role and responsibilities of Councils based on the report. Implementation plan to be developed once Terms of Reference finalized.

RECOMMENDATION #9 IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL.

March 13, 2009 Planning the communication strategy for the service delivery model changes, this includes communicating about the results of the CLBC review and the Robinson review.

May 1, 2009 Communication plan to be finalized and shared with MHSD and PAB in June. To be coordinated with release of the Queenswood report.

GUARDIANSHIP CONSIDERATIONS

RECOMMENDATION #10 MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT.

March 13, 2009 Completion this month of the CLBC staff training on Adult Guardianship, with involvement from Ministry of Health and Office of the Public Trustee and Guardian.

May 1, 2009 Training was completed. This objective has been met.

RECOMMENDATION #11 ENHANCE THE PROACTIVITY OF FACILITATORS.

March 13, 2009 Completion this month of the CLBC staff training on Adult Guardianship, with involvement from Ministry of Health and Office of the Public Trustee and Guardian.

May 1, 2009 Training was completed. Meeting set with OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT.

RECOMMENDATION #12 INVOLVE ANALYSTS IN THE PROCESS.

March 13, 2009

May 1, 2009

Work plan is being developed to define role of analysts in Adult Guardianship. Expected completion date for first draft of work plans is June 1, 2009

RECOMMENDATION 13 ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES.

March 13, 2009

May 1, 2009

Initiative not started

RECOMMENDATION #14 DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS.

March 13, 2009

May 1, 2009

Initiative not started

POLICY TOOLS TO SUPPORT THE SERVICE DELIVERY MODEL

RECOMMENDATION #15 RATIONALIZE PLANNING PROCESSES.

- March 13, 2009 Focussing the CLBC annual conference on the importance of non-CLBC funded elements in planning and support.
- May 1, 2009 CLBC staff Conference successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year.

RECOMMENDATION #16 QUERY USE OF GUIDE TO SUPPORT ALLOCATION.

- March 13, 2009 Investigating the applicability of the Support Intensity Scale (SIS) to the improved eligibility group, with the goal of Community Planning and Development staff to eventually implement the resource allocation tool chosen.
- May 1, 2009 Guide to Support Allocation is being revised as an interim tool until plan for SIS is finalized and implemented. Decision about when to move responsibility to facilitators will be made once new GSA is tested and operational implications are determined. Vice-president Corporate Services and Vice-president Program and Policy Development exploring experience in other jurisdictions with the Supports Intensity Scale to determine methodology for implementation.

RECOMMENDATION #17 PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA)

- March 13, 2009 Initiative not started. Dependent on Recommendation #16
- May 1, 2009

RECOMMENDATION #18 ATTENTION TO PERFORMANCE MANAGEMENT.

- March 13, 2009 Completion of a draft monitoring framework to ensure effective contracting processes and results.
- May 1, 2009 Initial conceptual draft of monitoring framework is complete. Framework includes monitoring of both outcomes and outputs. The next step is review by CLBC Senior Management and service provider engagement to provide input.

RECOMMENDATION #19 CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS.

March 13, 2009

May 1, 2009

CLBC has been represented on the working group for the integrated case management system development. We are prepared for further participation when the ICM project is ready to review how CLBC systems can interface with ICM. CLBC's contract management system will interface with the Corporate Accounting System.

RECOMMENDATION #20 CLARIFY GOVERNMENT OVERSIGHT OF POLICY

March 13, 2009

May 1, 2009

Draft policy developed and submitted to MHSD to clarify the CLBC policy development process and the role of MHSD.

RECOMMENDATION #21 UNDERTAKE ONGOING ASSESSMENT.

March 13, 2009

May 1, 2009

Including policy review as part of the role of the Director of Quality Assurance.
Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public. This objective has been met.

SUSTAINABILITY CONSIDERATIONS

RECOMMENDATION #22 FOSTER PARTNERSHIPS

March 13, 2009

May 1, 2009

Discussions with MHSD about the possibility of partnerships- for example co-location. Working with MOH Mental Health and Addictions branch and Health Authorities to coordinate and effectively support people with developmental disability and mental illness.
Regional working groups established with MOH to implement recommendations from Provincial level.
Community members, individuals, families and service providers played a key role in CLBC's staff conference

RECOMMENDATION #23 MANAGE EXPECTATIONS AND CLARIFY MANDATE.

March 13, 2009

May 1, 2009

Initiative not started. Expected start in June 2009

RECOMMENDATION #24 FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES.

March 13, 2009
May 1, 2009

Initiative not started

RECOMMENDATION #25 PROMOTE INNOVATION.

March 13, 2009

Innovation funding for fiscal year 2009/10 has been increased to \$1 million. A more robust evaluation and review process has been established with dedicated staff resources.

May 1, 2009

For fiscal 09/10 proposals are being solicited. Focus for proposals being sought is to build capacity and move towards sustainability within the Community Living sector.

RECOMMENDATION #26 ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY.

March 13, 2009
May 1, 2009

Finalising the Individual Funding policy, communication plan and community engagement strategy.

Full and complete information on implementation for IF submitted to MHSD for review. Public launch to be determined with MHSD and PAB. Ongoing dialogue with service providers is occurring. This initiative is linked to #18. Incentives for performance and uptake of IF will be created in part through the implementation of the monitoring framework

RECOMMENDATION #27 MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT.

March 13, 2009
May 1, 2009

Scheduling implementation of the first phase of the electronic contract management system for mid-May 2009. CMS release one currently scheduled for June 2009



Recommendation	Comments	Expected Completion
Service Delivery Model		
1	IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS. Focus groups of line staff will be used to develop the specific changes to work flows and practises. The draft work plan for this recommendation has been completed and is being shared with regional staff for input through the Directors of Regional Operations. This recommendation is grouped with recommendations 3 and 7	• Development work to be completed by October 31, 2009 • Staff training to be completed by December 15, 2009
2	INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS. The Directors of Regional Operations are in place with joint reporting established.	• Recommendation fully implemented
3	INTRODUCE A CONSTANT POINT OF CONTACT. Focus groups of line staff will be used to develop the specific changes to work flows and practises. The draft work plan for this recommendation has been completed and is being shared with regional staff for input through the Director's of Regional Operations. Grouped with recommendations 1 and 7	• Development work to be completed by October 31, 2009 • Staff training to be completed by December 15, 2009
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. The communication regarding waitlist issues has been transferred in practise to facilitators through the waitlist	

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Recommendation	Comments	Expected Completion
5	review project.	
	Revision of waitlist policy to identify the facilitator as the communication point with individuals and families on waitlist issues.	• September 30, 2009
	The decision to transfer responsibility for GSA to facilitators has been deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls.	• September 2010
	EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES.	
	A decision on facilitators allocating limited contracted services by facilitators will be made this fiscal year.	• Decision by September 30, 2009
6	Implementation of the full recommendation that facilitators allocate funds deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls.	• October 2010
	CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING.	
	The initial phase of this project has been undertaken by our Community Relations specialists laying the ground work for future work by facilitators. The Specialists meet with municipal officials and others across the province to discuss partnerships in support of inclusion for people with developmental disabilities in areas such as recreation, housing and transportation.	• October 2009
	CLBC will develop an overall plan for community engagement.	• March 31, 2010



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Recommendation	Comments	Expected Completion
7	CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK. Focus groups of line staff will be used to develop the specific changes to work flows and practises. The draft work plan for this recommendation has been completed and is being shared with regional staff for input through the Director's of Regional Operations. Grouped with recommendations 1 and 3	• Development work to be completed by October 31, 2009 • Staff training to be completed by December 15, 2009
8	FOCUS THE ROLE OF COMMUNITY COUNCILS. Community Council chairs provided feedback to the CLBC board on the review of the Community Council approach. Final draft of the review is complete.	• Recommended changes to be received by the CLBC Board September 29, 2009
9	IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL. Communication has begun to inform CLBC stakeholders of the changes in service delivery through the Directors of the Region Operations and Community Relations specialists. Communication materials will be released as each initiative is completed and launched.	• Ongoing



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Recommendation	Comments	Expected Completion
Guardianship Considerations		
10	MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT. Training was completed. • Recommendation fully implemented	
11	ENHANCE THE PROACTIVITY OF FACILITATORS. Senior CLBC staff met with the OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT. • Recommendation fully implemented	
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring • September 2009	
13	ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES. Analysts were included in the recent training on Adult Guardianship. Regional leads will be established in CLBC regions for adult guardianship. • Completed • November 2009	
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. Accredited agencies' role is clear. Guidelines for small non-accredited service providers will be developed. • October 31, 2009	



Recommendation	Comments	Expected Completion
Policy Tools to Support the Service Delivery model		
15	RATIONALIZE PLANNING PROCESSES. CLBC staff conference, focussed on the use of informal supports and generic services, successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year. Decisions regarding further training to be based on PARIS data.	• Recommendation fully implemented
16	QUERY USE OF GUIDE TO SUPPORT ALLOCATION. CLBC will continue to use the GSA until it can be replaced with the SIS Completed revision of the Guide to Support Allocation (GSA) Decision to use the SIS deferred to next fiscal year. Implementing the SIS would be a multi-year project based on experience from other jurisdictions.	• September 30, 2009 • September 2010
17	PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA)	



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Recommendation	Comments	Expected Completion
18	Staff trained in the use of the new guide	December 15, 2009
	ATTENTION TO PERFORMANCE MANAGEMENT.	
	Monitoring Framework finalized for accredited agencies	January 31, 2010
	Training for CLBC staff and accredited agencies	
	Monitoring Framework finalized for unaccredited agencies	April 30, 2010
19	Training for unaccredited agencies	June 30, 2010
		September 30, 2010
	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS.	
	CLBC has been represented on the working group for the integrated case management system development. We are prepared for further participation when the ICM project is ready to review how CLBC systems can interface with ICM. CLBC's contract management system will interface with the Corporate Accounting System.	2011-12
20	CLARIFY GOVERNMENT OVERSIGHT OF POLICY	
	Policy approved by MHSD and CLBC.	Recommendation fully implemented
21	UNDERTAKE ONGOING ASSESSMENT.	
	Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public.	Recommendation fully implemented



Recommendation	Comments	Expected Completion
Sustainability Considerations		
22	FOSTER PARTNERSHIPS CLBC will continue to develop partnerships within government and the community. Currently we are working with BC Housing, the Homelessness initiative, Municipalities, MHSD for customized employment, MoHS for people with developmental disability and health issues and School Districts for transitioning youth	• Ongoing
23	MANAGE EXPECTATIONS AND CLARIFY MANDATE. In our communications we continue to clarify that CLBC's role is to appropriately and competently allocate the resources that government provides for community living services. Recently the CEO gave this message at the BCACL annual conference. The message was also reinforced with Community Councils through the program review and a meeting with Council chairs.	• Ongoing
24	FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES. CLBC has undertaken a public awareness campaign called "Start with Hi", including media spots and printed materials to promote inclusion and participation by people with developmental disabilities. A recent example of improving community linkages is meetings with municipal officials across the province to	• December 31, 2009



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Recommendation	Comments	Expected Completion
25	discuss partnerships in support of inclusion for people with developmental disabilities in areas such as recreation, housing and transportation. PROMOTE INNOVATION. The budget to fund innovative projects has been significantly increased this year from \$300,000 to \$1 million. A part-time staff position has been established to monitor the existing innovation projects, capture innovative methods generated in communities, and provide reports for circulation on successful innovations. CLBC will choose specific successful innovations for replication. ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY. CLBC has established 18 "tables" across the province for local information sharing with service providers. We also consult provincially with representative providers on specific issues as required. As IF is implemented across the province training, incentives and support for service providers to participate will be included.	• Recommendation fully implemented
26		
27	MAINTAIN FOCUS ON C ONTRACT REFORM AND CONTRACT MANAGEMENT. CMS release 1 will be implemented by July 31, 2009 Project plan for release 2 and 3 being developed	• August 1, 2009 • Plan completed by Sept 30 ,2009



CLBC Queenswood Service Delivery Review Implementation Update September 1, 2009

Recommendation	Comments	Expected Completion
Service Delivery Model		
1	IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS. A focus group of line staff has been held to develop specific changes to work flows and practises. The next step is for Managers and Directors to have input into the plan. The final work plan for this recommendation will be completed by September 30, 2009. The approach will be shared with CLBC staff through the staff preference process for transfer of Family and Children's services to MCFD This recommendation is grouped with recommendations 3 and 7	• Development work including training curriculum to be completed by October 31, 2009 • Staff training to be completed by December 15, 2009
2	INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS. The Directors of Regional Operations are in place with joint reporting established.	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update September 1, 2009

Recommendation	Comments	Expected Completion
3	INTRODUCE A CONSTANT POINT OF CONTACT. A focus group of line staff has been held to develop specific changes to work flows and practises. The next step is for Managers and Directors to have input into the plan. The final work plan for this recommendation will be completed by September 30, 2009. The approach will be shared with CLBC staff through the staff preference process for transfer of Family and Children's services to MCFD Grouped with recommendations 1 and 7	• Development work including training curriculum to be completed by October 31, 2009 • Staff training to be completed by December 15, 2009
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. The communication regarding waitlist issues has been transferred in practise to facilitators through the waitlist review project. Revision of waitlist policy to identify the facilitator as the communication point with individuals and families on waitlist issues. The decision to transfer responsibility for GSA to facilitators has been deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls.	• September 30, 2009 • September 2010



CLBC Queenswood Service Delivery Review Implementation Update September 1, 2009

Recommendation	Comments	Expected Completion
5	EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES. A decision on the timing of implementation for facilitators allocating limited contracted services will be made this fiscal year. Implementation of the full recommendation that facilitators allocate funds deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls.	- Decision by September 30, 2009 - October 2010
6	CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING. The initial phase of this project has been undertaken by our Community Relations specialists laying the ground work for future work by facilitators. The Specialists meet with municipal officials and others across the province to discuss partnerships in support of inclusion for people with developmental disabilities in areas such as recreation, housing and transportation. CLBC will develop an overall plan for community engagement.	- October 2009 - March 31, 2010



CLBC Queenswood Service Delivery Review Implementation Update September 1, 2009

Recommendation	Comments	Expected Completion
7	CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK. A focus group of line staff has been held to develop specific changes to work flows and practises. The next step is for Managers and Directors to have input into the plan. The final work plan for this recommendation will be completed by September 30, 2009. The approach will be shared with CLBC staff through the staff preference process for transfer of Family and Children's services to MCFD Grouped with recommendations 1 and 3	• Development work including training curriculum to be completed by October 31, 2009 • Staff training to be completed by December 15, 2009
8	FOCUS THE ROLE OF COMMUNITY COUNCILS. A working group of Community Council Chairs and the CLBC Chair met with CLBC staff to revise the Council Terms of Reference. Current Community Council manual is being re-written to reflect the changed Terms of Reference.	• Recommended changes to be received by the CLBC Board September 29, 2009
9	IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL. Communication has begun to inform CLBC stakeholders of the changes in service delivery through the Directors of the Region Operations and Community Relations specialists. Communication materials will be released as each initiative is completed and launched.	• Ongoing



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Recommendation	Comments	Expected Completion
Guardianship Considerations		
10	MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT. Training was completed. • Recommendation fully implemented	
11	ENHANCE THE PROACTIVITY OF FACILITATORS. Senior CLBC staff met with the OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT. • Recommendation fully implemented	
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring • Deferred until January 2010 due to Transfer of Children's services to MCFD.	
13	ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES. Analysts were included in the recent training on Adult Guardianship. Regional leads are established in CLBC regions for adult guardianship. • Completed	
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. Accredited agencies' role is clear. Guidelines for small non-accredited service providers will be developed. • Completed • October 31, 2009	

Recommendation	Comments	Expected Completion
15	RATIONALIZE PLANNING PROCESSES. CLBC staff conference, focussed on the use of informal supports and generic services, successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year. Decisions regarding further training to be based on PARIS data. QUERY USE OF GUIDE TO SUPPORT ALLOCATION. CLBC will continue to use the Guide to Support Allocation (GSA) until a decision to use the SIS is made. Revision of the (GSA) is complete. Decision to use the SIS deferred to next fiscal year. Implementing the SIS would be a multi-year project based on experience from other jurisdictions.	- Recommendation fully implemented - Complete - September 2010
16		



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Recommendation	Comments	Expected Completion
17	PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA) Staff trained in the use of the revised guide	• December 15, 2009
18	ATTENTION TO PERFORMANCE MANAGEMENT. Monitoring Framework finalized for accredited agencies Training for CLBC staff and accredited agencies Monitoring Framework finalized for unaccredited agencies Training for unaccredited agencies	• January 31, 2010 • April 30, 2010 • June 30, 2010 • September 30, 2010
19	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS. CLBC has been represented on the working group for the integrated case management system development. We are prepared for further participation when the ICM project is ready to review how CLBC systems can interface with ICM. CLBC's contract management system will interface with the Corporate Accounting System.	• 2011-12
20	CLARIFY GOVERNMENT OVERSIGHT OF POLICY Policy approved by MHSD and CLBC.	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update September 1, 2009

Recommendation	Comments	Expected Completion
21	UNDERTAKE ONGOING ASSESSMENT. Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public.	• Recommendation fully implemented
Sustainability Considerations		
22	FOSTER PARTNERSHIPS CLBC will continue to develop partnerships within government and the community. Currently we are working with: MCFD to transfer Children's services and ensure effective transitions in the future for families and youth; BC Housing on the Homelessness initiative; Municipalities; MHSD for customized employment; MoHS for people with developmental disability and health issues; and, School Districts for transitioning youth MANAGE EXPECTATIONS AND CLARIFY MANDATE. In our communications we continue to clarify that CLBC's role is to appropriately and competently allocate the resources that government provides for community living services. This message will be communicated to service providers at regional and provincial meetings in September.	• Ongoing
23		

CLBC Queenswood Service Delivery Review Implementation Update September 1, 2009

Recommendation	Comments	Expected Completion
24	FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES. CLBC has undertaken a public awareness campaign called "Start with Hi", including media spots, a micro-site and printed materials to promote inclusion and participation by people with developmental disabilities. So far this campaign has been highly successful with much attention and positive response. October is Community Living month with municipal proclamations and events across the province. There are 17 meetings scheduled with MLA's for the fall of 2009. CLBC is participating with MHSD in the UBCM conference in Vancouver to connect with municipalities across the province. PROMOTE INNOVATION. The budget to fund innovative projects has been significantly increased this year from \$300,000 to \$1 million. A part-time staff position has been established to monitor the existing innovation projects, capture innovative methods generated in communities, and provide reports for circulation on successful innovations. CLBC will choose specific successful innovations for replication.	- December 31, 2009 - Recommendation fully implemented
25		



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Recommendation	Comments	Expected Completion
26	ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY. CLBC has established 18 “tables” across the province for local information sharing with service providers. CLBC will be meeting with the newly formed provincial CEO Network and CLAN in September. As IF is implemented across the province training, incentives and support for service providers to participate will be included.	• September 30, 2009 • December 31, 2009
27	MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT. CMS release 1 has been implemented Project plan for release 2 and 3 being developed	• Complete • Plan completed by Sept 30, 2009



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
SERVICE DELIVERY MODEL		
1	IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS. Consultation with line staff, managers and directors has been completed. The approach was shared with CLBC staff through the staff preference process for transfer of Family and Children's services to MCFD. The draft training curriculum has been completed and finalized. Managers have been engaged in developing an implementation plan on November 10. Training for all CLBC field staff will begin mid-November and be completed by mid-December. Regional implementation plans will be completed by December 31, 2009. This recommendation is grouped with recommendations 3 and 7.	• Staff training to be completed by December 15, 2009
2	INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS. The Directors of Regional Operations are in place with joint reporting established.	• Recommendation fully implemented
3	INTRODUCE A CONSTANT POINT OF CONTACT. Consultation with line staff, managers and directors has been completed. The approach was shared with CLBC staff through the staff preference process for transfer of Family and Children's services to MCFD. The draft training curriculum has been completed and finalized. Managers have been engaged in developing an implementation plan on November 10. Grouped with recommendations 1 and 7.	• Staff training to be completed by December 15, 2009



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. The communication regarding waitlist issues has been transferred in practise to facilitators through the waitlist review project. The waitlist policy has been to identify the facilitator as the communication point with individuals and families on waitlist issues. The revised policy will be posted on the CLBC website in November. The decision to transfer responsibility for GSA to facilitators has been deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls.	• Completed • September 2010
5	EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES. Facilitators will allocate services, with a total value of less than \$6000 per year, in existing global and variable contracts for life skills, supported employment, behaviour consultation, respite and homemaker support. Facilitators will allocate funds for direct funded respite under \$6000 per year in fiscal 2010-11. The delay is to ensure appropriate training and fiscal controls.	• Completed • October 2010
6	CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING. The initial phase of this project has been undertaken by our Community Relations specialists laying the ground work for future work by facilitators. From June through September, CLBC community relations specialists met with 32 MLAs, 22 municipalities, 16 community groups and 6 Chambers of Commerce in various regions. Meetings continue to be successful in profiling CLBC's operations, mandate and key initiatives; MLAs, CAs, municipalities and other	• October 2009



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
7	groups consistently report that their understanding of CLBC and the services and supports it delivers has increased due to outreach efforts. CLBC will develop an overall plan for community engagement. CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK. Consultation with line staff, managers and directors has been completed. The approach was shared with CLBC staff through the staff preference process for transfer of Family and Children's services to MCFD The draft training curriculum has been completed and finalized Managers have been engaged in developing an implementation plan on November 10. Grouped with recommendations 1 and 3	• March 31, 2010 • Development work including training curriculum to be completed by November 12, 2009 • Staff training to be completed by December 15, 2009
8	FOCUS THE ROLE OF COMMUNITY COUNCILS. The CLBC Board has approved the revised Terms of Reference (TOR) for Community Councils. Current Community Council manual is being re-written to reflect the changed TOR.	• Completed • Manual revised and new TOR implemented by March 31, 2009



COMMUNITY LIVING
BRITISH COLUMBIA

CLBC Queenswood Service Delivery Review Implementation Update

November 16, 2009

Recommendation	Comments	Expected Completion
9	IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL. CLBC community relations staff will be briefing 75 government constituency assistants on November 4 at their annual conference in Victoria. The presentation will focus on the children's transfer, waitlists and inclusion. The top 10 Q&As on CLBC were developed for CAs to use as a resource to answer constituents' questions. CLBC partnered with MHSD to purchase booth space at the 2009 Union of BC Municipalities annual general meeting held in Vancouver from September 28 to October 2, 2009. The resource fair takes place bi-annually when the AGM is held in Vancouver, and was an excellent venue to raise awareness with municipal staff and politicians, MLAs, MPs and community organizations from 182 BC communities as to CLBC's role, vision, mandate and responsibilities.	• Ongoing



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
GUARDIANSHIP CONSIDERATIONS		
10	MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT. Training was completed. • Recommendation fully implemented	
11	ENHANCE THE PROACTIVITY OF FACILITATORS. Senior CLBC staff met with the OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT. • Recommendation fully implemented	
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring • Deferred until January 2010 due to Transfer of Children's services to MCFD.	
13	ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES. Analysts were included in the recent training on Adult Guardianship. Regional leads are established in CLBC regions for Adult Guardianship. • Completed	
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. Accredited agencies' role is clear. Guidelines for small non-accredited service providers will be developed. • December 31, 2009	



CLBC Queenswood Service Delivery Review Implementation Update

November 16, 2009

Recommendation	Comments	Expected Completion
POLICY TOOLS TO SUPPORT THE SERVICE DELIVERY MODEL		
15	RATIONALIZE PLANNING PROCESSES. CLBC staff conference, focussed on the use of informal supports and generic services, successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year. Decisions regarding further training to be based on PARIS data. QUERY USE OF GUIDE TO SUPPORT ALLOCATION. CLBC will continue to use the Guide to Support Allocation (GSA) until a decision to use the SIS is made. Revision of the (GSA) is complete. Decision to use the SIS deferred to next fiscal year. Implementing the SIS would be a multi-year project based on experience from other jurisdictions.	• Recommendation fully implemented • Complete • September 2010
16		
17	PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA) Staff trained in the use of the revised guide	• December 15, 2009



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
18	ATTENTION TO PERFORMANCE MANAGEMENT. Monitoring Framework finalized for accredited agencies Training for CLBC staff and accredited agencies Monitoring Framework finalized for unaccredited agencies Training for unaccredited agencies	• January 31, 2010 • April 30, 2010 • June 30, 2010 • September 30, 2010
19	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS. CLBC has been represented on the working group for the integrated case management system development. We are prepared for further participation when the ICM project is ready to review how CLBC systems can interface with ICM. CLBC's contract management system will interface with the Corporate Accounting System.	• 2011-12
20	CLARIFY GOVERNMENT OVERSIGHT OF POLICY Policy approved by MHSD and CLBC.	• Recommendation fully implemented
21	UNDERTAKE ONGOING ASSESSMENT. Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public.	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update

November 16, 2009

Recommendation	Comments	Expected Completion
SUSTAINABILITY CONSIDERATIONS		
22	FOSTER PARTNERSHIPS CLBC will continue to develop partnerships within government and the community. Currently we are working with: MCFD to transfer Children's services and ensure effective transitions in the future for families and youth; BC Housing on the Homelessness initiative; Municipalities; MHSD for customized employment; MoHS for people with developmental disability and health issues; and, School Districts for transitioning youth	• Ongoing
23	MANAGE EXPECTATIONS AND CLARIFY MANDATE. In our communications we continue to clarify that CLBC's role is to appropriately and competently allocate the resources that government provides for community living services. This message will be communicated to service providers at regional and provincial meetings through the fall.	• Ongoing



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
24	FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES. CLBC has undertaken a public awareness initiative called "Start with Hi", including media spots, a micro-site and printed materials to promote inclusion and participation by people with developmental disabilities. So far this initiative has been highly successful with much attention and positive response. CLBC coordinated the provincial distribution of the Start with Hi initiative through BC Mail Plus to ensure posters and rack cards were distributed to places the general public frequents (i.e. recreation centres, post offices, schools, universities, libraries etc.) Start with Hi events were held in Victoria, Kelowna and Prince George in recognition of Community Living Month. MLAs and municipal representatives were invited and attended events. Local proclamations in municipalities across BC were arranged to acknowledge Community Living Month and the Start with Hi initiative. Start with Hi materials were distributed to all MLA and mayoral offices across the province. As of October 30, 2009, the initiative has over 2,600 fans on the Facebook site.	• December 31, 2009
25	PROMOTE INNOVATION. The budget to fund innovative projects has been significantly increased this year from \$300,000 to \$1 million. A part-time staff position has been established to monitor the existing innovation projects, capture innovative methods generated in communities, and provide reports for circulation on successful	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update November 16, 2009

Recommendation	Comments	Expected Completion
26	innovations. CLBC will choose specific successful innovations for replication. ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY. Local service provider meetings have been completed. CLBC has met with the newly formed provincial CEO Network and CLAN. We are discussing three major areas of CLBC policy: the Costing Guidelines, draft Procurement and Contracting policy and the draft Monitoring Framework. As IF is implemented across the province training, incentives and support for service providers to participate will be included.	• December 31, 2009 • December 31, 2009
27	MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT. CMS release 1 has been implemented Business requirements for release 2 have been completed Business requirements for release 3 will begin development in December 2009. CMS release 2 planned for Spring 2010	• Complete • February 2010 • June 30, 2010



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
SERVICE DELIVERY MODEL		
1	IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS. Consultation with line staff, managers and directors has been completed. • Recommendation fully implemented The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 This recommendation is grouped with recommendations 3 and 7	
2	INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS. The Directors of Regional Operations are in place with joint reporting established. • Recommendation fully implemented	
3	INTRODUCE A CONSTANT POINT OF CONTACT. Consultation with line staff, managers and directors has been completed. • Recommendation fully implemented The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 Grouped with recommendations 1 and 7	



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. The communication regarding waitlist issues has been transferred in practise to facilitators through the waitlist review project. The waitlist policy has been to identify the facilitator as the communication point with individuals and families on waitlist issues. The revised policy was posted on the CLBC website in November. The decision to transfer responsibility for GSA to facilitators has been deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls. A pilot will be initiated in February 2010 where Facilitators responsible for the Improved Eligibility or "Personalized Support Initiative" (PSI) will apply the GSA in advance of planning.	• Completed • September 2010
5	EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES. Facilitators will allocate services, with a total value of less than \$6000 per year, in existing global and variable contracts for life skills, supported employment, behaviour consultation, respite and homemaker support. Initial implementation has identified issues which require resolution regarding the request for service list before implementation can be fully realized. Facilitators will allocate funds for direct funded respite under \$6000 per year in fiscal 2010-11. The delay is to ensure appropriate training and fiscal controls.	• Completed but not fully implemented • October 2010



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
6	CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING. The initial phase of this project has been undertaken by our Community Relations specialists laying the ground work for future work by facilitators. From June through December, CLBC community relations specialists met with 37 MLAs, 24 municipalities, 16 community groups and 6 Chambers of Commerce in various regions. Meetings continue to be successful in profiling CLBC's operations, mandate and key initiatives; MLAs, CAs, municipalities and other groups consistently report that their understanding of CLBC and the services and supports it delivers has increased due to outreach efforts.	• Initial phase completed
7	A draft discussion paper on community engagement has been developed and circulated. Feedback from managers and directors will be sought in January and February with the final approach defined in March CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK. Consultation with line staff, managers and directors has been completed. The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 Grouped with recommendations 1 and 3	• March 31, 2010 • Recommendation fully implemented



COMMUNITY LIVING
BRITISH COLUMBIA

CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
8	FOCUS THE ROLE OF COMMUNITY COUNCILS. The CLBC Board has approved the revised Terms of Reference (TOR) for Community Councils. Current Community Council manual is being re-written to reflect the changed TOR.	• Completed • Manual revised and new TOR implemented by March 31, 2010
9	IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL. CLBC partnered with MHSD to purchase booth space at the 2009 Union of BC Municipalities annual general meeting held in Vancouver from September 28 to October 2, 2009. The resource fair takes place bi-annually when the AGM is held in Vancouver, and was an excellent venue to raise awareness with municipal staff and politicians, MLAs, MPs and community organizations from 182 BC communities as to CLBC's role, vision, mandate and responsibilities. CLBC's community relations staff briefed 80 government constituency assistants at their annual conference in Victoria on November 4, 2009. The presentation focused on an overview of CLBC's mandate and budget; an update on the transfer of children's services, waitlists and improved eligibility; an overview of CLBC's Q&As for constituency assistants and complaint policy; and a quick introduction to Start with Hi. The top 10 Q&As on CLBC were distributed electronically to CAs through Caucus communications on December 4th	• Completed • Completed



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
GUARDIANSHIP CONSIDERATIONS		
10	MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT. Training was completed. • Recommendation fully implemented	
11	ENHANCE THE PROACTIVITY OF FACILITATORS. Senior CLBC staff met with the OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT. • Recommendation fully implemented	
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring • Deferred until Spring 2010 due to new timeline for the Monitoring project	
13	ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES. Analysts were included in the recent training on Adult Guardianship. Regional leads are established in CLBC regions for Adult Guardianship. • Completed	
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. Accredited agencies' role is clear. Guidelines for small non-accredited service providers will be developed as part of the Monitoring project timeline. • March 31, 2010	



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
POLICY TOOLS TO SUPPORT THE SERVICE DELIVERY MODEL		
15	RATIONALIZE PLANNING PROCESSES. CLBC staff conference, focussed on the use of informal supports and generic services, successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year. Decisions regarding further training to be based on PARIS data. QUERY USE OF GUIDE TO SUPPORT ALLOCATION. CLBC will continue to use the Guide to Support Allocation (GSA) until a decision to use the SIS is made. Revision of the (GSA) is complete. Decision to use the SIS deferred to next fiscal year. Implementing the SIS would be a multi-year project based on experience from other jurisdictions.	• Recommendation fully implemented • Complete • September 2010
16	PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA) Staff who will administer the guide have been selected with training scheduled for January 2010.	• January 31, 2010
17		



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
18	ATTENTION TO PERFORMANCE MANAGEMENT. Monitoring Framework finalized for accredited agencies Training for CLBC staff and accredited agencies Monitoring Framework finalized for unaccredited agencies Training for unaccredited agencies	• March 31, 2010 • June 30, 2010 • May 31, 2010 • September 30, 2010
19	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS. The ICM has been indefinitely postponed.	• Recommendation no longer relevant
20	CLARIFY GOVERNMENT OVERSIGHT OF POLICY Policy approved by MHSD and CLBC.	• Recommendation fully implemented
21	UNDERTAKE ONGOING ASSESSMENT. Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public.	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
SUSTAINABILITY CONSIDERATIONS		
22	FOSTER PARTNERSHIPS CLBC will continue to develop partnerships within government and the community. CLBC successfully transferred Children's services to MCFD. Operating agreements have been signed to ensure effective transitions in the future for families and youth. We are working with: BC Housing and Municipalities on the Homelessness initiative; MHSD for customized employment; MoHS for people with developmental disability and health issues; and, School Districts for transitioning youth. A meeting to brief the ADMs responsible for the Homelessness initiative on CLBC's expanded mandate (PSI) and to identify partnerships has been requested. The PSI practice framework and staff training will have an emphasis on regional multi disciplinary planning and service delivery to support this new group of eligible individuals MANAGE EXPECTATIONS AND CLARIFY MANDATE. In our communications we continue to clarify that CLBC's role is to appropriately and competently allocate the resources that government provides for community living services. This message has been communicated to service providers at regional and provincial meetings through the fall.	• Ongoing
23		• Ongoing



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
24	FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES. CLBC has undertaken a public awareness initiative called "Start with Hi", including media spots, a micro-site and printed materials to promote inclusion and participation by people with developmental disabilities. So far this initiative has been highly successful with much attention and positive response. CLBC coordinated the provincial distribution of the Start with Hi initiative through BC Mail Plus to ensure posters and rack cards were distributed to places the general public frequents (i.e. recreation centres, post offices, schools, universities, libraries etc.) Start with Hi events were held in Victoria, Kelowna and Prince George in recognition of Community Living Month. MLAs and municipal representatives were invited and attended events. Local proclamations in municipalities across BC were arranged to acknowledge Community Living Month and the Start with Hi initiative. Start with Hi materials were distributed to all MLA and mayoral offices across the province. Start with Hi continues to gain positive media attention including a feature on CBC Radio. CLBC is exploring a partnership with the Globe and Mail during the 2010 Winter Olympic and Paralympic Games to promote Start with Hi and inclusion through branding free papers for distribution and home delivery. As of December 22, 2009, the initiative has over 2,600 fans on the Face book site.	• Ongoing



CLBC Queenswood Service Delivery Review Implementation Update January 4, 2010

Recommendation	Comments	Expected Completion
25	PROMOTE INNOVATION. The budget to fund innovative projects has been significantly increased this year from \$300,000 to \$1 million. A part-time staff position has been established to monitor the existing innovation projects, capture innovative methods generated in communities, and provide reports for circulation on successful innovations. CLBC will choose specific successful innovations for replication.	• Recommendation fully implemented
26	ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY. Local service provider meetings have been completed. CLBC is meeting with the newly formed provincial CEO Network and CLAN. We are discussing three major areas of CLBC policy: the Costing Guidelines, draft Procurement and Contracting policy and the draft Monitoring Framework. As IF is implemented across the province training, incentives and support for service providers to participate will be included.	• January 31, 2010 • Complete
27	MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT. CMS release 1 has been implemented Business requirements for release 2 have been completed Business requirements for release 3 will begin development in January 2010.	• Complete • March 31, 2010



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
SERVICE DELIVERY MODEL		
1	IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS. Consultation with line staff, managers and directors has been completed. • Recommendation fully implemented The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 This recommendation is grouped with recommendations 3 and 7	
2	INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS. The Directors of Regional Operations are in place with joint reporting established. • Recommendation fully implemented	
3	INTRODUCE A CONSTANT POINT OF CONTACT. Consultation with line staff, managers and directors has been completed. • Recommendation fully implemented The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 Grouped with recommendations 1 and 7	



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. The communication regarding waitlist issues has been transferred in practise to facilitators through the waitlist review project. The waitlist policy has been to identify the facilitator as the communication point with individuals and families on waitlist issues. The revised policy was posted on the CLBC website in November. The decision to transfer responsibility for GSA to facilitators has been deferred to fiscal 2010-11 to ensure appropriate training and fiscal controls. A pilot will be initiated in February 2010 where Facilitators responsible for the Personalized Support Initiative (PSI) will apply the GSA in advance of planning.	• Completed • September 2010
5	EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES. Facilitators will allocate services, with a total value of less than \$6000 per year, in existing global and variable contracts for life skills, supported employment, behaviour consultation, respite and homemaker support. Initial implementation has identified issues which require resolution regarding the request for service list before implementation can be fully realized. Facilitators will allocate funds for direct funded respite under \$6000 per year in fiscal 2010-11. The delay is to ensure appropriate training and fiscal controls.	• June 2010 • October 2010



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
6	CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING. The initial phase of this project has been undertaken by our Community Relations specialists laying the ground work for future work by facilitators. From June through December, CLBC community relations specialists met with 37 MLAs, 24 municipalities, 16 community groups and 6 Chambers of Commerce in various regions. Meetings continue to be successful in profiling CLBC's operations, mandate and key initiatives; MLAs, CAs, municipalities and other groups consistently report that their understanding of CLBC and the services and supports it delivers has increased due to outreach efforts.	• Initial phase completed
7	A draft discussion paper on community engagement has been developed and circulated. Feedback from managers and directors is being sought with the final approach defined in March CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK. Consultation with line staff, managers and directors has been completed. The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 Grouped with recommendations 1 and 3	• March 31, 2010 • Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
8	FOCUS THE ROLE OF COMMUNITY COUNCILS. The CLBC Board has approved the revised Terms of Reference (TOR) for Community Councils. Community Councils have been oriented to the new TOR. The Community Council manual final draft has been completed reflecting the changed TOR.	• Completed • Manual revised and new TOR implemented by March 31, 2010
9	IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL. CLBC partnered with MHSD to purchase booth space at the 2009 Union of BC Municipalities annual general meeting held in Vancouver from September 28 to October 2, 2009. The resource fair takes place bi-annually when the AGM is held in Vancouver, and was an excellent venue to raise awareness with municipal staff and politicians, MLAs, MPs and community organizations from 182 BC communities as to CLBC's role, vision, mandate and responsibilities. CLBC's community relations staff briefed 80 government constituency assistants at their annual conference in Victoria on November 4, 2009. The presentation focused on an overview of CLBC's mandate and budget; an update on the transfer of children's services, waitlists and improved eligibility; an overview of CLBC's Q&As for constituency assistants and complaint policy; and a quick introduction to Start with Hi. The top 10 Q&As on CLBC were distributed electronically to CAs through Caucus communications on December 4th	• Completed • Completed



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
GUARDIANSHIP CONSIDERATIONS		
10	MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT. Training was completed. • Recommendation fully implemented	
11	ENHANCE THE PROACTIVITY OF FACILITATORS. Senior CLBC staff met with the OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT. • Recommendation fully implemented	
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring • Deferred until Spring 2010 due to new timeline for the Monitoring project	
13	ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES. Analysts were included in the recent training on Adult Guardianship. Regional leads are established in CLBC regions for Adult Guardianship. • Completed	
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. The role of accredited agencies and home sharing providers is clear. Guidelines for small non-accredited service providers will be developed as part of the Monitoring project timeline. • Completed • March August 31, 2010 (development) • January 1, 2011 (implementation)	



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
POLICY TOOLS TO SUPPORT THE SERVICE DELIVERY MODEL		
15	RATIONALIZE PLANNING PROCESSES. CLBC staff conference, focussed on the use of informal supports and generic services, successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year. Decisions regarding further training to be based on PARIS data. QUERY USE OF GUIDE TO SUPPORT ALLOCATION. CLBC will continue to use the Guide to Support Allocation (GSA) until a decision to use the SIS is made. Revision of the (GSA) is complete. Testing and preliminary feedback indicate that the revised GSA has greater reliability than the previous version. Specialization of this work will further enhance the consistency of this part of CLBC's resource allocation practices. CLBC will not change from the GSA to SIS at this time.	• Recommendation fully implemented • Complete • Complete
17	PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA) Regional leads have been identified in each Quality Services Office. Staff were oriented to the revised GSA in January 2010 and received	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
	training on how to implement the tool in a consistent manner. Monthly conference calls have been scheduled with this group and a sample of the work completed by each regional lead will be reviewed centrally.	
18	ATTENTION TO PERFORMANCE MANAGEMENT. CLBC has developed an overall monitoring framework that will apply to all contracted service providers. The framework includes monitoring at the level of the contract, service, and agency. At the level of the contract, CLBC will review service levels and other management information. At the level of the service, CLBC will review standards compliance and achievement of identified outcomes. At the level of the agency, CLBC will review the service provider's effectiveness in supporting CLBC to achieve its vision and goals. To ensure that staff and service providers clearly understand their roles and responsibilities, CLBC has proposed a phased implementation of the framework. Phase 1 (monitoring service levels and management information) and phase 2 (monitoring standards compliance for accredited service providers) will be implemented in October 2010. Phase 3 (monitoring standards compliance for service providers not requiring accreditation) will be implemented in January 2011. Phase 4 (monitoring the achievement of outcomes) and phase 5 (monitoring agency alignment with CLBC vision / goals) will be implemented in April 2011. Each phase will include comprehensive training for staff and orientation for service providers.	• March 31, 2010 (development of overall framework / approach) • May 31, 2010 (phases 1 and 2 – development) • October 1, 2010 (phases 1 and 2 – implementation) • August 31, 2010 (phase 3 – development) • January 1, 2011 (phase 3 – implementation) • September 30, 2010 (phase 4 – development) • February 28, 2011 (phase 5 – development) • April 1, 2011 (phases 4 and 5 – implementation)March 31, 2010 • June 30, 2010 • 2010 • 2010



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
19	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS. The ICM project has been restarted. CLBC will wait to hear from project management on design and integration plans	• Recommendation on hold
20	CLARIFY GOVERNMENT OVERSIGHT OF POLICY Policy approved by MHSD and CLBC.	• Recommendation fully implemented
21	UNDERTAKE ONGOING ASSESSMENT. Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public.	• Recommendation fully implemented

SUSTAINABILITY CONSIDERATIONS

22	FOSTER PARTNERSHIPS CLBC will continue to develop partnerships within government and the community. CLBC successfully transferred Children's services to MCFD. Operating agreements have been signed to ensure effective transitions in the future for families and youth. We are working with: BC Housing and Municipalities on the Homelessness initiative; MHSD for customized employment; MoHS for people with developmental disability and health issues; and, School Districts for transitioning youth. A meeting to brief the ADMs responsible for the Homelessness initiative on CLBC's expanded mandate (PSI) and to identify	• Ongoing
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CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
23	partnerships has been requested. The PSI practice framework and staff training will have an emphasis on regional multi disciplinary planning and service delivery to support this new group of eligible individuals MANAGE EXPECTATIONS AND CLARIFY MANDATE. In our communications we continue to clarify that CLBC's role is to appropriately and competently allocate the resources that government provides for community living services. This message has been communicated to service providers at regional and provincial meetings.	• Ongoing
24	FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES. CLBC has undertaken a public awareness initiative called "Start with Hi", including media spots, a micro-site and printed materials to promote inclusion and participation by people with developmental disabilities. So far this initiative has been highly successful with much attention and positive response. CLBC coordinated the provincial distribution of the Start with Hi initiative through BC Mail Plus to ensure posters and rack cards were distributed to places the general public frequents (i.e. recreation centres, post offices, schools, universities, libraries etc.) Start with Hi events were held in Victoria, Kelowna and Prince George in recognition of Community Living Month. MLAs and municipal representatives were invited and attended events. Local proclamations in municipalities across BC were arranged to acknowledge Community Living Month and the Start with Hi initiative.	• Ongoing



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
	Start with Hi materials were distributed to all MLA and mayoral offices across the province. Start with Hi continues to gain positive media attention including a feature on CBC Radio. CLBC is participating in a partnership with the Globe and Mail during the 2010 Winter Olympic and Paralympic Games to promote Start with Hi and inclusion. Advertising included print ads, post it notes on the paper, online placement on the Globe's website and an insert on employment of individuals with developmental disabilities. CLBC promoted inclusion/Start with Hi to hundreds of individuals at the Paralympic Torch Run in Victoria this past weekend. CLBC is also partnering with Surrey Now on a new publication "PossAbilities" that focuses on individuals with developmental disabilities. This newspaper is being distributed in the Lower Mainland. As of December 22, 2009, the initiative has over 2,600 fans on the Face book site.	
25	PROMOTE INNOVATION. The budget to fund innovative projects was significantly increased this past year from \$300,000 to \$800,000. Four projects were funded that focused on building family and sector capacity. A part-time staff position has been established to monitor the existing innovation projects, capture innovative methods generated in communities, and provide reports for circulation on successful innovations. CLBC will choose specific successful innovations for replication.	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update March 2010

Recommendation	Comments	Expected Completion
26	ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY. Local service provider meetings have been completed. CLBC is meeting with the newly formed provincial CEO Network and CLAN. We are discussing three major areas of CLBC policy: the Costing Guidelines, draft Procurement and Contracting policy and the draft Monitoring Framework. As IF is implemented across the province training, incentives and support for service providers to participate will be included.	• March 31, 2010 • Complete
27	MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT. CLBC has begun implementation of all phases of reforming, contracting, processes and systems (Supply Registry, Funding Guidelines, New Supplier Agreements, Standards, Outcomes, Monitoring, Contract Management System).	• Ongoing



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
SERVICE DELIVERY MODEL		
1	IMPROVE COLLABORATION BETWEEN FACILITATORS AND ANALYSTS. Consultation with line staff, managers and directors has been completed. • Recommendation fully implemented The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 This recommendation is grouped with recommendations 3 and 7	
2	INTRODUCE JOINT REPORTING RESPONSIBILITIES IN THE COMMUNITY PLANNING AND DEVELOPMENT AND QUALITY SERVICE STREAMS. The Directors of Regional Operations are in place with joint reporting established. • Recommendation fully implemented	
3	INTRODUCE A CONSTANT POINT OF CONTACT. Consultation with line staff, managers and directors has been completed. • Recommendation fully implemented The draft training curriculum has been completed and finalized Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 Grouped with recommendations 1 and 7	



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. The communication regarding waitlist issues has been transferred in practise to facilitators through the waitlist review project. The waitlist policy has been to identify the facilitator as the communication point with individuals and families on waitlist issues. The revised policy was posted on the CLBC website in November.	• Completed
5	The decision to transfer responsibility for GSA to facilitators has been deferred to fiscal 2011-12 due to a current year focus on service redesign, implementation of a new contracting system and to ensure appropriate training and fiscal controls. A pilot was initiated in February 2010 in which facilitators responsible for the Personalized Support Initiative (PSI) are applying the GSA in advance of planning. EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES. Facilitators will allocate services, with a total value of less than \$6000 per year, in existing global and variable contracts for life skills, supported employment, behaviour consultation, respite and homemaker support. Implementation on a limited basis will begin in the second quarter of fiscal 2010-11. The implementation of facilitators allocating funds for direct funded respite under \$6000 per year is on hold. The delay is due to a current year focus on service redesign, implementation of a new contracting system and to ensure appropriate training and fiscal controls.	• April 2011 • Completed • Recommendation on hold



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
6	CLARIFY ROLE OF FACILITATOR: COMMUNITY DEVELOPMENT AS WELL AS PLANNING. The initial phase of this project has been undertaken by our Community Relations specialists laying the ground work for future work by facilitators. From June through December, CLBC community relations specialists met with 37 MLAs, 24 municipalities, 16 community groups and 6 Chambers of Commerce in various regions. Meetings continue to be successful in profiling CLBC's operations, mandate and key initiatives; MLAs, CAs, municipalities and other groups consistently report that their understanding of CLBC and the services and supports it delivers has increased due to outreach efforts. A discussion paper on community engagement has been completed and circulated. Community Relations specialist are meeting with regional staff to discuss implementation. Community Engagement will be used as a strategy by CLBC staff and Community Councils to increase inclusion and participation for people with developmental disabilities.	• Recommendation fully implemented
7	CLARIFY ROLE OF ANALYSTS TO EMPHASIZE TEAMWORK. Consultation with line staff, managers and directors has been completed. The draft training curriculum has been completed and finalized. Managers were engaged in developing an implementation plan on November 10. Training for all CLBC field staff was completed by mid-December Regional implementation plans were completed by December 31, 2009 Grouped with recommendations 1 and 3	• Recommendation fully implemented



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CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
8	FOCUS THE ROLE OF COMMUNITY COUNCILS. The CLBC Board has approved the revised Terms of Reference (TOR) for Community Councils. Community Councils have been oriented to the new TOR and manual which reflect the changed TOR.	• Recommendation fully implemented
9	IMPROVE COMMUNICATIONS ABOUT THE SERVICE DELIVERY MODEL. CLBC partnered with MHSD to purchase booth space at the 2009 Union of BC Municipalities annual general meeting held in Vancouver from September 28 to October 2, 2009. The resource fair takes place bi-annually when the AGM is held in Vancouver, and was an excellent venue to raise awareness with municipal staff and politicians, MLAs, MPs and community organizations from 182 BC communities as to CLBC's role, vision, mandate and responsibilities. CLBC's community relations staff briefed 80 government constituency assistants at their annual conference in Victoria on November 4, 2009. The presentation focused on an overview of CLBC's mandate and budget; an update on the transfer of children's services, waitlists and improved eligibility; an overview of CLBC's Q&As for constituency assistants and complaint policy; and a quick introduction to Start with Hi. The top 10 Q&As on CLBC were distributed electronically to CAs through Caucus communications on December 4th	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
GUARDIANSHIP CONSIDERATIONS		
10	MAINTAIN DESIGNATED AGENCY STATUS AND FUNCTIONS UNDER THE ADULT GUARDIANSHIP ACT. Training was completed.	• Recommendation fully implemented
11	ENHANCE THE PROACTIVITY OF FACILITATORS. Senior CLBC staff met with the OPGT on May 13, 2009 to review any outstanding issues from the perspective of the OPGT.	• Recommendation fully implemented
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring	• Deferred until Fall 2010 due to new timeline for the Monitoring project
13	ENHANCE ORIENTATION TO GUARDIANSHIP RESPONSIBILITIES. Analysts were included in the recent training on Adult Guardianship. Regional leads are established in CLBC regions for Adult Guardianship.	• Recommendation fully implemented
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. The role of accredited agencies and home sharing providers is clear. Guidelines for small non-accredited service providers will be developed as part of the Monitoring project timeline.	• August 31, 2010 (development) • April 1, 2011 (implementation)



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
POLICY TOOLS TO SUPPORT THE SERVICE DELIVERY MODEL		
15	RATIONALIZE PLANNING PROCESSES. CLBC staff conference, focussed on the use of informal supports and generic services, successfully completed with positive evaluations. All facilitators have received training in Discovery Goal Based Planning. This extensive training course focuses on all options for meeting a person's needs not just funded services. Ongoing monitoring of use of informal and generic community supports has been built into PARIS. Baseline data will be established this year. Decisions regarding further training to be based on PARIS data. QUERY USE OF GUIDE TO SUPPORT ALLOCATION. CLBC will continue to use the Guide to Support Allocation (GSA) until a decision to use the SIS is made. Revision of the (GSA) is complete. Testing and preliminary feedback indicate that the revised GSA has greater reliability than the previous version. Specialization of this work will further enhance the consistency of this part of CLBC's resource allocation practices. CLBC will not change from the GSA to SIS at this time.	• Recommendation fully implemented
16		• Recommendation fully implemented
17	PROVIDE CONSISTENT, COMPREHENSIVE TRAINING FOR STAFF (UPON CONFIRMATION OF THE ONGOING USE OF GSA) Regional leads have been identified in each Quality Services Office. Staff were oriented to the revised GSA in January 2010 and received	• Recommendation fully implemented



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
	training on how to implement the tool in a consistent manner. Monthly conference calls are scheduled with this group and a sample of the work completed by each regional lead is reviewed centrally. ATTENTION TO PERFORMANCE MANAGEMENT. CLBC has developed an overall monitoring framework that will apply to all contracted service providers. The framework includes monitoring at the level of the contract, service, and agency. At the level of the contract, CLBC will review service levels and other management information. At the level of the service, CLBC will review standards compliance and achievement of identified outcomes. At the level of the agency, CLBC will review the service provider's effectiveness in supporting CLBC to achieve its vision and goals. To ensure that staff and service providers clearly understand their roles and responsibilities, CLBC has proposed a phased implementation of the framework. Phase 1 (monitoring service levels and management information) and phase 2 (monitoring standards compliance for accredited service providers) will be implemented in October 2010. Phase 3 (monitoring standards compliance for service providers not requiring accreditation) will be implemented in April 2011. Phase 4 (monitoring the achievement of outcomes) and phase 5 (monitoring agency alignment with CLBC vision / goals) will be implemented in April 2011. Each phase will include comprehensive training for staff and orientation for service providers.	• March 31, 2010 development of overall framework / approach complete • May 31, 2010 phases 1 and 2 – development complete • October 1, 2010 (phases 1 and 2 – implementation) • August 31, 2010 (phase 3 – development) • April 1, 2011 (phase 3 – implementation) • September 30, 2010 (phase 4 – development) • February 28, 2011 (phase 5 – development) • April 1, 2011 (phases 4 and 5 – implementation)March 31, 2010 • June 30, 2011



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CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
19	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS. The ICM project has been restarted. CLBC will wait to hear from project management on design and integration plans	• Recommendation on hold
20	CLARIFY GOVERNMENT OVERSIGHT OF POLICY Policy approved by MHSD and CLBC.	• Recommendation fully implemented
21	UNDERTAKE ONGOING ASSESSMENT. Process has been established for the Director of Quality Assurance to review policy tools with reporting to government and the public.	• Recommendation fully implemented

SUSTAINABILITY CONSIDERATIONS

22	FOSTER PARTNERSHIPS CLBC will continue to develop partnerships within government and the community. CLBC successfully transferred Children's services to MCFD. Operating agreements have been signed to ensure effective transitions in the future for families and youth. We are working with: BC Housing and Municipalities on the Homelessness initiative; MHSD for customized employment; MoHS for people with developmental disability and health issues; and, School Districts for transitioning youth. A meeting to brief the ADMs responsible for the Homelessness initiative on CLBC's expanded mandate (PSI) and to identify	• Recommendation fully implemented. CLBC will continue this activity on an ongoing basis
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CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
23	partnerships has been requested. The PSI practice framework and staff training will have an emphasis on regional multi disciplinary planning and service delivery to support this new group of eligible individuals MANAGE EXPECTATIONS AND CLARIFY MANDATE. In our communications we continue to clarify that CLBC's role is to appropriately and competently allocate the resources that government provides for community living services. This message has been communicated to service providers at regional and provincial meetings.	• Recommendation fully implemented. CLBC will continue this activity on an ongoing basis
24	FOSTER INCLUSIVE PRACTICE AND THE USE OF GENERIC SERVICES. CLBC has undertaken a public awareness initiative called "Start with Hi", including media spots, a micro-site and printed materials to promote inclusion and participation by people with developmental disabilities. So far this initiative has been highly successful with much attention and positive response. CLBC coordinated the provincial distribution of the Start with Hi initiative through BC Mail Plus to ensure posters and rack cards were distributed to places the general public frequents (i.e. recreation centres, post offices, schools, universities, libraries etc.) Start with Hi events were held in Victoria, Kelowna and Prince George in recognition of Community Living Month. MLAs and municipal representatives were invited and attended events. Local proclamations in municipalities across BC were arranged to acknowledge Community Living Month and the Start with Hi initiative.	• Recommendation fully implemented. CLBC will continue this activity on an ongoing basis



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Recommendation	Comments	Expected Completion
	Start with Hi materials were distributed to all MLA and mayoral offices across the province. Start with Hi continues to gain positive media attention including a feature on CBC Radio. CLBC is participating in a partnership with the Globe and Mail during the 2010 Winter Olympic and Paralympic Games to promote Start with Hi and inclusion. Advertising included print ads, post it notes on the paper, online placement on the Globe's website and an insert on employment of individuals with developmental disabilities. CLBC promoted inclusion/Start with Hi to hundreds of individuals at the Paralympic Torch Run in Victoria this past weekend. CLBC is also partnering with Surrey Now on a new publication "PossAbilities" that focuses on individuals with developmental disabilities. This newspaper is being distributed in the Lower Mainland. As of December 22, 2009, the initiative has over 2,600 fans on the Face book site.	
25	PROMOTE INNOVATION. CLBC continues to fund four innovation projects begun in fiscal 2009-2010 that aim to build self advocate, family and sector capacity and resiliency. CLBC is also involved in a number of other initiatives the promote innovation including: • participates in a MHSD led dialogue table that is discussing longer term strategies to enhance sustainability for both CLBC and MHSD supported individuals • partnering with 2010 Legacies Now to establish a community	• Recommendation fully implemented. CLBC will continue this activity on an ongoing basis



CLBC Queenswood Service Delivery Review Implementation Update June 2010

Recommendation	Comments	Expected Completion
	living social innovation fund that will make grants and loans available to sector stakeholders and provide needed technical support • co chairs a service provider group that is working collaboratively to re think approaches to current service delivery • exploring more effective ways to communicate the many innovative practices and models underway throughout BC to stakeholders	
26	ENGAGE SERVICE PROVIDERS MORE EFFECTIVELY. Local service provider meetings have been completed. CLBC has negotiated a comprehensive agreement the CEO Network and CLAN covering three major areas of CLBC policy: the Funding Guide, Procurement and Contracting policy and the Monitoring Framework. As IF is implemented across the province training, incentives and support for service providers to participate will be included.	• Recommendation fully implemented
27	MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT. CLBC has begun implementation of all phases of reforming, contracting, processes and systems (Supply Registry, Funding Guidelines, New Supplier Agreements, Standards, Outcomes, Monitoring, Contract Management System).	• Ongoing

Queenswood Final Report May 24, 2011

CLBC has completed all the recommendations of the Queenswood report which was issued in October 2008. CLBC has been reporting regularly to the Ministry of Social Development on progress towards implementing the recommendations. Now that the implementation is complete this document serves as the final report on implementation.

There were a total of 27 recommendations. CLBC had previously responded to or implemented all but three of the recommendations. The remaining recommendations have now been implemented and are listed below.

Recommendation 4

EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST.

A pilot was initiated in February 2010 in which facilitators responsible for the Personalized Support Initiative (PSI) are applying the GSA in advance of planning. The pilot will be evaluated by December 2011.

All facilitators work closely with analysts to provide families with information about how the disability related needs of family members can be supported within CLBC's resource allocation policy framework. Families are informed of how the GSA works and are provided with realistic expectations of the type and amount of funding they may be eligible for.

Recommendation is complete

Recommendation 14

DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS.

The majority of CLBC service providers have this recommendation covered through accreditation standards. Guidelines for small non-accredited service providers have been developed as part of the standards for unaccredited service providers.

Recommendation is complete



CLBC Queenswood Service Delivery Review Implementation Update January 2011

Recommendation	Comments	Expected Completion
4	EXPAND ROLE OF FACILITATOR TO INCLUDE APPLICATION OF GSA AND DISCUSSION OF WAITLIST. A pilot was initiated in February 2010 in which facilitators responsible for the Personalized Support Initiative (PSI) are applying the GSA in advance of planning. The pilot will be evaluated by December 2011 and a decision made on shifting this responsibility by March 2012. The decision about whether to transfer responsibility for GSA to facilitators has been deferred to the end of fiscal 2011-12 to allow the pilot to be completed and due to a focus on service redesign and implementation of a new contracting system.	• March 2012
5	EXPAND ROLE OF FACILITATOR: ABILITY TO APPROVE LIMITED SERVICES. The portion of this recommendation relating to implementation of facilitators allocating funds for direct funded respite under \$6000 per year has not been implemented. Current practise is for facilitators and analysts to work together to identify appropriate and available resources for individuals who are requesting services that do not exceed the planning threshold of \$6,000.00/year. As a result of a current focus on service redesign, and implementation of a new contracting system CLBC will not engage in further implementation of this recommendation.	• Recommendation on hold



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CLBC Queenswood Service Delivery Review Implementation Update January 2011

Recommendation	Comments	Expected Completion
GUARDIANSHIP CONSIDERATIONS		
12	INVOLVE ANALYSTS IN THE PROCESS. Incorporated in the implementation plan for contract monitoring and in the monitoring guide for Quality Service staff.	• Included in the training for Quality Service staff beginning in January 2011
14	DEVELOP AND IMPLEMENT CLEAR GUIDELINES FOR INFORMAL SUPPORTS. Guidelines for small non-accredited service providers have been developed as part of the Standards for unaccredited service providers.	• April 1, 2011 implementation



CLBC Queenswood Service Delivery Review Implementation Update January 2011

Recommendation	Comments	Expected Completion
18	ATTENTION TO PERFORMANCE MANAGEMENT. CLBC has developed an overall monitoring framework that will apply to all contracted service providers. The framework includes monitoring at the level of the contract, service, and agency. At the level of the contract, CLBC will review service levels and other management information. At the level of the service, CLBC will review standards compliance and achievement of identified outcomes. At the level of the agency, CLBC will review the service provider's effectiveness in supporting CLBC to achieve its vision and goals. To ensure that staff and service providers clearly understand their roles and responsibilities, CLBC has proposed a phased implementation of the framework. Phase 1 (monitoring service levels and management information) and phase 2 (monitoring standards compliance for accredited service providers) will be implemented in January 2011. Phase 3 (monitoring standards compliance for service providers not requiring accreditation) will be implemented in April 2011. Phase 4, monitoring the achievement of outcomes by accredited service providers will be phased in during fiscal 2011/12 and phase 5 Measuring Outcomes for unaccredited service providers will be in place in fiscal 2012-13. Each phase will include comprehensive training for staff and orientation for service providers.	• March 31, 2010 development of overall framework / approach complete • May 31, 2010 phases 1 and 2 – development complete • December 31, 2010 phase 3 – development complete • January 1 2011 (begin phase 4 –implementation) • January 31, 2011 (phases 1 and 2 – implementation) • April 1, 2011 (phase 3 – implementation) • June 30, 2011 (phase 4 – implementation to be complete) • February 28, 2012 (phase 5 – development to be complete) • March 31, 2012 (phase 5 implementation to commence)



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CLBC Queenswood Service Delivery Review Implementation Update January 2011

Recommendation	Comments	Expected Completion
19	CLARIFY POTENTIAL INTEGRATION WITH GOVERNMENT SYSTEMS. The ICM project has been restarted. CLBC is not involved in the initial phases of the project. There is no time line provided by MSD for CLBC involvement.	• Recommendation complete
27	MAINTAIN FOCUS ON CONTRACT REFORM AND CONTRACT MANAGEMENT. CLBC has implemented the Supply Registry, Funding Guidelines, and Standards for Accredited providers and New Supplier Agreements. Release 1 of the Contract Management System and Vendor document library will be operational by March 31, 2011	• March 31, 2011

Queenswood Final Report May 24, 2011

Recommendation 18

ATTENTION TO PERFORMANCE MANAGEMENT.

CLBC has infused performance management into all of the changes that have been made since the Queenswood report was released. This year we completed negotiations with service providers which standardized and capped rates to be paid for services. This also resulted in a Funding Guide for CLBC staff which ensures consistent negotiation of contracts. Templates which automatically calculate funding based on the negotiated rates are now in use ensuring consistency and reducing potential for calculation errors. Service providers are now accountable for the levels of service they are contracted to deliver and repay funds for undelivered service. CLBC has implemented a new monitoring framework for ensuring service providers deliver the expected services. A new contract management system has been implemented which automates the production of contracts which will, over time, significantly reduce the potential for human error in contract production. CLBC staff training now tests competency to ensure that staff who have taken training are able to complete the work.

Recommendation is complete