



## **MINISTER TRANSITION BINDER TABLE OF CONTENTS**

- 1. Ministry of Social Development and Social Innovation**
  - 1.1 Ministry Profile – Ministry of Social Development and Social Innovation Overview
  - 1.2 Executive Organizational Chart
  - 1.3 Ministry Strategy Map
  - 1.4 Ministry of Social Development and Social Innovation Service Plan 2013-14
  - 1.5 Annual Service Plan Report Ministry of Social Development 2011-12
  - 1.6 30-60-90 Issues Chart
- 2. Budget**
  - 2.1 Budget – Ministry of Social Development and Social Innovation
  - 2.2 Budget Information (SDSI Financial Questions and Answers)
  - 2.3 Budget – Community Living British Columbia
  - 2.4 Budget - CLBC Messaging
- 3. Policy and Research Division**
  - 3.1 Policy and Research Division Overview
  - Program Area*
    - 3.2 Income Assistance
    - 3.3 Disability Assistance
    - 3.4 Supplementary Assistance -General
    - 3.5 Supplementary Assistance - Health
    - 3.6 Caseload – Key Information
    - 3.7 Cross Jurisdictional Rates Comparison
    - 3.8 Reconsideration and Appeal Overview
    - 3.9 Minister’s Council on Employment and Accessibility
    - 3.10 Individual Supports for Community Inclusion
    - 3.11 Social Innovation and Government Non Profit Initiative (GNPI)
  - Issue*
    - 3.12 Persons with Disabilities Rate
    - 3.13 Equipment and Assistive Technology Initiative (EATI) Funding
    - 3.14 Diagnostic and Statistical Manual of Mental Disorders (DSM) 5
    - 3.15 Labour Market Agreement for Persons with Disabilities (LMAPD) Renewal

#### 4. Regional Services Division

##### 4.1 Regional Services Division Overview

###### *Program Area*

##### 4.2 Prevention and Loss Management Services Overview

##### 4.3 Service Delivery - Channel Strategy

###### *Issue*

##### 4.4 Online Optical

#### 5. Employment and Labour Market Services Division

##### 5.1 Employment and Labour Market Services Division Overview

###### *Program Area*

##### 5.2 Employment Program of British Columbia

##### 5.3 Specialized Populations – Employment Programs of British Columbia

##### 5.4 External Advisory Panels

##### 5.5 Centre for Employment Excellence

##### 5.6 Ministry of Social Development Linkage to Jobs Plan

###### *Issue*

##### 5.7 Employment and Labour Market Services Division Workforce

##### 5.8 Labour Market Development Agreement

##### 5.9 Employment Program of BC – Client Volumes

#### 6. Social Sector Information Services Division

##### 6.1 Social Sector Information Services Division Overview

###### *Program Area*

##### 6.2 Integrated Case Management Project Overview

##### 6.3 Integrated Case Management Privacy and Security

###### *Issue*

##### 6.4 Integrated Case Management Current Status and Phase 4 Approach

#### 7. Management Services Division

##### 7.1 Management Services Division Overview

###### *Issue*

##### 7.2 Cooperative Gains in the Social Sector

##### 7.3 Healthcare Benefit Trust

#### 8. Community Living

##### 8.1 Community Living Overview

##### 8.2 Community Living British Columbia Service Plan 2013-14

##### 8.3 Annual Service Plan Report Community Living British Columbia 2011-12

###### *Program Area*

##### 8.4 Services to Adults with Developmental Disabilities (STADD)

###### *Issue*

##### 8.5 Deputy Minister's Review of Community Living British Columbia

## 9. Other

- 9.1 Intergovernmental Relations
- 9.2 Ministry of Social Development and Social Innovation Common Acronyms
- 9.3 Minister's Correspondence Process
- 9.4 Ministry Stakeholder List
- 9.5 Suggested Briefings



## MINISTRY PROFILE

### Ministry:

Ministry of Social Development and Social Innovation

### Ministry Mandate:

The Ministry of Social Development and Social Innovation focuses on delivering responsive, innovative and integrated services to individuals and families. The ministry provides supports and assistance to people with disabilities and offers unemployed and underemployed citizens access to programs and services that allow them to find work, attach to the labour market and secure their future. The key accountabilities include:

- Provision of income assistance to those in need according to eligibility criteria established by statute and regulation
- Support for community living services to help adults with developmental disabilities and their families achieve their goals; and
- Delivery of employment programming and services to individuals, employers and communities, including employment supports to adults with disabilities.

Individuals who disagree with a ministry decision regarding their eligibility to receive assistance can appeal to the Employment and Assistance Appeal Tribunal, an independent, quasi-judicial body that provides an independent and accessible appeal process. Its mandate is to deliver timely and fair decisions while reviewing ministry determinations related to employment programs and income assistance and Ministry of Children and Family Development determinations related to the child care subsidy program. The Tribunal has approximately 95 members across the province and is chaired by Marilyn McNamara.

Community Living British Columbia (CLBC) is a provincial Crown agency that delivers supports and services to adults with developmental disabilities and their families. CLBC is accountable to the legislature through this ministry. The ministry funds CLBC, sets and communicates government's mandate in this program area, establishes key policy and priority direction, and oversees performance.

Individuals who receive services from CLBC have the option to seek independent assistance from the Office of the Advocate for Service Quality, Jane Holland. The purpose of the Advocate is to help adults with developmental disabilities, youth with special needs who are transitioning to CLBC

services and their families access available supports and services, and resolve concerns and complaints. The Advocate collaborates with CLBC, the Ministries of Social Development and Social Innovation and Children and Family Development, other ministries and ministry service providers. The Advocate is appointed by and reports to the Minister of Social Development and Social Innovation, but is independent of government.

The Advocate's work will be augmented by the work of the Representative for Children and Youth. As part of the ministry's efforts to improve accountability and responsibility for CLBC, the expansion of the Representative's mandate to include youth transitioning into CLBC is anticipated to become effective in September 2013.

#### Ministry Budget:

Budget Item	2013/2014 Budget (\$000)
Salaries and Benefits	127,435
Operating Costs	32,806
Government Transfer	2,633,506
Other Expenses	20,345
Recoveries	(326,957)
<b>Total</b>	<b>2,487,135</b>

FTEs (not including CLBC staff)

2,024 FTEs as of March 31, 2013

#### Executive Organizational Chart:



## EXECUTIVE MEMBER BIOGRAPHY

### Sheila Taylor, Deputy Minister



Sheila Taylor was appointed Associate Deputy Minister and Chief Operating Officer of the Ministry of Finance on February 10, 2012. In this role, Sheila has responsibility for Crown Corporation Reviews, Internal Audit and Advisory Services, the Crown Agency Resource Office and related *Crown Agency Accountability System*, the governance framework for British Columbia's Crown corporations.

After obtaining a B.Sc. in Business Management (Finance) in 1985, Sheila joined the Ministry of Health as a financial analyst and went on to work in a variety of financial, management and executive roles across the B.C. Public Services.

Prior to her current appointment with the Ministry of Finance, Sheila was the Assistant Deputy Minister, Medical Services and Health Human Resources with the Ministry of Health. Previous senior roles also include Assistant Deputy Minister, Finance and Management Services with the Ministry of Transportation, Executive Financial Officer and Corporate Secretary for the B.C. Transportation Financing Authority, Senior Financial Officer for the Ministry of Environment and various senior manager and director positions with the Ministry of Finance.

Sheila has served on a number of capital project boards, as a trustee on the Municipal Pension Board, as a member on the Forensic Psychiatric Services Commission and is currently the Deputy Chair of the Medical Services Commission and a government alternate on the Financial Institutions Commission

## EXECUTIVE MEMBER BIOGRAPHY

### Molly Harrington, ADM, Policy and Research Division



Molly Harrington has worked for the British Columbia public service since 1994 and has been with the Policy and Research Division as Assistant Deputy Minister of the Ministry of Social Development since September 2008. She is responsible for government's income and disability assistance policy and government's Disability Strategy and Social Innovation agenda. She holds a B.A. in economics and history from the University of Toronto and an M.A. in planning from the University of British Columbia and a Graduate Diploma in Social Innovation from the University of Waterloo.

Molly commenced her government service with Small Business, Tourism and Culture, working on economic mitigation strategies; then moved to Forest Renewal BC, working with community, employment and business development programs with local government and first nation communities; and on to be a part of the Treaty Negotiations Office, she worked as both a negotiator and as Director of the Treaty Implementation and Legislation Branch. She co-ordinated and oversaw implementation of the Nisga'a Treaty obligations by line ministries and crown agencies. Molly operated as the CEO and ADM of the Crown Agencies Secretariat within the Ministry of Finance from 2005 to 2008 overseeing government's \$13B portfolio of crown corporations and developed the Crown Agency Governance system that allowed devolution of oversight from the Ministry of Finance to individual ministries.

## EXECUTIVE MEMBER BIOGRAPHY

### Allison Bond, ADM, Employment and Labour Market Services Division



Allison Bond started her career in the British Columbia provincial government in 1990 as a research officer and has operated in various functions, from policy and strategic planning to treaty negotiations. Since 1999 she has held Assistant Deputy Minister postings with five agencies in portfolios such as treaty negotiations, integrated client service delivery and public consultation. In February 2008, Allison joined the Ministry of Housing and Social Development to help lead the devolution of federal employment programs to the provincial government. With the completion of the devolution, Allison took on responsibility for the integration and transformation of those employment programs, which was implemented on April 2, 2012. During that time, she also led the Homelessness Intervention Project, a project that won a national service delivery award.

She continues to oversee the implementation of the new employment program, while taking on the new challenge of integrating services for people with developmental disabilities. Allison continues to pursue her passion for transforming services so they better meet the needs of clients, and working with public servants to change the way they think about public services.

Allison received an undergraduate degree from Mount Allison University, a Law Degree from the University of Victoria, and a Master's in Law from McGill University. Allison was the 2012 recipient of the Lieutenant Governor's Silver Medal for Excellence in Public Administration.

## EXECUTIVE MEMBER BIOGRAPHY

### Jill Kot, ADM, Social Sector Information Services Division



Jill Kot joined the ministry in 2009 as the executive lead responsible for the implementation of the Integrated Case Management system in the Ministries of Social Development, and Children and Family Development. She manages all information systems for both ministries, including ICM, and also provides advisory services to other large projects across government (e.g. in the Ministry of Justice).

Prior to her current assignment, Jill held various roles in the Ministry of Citizens' Services and Open Government, including as the ADM responsible for the underlying technology infrastructure for government, as well as the financial system. She has been responsible for many large transformation projects and cross-government operations. She received two consecutive "Being the Best Awards" for leading results in employee engagement across the public service. Before beginning her career with the BC Public Service she worked for several years in the private sector developing information systems for the petroleum industry. Jill holds a Bachelor of Science in Computer Science from the University of Calgary.

## EXECUTIVE MEMBER BIOGRAPHY

### Wes Boyd, ADM, Management Services Division



Wes Boyd has held the position of Assistant Deputy Minister and Executive Financial Officer for the Ministry of Social Development since April 2010. Wes is a Provincial representative on the Community Social Services Employers' Association (CSSEA) Board of Directors.

Previously, Wes was the Executive Financial Officer for the Olympic Games Secretariat and the Ministry of Healthy Living and Sport (since 2008). Before that, Wes held various positions at BC Ferry Services Inc for six years including Director, Strategic Planning and Development.

Wes holds a Bachelor of Arts degree in Economics and a Master of Public Administration from the University of Victoria.

## EXECUTIVE MEMBER BIOGRAPHY

### Sharon Moysey, ADM, Regional Services Division



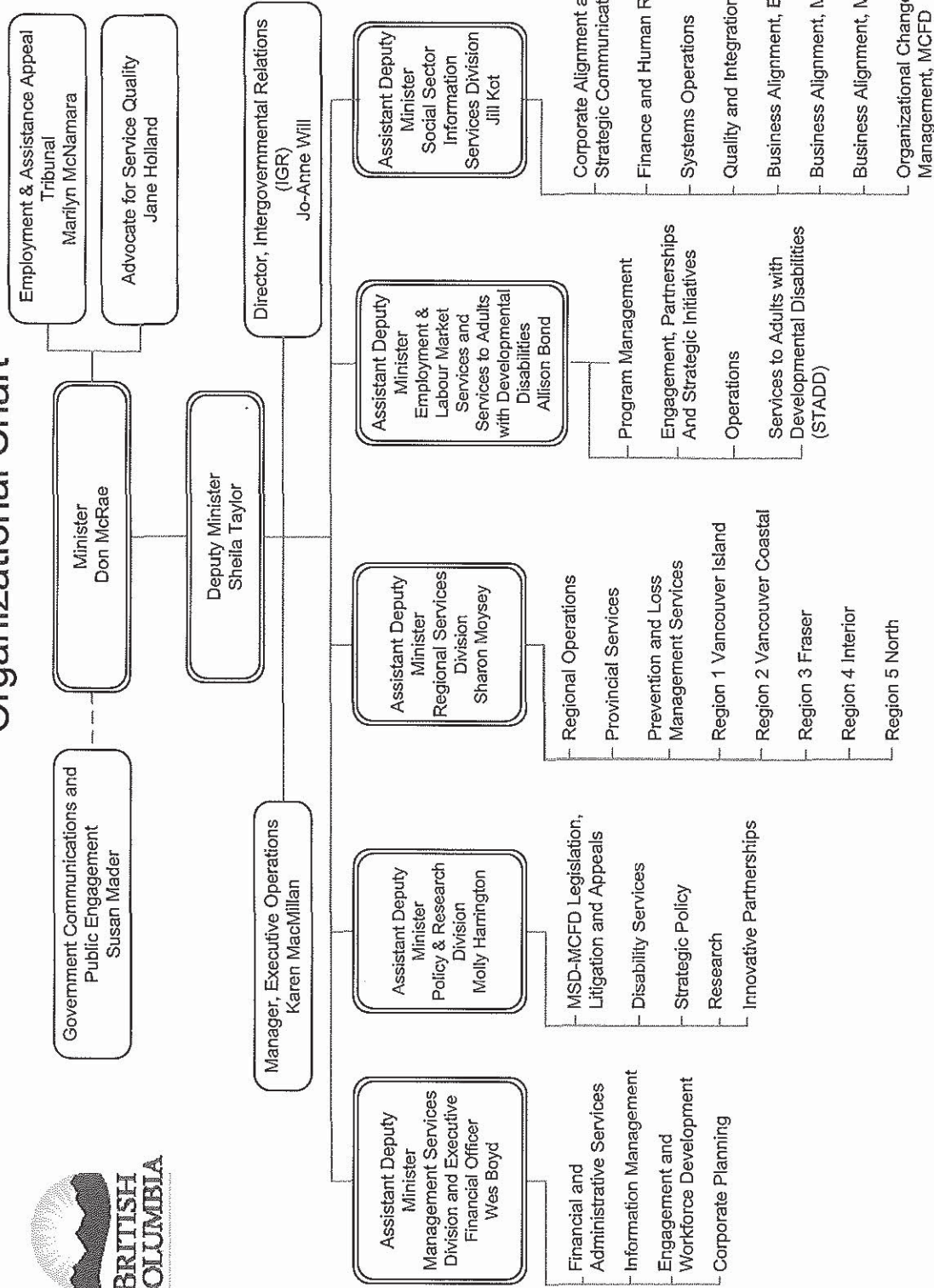
Sharon Moysey has been an Assistant Deputy Minister in the Ministry of Social Development since May 2004, moving from the Management Services Division to the Regional Services Division in April 2010. She brings a strong background in financial management, a passion for technology-enabled innovation, and a commitment to client service to her Regional Services position.

Previously, Sharon was the Executive Financial Officer for the Ministry of Transportation (2002-2004) and the BC Transportation Financing Authority (1998-2004). She was instrumental in developing the province's long-term, financially sustainable transportation capital plan and worked closely with central agencies to pursue the first transportation public-private partnerships. She has also worked in the transportation sector (comptroller at BC Ferries for nine years), the real estate development industry and in public practice as a Chartered Accountant.

Sharon holds a Bachelor of Commerce degree and a Chartered Accountant designation.



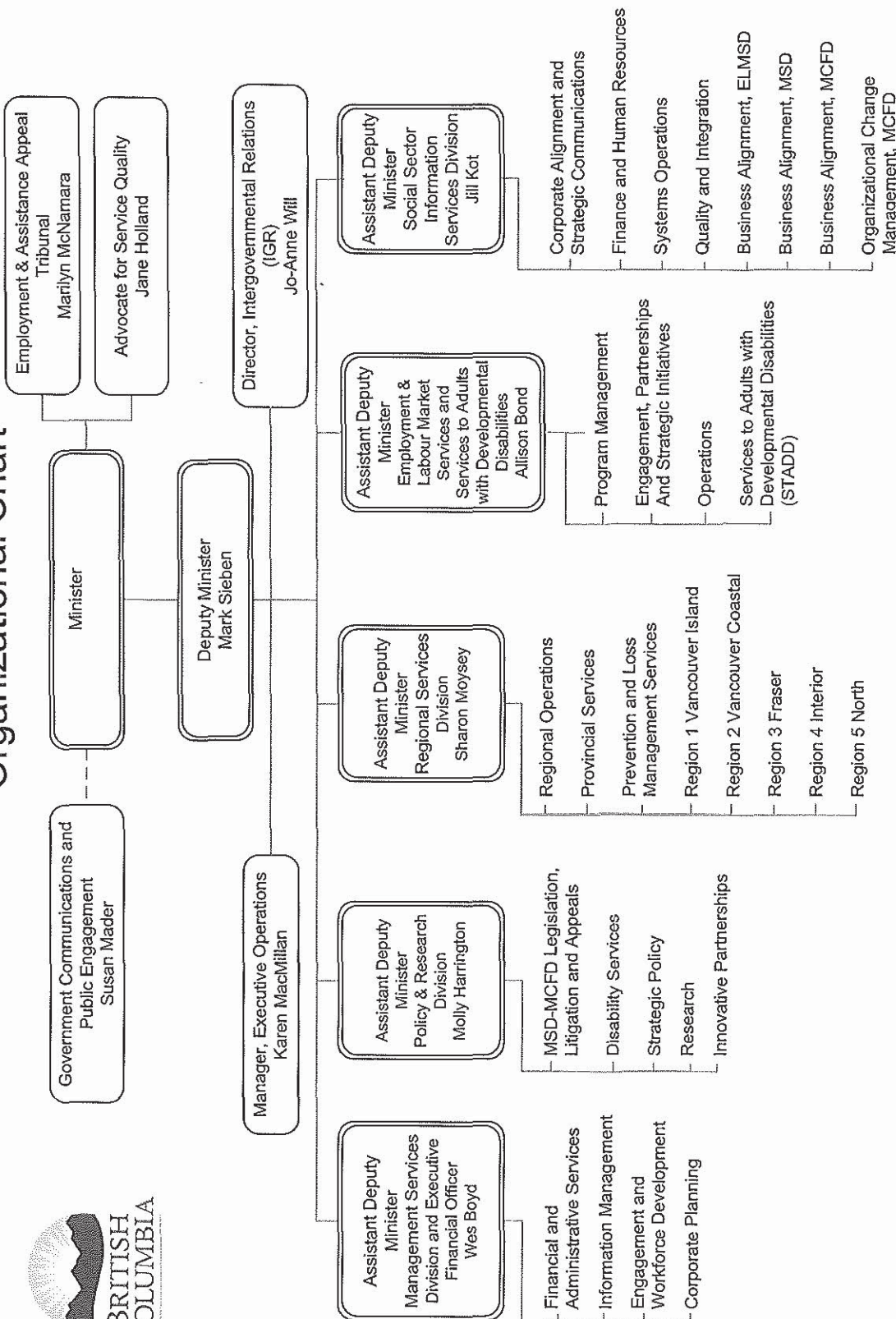
# Organizational Chart



June 2013



# Organizational Chart



May 2013



**Ministry of  
Social Development**

**2013/14 – 2015/16  
SERVICE PLAN**



For more information on the British Columbia  
Ministry of Social Development,  
see Ministry Contact Information on Page 22 or contact:

**Ministry of Social Development:**

PO BOX 9933  
STN PROV GOVT  
VICTORIA, BC  
V8W 9R2

or visit our website at  
*<http://www.gov.bc.ca/sd>*

Published by the Ministry of Social Development

## Message from the Minister and Accountability Statement



It is my pleasure to present the 2013/14 - 2015/16 Service Plan for the Ministry of Social Development. Over the past year, British Columbia has weathered some challenging economic times. But, as a government, we are concentrating on building vibrant communities, a strong economy and a commitment to an open and collaborative administration. My ministry plays an important role in all three of these areas.

My ministry is committed to helping British Columbians in their greatest time of need and challenge. Our goal is to help individuals and families become more self-sufficient by focusing on supporting our most vulnerable citizens, giving families the support to participate more fully in their communities, and providing people with the tools and ability to be independent.

The three core programs of my ministry are income and disability assistance, the Employment Program of BC (EPBC) and Community Living BC (CLBC). My ministry is also responsible for driving social innovation in B.C.

British Columbia has a solid income and disability assistance system. Although we believe our income assistance system is one of the best in Canada, we also understand that there is always room for improvement. After listening to concerns from clients, families and advocates, we implemented some modest changes to income assistance policies to ensure we are providing the supports people need to get back into the workforce, while helping to improve household finances for vulnerable individuals and families. These changes make immediate improvements to the income and disability assistance system, and will continue to work with clients and stakeholders to look for other innovative, progressive ways we can improve the system.

We believe that people who can work want to be self-sufficient, support their families and contribute to their communities. By providing temporary help to those who can work, and longer-term aid to those who, through disability or other barriers, have a more difficult time working or who cannot work, our government is ensuring that the needs of all British Columbians are being respected.

A good paying, stable and secure job is one of the most important contributions to a healthy, happy and strong family. EPBC, launched in April 2012, offers a full suite of employment services to help unemployed British Columbians, including specialized populations – such as Aboriginal peoples, Francophones, individuals with disabilities and people who live in remote or rural areas – find and keep a job. EPBC is offered through 85 WorkBC Employment Services Centres, and over 100 satellite centres, mobile offices or outreach services, across the province.

The Integrated Case Management (ICM) system, a large, complex, multi-phase project involving a wide range of critical social programs in both my ministry and the Ministry of Children and Family Development, is on schedule for completion in December 2014. This crucial computer system upgrade is replacing a 30-year old information system that can no longer meet today's standards and the public's service quality expectations. This system will enable staff to provide better, faster services to citizens, while improving information sharing between ministries.

As the minister responsible for CLBC, I am committed to improving the way government delivers services and supports to individuals with developmental disabilities and families. Based on concerns expressed by individuals and their families, government conducted a review of CLBC and the way services were delivered to individuals with developmental disabilities and their families. A number of reports and recommendations informed the development of comprehensive plan to strengthen accountability and improve service delivery. Since the release of the comprehensive 12-point plan in January 2012, an inter-ministry team – including the ministries of Social Development, Children and Family Development, Education and Health, along with CLBC – have been working together to develop an integrated service delivery system to improve supports for people with developmental disabilities and their families. I am pleased to say we are making progress, and our goal is to have an integrated service delivery model designed with an implementation plan ready by spring 2013.

Social innovation makes a difference by leveraging resources from business, government and non-profits to achieve a common purpose. To drive social innovation in B.C. to a level that's never been seen before in Canada, our government supported BC Ideas, an online competition that resulted in over 460 innovative solutions to social issues submitted by British Columbians. With the help of B.C.'s first Parliamentary Secretary for Social Innovation, our government is also looking at how we can implement the recommendations made in the BC Social Innovation Council's Action Plan to Maximize Social Innovation in B.C., and continue to provide ongoing support for social innovation and entrepreneurship in B.C. through collaborative partnerships with other sectors.

The Ministry of Social Development 2013/14 - 2015/16 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Moira Stilwell, M.D.  
Minister of Social Development

February 19, 2012

# Table of Contents

<b>Message from the Minister and Accountability Statement .....</b>	<b>3</b>
<b>Purpose of the Ministry .....</b>	<b>6</b>
<b>Strategic Context .....</b>	<b>8</b>
<b>Goals, Objectives, Strategies and Performance Measures .....</b>	<b>11</b>
<b>Resource Summary .....</b>	<b>21</b>
Resource Summary Table .....	21
<b>Appendices .....</b>	<b>22</b>
Ministry Contact Information .....	22
Hyperlinks to Additional Information .....	24

## Purpose of the Ministry

The Ministry of Social Development focuses on delivering responsive, innovative and integrated services to individuals and families by providing a strong system of supports to British Columbians. The Ministry provides support and assistance to people with disabilities and offers unemployed and underemployed British Columbians access to programs and services that allow them to find work, attach to the labour market and secure their future.

Key accountabilities include:

- Provision of income assistance to those in need;
- Support for community living services that help adults with developmental disabilities and their families achieve their goals such as employment and connect to their communities; and,
- Delivery of employment programming and services to unemployed and underemployed individuals, employers and communities, including employment supports for British Columbians with disabilities.

The Ministry provides a broad range of supports to those in need and funds a diverse mixture of employment services for unemployed and underemployed citizens with a wide range of abilities. The Ministry continues to assist those who receive our services by using outcome-based practices and working in collaboration with other ministries and levels of government, businesses, communities and service organizations. The Ministry also funds community services that are delivered by third party service providers throughout the province.

The Ministry of Social Development leads the provision of core programs and services for persons with disabilities and their families. The Ministry continues to support Canada's commitment to the UN Convention on the rights of people with disabilities, a joint effort between governments, community organizations, clients and their families. The Ministry focuses on integrated, citizen-centered service delivery, disability supports and services, and supporting community led innovations that increase employment and inclusion opportunities for persons with disabilities. This includes working with counterparts to improve the transition for youth with disabilities and continuing the work of the Minister's Council on Employment and Accessibility, formed in 2012. The Council engages business, community, families and other disability stakeholders to increase employment gains, inclusion and independence for persons with disabilities.

Community Living British Columbia (CLBC) is a provincial Crown agency that delivers supports and services to adults with developmental disabilities and their families in the province. The agency works to support adults and their families, and helps to create communities where people with developmental disabilities have more choices about how they live, work and contribute.

Citizens at the centre is key to the Ministry's service delivery model which provides a number of channels through which British Columbians can access programs and services. Our commitment to cross-Ministry integration and cooperation is demonstrated in our support of Integrated Case Management and other technological initiatives. The Ministry conducts business in accordance with

the core values of the British Columbia Public Service: integrity, courage, teamwork, passion, service, accountability, and curiosity.

The Ministry leads the cross-ministry work to construct a made-in B.C. model for social innovation partnerships; encouraging and developing new partnerships and new ways of working with non-profits, businesses and governments. Social innovation is about utilizing existing social and financial resources to find new ways to achieve large-scale change to take on difficult social, financial and environmental challenges. To advance social innovation in British Columbia, the Ministry will play a key role in supporting the implementation of the recommendations made by the Advisory Council for Social Entrepreneurship; this will involve bringing together people and resources from across government, the private sector and the greater community.

For individuals who disagree with a Ministry decision regarding their eligibility to receive assistance, the Employment and Assistance Appeal Tribunal is a quasi-judicial body that provides an independent and accessible appeal process. Its mandate is to deliver timely and fair decisions while reviewing Ministry of Social Development determinations related to employment programs and income assistance, and Ministry of Children and Family Development determinations related to the child care subsidy program.

# Strategic Context

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

## Economic Outlook

The Economic Forecast Council estimates that British Columbia's real GDP grew by 2.1 per cent in 2012 and projects that the rate of real GDP growth will remain at 2.1 per cent in 2013, before increasing to 2.5 per cent in 2014. Risks to British Columbia's economic outlook include a return to recession in the US; the European sovereign debt crisis threatening the stability of global financial markets; slower than anticipated economic growth in Asia dampening demand for BC exports; and a weakening of the US dollar disrupting the financial markets and raising the cost of BC exports abroad.

The Ministry continues to focus on and ensure effective and efficient use of all its resources especially during a period of slower economic growth and fiscal constraint. This includes the use of innovative initiatives like Lean to improve upon service design and processes, financial management, and human resource management to continue to deliver consistent programs and services across the province.

The temporary assistance caseload has declined since the start of fiscal 2010/11. Based on research from the 1980s recession, the caseload declines following a downturn and it occurs more slowly than the increases during a downturn. Therefore, it is expected that the reduction of the Ministry's temporary assistance caseload will continue to lag behind improvements in the economy.

## Changing Demographic Characteristics

As in other jurisdictions, British Columbia continues to experience demographic shifts as a result of longer life expectancies, low birth rates and the aging baby boomer generation. Population distributions indicate that in 2013 the number of people aged 65 years or over in the province will surpass the number of children aged 14 years or under. By 2036, projections indicate there will be half as many school age children as seniors.

Those individuals that have significant health issues enjoy a longer life expectancy as medical and technological advances continue. As a result, the number of individuals with disabilities or who require accommodation to take part in employment and inclusion is projected to increase as the population ages.

## Citizen-Centred Service Delivery

The Ministry delivers a wide range of services through a diverse variety of channels including office based visits, phone systems and an expanding capacity to perform some functions through computer based self-service. The Ministry continues to seek service delivery improvement opportunities in all service channels by working with other ministries, service providers, community groups and clients. Improvements will also be sought through the use of a Lean organizational approach that focuses on

maximizing existing resources to ensure services are effective and client-centred. The Ministry will also focus on developing effective performance reports across all services lines.

Increased community inclusion for persons with disabilities creates challenges that cannot be solved by a single organization. These challenges require an integrated response from all levels of government, the business sector, non-profit groups, community organizations and citizens. Many individuals with disabilities and their families look for increased employment opportunities.

The Ministry continues to work with families and groups to increase inclusion and employment opportunities for persons with disabilities through a revitalized volunteer program and other initiatives. The Ministry will also continue to support the innovative, joint government and community led Equipment and Assistive Technology Initiative which provides equipment and assistive technology for persons with disabilities to achieve their employment goals.

In January 2012, Government announced service enhancements for individuals with developmental disabilities and their families. The Ministry continues to work closely with Community Living British Columbia, the ministries of Children and Family Development, Education and Health, and other individuals and groups to deliver on the 12 point plan for improving services for people with developmental disabilities and their families. The inter-ministry team is working towards having an integrated service delivery model implementation plan ready by spring, 2013.

### **Building our Workforce**

Ministry employees are among the most engaged and productive in the entire British Columbia Public Service. The Ministry continues to foster a positive work environment for staff by supporting personal development programs, exploring innovative workplace designs and continuing to build engagement through communication, strong supervision and respectful work environments. These initiatives will ensure the Ministry remains resilient and well positioned to face any future challenges and support service delivery enhancements.

### **Integrated Case Management**

Integrated Case Management is a partnership between the Ministries of Social Development and Children and Family Development to replace outdated and inflexible information systems used to deliver critical social programs, such as the BC Employment and Assistance Program, the Employment Program of British Columbia, the Child Care Subsidy Program and Child and Family Services. When fully implemented, Integrated Case Management will replace a number of separate computer systems that deliver services across the two ministries. The main system being replaced is more than 30 years old and obsolete and can no longer be updated, modified or adapted.

Phase 1 of the Integrated Case Management system was implemented in November 2010. Phase 2 was implemented on April 2, 2012. Ongoing enhancements are made based on feedback from staff and contractors, as well as modifications required to support Ministry policy changes as they occur. Phase 3 will be implemented in the spring of 2013, and the system will be fully implemented by December 2014.

### **The Changing Nature of Social Welfare**

The Ministry recognizes and monitors the important changes in the evolution of social welfare programs in other Canadian and international jurisdictions. This is done to learn about the latest technology and best practices in program delivery, design and their impacts on employment and social development. The Ministry recognizes that social welfare programs must contribute to self-sufficiency and improved labour skills leading to better labour market outcomes. For those citizens who are not able to be self-sufficient, the Ministry will continue to work with partners to ensure they have the greatest possible opportunities for a high quality of life and community engagement.

### **Protecting Vulnerable Populations during Emergencies and Catastrophic Events**

The potential for a catastrophic event, such as an earthquake, tsunami or influenza pandemic, poses significant risk to the continued delivery of ministry services and programs. Recent events such as the earthquakes off the coast of northern British Columbia, Fukushima, Japan and Christchurch, New Zealand have shown the necessity of being prepared to address the needs of clients in times of emergency.

In the event of any emergency/disaster, the Ministry will provide assistance to impacted individuals. If warranted, Emergency Social Services Provincial Emergency Program will be involved, providing immediate assistance generally for up to 72 hours or longer depending on the circumstances. Ministry staff in the field would work with their community partners to assess the needs of citizens.

# Goals, Objectives, Strategies and Performance Measures

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

### **Objective 1.1 Basic income assistance is available to British Columbians to assist with shelter and support costs.**

#### **Strategies**

- Provide clients with supports for which they are eligible.
- Assist clients to access other potential income sources to improve their independence and self-reliance, including Employment Insurance benefits, family maintenance payments and Canada Pension Plan early retirement and disability benefits.
- Ensure administrative fairness through the provision of an effective and efficient reconsideration and appeal system.



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

#### **Strategies**

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

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

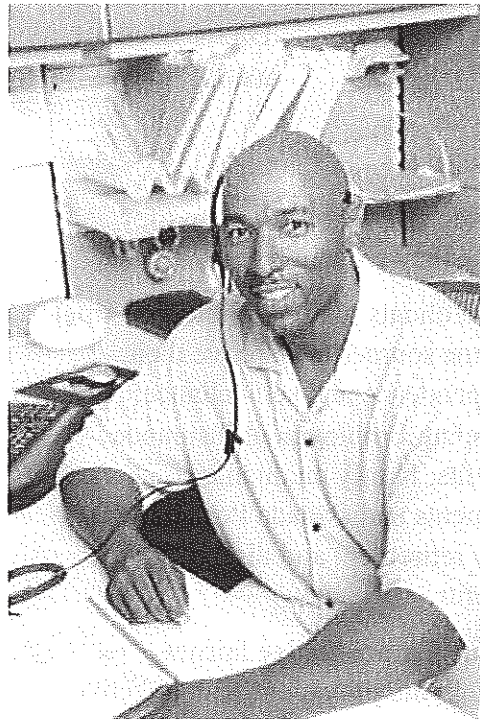
Performance Measure	2001/02 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of reconsideration decisions that are made within time frames.	82%	90%	100%	100%	100%

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

### Discussion

The Ministry has a two stage appeal process for clients who are unsatisfied with a ministry decision regarding eligibility. Clients have a right to request a reconsideration, an internal ministry process. The Legislation, Litigation and Appeals Branch reviews all requests and makes a new and final Ministry decision. If unsatisfied with this decision, a client may request an appeal to the Employment and Assistance Appeal Tribunal. This second step of the appeal process is external to the Ministry.

A higher percentage for this measure indicates the Ministry is doing a better job of meeting time frames and providing efficient service to clients. Adjudication of health decisions represents a large and growing proportion of the reconsideration requests that the Ministry undertakes annually. Health reconsiderations assess issues specific to individuals, such as their eligibility for a persons with disability designation or requirements for tailored medical equipment, supplies and supports. As a result, health reconsiderations are often complex, requiring additional medical evidence to be submitted by professionals and detailed examination of all supporting materials.



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

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

### **Strategies**

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

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

Performance Measure	Baseline (2001/02)	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Expected to Work caseload as a percentage of the population aged 19-64.	3.4%	1.3%	1.3%	1.2%	1.2%

Data Source: Research Branch, Ministry of Social Development

### **Discussion**

Clients who are considered employable and are deemed expected to work must participate in employment related activities for the purpose of achieving financial independence.

This measure tracks the percentage of B.C.'s working age population receiving temporary assistance with employment related obligations and assisting clients to find employment is an integral part of the Ministry's mandate. This performance measure is sensitive to the state of the economy.

**Performance Measure 3: Median length of time clients who have employment obligations receive Income Assistance.**

Performance Measure	Baseline (2001/02)	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Median length of time clients with employment obligations receive assistance (months).	4.2	5.8	5.7	5.7	5.6

Data Source: Research Branch, Ministry of Social Development

### Discussion

The Ministry closely monitors the length of time clients receive assistance. This measure indicates the median length of time clients who have obligations to seek employment receive assistance. Median durations measure the number of months it takes for half of new starting employment obligated clients to stop receiving assistance. The economic downturn has impacted B.C. especially hard relative to other parts of Canada. With employment opportunities declining over the recession, the median duration on assistance has increased to 5.8 months in 2011/12, up from 5.6 months the year before. Despite signs that the labour market is beginning to slowly recover, unemployment remains over 75 per cent higher than pre-recession levels. The increase in durations has largely been driven by single men, who have been hit especially hard by the recession.

As the economy continues to recover, the expected to work client caseload will continue to decline as more employable clients find jobs and the number of employable starting cases falls. A decline in employable starting cases and an increase in more employable expected to work clients exiting assistance results in a higher proportion of the caseload consisting of clients who have barriers to employment. Limited job opportunities and a higher proportion of less employable clients will continue to keep durations up.

### Objective 2.2: Ensure effectiveness of the new Employment Program of BC.

#### Strategies

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

**Performance Measure 4: Per centage of Active Claimants Served with the employment program of BC.**

Performance Measure	2012/13 Baseline	2013/14 Target	2014/15 Target
Per centage of active claimants of employment program of BC that receive case management services	Develop Baseline	Baseline + 2 %	Baseline + 4 %

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

**Performance Measure 5: Per cent of employment program of BC clients obtaining outcomes (employment and/or community attachment).**

Performance Measure	2012/13 Baseline	2013/14 Target	2014/15 Target
Per cent of employment program of BC case managed clients who receive employment and/or community attachment	Develop Baseline %	30%	35%

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

### Discussion

In April 2012, the new Employment Program of British Columbia was implemented. It integrates services from 10 different legacy programs into one program available to any unemployed British



Columbian. The Ministry has developed a comprehensive performance measurement framework, which includes measures on service delivery, service quality, and outcomes.

Last year, the Ministry established two performance measures to ensure that client's needs were assessed in a reasonable time frame and that a client's employment action plan was also fully developed within an established time frame following a needs assessment.

Since program launch, the Ministry has been working closely with stakeholders

in reviewing several program components. As a result of reviews, these two performance measures have been removed. They dealt specifically with service level agreements contractually set at 80 per cent for all WorkBC Employment Service Centres. The Ministry will be collecting data and monitoring performance trends to establish and refine baseline measures and appropriate targets as the Employment Program of BC evolves.

Two new measures have been developed in relation to the Employment Programs of BC. Performance Measure 4 and Performance Measure 5 assess the effectiveness of the program in light of serving clients and achieving employment outcomes. Reporting these measures informs citizens, stakeholders and the Ministry of the efficacy of services to clients and identifies areas where further improvement can be made. It is expected that the performance measure targets will increase in coming years as the Ministry continues to collect program data and monitor performance trends.

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

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

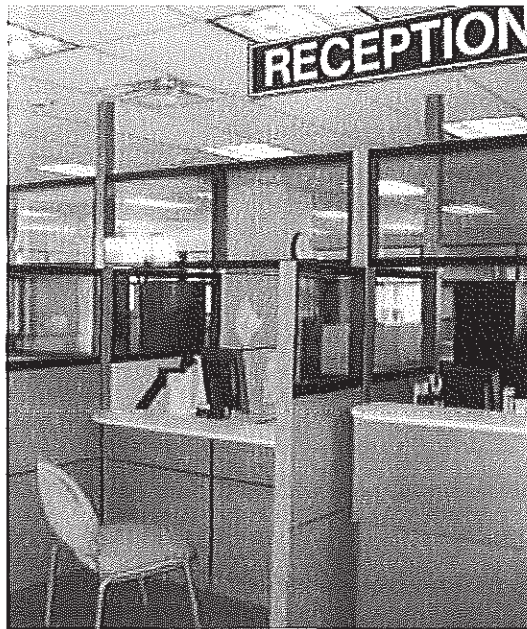
#### **Strategies**

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

### Performance Measure 6: Meeting timelines for processing Persons with Disabilities applications.

Performance Measure	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of applications for Persons with Disabilities designation completed within Ministry timelines.	99%	100%	TBD	TBD

Data Source: Provincial Service Branch, Ministry of Social Development



#### Discussion

While the process for determining application eligibility is complex, the Ministry is committed to delivering timely and efficient service. The Ministry has set a goal to decrease the average time to process Persons with Disabilities applications by 50 per cent over the next three years. The Ministry anticipates there will be challenges achieving these targets and will be closely monitoring this measure in 2012/13.

This measure evaluates the Ministry's performance in the review and adjudication of applications for designation as a person with a disability. Determining eligibility for designation as a person with a disability is a complex and often time intensive process, requiring the review of detailed medical evidence and a close examination of all

case materials. The Persons with Disabilities Designation Application includes detailed information from the applicant's physician and other health professionals on diagnosis, health history, the degree of impairment and its impact on the applicant's daily living activities. The length of the adjudication process reflects the commitment to reaching fair and consistent decisions that comply with legislative requirements and the principles of administrative fairness. A triage process allows the Ministry to identify cases involving urgent medical situations or children with disabilities, requiring expedited adjudication.

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

#### Strategies

- Continue working with sector partners to develop and implement initiatives to enhance community inclusion for Person with Disabilities.
- Support the mandate of the Minister's Council on Employment and Accessibility develop solutions and strategies to improve the lives of British Columbians with disabilities and their families, particularly through partnership with business, community organizations citizens with disabilities and their families.
- Continue to develop and identify opportunities for inclusion for increasing persons with disabilities' employment outcomes by engaging with stakeholders and the public to identify barriers and solutions to improving employment outcomes.
- Continue to seek an understanding of different perspectives by building awareness through the partnerships within the business and community sectors to create opportunities for solutions.



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

Performance Measure	Baseline (2002/03)	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Per cent of Persons with Disabilities cases with declared earnings.	11.4%	14.0%	14.2%	14.4%	14.5%

Data Source: Research Branch, Ministry of Social Development

#### Discussion

The Employment Program for Persons with Disabilities provides a range of specialized services to help individuals with disabilities participate in their communities; pursue their employment goals as they are able, increase their self-reliance, and build skills and experience that may lead to further

employment, self-employment, or volunteer opportunities. This is intended to assist persons with disabilities to achieve their economic and social potential to the fullest extent possible.

This measure tracks the percentage of Persons with Disabilities cases declaring earnings. The Ministry provides supports and programs to Persons with Disabilities to work, including earnings exemptions and employment programs. This measure is very sensitive to the state of the economy, as the percentage of Persons with Disabilities cases declaring earnings declined from 15.9 per cent in 2007/08 to 14.4 per cent in 2011/12. As the labour market improves over the next few years, the percentage declaring earnings is expected to increase.

## **Goal 4: The Ministry will develop and implement innovative, flexible and client-centred service delivery initiatives.**

### **Objective 4.1: Maintain robust financial accountabilities for all Ministry programs.**

#### **Strategies**

- Protect taxpayers by ensuring a balance between service delivery and financial accountability.
- Maintain fiscal discipline through careful monitoring, controlling and forecasting of ministry spending.

### **Objective 4.2: Promote a culture of social innovation in B.C.**

#### **Strategies**

- Foster social innovation and integration by utilizing the expertise and resources of government, non-profit, community and business sectors and other public partnerships to achieve large-scale social change and impact.
- The BC Ideas competition will work on developing new online engagement mechanisms to increase awareness and involvement in a range of social innovation activity in British Columbia.
- The BC Partners for Social Impact will implement the recommendations that came from the BC Ideas competition.
- Support the Government Non-Profit Initiative Action Plan which addresses non-profit concerns, capacity and sustainability.

**Objective 4.3: Continue to support innovative workplace initiatives that engage workers and provide excellent service to clients.**

**Strategies**

- Develop and implement service delivery plans to ensure staffing levels, business practices and technological supports are appropriate to support effective service delivery.
- Improve the integration of effective service delivery while ensuring British Columbians critical personal case information remains safe and secure.
- Continue to improve communication channels to support and promote dialogue within the Ministry.
- Provide tools and resources to supervisors and staff that facilitate professional development, access to mentoring programs, and the development of new skills.



**Objective 4.4: Implement Lean across the Ministry.**

**Strategies**

- Develop and implement a Lean engagement program for ministry staff.
- Collect, prioritize and implement potential Lean project identified by staff.
- Continue to work with cross-government partners to identify and support an implementation of Lean processes for projects with high value.

# Resource Summary

Core Business Area	2012/13 Restated Estimates <sup>1</sup>	2013/14 Estimates	2014/15 Plan	2015/16 Plan
<b>Operating Expenses (\$000)</b>				
Income Assistance	1,663,883	1,684,238	1,690,838	1,690,838
Employment	55,488	55,488	55,488	55,488
Community Living BC	718,777	728,777	738,777	738,777
Employment and Assistance Appeal Tribunal	1,751	1,751	1,751	1,751
Executive and Support Services	16,881	16,881	16,881	16,881
<b>Total</b>	<b>2,456,780</b>	<b>2,487,135</b>	<b>2,503,735</b>	<b>2,503,735</b>

Core Business Area	2012/13 Restated Estimates	2013/14 Estimates	2014/15 Plan	2015/16 Plan
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Executive and Support Services <sup>2</sup>	32,538	39,511	15,538	1,329
<b>Total</b>	<b>32,538</b>	<b>39,511</b>	<b>15,538</b>	<b>1,329</b>

<sup>1</sup>Amounts have been restated for comparative purposes only, to be consistent with Schedule A of the 2013/14 Estimates

<sup>2</sup>Ministry Capital Expenditures includes budgeted funding of \$30.96M in 2012/13 and \$38.24M in 2013/14 and \$14.209M in 2014/15 for the Integrated Case Management (ICM). 2013/14 ICM estimates have been adjusted to include \$6.56M deferred from 2012/13. Total ICM project cost estimates are \$181.7 million.

# Appendices

## Ministry Contact Information

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

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

## Employment and Income Assistance

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

## Employment and Labour Market Services

General Enquiries: 250 356-0050

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

**After Hours Office:**  
Vancouver

**Regional Offices:**  
Victoria, Nanaimo,  
Vancouver, Kamloops,  
Surrey and Prince George

## Ministry Regions

- 1 - Vancouver Island
- 2 - Coastal
- 3 - Fraser
- 4 - Interior
- 5 - North

## Services

- EIA & PLMS Services
- EIA Services

## Additional Services

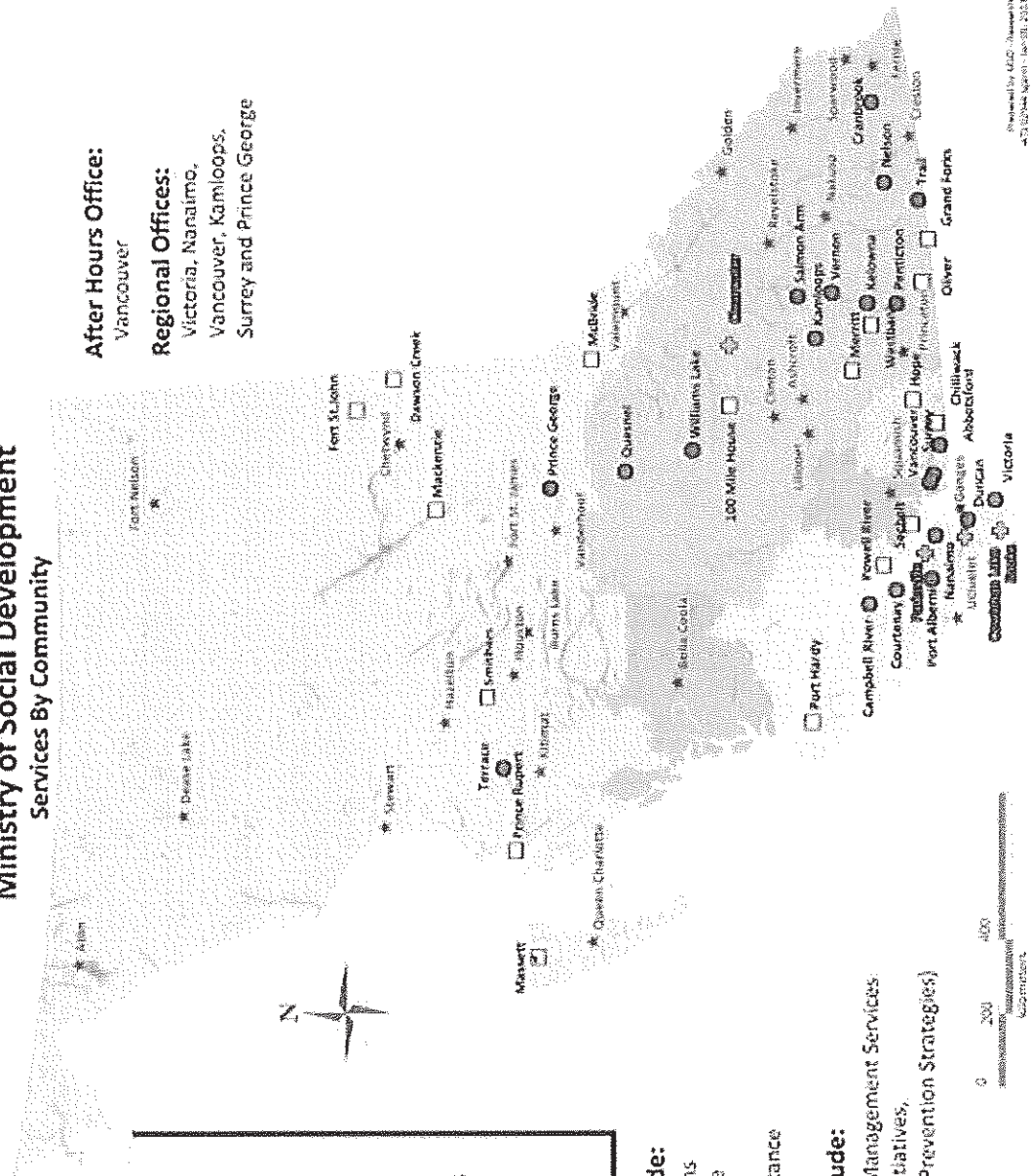
- ⊕ Trusted Third Party
- \* Service BC

## \* EIA Services include:

- Employment Programs
- Temporary Assistance
- Disability Assistance
- Supplementary Assistance

## \* PLMS Services include:

- Prevention and Loss Management Services  
(Loss management initiatives,  
Fraud Investigations, Prevention Strategies)



Prepared by EIAO - Vancouver  
473-1234 ext. 4000 - Jan 2011

## Hyperlinks to Additional Information

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

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

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

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

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

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

**Online Resource (BC Employment and Assistance Policies and Procedures):**

[www.gov.bc.ca/meia/online\\_resource/](http://www.gov.bc.ca/meia/online_resource/)

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

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

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

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

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

Ministry of  
Social Development

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2011/12  
Annual Service Plan Report

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For more information on how to contact the British Columbia  
Ministry of Social Development,  
see Ministry Contact Information on Page 21 or contact:

**Ministry of Social Development:**

PO BOX 9933  
STN PROV GOVT  
VICTORIA, BC  
V8W 9R2

or visit our website at  
*<http://www.gov.bc.ca/sd>*

Published by the Ministry of Social Development

## Message from the Minister and Accountability Statement



At this Ministry, we are committed to supporting B.C.'s most vulnerable citizens by providing them with the tools and ability to be independent and self-sustainable. Our goal is to provide supports and services that will help individuals become self-sufficient so they can contribute to their families, help build healthy communities and participate in a growing economy.

Last year, \$2.3 billion was spent to provide assistance to British Columbians in every community across the province. This financial commitment is backed up by some of the most comprehensive supports and services in Canada for low-income British Columbians and individuals living with a disability.

The Ministry provided assistance to more than 180,000 people in 2011/12, with supports ranging from temporary assistance to those able to work, to long-term assistance for individuals living with disabilities. British Columbia's total income assistance rates are the fourth highest of all Canadian provinces for both income assistance and disability assistance. We also offer some of the most comprehensive supports for low-income people and their families, including subsidized housing, child care subsidies, dental and optical care for children, generous child and seniors benefits, and a wide range of employment programs.

This past year was a challenging one for Community Living BC (CLBC). After listening to concerns raised by some individuals and families receiving services from CLBC, we launched a comprehensive review of CLBC and the full spectrum of services the Province provides for individuals with developmental disabilities. In January, we announced a comprehensive plan for improving supports and an inter-ministry team is working to deliver on these recommendations and provide long-term resolution. To support this, the Province is providing an additional \$144 million in funding over the next three years, plus \$36 million being held in contingency, to support individuals with developmental disabilities and their families. Our plan not only addresses the concerns that we've heard in recent months about CLBC, but also supports a reasonable, sustainable and long-term strategy to strengthen the government-wide system of supports and services available to adults with developmental disabilities and their families in British Columbia. Since the release of this plan, an inter-Ministry team has been working to address all the recommendations and develop an integrated delivery system to provide a long-term resolution to the problems identified within CLBC.

Since 2001, our employment programs have helped more than 73,000 people find jobs in B.C. In the last five years, 29,000 people have found jobs through B.C.'s employment programs. We launched the new Employment Program of B.C. on April 2, 2012. This new program is focused

## Ministry of Social Development

on providing supports and services for unemployed British Columbians so they can find jobs to provide for their families, and regain their independence as quickly as possible.

The rollout of Integrated Case Management system, a much-needed computer system upgrade that brings together information from my Ministry and the Ministry of Children and Family Development, continues to be on track and on budget. The second phase of ICM launched on April 2, 2012, and the final phase is scheduled for completion by the end of 2014.

Building on the success of the Homelessness Intervention Project, we launched the Family and Youth Partnership project in January. This pilot project focuses on connecting at-risk young families and youth with available services and supports in five communities throughout the province: Kelowna, Prince George, Surrey, Vancouver and Victoria. Our goal is to see more than 300 families take part in the Family and Youth Partnership over the next two years.

Also in January, I created a new Minister's Council on Employment and Accessibility to advise government on disability issues, engage with stakeholders and the public, and build awareness and create opportunities for people with disabilities.

Responsibility for Social Innovation transferred to the Ministry in September 2011. The B.C. Social Innovation Council was established in February 2011, made up of government, community and business agencies that are interested in social entrepreneurship. In November, we hosted a provincial two-day Non-Profit Partnerships Summit. Day one was Government Non-Profit Initiative, focused on exploring ways to strengthen the relationship between government and service providers. Day two was Collective Impact through Social Innovation, which brought together people and resources from across government, the private sector and the greater community, to discuss ways to tackle our toughest social, financial and environmental challenges.

The *Ministry of Social Development's 2011-2012 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2011/12-2013/14 Revised Service Plan*. I am accountable for those results as reported.



Honourable Stephanie Cadieux  
Minister of Social Development

June 30, 2012

# Table of Contents

<b>Message from the Minister and Accountability Statement .....</b>	<b>3</b>
<b>Highlights of the Year .....</b>	<b>6</b>
<b>Purpose of Ministry .....</b>	<b>9</b>
<b>Strategic Context .....</b>	<b>11</b>
<b>Report on Performance .....</b>	<b>12</b>
Performance Results Summary Table .....	12
Goals, Objectives, Strategies and Performance Results .....	13
<b>Report on Resources .....</b>	<b>20</b>
<b>Annual Service Plan Report Appendices .....</b>	<b>21</b>
Ministry Contact Information .....	21
Hyperlinks to Additional Information .....	23

# Highlights of the Year

## Employment Program of B.C. Business Transformation

- The Ministry's Employment and Labour Market Services Division continued to engage stakeholders in an open and transparent manner with its Business Transformation Project. This project brought the administration of employment programming under a single jurisdiction while transforming the programs to effectively meet the diverse needs of British Columbians.
- This new program will provide a robust governance model, while ensuring quick and easy access through a single door ensuring that British Columbians get the services they need to get back into the workforce as quickly as possible.
- The consultation process ensured all contractors had regular opportunities to deliver meaningful input on the new Employment Program of B.C. program model. The new Employment Program of BC launched on April 2, 2012.

## Integrated Case Management in 2011/12

- Integrated Case Management (ICM) was launched on April 2, 2012. There were many activities completed as part of ICM Phase 2. Ministry staff were involved in project management, planning and logistics, developing business requirements, providing design input, conducting user testing, developing and publishing communications materials, developing training materials, delivering instructor-led training and providing local support.
- Training of all ICM users was completed prior to the launch on April 2, 2012. Web-based training was provided for 2,200 staff and approximately 2,000 service providers. Train-the-Trainer programs were completed by 75 staff and 146 service providers. Instructor-led (face-to-face) training was also delivered to 2,200 staff on a role- and job function-specific basis through mobile training labs in 27 locations across the province. Service providers provided Instructor-led (face to face) training for their staff.

## Stakeholder Engagement

- The Ministry's Learning Services partnered with the First Nations Social Development Society and developed opportunities for 17 band staff to take part in the Ministry's Mental Health Training for front-line staff. This session focused on learning more about Mental Health issues and what they look like, active listening skills and remaining neutral.
- British Columbia's system of supports and income assistance continued to be an example for other jurisdictions. We provided consultation to stakeholders in other provinces including Nova Scotia, Quebec, and Newfoundland and Labrador, and we provided

## Ministry of Social Development

information on our best practices to the Federal Government and the Government of Australia.

- In October 2011, a Youth Employment Forum brought Community Living BC and the Ministries of Social Development, Children and Family Development, Health, Education, Advanced Education, Jobs, Tourism and Innovation and school districts together to raise awareness about the importance of employment for youth and best practices for preparing young adults with disabilities for employment.
- Since November of 2011, the Ministry has engaged with families from the community living sector in order to better understand the various transitions individuals and families experience as they navigate and interact with government and non-government agencies.

### **Social Innovation**

- The Ministry and its community and government partners initiated a number of key steps to promote social innovation by supporting the BC Social Innovation Council (the Council) in its work to provide recommendations to government, community and the business sectors to maximize social innovation in British Columbia. The Ministry also supports a cross government ADMs committee on Social Innovation to support social innovation within the civil service and to support the Council in its recommendations related to government. Key initiatives in 2011/12 included: hosting British Columbia's Non-Profit Partnerships Summit on social innovation, which brought non profits, businesses and governments together to construct a made-in-BC model for social innovation partnerships; supporting the launch of the BC Ideas Competition to solicit ideas for social innovation from communities around BC; and supporting the Council to provide its final report "Action Plan Recommendations to Maximize Social Innovation in British Columbia, March 2012".
- In 2011/12, the Ministry continued to support community led innovations that improved employment and inclusion opportunities for persons with disabilities by establishing the Minister's Council on Employment and Accessibility. The Council will engage business, community, families and other disability stakeholders to increase employment gains, inclusion and independence for persons with disabilities.
- The Action Plan to Maximize Social Innovation in BC report from The Advisory Council for Social Entrepreneurship making recommendations on how to maximize social innovation in British Columbia was released in April 2012.

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

- The Government/Non Profit Initiative delivered Regional Roundtables in eight communities with recommendations to develop a Mentoring and Job Shadowing Program to foster leadership skills in emerging executives in both government and the non-profit sector.
- .

### **Medical Task Team - Northern/Interior**

- With 10,000 clients in northern B.C. who have limited access to essential medical services, and approximately 4,400 medical-related trips, the Ministry is often involved with helping those in need travel to other centres. The Ministry's Regional Services Division established a Medical Task Team to ensure the provision of essential medical services, including medical transportation supplements, was meeting our northern clients' needs. This change brought about substantial improvements in the consistency of service, response time, stakeholder involvement and cost effectiveness.

### **Urban Youth Initiative - Vancouver Coastal**

- Family connections, a roof over your head and a solid education are things people take for granted. However, for some citizens, that is unfortunately not always the case. The Urban Youth Project pilot, originating from the Homeless Intervention Project, is a partnership between government and non-profit community agencies providing integrated housing and support services to chronically homeless youth between the ages of 19 and 24 years who are challenged by severe mental health and addictions.

### **Organizational Excellence**

- The Ministry was involved in the Homelessness Intervention Project and was the recipient of the national 2011 Public Sector Service Delivery Council Excellence in Public Service Delivery Award.
- The Ministry's 2011/12 Work Environment Survey results improved in many of the key building blocks, including 10 business areas identified as Top 10 work places.
- The 2011/12 Regional Premier Awards nominations featured the achievements of numerous Ministry staff: seven finalists and five winners.

Ministry employees are among the most engaged and productive in the entire British Columbia Public Service. The Ministry continues to foster a positive work environment for staff by supporting personal development programs, exploring innovative workplace designs and continuing to build engagement through communication, strong supervision and respectful work environments. These initiatives will ensure the Ministry remains resilient and well positioned to face future challenges and support service delivery enhancements.

## Purpose of Ministry

The Ministry of Social Development focuses on delivering responsive, innovative and integrated services to individuals and families by providing a strong system of supports to British Columbians. The Ministry provides support and assistance to people with disabilities and offers unemployed and underemployed British Columbians access to programs and services that allow them to find work, attach to the labour market and secure their future.

The Ministry's key accountabilities include:

- Provision of income assistance to those in need;
- Support for community living services that help adults with developmental disabilities and their families achieve their goals and connect to their communities; and,
- Delivery of employment programming and services to unemployed and underemployed individuals, employers and communities, including employment supports for British Columbians with disabilities.

The Ministry provides a comprehensive range of supports to those in need, and funds a continuum of employment services, including life skills, for unemployed and underemployed citizens with a wide range of abilities. The Ministry leads a cross-government committee of Assistant Deputy Ministers working with community partners to construct a made-in B.C. model for social innovation partnerships - encouraging and developing new partnerships and new ways of working with non-profits, businesses and governments.

The goal of social innovation is to take full advantage of new developments in technology, social finance and social entrepreneurship to address complex societal problems, create new opportunities and improve outcomes for British Columbians. Critical to success is bringing diverse stakeholders and resources together to tackle demanding social, financial and environmental challenges. To advance social innovation in British Columbia, the Ministry will play a key role in supporting the implementation of recommendations made by the Advisory Council for Social Entrepreneurship; this will involve bringing together people and resources from across government, the private sector and the greater community.

The Ministry of Social Development leads the provision of core programs and services for persons with disabilities and their families. This work is a joint effort between governments, community organizations, clients and their families. The Ministry focuses on integrated, citizen-centered service delivery, disability supports and services, and supporting community led innovations that increase employment and inclusion opportunities for persons with disabilities. In 2011/12, the Ministry continued to support community led innovations that improved employment and inclusion opportunities for persons with disabilities by establishing the Minister's Council on Employment and Accessibility. The Council will engage business, community, families and other disability stakeholders to increase employment gains, inclusion

## Ministry of Social Development

and independence for persons with disabilities and may serve as a platform for discussion of the disability assistance system.

CLBC is a provincial Crown agency that delivers supports and services to adults with developmental disabilities and their families in the province. The agency works to support adults with disabilities and their families, and helps create communities where people with developmental disabilities have more choices about how they live, work and contribute.

The Ministry developed plans that will lead to improved services for individuals with developmental disabilities and their families in B.C. These recommendations focus on several key areas, such as: families being more involved in the planning and decision making of those with developmental disabilities, improved transition processes for youth, increased focus on employment and training services for greater community inclusion, greater oversight of CLBC, and the creation of an appeal mechanism for those who have concerns about the services they are receiving.

The Ministry supports a service delivery model with citizens at the centre by providing a number of channels through which British Columbians can access Ministry programs and services. Our commitment to cross-Ministry integration and cooperation is demonstrated in our implementation of the Integrated Case Management system in partnership with the Ministries of Children and Family Development and Labour, Citizens' Services and Open Government. The Ministry conducts business in accordance with the core values of the British Columbia Public Service: integrity, courage, teamwork, passion, service, accountability and curiosity.

The Minister oversees two independent bodies, the Employment and Assistance Appeal Tribunal and the Office of the Service Quality Advocate.

The Employment and Assistance Appeal Tribunal is a quasi-judicial body that provides an independent and accessible appeal process with a mandate to deliver timely and fair decisions reviewing Ministry of Social Development determinations related to employment programs and income assistance, and Ministry of Children and Family Development determinations related to the childcare subsidy program.

The Office of the Service Quality Advocate assists in situations involving adults with developmental disabilities and transitioning youth with special needs and their families who could benefit from the intervention of someone working independently of the Ministry and CLBC. The Advocate works with CLBC, the Ministries of Social Development, Children and Family Development, Health, and other ministries as required, as well as with the Representative for Children and Youth, and the Public Guardian and Trustee. For the first time the Service Advocate produced an Annual Report to highlight the activities of the office. The Advocate's experiences can contribute to the ongoing dialogue in the sector about services to individuals with developmental disabilities and their families.

In September 2011, the responsibility for multiculturalism and the Multicultural Advisory Council was transferred into the Ministry of Jobs, Tourism and Innovation.

## Strategic Context

The Ministry supports the continuous development of an integrated, citizen-centered approach for the delivery of all services and supports. This includes maintaining an up-to-date knowledge of inter-jurisdictional strategic trends in social assistance programs for analytical comparison of our programs and services. The ongoing gathering of qualitative and quantitative data on other provincial, federal and territorial practices is part of the Ministry's commitment to enhance employment opportunities for persons with disabilities and promote accessibility and inclusion.

### Economic Outlook

British Columbia's real GDP increased by 2.9 per cent in 2011 (according to preliminary GDP by industry data from Statistics Canada), following growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. However, several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility, and slower than anticipated Asian demand for BC products.

Since the start of fiscal 2010/11, the Ministry's temporary assistance caseload has declined. Research on the recession experience in the 1980s indicates that caseload declines following a downturn come about more slowly than the increases during a downturn. As a result, it is expected that the reduction of the Ministry's temporary assistance caseload will lag behind improvements in the economy.

### Citizen-Centred Service Delivery

Clients' expectations around technology and accessibility to the services offered by the Ministry are changing. The Ministry has made significant progress in delivering a wide range of services through its multiple service delivery channels including office based visits, phone systems and an expanded capacity to perform some functions through computer based self-service. The Ministry's Technology and Transformation initiative continues to look for ways to make services more effective and client-centred while maximizing opportunities to increase transparency that will serve clients better. The Ministry continues to make progress in its work with other ministries, service providers, and community groups in seeking ways to improve service delivery for clients and staff across all its service channels.

Many individuals with disabilities and their families looking for increased employment opportunities and community inclusion in this complex environment has present challenges that require an integrated response from all levels of government, the business sector, non-profit groups, community organizations and citizens.

# Report on Performance

## Performance Results Summary Table

<b>Goal 1: Income assistance for those in need.</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
<b>1.1 British Columbians receive all supports for which they are eligible.</b>		
Percentage of B.C. population aged 19 to 64 receiving temporary assistance.	1.3%	1.5% NOT ACHIEVED
<b>Goal 2: An integrated and responsive employment and labour market system.</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
<b>2.2 Deliver accessible services that help workers and employers seek and develop sustainable employment.</b>		
Percentage or number of employment program clients who achieve employment		
B.C. Employment Program		
<ul style="list-style-type: none"> <li>Percentage of program clients who achieve \$560 or 70 hours of work per month</li> </ul>	25%	24% SUBSTANTIVELY ACHIEVED
Employment Insurance Part II programming		
<ul style="list-style-type: none"> <li>Number of Employment Insurance clients returned to employment</li> </ul>	20,000	33,476 EXCEEDED
<b>Goal 3: An effective system of supports and services for adults with disabilities.</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
<b>3.2 Deliver accessible services to help persons with disabilities seek and maintain meaningful employment.</b>		
Percentage of disability assistance cases with income from working or a volunteer supplement.	20.0%	19.2% SUBSTANTIVELY ACHIEVED

## Goals, Objectives, Strategies and Performance Results

The Ministry's 2011/12 – 2013/14 Service Plan was revised in May 2011 as responsibility for multiculturalism was transferred to the Ministry. In 2011/12, Government announced three key priorities: families, jobs and open government. Social Development plays a key role in all three areas. In September 2011, responsibility for multiculturalism and the Multicultural Advisory Council was transferred into the Ministry of Jobs, Tourism and Innovation.

This became a year of rebuilding and refocusing as the Ministry reviewed all its public performance reporting. The Service Report for 2012/13 will include and report out on an increased number of performance measures around the Employment Programs of B.C. and Integrated Case Management that launched in April 2012.

In January 2012, Government announced enhancements to services for individuals with developmental disabilities and their families. Over the next year, the Ministry will work closely with Community Living British Columbia, all relevant ministries and many individuals and groups in the community living sector to deliver on recommendations from the two reports completed that will reconfirm British Columbia as a jurisdiction leading improvements in services for people with developmental disabilities.

### Goal 1: Income assistance for those in need.

**Objective 1.1: British Columbians receive all supports for which they are eligible.**

#### Strategies

- Provide individualized supplemental assistance, including subsidized bus passes and dental and optical assistance, to eligible British Columbians.
- Work with partner ministries to provide more accessible service to those in need, including 24/7 access to an expanded range of income assistance information and services.
- Work collaboratively with other ministries, agencies, non-profits and community partners to deliver targeted and innovative community-based outreach programs, assisting at risk populations to access the stable housing, services and supports they need. These populations include the chronically homeless, and individuals who are transitioning from hospitals, correctional facilities, and alcohol and drug residential treatment facilities.

The Ministry recognizes that certain life events or circumstances can be expensive, especially for individuals and families on assistance. To help with additional costs and unexpected needs, the Ministry provides a broad range of supplements. For example, clients with confirmed employment can get help with transportation or purchase job-related equipment, such as work

boots. Some of the other supports the Ministry provided included: crisis supplements for help with food, shelter or clothing; security deposits and utility security deposits to help with securing housing and utility service; and school start-up supplements to help families.

The Ministry also provides a Seniors Supplement that supports a minimum income for low-income seniors on Old Age Security/Guaranteed Income Supplement as well as a very generous transportation supplements to Persons with Disabilities and seniors that exceeds the level of support of all other provinces.

The Ministry of Social Development provides basic medical and dental coverage for income and disability assistance clients and other low income British Columbians who qualify. For people who may need more than basic coverage, the Ministry provided a range of medical equipment, supplies and nutritional supports through our Health Supplements programs.

In January 2012, the Province launched the Family and Youth Partnership pilot project and began partnering with other ministries, government agencies, community service providers and other community partners to ensure that young families and youth were referred to existing services such as preparatory programs, education or employment programs as well as services that helped ensure their children are ready for school. The project focuses on providing tools and supports to prepare youth for a healthy future, and connecting young families on income assistance with supports and assistance to strengthen their parenting, employment and life skills.

Based on the success of the Homelessness Intervention Project, an Integrated Offender Management Homelessness Intervention Project pilot was developed. The Integrated Offender Management project links incarcerated clients who are homeless or at-risk of homelessness with stable housing and a range of health services including mental health services, addictions treatment and primary health services for clients with acquired brain injury and Fetal Alcohol Spectrum Disorder. The pilot project will run from April 2011 to March 2013 at the Alouette Correctional Centre for Women and the Fraser Regional Correctional Centre in Maple Ridge.

In the first nine months, 40 Integrated Offender Management/Homelessness Intervention Project clients in the Lower Mainland transitioned from custody to the community. Of these clients 80 per cent are housed, 88 per cent received income assistance, and 15 per cent participated in volunteering, pre-employment and employment programs.

Over the last year, the Ministry has continued to enhance service delivery channels and its multi-channel service delivery strategy. As technology changes, the Ministry's goal has been to improve the overall service experience for clients and citizens through various existing service channels and potential new future channels.

## Performance Measure 1: Percentage of the B.C. population aged 19 to 64 receiving temporary assistance with employment-related obligations

Performance Measure	2001/02 Baseline	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of the B.C. population aged 19 to 64 receiving temporary assistance with employment-related obligations	3.4%	1.6%	1.6%	1.3%	1.5% NOT ACHIEVED

Data Source: Research Branch, Ministry of Social Development

<sup>1</sup> The baseline represents results for March 2002. The B.C. Employment and Assistance Program was introduced in 2002/03.

### Discussion of Results

This measure tracks the percentage of B.C.'s working age population (those who are ages 15 to 64) receiving temporary assistance with employment related obligations. Individuals and families have the best chance for prosperity through employment; assisting clients to find employment is a critical part of the Ministry's work and encourages clients' independence and employment. The Ministry's policy framework and employment and labour market programs and services influence this measure.

The baseline reflects the Ministry's caseload in March 2002 (end of fiscal year 2001/02), which was the month prior to the introduction of the BC Employment and Assistance Program. The percentage of British Columbia's population receiving temporary assistance with employment-related obligations has declined significantly since that time.

The economic downturn has had a significant impact on the B.C. labour market. As of March 2012, the number of unemployed was over 72,000 higher than in the same month in 2008, prior to the recession. This increase has put pressure on the Ministry's employable caseload, which remains 45 per cent higher than pre-recession levels. Research from the 1980s recession has shown that caseload declines during recovery are slower than the initial caseload increase.

The target of 1.3 per cent was not achieved in 2011/12 as the employable caseload did not decline as much as was anticipated. While unemployment numbers were lower than expected, the number of people not in the labour force was higher than expected as the participation rate continued to run below pre-recession levels. Despite the economic downturn, this measure is well below that of the baseline year of 2001/02.

## **Goal 2: An integrated and responsive employment and labour market system.**

**Objective 2.2: Deliver accessible services that help workers and employers seek and develop sustainable employment.**

### **Strategies**

- Launch the new Employment Program of British Columbia on April 1, 2012
- Increase British Columbians' awareness of available employment and labour market services
- Deliver employment and labour market services in partnership with other ministries, community organizations and employers

The Ministry invested in a full range of employment programs to help clients achieve greater self-reliance, build a better life for their families, break the cycle of welfare dependency and meet the needs of the labour market. In February 2009, the Ministry accepted responsibility for the management of the Canada-B.C. Labour Market Development Agreement, which allowed greater flexibility to adapt employment programming to suit the evolving needs of unemployed British Columbians. The Ministry undertook a business transformation process to realize the opportunities provided by the transfer.

Through the transformation process, the Ministry developed a flexible and inclusive service delivery model, integrating all provincially and federally funded employment programs. Over the past two years, the Ministry has held engagement sessions with stakeholders, service providers and staff to inform the design of the new employment program model. The feedback significantly impacted the design of the new Employment Program of British Columbia. The Request for Proposals for the new program was posted on BC Bid on March 30, 2011, and service delivery, using ICM, began on April 2, 2012.

## Performance Measure 2: Per cent or number of employment program clients who achieve employment

Performance Measure	Baseline <sup>1</sup>	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Per cent or number of employment program clients who achieve employment:						
<ul style="list-style-type: none"> <li><b>B.C. Employment Program</b> – Per cent of program clients who achieve \$560 or 70 hours of work per month</li> </ul>	23%	28%	33%	31.5%	25%	24% SUBSTANTIALLY ACHIEVED
<ul style="list-style-type: none"> <li><b>Employment Insurance Part II programming</b> – number of Employment Insurance clients returned to employment</li> </ul>	37,384	N/A	38,609 <sup>2</sup>	33,038	20,000	33,476 <sup>2</sup> EXCEEDED

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

<sup>1</sup> The B.C. Employment Program baseline is 2006/07. The Employment Insurance Part II program measure was transferred with responsibility for the programs from the federal government in February 2009 and the Ministry established a baseline in 2009/10.

<sup>2</sup> Data up to March 2012.

### Discussion of Results

The Ministry received provincial and federal funding to support British Columbians in getting back to work as quickly as possible. In 2011/12, the Ministry fully invested its program budget, ensuring that every dollar went to supporting British Columbians in their return to the labour market. The performance results for this measure demonstrate the efficacy of those investments.

While the number of clients employed by the B.C. Employment Program remained consistent from previous years, there was an increase in the number of clients referred into the program - particularly in the second half of 2011/12. This happened because the Ministry modified its referral policy in the latter half of the year which allowed more income assistance clients with employment obligations to access the B.C. Employment Program. The increase in the number of clients starting caused the decline observed for this measure and dropped the results just below the targeted value.

For clients accessing Employment Insurance Part II programming in 2011/12 the number returned to employment remained consistent with what was observed in 2010/11 and the Ministry has exceeded the target established.

### **Goal 3: An effective system of supports and services for adults with disabilities.**

#### **Objective 3.2: Deliver accessible services to help persons with disabilities seek and maintain meaningful employment.**

##### **Strategies**

- Improve labour market participation by persons with disabilities by broadening employer, industry sector and community engagement and improving access to equipment and assistive technology to connect these job seekers with employers
- Support the Equipment and Assistive Technology Initiative, a multi-partner initiative that provides assistive technology to persons with disabilities to help them achieve their employment goals

The Communication Assistance for Youth and Adults project fills a gap which existed for those youth that left the K-12 education system and who could no longer access assistive technology services provided through that system. The Province has financed this project over several years and recognizes the important work the organization does in support of individuals with developmental disabilities.

The Ministry continued its work with the disability community to deliver the Equipment and Assistive Technology Initiative, which provides equipment and assistive technology to support persons with disabilities to achieve their employment goals. In 2011/12 the Ministry provided \$1.65 million in funding for Communication Assistance for Youth and Adults project. As of February 2011, this funding supported approximately 582 youth and adults with severe communication disabilities to participate more actively in their communities.

In February 2012, a Minister's Council on Employment and Accessibility was launched. This will be a forum comprised of members from the business, non-government organizations, and government sectors as well as families and individuals with disabilities. It will advise the Minister on solutions and strategies to increase employment and access for people with disabilities.

The Council will allow for collaboration with a Cross-Ministry Disability Strategy Reference Group comprised of senior executives from Provincial Government ministries focused on supporting persons with disabilities. The Council will also be used as a mechanism to help support the Province and the Ministry in meeting its reporting requirements under the UN Convention on the Rights of Persons with Disabilities. Canada and all provinces and territories will report how the Convention is being implemented and what measures have been taken to affect its obligations.

### Performance Measure 3: Percentage of disability assistance cases with income from working or a volunteer supplement

Performance Measure	2003/04 Baseline	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Percentage of disability assistance cases with income from working or a volunteer supplement	13.2%	19.5%	20.0%	19.1%	20.0%	19.2% SUBSTANTIVELY ACHIEVED

Data Source: Research Branch, Ministry of Social Development

### Discussion of Results

The Ministry provides supports to assist Persons with Disabilities in pursuing employment opportunities. This measure tracks the Ministry's success in assisting these clients to realize their employment goals, increasing self-reliance and community involvement.

The baseline reflects the percentage of the Ministry's Persons with Disabilities caseload who reported income for March 2003. The percentage of persons with disabilities with earned income or who are volunteering has increased since 2001/02.

In July 2011, there were 4,053 clients receiving the Community Volunteer Supplement and there were 7,935 clients on the waitlist for Community Volunteer Supplement. In August 2011, the ministry announced additional funding for Community Volunteer Supplement for those clients who were on the waitlist. Clients were given until October 31 to apply and be assessed for eligibility for the supplement. By December 2011, this increased to 6,431 clients receiving the supplement.

The Ministry is no longer accepting any applications to the Community Volunteer Supplement program as an updated approach to support community volunteerism is being developed.

The number of Persons with Disabilities cases has increased by 35,936 since 2001/02, an increase of 82 per cent. Over the same period, the number of Persons with Disabilities cases who report earnings or who are volunteering has increased by 213 per cent – over double that of caseload growth for the same population.

During the economic downturn, the number of Persons with Disabilities reporting earnings has increased. However, the number of Persons with Disabilities has grown faster. Therefore, we have seen reduction in the performance measure. As the economy recovers, it is expected that the percentage of Persons with Disabilities cases who report earnings will again increase due to the increased availability of opportunities in the labour market.

# Report on Resources

	Estimated <sup>1</sup>	Other Authorizations <sup>2</sup>	Total Estimated	Actual	Variance <sup>3</sup>
<b>Operating Expenses (\$000)</b>					
Income Assistance	1,578,275	74,938	1,653,213	1,651,573	-1,640
Employment	55,488	0	55,488	55,300	-188
Community Living BC	680,977	13,687	694,664	695,789	1,125
Employment and Assistance Appeal Tribunal	1,751	0	1,751	1,652	-99
Executive and Support Services	21,972	0	21,972	22,774	802
<b>Total</b>	<b>2,338,463</b>	<b>88,625</b>	<b>2,427,088</b>	<b>2,427,088</b>	<b>0</b>
Adjustment of Prior Year Accrual	0,	0	0	(225)	(225)
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)<sup>4</sup></b>					
Employment	6,640	0	6,640	4,748	1,892
Executive and Support Services	31,743	6,400	38,143	37,308	835
<b>Total</b>	<b>38,383</b>	<b>6,400</b>	<b>44,783</b>	<b>42,056</b>	<b>2,727</b>

1. Estimates are restated to reflect operational requirements of core business areas. These restated amounts are also reflected in the 2012/13 Estimates.

2. Other Authorizations: Income Assistance amount includes access to contingencies for greater than anticipated Income Assistance caseload growth. Community Living BC amount includes access to contingencies, \$6M for caseload and \$7.687 for Municipal Pension Plan. Capital amount includes \$6.4M for ICM. (ICM is an investment in information systems used to deliver critical social programs and is an initiative between the Ministries of Social Development, Children and Family Development and Labour, Citizens' Services and Open Government.)

3. Variance in Income Assistance is due to caseload related pressures. Variance in Executive Support Services (ESS) is due to postal and information systems costs related to higher than anticipated caseload growth. The Community Living BC variance is due to the year end adjustment to the Health Benefits Trust unfunded liability.

4. Capital expenditures for Employment are under spent by \$1.892M due to savings in tenant improvements (\$1.332M) and office furniture. Capital expenditures for ESS are related to ICM.

# Annual Service Plan Report Appendices

## Appendix A: Ministry Contact Information

### Ministry Contact Information

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

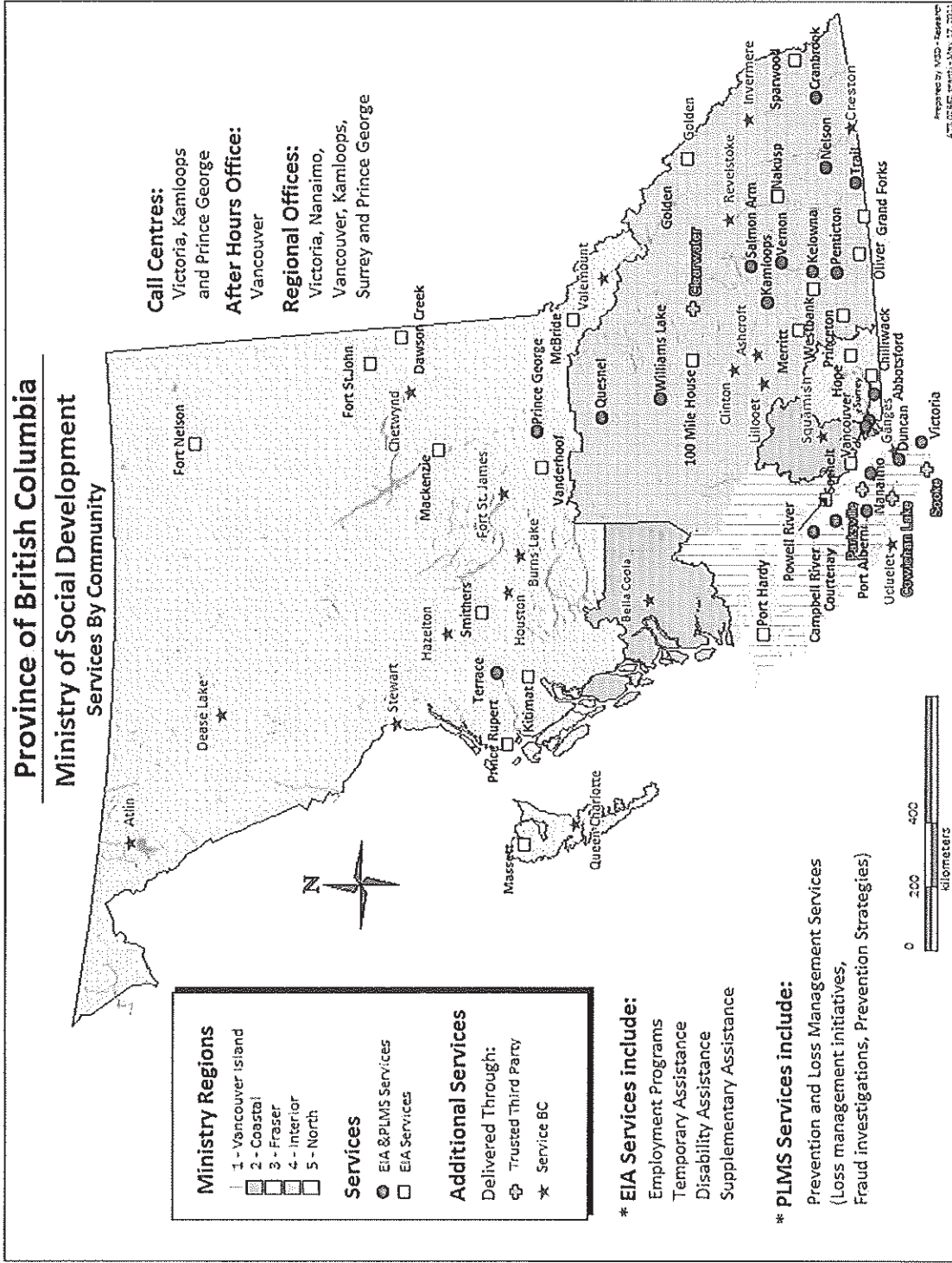
- In Victoria, call: 250 387-6121
- In the Lower Mainland, call: 604 660-2421
- Elsewhere in British Columbia call: 1 800 663-7867
- Outside British Columbia call: 1 604 660-2421
- E-mail address: [EnquiryBC@gov.bc.ca](mailto:EnquiryBC@gov.bc.ca)
- Telephone device for the deaf and hearing impaired (TDD):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

### Employment and Income Assistance

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

### Employment and Labour Market Services

General Enquiries: 250 356-0050



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

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

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

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

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

### **Online Resource (B.C. Employment and Assistance Policies and Procedures):**

[www.gov.bc.ca/meia/online\\_resource/](http://www.gov.bc.ca/meia/online_resource/)

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

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

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

### **Self Serve Assessment and Application Tool:**

[www.iaselfserve.gov.bc.ca/HomePage.aspx](http://www.iaselfserve.gov.bc.ca/HomePage.aspx)

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

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

The Integrated Case Management website provides information about the project; a partnership between the Ministries of Social Development, Children and Family Development, and Labour, Citizens' Services and Open Government. This website includes an online demonstration as well as a project overview, fact sheet and information about privacy.



# MINISTRY OF SOCIAL DEVELOPMENT 30-60-90 ISSUES

MSD	Service	Background
30 Days	Labour Market Agreement for Persons with Disabilities (LMAPD) Renewal	s.13, s.16, s.17
	Healthcare Benefit Trust (HBT)	Healthcare Benefit Trust has existed for decades to provide disability coverage to agency employees in the health sector. An arbitrator's ruling brought Community Social Service Employer's Agency (CSSEA) employees into HBT in 1999. Some agencies have always resisted inclusion in HBT. A number of CSSEA and health agencies began leaving the trust a few years ago. HBT has apportioned exit levies to the agencies – most of whom have refused to pay. MSD has led a strategy with MoFIN, MCFD and Health participating, to address issues at HBT, including payment of the exit levies. In Fall 2012, agencies with assigned exit levies were contacted by their funding source (MCFD, CLBC for MSD, health authorities) to make arrangements to address the exit levies. While the exit levy amounts are modest (65% would pay less than \$10K per year over 10 years; and the remainder less than \$60K per year over 10 years for CSSEA agencies), agencies preference is for government to cover the entire cost which in the CSSEA sector current stands at \$4 million. A group of agencies have stated their intention not to pay and have encouraged other agencies still in the trust to leave. Five agencies have now filed suit against the Province and HBT regarding the payment of exit levies. The Province is required to submit a response to the claims by September 2013. Treasury Board has requested MSD, which leads government's response on this issue, to provide an update on progress by mid-June
	DM Report on People with Developmental Disabilities – 12 point plan	The Services to Adults with Developmental Disabilities (STADD) project will be seeking direction on three issues: <ul style="list-style-type: none"> <li>• Proceed with five early implementation sites for the integrated service delivery model developed after months of consultation with families, service providers,</li> </ul>

		<p>experts and individuals with developmental disabilities;</p> <ul style="list-style-type: none"> <li>• Direction on analyzing a financial framework for services to individuals with developmental disabilities that will provide more predictability in terms of services and costs; and,</li> <li>• Direction to expand the mandate of the STADD project to analyze the framework for contracted service delivery through CLBC.</li> </ul> <p>The Project is seeking a TB date mid-summer to <b>s.13, s.17</b></p>
	Employment and Labour Market Services Division (ELMSD) to initiate staffing strategy on June 26	<p>ELMSD has received up to \$10M annually in funding from the federal government to assist in the transformation of employment programming. This funding expires March 30, 2014. ELMSD has been actively working to decrease its administrative expenditures to prepare for this reduction.</p> <p><b>s.17</b></p>
	CLBC Board Re-appointments	<p>Three board reappointments required by July 1<sup>st</sup>. Ministerial Orders will be drafted for the Minister's signature.</p>
<b>60 Days</b>	Minister's Council on Employment and Accessibility	<p>The Minister's Council on Employment and Accessibility (which last met in March 2013) is a forum comprised of members from the business, community/NGO, and government sectors as well as families and individuals with disabilities that advises the Minister of Social Development on solutions and strategies to increase employment and access for people with disabilities. Council members delivered their Action Plan Framework, a report of recommendations, to the Minister in September, 2012. Recommendations identify potential actions in the areas of providing employer/individual supports, strengthening policies and optimizing the use of existing resources/services. As well, linkages are being made with the Federal Panel on Labour Market Opportunities for Persons with Disabilities to align any of Council's initiatives with the work of the Panel, including the Canadian Employers Disability Forum. In March 2013 the Minister of Social Development made a "soft" announcement identifying the co-chairs - Tamara Vrooman, (Vancity) and Wynn Powell (London Drugs) - of a President's Group which would consist of business leaders who would identify strategies to support employment for persons with</p>

		disabilities. As well, government has committed to a White Paper and Summit on increasing BC's national leadership on Disability. s.13
	CLBC Annual Report	CLBC's 2012/13 Annual Report is nearing completion, and will be sent to the Clerk of the House with the other Crown and Ministry annual reports, when the 2012/13 Public Accounts are released (end of June/early July). Minister approval will be required before Report is released.
	Ministry of Social Development Annual Service Plan Report	MSD's 2012/13 Annual Service Plan Report is nearing completion, and will be sent to Cabinet Operations with the other ministry Annual Service Plan Reports, when the 2012/13 Public Accounts are released (end of June/early July). Minister approval, including the Message from the Minister and Accountability Statement will be required before the report is released.
	Integrated Case Management (ICM)	ICM Phase 4 is in progress. The project is scheduled for completion by the end of December 2014, within the original overall approved budget of \$182 million. In MSD, ICM Phase 4 will improve specific business processes and provide the ability for alternate payment methods. Phase 4 will support the ministry direction for improved services for clients through the Channel Strategy, and add enhancements to aid the day-to-day work of ministry staff. For MCFD, Phase 4 focuses on enabling contract management across program areas within ICM. It also provides an upgrade for child protection and updates for Children and Youth with Special Needs. The Project Board intends to return to Treasury Board at the earliest opportunity for the purpose of providing a project update, s.13, s.17
90 Days		

s.13, s.17

s.13, s.17

EATI Funding

s.13, s.17

Online optical Pilot

In March 2013, the ministry launched a six month pilot program that gives clients on income and disability assistance the option to purchase eyeglasses online and have the claims submitted to Pacific Blue Cross for payment by the ministry. Ministry partners in the pilot project are Pacific Blue Cross, the insurer that delivers benefits to recipients of B.C. Employment and Assistance on behalf of the ministry, and

		<p>B.C.-based Clearly Contacts, the largest online retailer of eyewear in North America. Criteria have been established to evaluate the success of the pilot and the results will influence the scope of wider roll out and potential future policy changes.</p> <p>Upon successful completion of the pilot, the intent is to extend the opportunity to participate as a supplier to other online eyewear companies, provided they meet ministry criteria for providing services. Criteria for service providers include the requirement to have an optician, optometrist or an ophthalmologist on staff, licensed to practice in B.C. Evaluation for pilot will be available in September, 2013 and decisions will need to be made afterwards regarding retaining, expanding, dropping service.</p>
	DSM V	<p>The 5th edition of the American Psychiatric Association's (APA) Diagnostic and Statistical Manual of Mental Disorders (DSM) will be published late May 2013. The DSM is a standard classification of mental disorders used by mental health professionals. It contains descriptions, symptoms, and other criteria for diagnosing mental disorders. The new manual will supersede the DSM IV, published in 1994, and revised in 2000. <sup>s.13</sup></p>
30-60-90 days (Ongoing)	Employment Programs of BC (EPBC) and specialized services	<p>Concerns exist among some stakeholders or former service providers that the new EPBC service delivery model does not adequately respond to needs of specialized populations such as youth, people with disabilities, First Nations/Aboriginals. The Ministry is actively working with contractors to ensure quality services are delivered to all clients. This has included a symposium to share best practices with contractors, ongoing monitoring of services, and work directly with the contractors on ensuring that the full suite of services are being delivered in every community.</p>
	CLBC	<p>Concerns arising regarding case related services or funding. MSD is working with CLBC to ensure adequacy of CLBC's budget to manage difficult cases in conjunction with cross ministry troubleshooting, particularly with Ministry of Health. This is the focus of the work of the STADD project</p>
	Income Assistance Rate Increase	<p>Advocacy group calling for government to increase income assistance rates particularly for Persons with Disabilities (PWD)</p>
	Ongoing case specific client issues	<p>Ongoing issues with client requests for access to medical equipment and/or health supplements , bus pass etc.</p>

	Expanded Mandate for the Representative for Children and Youth (RCY) and CLBC	<p>The Representative for Children and Youth mandate has been expanded to include youth with whom the RCY has become involved and are transitioning from MCFD to CLBC. The RCY is developing a process to implement this mandate and there is the possibility that her office could become involved in CLBC cases or cases involving other services for CLBC eligible clients. Expansion of the mandate for RCY will be implemented in the Fall 2013. The Ministry of Justice is responsible for the <i>Representative for Children and Youth Act</i> 2013. CSSEA and the unions comprising the CSSBA reached a tentative two-year collective agreement for Community Living Services and General Services for the period between April 1, 2012 and March 31, 2014. Ratification was reached in late April 2013. The agreement was achieved under the provincial government's cooperative gains mandate and provides for an increase in compensation found through savings identified in cooperation with the CSSBA. <a href="#">s.17</a></p>
	CSSEA Bargaining and Cooperative Gains	<p>MSD's ADM for Management Services has been identified as the sectoral lead for this initiative.</p>
	Annualized Earnings Exemptions	<p>The Ministry has been phasing in optional Annualized Earning Exemptions for Persons With Disabilities (PWD) clients, beginning in January 2013 with a cohort of clients whose earning patterns suggested they were most likely to benefit, and expanding to all PWD clients in January 2014. <a href="#">s.13</a></p>

[s. 3](#)



## BUDGET 2013-14: MINISTRY OF SOCIAL DEVELOPMENT

### ADM Responsible:

Wes Boyd, Management Services Division

### General:

The focus of the budget for 2013/14 is to meet the ministry's commitment to provide responsive, innovative and integrated social services to British Columbians who need assistance.

The 2013/14 operating budget for the Ministry of Social Development is \$2.49 billion. This is an operating budget increase of approximately \$30 million over fiscal 2012/13, but is a \$13 million decrease from the fiscal plan.

<b>Table 1.1 Funding Changes from Budget 2012 Fiscal Plan</b>				
(\$ millions)	2013/14	2014/15	2015/16	Total
Temporary Assistance.....	(43)	(66)	(68)	(177)
Disability Assistance.....	32	63	63	158
Supplementary Assistance.....	-	2	4	6
<b>Total .....</b>	<b>(11)</b>	<b>(1)</b>	<b>(1)</b>	<b>(13)</b>

The 2013/14 capital funding is \$39.5 million, including \$38.2 million for Integrated Case Management (ICM).

### Income Assistance:

The Province has a statutory commitment to provide social assistance. Income Assistance is the core service of the ministry and accounts for \$1.68 billion of ministry operations budget in 2013/14.

Government remains committed to funding critical social services and will provide contingency funds to the Ministry of Social Development, if required.

As of March 2013, the number of people on income assistance was 180,060 - a decrease of 437 (0.2 per cent), compared to March 2012.

- Temporary Assistance (TA) caseload has declined at a higher rate than previously anticipated in Budget 2012. Budget 2013 provides a total of \$384 million in fiscal 2013/14 and \$1.1 billion over the fiscal plan, down a total of \$177 million from the 2012 fiscal plan.
- Disability Assistance (DA) caseloads are forecast to increase due to population growth and a higher incidence of persons with disabilities. Budget 2013 provides \$914 million for fiscal

2013/14, an increase of \$66 million over 2012/13, and a total of \$158 million for the fiscal plan (see table above) to support an average caseload of 92,800.

- Budget 2013 provides \$269.6 million in fiscal 2013/14 for Supplementary Assistance (SA) supports (i.e. basic dental, school supplies, medical equipment), associated with the increase in disability assistance caseload.

#### Community Living British Columbia (CLBC):

- For fiscal year 2013/14, CLBC's base budget funding remains unchanged at \$708.8 million.
- An additional \$80 million over three years has been committed to develop new approaches to day and employment programs, to improving transition planning and to other key changes and innovations in support of the 12-point plan.
- In addition, \$36 million in contingency funding has been allocated over three years to further support CLBC caseload.

Millions	Fiscal 2012/13	Fiscal 2013/14	Fiscal 2014/15	Fiscal 2015/16
<b>CLBC Baseline Funding</b>	<b>\$681.0</b>	<b>\$708.8</b>	<b>\$708.8</b>	<b>\$708.8</b>
<b>Additional Funding:</b>				
<b>Annualized caseload</b>	\$17.8	-	-	-
<b>Municipal Pension Plan</b>	\$10.0	-	-	-
<b>New CLBC Baseline</b>	<b>\$708.8</b>	<b>\$708.8</b>	<b>\$708.8</b>	<b>\$708.8</b>
<b>Youth and Employment</b>	\$10.0	\$20.0	\$30.0	\$30.0
<b>Contingency funds</b>	\$12.0	\$12.0	\$12.0	\$12.0
<b>Total Provincial funding</b>	<b>\$730.8</b>	<b>\$740.8</b>	<b>\$750.8</b>	<b>\$750.8</b>

#### Employment:

In 2013/14, through the Ministry of Social Development, a total of \$344.2 million will be invested in employment services. That includes \$280.7 million through the Labour Market Development Agreement with the federal government, \$55.5 million in provincial spending and \$8.0 million from the Labour Market Agreement, managed by the Ministry of Jobs, Tourism and Skills Training.

- The majority of this funding - \$276.6 million – will support the 73 Employment Service contracts throughout the province under the new Employment Program of BC, resulting in reduced administration and enhanced efficiency, while allowing more program dollars to be spent on direct services to British Columbians.
- In addition the ministry receives \$20.5 million annually to support the administration costs of LMMA.



- The focus of the new Employment Program of BC, which launched April 2012, is to provide the supports and services to get people, including those with specialized needs, back into the workforce.
- This new program is making it easier for people to find work and provide stability for their families through a wide range of integrated supports and services.

#### Integrated Case Management (ICM):

Integrated Case Management is a \$182 million Capital project being implemented over six years. Capital expenditures in 2012/13 will be approximately \$24 million. Expenditures in 2013/14 are budgeted at \$38 million.

- Integrated Case Management is a long-overdue system replacement that is needed to support critical key services that are vital to thousands of British Columbians.
- ICM Phase two rolled out in April 2012.
- The first phase began in November 2010 and full implementation is scheduled for late 2014.
- Phase three was implemented on March 4, 2013.



## MINISTRY OF SOCIAL DEVELOPMENT BUDGET 2013-14 – FINANCIAL QUESTIONS & ANSWERS

ADM Responsible:

Wes Boyd, Management Services Division

#	Topic	Page
<b>Budget Questions</b>		
1.	Budget 13/14	2
2.	Changes Budget 2013	2
3.	Decrease Temporary Assistance	2
4.	Increase Disability Assistance	3
5.	Focus of Budget 2013	3
6.	Funding received in Budget 2012	3
<b>Income Assistance</b>		
7.	Number of IA Clients	4
8.	Rate Increases	4
9.	Index rates to inflation	5
10.	Cross Jurisdictional comparison - Rates	5
11.	Cross Jurisdictional comparison - Volume	5
12.	Community Volunteer Supplement	6
13.	CAYA	6
<b>Employment Programs – Federal and Provincial</b>		
14.	Budget 2013/14	7
<b>Integrated Case Management (ICM)</b>		
15.	What is ICM	7
16.	Key features	8
17.	Benefit to British Columbians	8

General:

**1. What is the 2013/14 Budget for the ministry?**

- The budget for 2013/14 is \$2.49 billion for ministry operations, a \$30 million increase from \$2.46 billion in 2012/13, but \$11 million less than the Budget 2012 fiscal plan for 2013/14.

2. What are the funding changes to the ministry since Budget 2012?

- Budget 2013 reflects a shift in demand from temporary assistance to disability assistance, and an overall fiscal plan decrease of \$11 million for 2013/14, with \$1 million decrease in 2014/15 and 2015/16.

<b>Table 1.1 Funding Changes from Budget 2012 Fiscal Plan</b>				
(\$ millions)	2013/14	2014/15	2015/16	Total
Temporary Assistance.....	(43)	(66)	(68)	(177)
Disability Assistance.....	32	63	63	158
Supplementary Assistance.....	-	2	4	6
<b>Total .....</b>	<b>(11)</b>	<b>(1)</b>	<b>(1)</b>	<b>(13)</b>

- *Budget 2012* provided the ministry with significant funding increases of \$444 million over the fiscal plan to support individuals and families
- The Temporary Assistance caseload is in decline and the TA budget was reduced accordingly. This reduction was offset by the growth in the Disability Assistance caseload; and some increase to Supplementary Assistance for fiscal 2013/14 to 2015/16.

3. Why has the Temporary Assistance caseload decreased so significantly, is this related to the Jobs Plan?

- The Temporarily Assistance caseload decreased by 9 per cent in 2012/13, and is forecast to decline further over the fiscal plan.
- This is good news as it means fewer British Columbians need to access funding of “last resort”. It implies that more British Columbians in need are able to find employment.
- In addition, the ministry implemented modest income assistance related policy reforms including strengthening applicants efforts in finding employment.

4. Why is the disability assistance caseload increasing?

- Disability assistance caseloads are forecast to increase due to population growth and a higher incidence of persons with disabilities. Budget 2013 provides an additional \$158 million over three years to support a disability assistance caseload of 92,795 (3 year average).
- Budget 2013 also provides an additional \$6 million over three years for supplementary assistance supports (i.e. basic dental, school supplies, medical equipment) associated with the increase in disability assistance caseloads.

5. What is the focus of Budget 2013?

- The ministry continues to be committed to providing British Columbians with access to needed supports and employment services people can quickly and easily find and use. As we build up the foundation of our economy, it is important that we continue to provide the services and supports

necessary to help more people and families become self-sufficient so they can contribute to an expanding economy and healthy communities.

- British Columbia has a solid income and disability assistance system which provides temporary help to those who can work, and longer-term aid to those who, through disability or other barriers, have a more difficult time working or who cannot work.

**6. What new funding did the ministry receive in Budget 2012?**

- Budget 2012 included a \$108 million increase to the 2012/13 base operating budget to help address income assistance caseload pressures.
- Increase in funding was as follows:
  - Temporary Assistance: \$34 million to total of \$430 million
  - Disability Assistance: \$17.2 million to total of \$847 million.
  - Supplementary Assistance: \$14.1 million to \$269 million
  - Program management: \$2.8 million to \$111 million
  - Community Living BC \$37.8 million to total of \$718.8 million
  - Communication Assistance for Youth and Adults (CAYA) for \$1.9 million

**Income Assistance:**

**7. How many British Columbians receive income assistance?**

Caseload (March 2013)	Cases	Recipients
Temporary Assistance	50,433	77,772
Disability Assistance	85,753	102,288
Total	136,196	180,060

- As of March 2013, 136,196 cases, consisting of 180,060 recipients, were receiving income assistance, compared to 136,065 cases (180,497 recipients) in March 2012.
  - Of these, 85,753 cases, consisting of 102,288 recipients, were receiving disability assistance, compared to cases 82,314 (98,093 recipients) in March 2012.
  - The incidence of PWD (PWD caseload as a percent of the population age 18-64) has been continuously increasing. The incidence of PWD has increased from 1.6 per cent in 2001 to 2.7 per cent in 2012. Incidence generally increases with age, peaking at ages 55 to 59.
  - At the same time, the BC population has been rising. Over the last 10 years, the BC population age 18-64 has increased by 372,800 (14 per cent). The population is expected to increase a further 6.4 per cent by 2022 – an increase of 196,000.

**8. Have income assistance rates increased?**

- Income assistance rates are unchanged. The provincial government increased rates substantially in 2007 for all clients. This marked the first across-the-board increase since 1992.
- Government has raised rates twice since 2001. In 2005, the support allowance for Persons with Disabilities was increased by \$70 or 15 per cent.

- In 2007, there was a \$50 across-the-board increase to shelter allowances for all client groups, the first increase since 1992.
- Also in 2007, support rates for employable clients were increased by 27 per cent, and support and shelter payments for families with children were standardized, a change which benefited 18,000 families.

**9. Are income assistance rates indexed for inflation?**

- No. Indexing rates to inflation would potentially impede government's ability to control its budget over the long term and to target increases to the most pressing needs of British Columbians.
- The Province will continue to review income assistance rates annually as part of its fiscal plan.

**10. How do income assistance rates in BC compare to other provinces?**

	Single Employable	PWD
British Columbia	\$610	\$906
Average of Other Provinces	\$605	\$944
BC Ranking	4	5

- As of January 2013, BC's income assistance rates rank 4th highest for single employable clients and 5th highest for individuals receiving disability assistance.

**11. How do income assistance volumes in BC compare to other provinces?**

- As of September 2012 (latest month for which we have data for all provinces), BC had the 4th lowest per capita income assistance rate (of population age 15 to 64) at 4.2 per cent.
- The lowest is Alberta at 2.9 per cent and the highest is Newfoundland and Labrador at 3.9 per cent.

**12. BC experienced the 4th largest growth in caseloads amongst Canadian provinces between September 2011 and September 2012 – caseload declined by 1.7 per cent (compared to a 0.2 per cent increase nationally)**

**13. What is happening with the Community Volunteer Supplement?**

- In October 2011, as promised, every person on the CVS waitlist was given the opportunity to apply for the program and begin receiving their supplement.
- For those in the CVS program, everyone will continue to receive their supplement for as long as they choose to keep working at their volunteer position.
- We will continue to spend the funds required to maintain this benefit for those participating in CVS.
- Maintaining this program for its current participants is the fair thing to do.

- As well, going forward, our government is also increasingly focused on addressing the employment gap for persons with disabilities and on policies, programs and initiatives that will increase employment opportunities for individuals with disabilities.
- Our goal is to ensure supports are in place to foster greater community inclusion and encourage people with disabilities to work as they are able.
- And we'll continue to work with disability groups to find a balance between increasing opportunities for employment and community inclusion for people with disabilities with the accountability the public expects from government.

**14. What services does the funding provided to CAYA provide?**

- The Communication Assistance for Youth and Adults project provides alternative and augmentative communications (AAC) technology to adults with severe communication disabilities.
- Supporting the CAYA project fills a gap which previously existed as youth left the K-12 education system and could no longer access assistive technology services provided through that system.
- The Province has financially supported CAYA over several years and recognizes the important work the organization does in support of individuals with developmental disabilities.
- As a further demonstration of this support, the ministry committed \$1.9 million per year for three years in Budget 2012. This funding will allow CAYA to serve approximately 90 new clients annually, as well as provide ongoing support to existing clients. The Province also committed to providing an additional \$1.5 million in support for CAYA in March 2013.

**Employment:**

**15. How much federal funding for employment programs will the ministry receive for 2013/14 and how will that money be used?**

- The ministry will be investing \$281 million through the Labour Market Development Agreement (LMDA) and \$55.5 million in provincial spending.
- We have requested access to \$8 million in funding through the Labour Market Agreement which is managed by the Ministry of Jobs, Tourism, and Innovation.
- The new Employment Program of BC (EPBC) has committed \$276.6 million for 73 Employment Service Contracts (ESC) throughout the province.
- In addition the ministry receives \$20.5 million annually to support the administration costs of the LMDA.

**Integrated Case Management (ICM):**

**16. Why is Social Development implementing a \$182 million system to manage case files just when a sluggish global economic recovery is placing more demands on social services in BC?**

- Integrated Case Management (ICM) is a long-overdue computer system that replaces numerous outdated and inflexible information systems – some more than 30 years old and obsolete – that deliver critical social programs.

- This project involves a wide range of critical social programs in both the Ministry of Social Development (MSD) and the Ministry of Children and Family Development (MCFD).
- With the implementation of a major systems project of this scale, we knew there would be bumps and challenges along the way. By phasing in the system over five years we are better able to manage risk, measure results, and keep the project on track.
- Despite issues and challenges, the fundamental reasons for moving to a new system still exist – ICM will help provide our staff with the tools they need so they can better support vulnerable children and families across B.C.
- I can assure you that the technical aspects of ICM are stable and secure and will provide the flexibility to allow government to make changes, as needed, to meet ongoing business requirements.
- ICM has been used by MSD for over two years now and is working well.
- Phase 3 was implemented in March 2013, and the project is on time and on budget for completion in December 2014

**17. What are the key features of ICM?**

- In order to meet the needs of B.C. families – who often receive services from multiple programs and services across multiple ministries – we need modern computer systems that can respond to changes in legislation and practice.
- When fully implemented, the ICM system will provide a single source of information on individuals and families who use ministry programs and services.
- Information stored in the ICM system about an individual's circumstances makes determining that person's eligibility for benefits, programs and services faster and more consistent.
- When fully implemented, ICM will improve outcomes for clients through coordinated planning, consistent service standards, and appropriate information sharing and service delivery options.

**18. How will ICM benefit British Columbians?**

- ICM is replacing computer systems that have been in use for decades, and provides better tools for both front-line workers and our service delivery partners.
- The changes to how we do business – and share relevant information appropriately – will ultimately produce better outcomes for individuals and families.
- ICM is also improving the links between public spending and client outcomes, and is able to provide more complete information to support policy and program changes that best meet the needs of British Columbians.



## COMMUNITY LIVING BRITISH COLUMBIA (CLBC) BUDGET

Government and CLBC are continuing with implementation of the 12 recommendations included in the Deputy Ministers' report released in January 2012, *Improving Services to People with Developmental Disabilities*. This will occur over the next six months and likely continue into future fiscal years.

Once the 12-point plan is fully implemented and a new integrated service delivery model is established, we will be able to reliably substantiate service demands and associated costs and budget accordingly.

Until that time, we understand that ongoing annualized costs for CLBC services will likely exceed the contingency allocation and we will monitor that.

### Budget Clarification

Government increased CLBC's base budget by \$27.8 million, to \$708.8 million in 2012/13.

In 2013/14, this base funding was maintained, and an additional \$80 million over three years was committed to develop new approaches to day and employment programs, to improving transition planning and to other key changes and innovations in support of the 12-point plan. These funds are allocated to MSD to fund improvements in services for persons with developmental disabilities. MSD a small portion of the funds for internal work supporting the 12-point plan and has allocated most of the funds last fiscal year and this fiscal year to CLBC to address caseload pressure.

In addition, \$36 million in contingency funding was allocated over three years to further support anticipated CLBC caseload increases.

For fiscal year 2013-14, CLBC's total operating budget, which includes operating contributions (base funding) from the B.C. government, is \$756.7 million.

CLBC provides support for 15,076 individuals. This support ranges from needs assessment, liaison with community organizations to direct services, residential care and home sharing.



## COMMUNITY LIVING BRITISH COLUMBIA (CLBC) SERVICE PLAN 2013/2014 – BUDGET CLARIFICATION

Additional funding over the next three years to support individuals with developmental disabilities in B.C. (in \$millions)

(See Contributions from the Province – page 27 & 28, CLBC Service Plan)

Fiscal 2012/13 Baseline funding	\$708.8	\$708.8	\$708.8	
	<b>Fiscal 2013/14</b>	<b>Fiscal 2014/15</b>	<b>Fiscal 2015/16</b>	
Additional funding: Transition and Employment (MSD)	\$20.0	\$30.0	\$30.0	\$80.0
Contingency funds	\$12.0	\$12.0	\$12.0	\$36.0
Additional funding plus contingency				\$116.0

### Key issue affecting CLBC budget:

- Government and CLBC are mid-way through implementation of the 12 recommendations included in the Deputy Ministers Report, *Improving Services to People with Developmental Disabilities*, released in January 2012.
- Until these 12 recommendations are fully implemented and a new integrated service delivery model is established, there is no way to reliably substantiate service demands and associated costs.
- Until reliable service demand information is available, the Province is maintaining annual contingency funding levels at \$12 million. However, Government understands that ongoing annualized costs for services will likely exceed the contingency allocation.

#### Fiscal 2012/13

In Fiscal 2012/13, the CLBC base budget funding from Government grew from \$681 million to 708.8 million - an increase of \$27.8 million.

This increase to the CLBC base budget included:

- \$17.8 million as a permanent annual increase to CLBC's operating budget.
- \$10 million to cover municipal pension plan costs (previously funded through contingency).

In addition, government is also providing:

- \$12 million in annual contingency funds, held by the Ministry of Finance.
  - For anticipated CLBC caseload growth and increased supports for individuals already receiving services, where necessary.
- \$10 million, managed through the Ministry of Social Development (MSD).
  - To develop new approaches to day and employment programs, support innovations and improve transition planning for youth with developmental disabilities.

#### Fiscal 2013/14

In Fiscal 2013/14, Government is maintaining the CLBC base budget funding at \$708.8 million.

In addition, government is also providing:

- \$12 million in annual contingency funds, held by the Ministry of Finance
  - Recognizing that if, as anticipated, contingency funding was fully applied to address service needs in 2012/13, ongoing annualized costs for these services will continue to exceed the contingency allocation in 2013/14.
- \$20 million, managed through the Ministry of Social Development
  - This is to continue to develop and implement new approaches to day and employment programs, support innovations and improve transition planning for youth.

#### Fiscal 2014/15

In Fiscal 2014/15, Government is maintaining the CLBC base budget funding at \$708.8 million.

In addition, government is also providing:

- \$12 million in annual contingency funds, held by the Ministry of Finance
  - Recognizing that if, as anticipated, contingency funding was fully applied to address service needs in 2012/13, ongoing annualized costs for these services will continue to exceed the contingency allocation in 2013/14 and 2014/15.
- \$30 million, managed through the Ministry of Social Development
  - This is to continue to develop and implement new approaches to day and employment programs, support innovations and improve transition planning for youth.

#### Fiscal 2015/16

In Fiscal 2015/16, Government is maintaining the CLBC base budget funding at \$708.8 million.

In addition, government is also providing:

- \$12 million in annual contingency funds, held by the Ministry of Finance
  - Recognizing that if, as anticipated, contingency funding was fully applied to address service needs in 2012/13, ongoing annualized costs for these services will continue to exceed the contingency allocation in 2013/14, 2014/15 and 2015/16.
- \$30 million, managed through the Ministry of Social Development
  - This is to continue to develop and implement new approaches to day and employment programs, support innovations and improve transition planning for youth.



## POLICY AND RESEARCH DIVISION OVERVIEW

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Program Area Description:

The Policy and Research Division (PRD) is an integrated service, policy and legislation unit of the Ministry of Social Development (MSD). PRD provides research and analysis, policy, regulations, legislation, advice, strategic services and consultation for the broad span of MSD functions. There are five branches in PRD:

The *Strategic Policy Branch* leads the development, implementation and evaluation of the ministry's strategic policy and the ministry's stakeholder relations activities, which includes aboriginal partnerships and consultations with disability and poverty stakeholders. The branch works collaboratively with other divisions, ministries, governments and stakeholders to develop innovative research-based policy and provides definitive income assistance policy advice to ministry executive and all divisions of the ministry.

The *Research Branch* leads and conducts research and evaluation projects that make recommendations supporting policy development, caseload forecasting, employment programs, estimated impacts of new initiatives and ministry budget design. The branch also leads several FPT working groups on poverty, disability and cross-jurisdictional social research. The branch manages one of the largest income assistance data sets in the world providing expertise in labour market, employment insurance, income support programs and poverty issues by monitoring and researching trends in inter-jurisdictional caseloads, the labour market and other income support programs.

The *MSD-MCFD Legislation, Litigation and Appeals Branch* manages litigation issues and provides legislation, appeal and reconsideration services to both MSD and the Ministry of Children and Family Development (MCFD). In addition to legislation and litigation services, the branch delivers the reconsideration programs that ensure clients are treated consistently and within the principles of administrative fairness, and that clients receive the assistance for which they are eligible.

The *Disability Services Branch* leads the implementation of government's Disability Strategy and supports core programs and services for people with disabilities and their families. The branch is responsible for the Minister's Council on Employment and Accessibility, and assists with coordination of government's response to the UN Declaration of Rights for Persons with Disabilities. The branch researches national and international strategies that support people with disabilities and supports oversight of Community Living BC. The branch also delivers, with community partners, the Employment and Assistive Technology Initiative.

The *Innovative Partnerships Branch* leads the Provincial Social Innovation Agenda by providing strategic direction and management expertise to the implementation of cross-government and cross-sector social innovation initiatives. The branch provides strategic and secretariat support to the Government Non Profit Initiative Council Office, the ADM Committee on Non Profit Partnerships and BC Partners for Social Impact.

**2013/2014 Budget (\$000):**

Salaries and Benefits	Operating Costs	Govt. Transfer (CLBC)	Other Expenses	Total
4,600	3,519	728,777	13	736,909

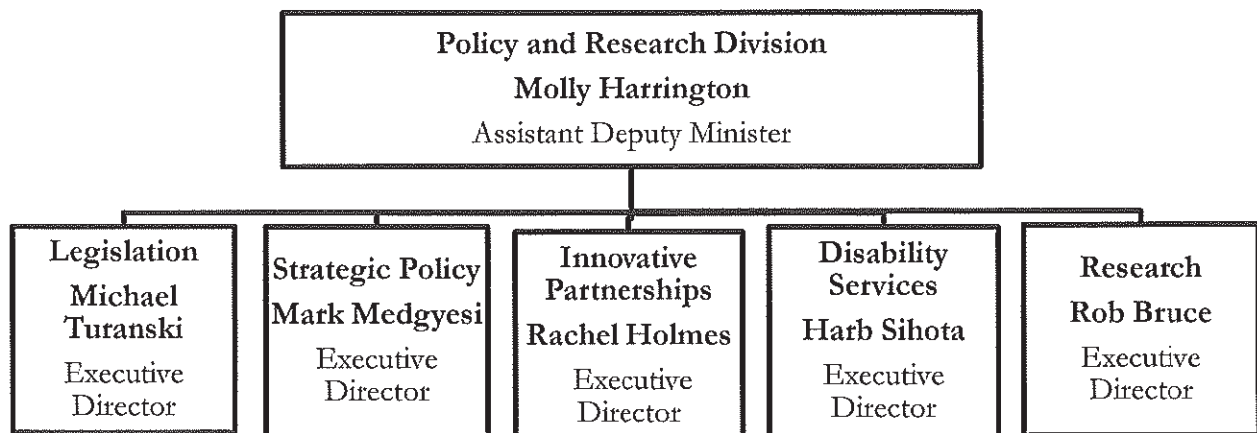
**Full Time Equivalents (FTEs):**

62 FTEs as of March 31, 2013

**Related Legislation:**

- *Employment and Assistance Act*
- *Employment and Assistance for Persons with Disabilities Act*
- *Community Living Authority Act*
- *Human Resource Facility Act* (section 1.1 (b) and (c))

**Organizational Chart:**





## INCOME ASSISTANCE

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Core Business:

Income Assistance (also known as Temporary Assistance or “basic welfare”) provides support and shelter payments to help low income singles and families while they are looking for work. As of March 2013, the temporary assistance caseload was 50,443. The amount of income assistance depends on family composition. For instance, the rate for an employable single person on income assistance is \$610 per month and an employable couple receives \$877.22 per month.

To ensure that available resources go to those people who need them most, applicants are expected to apply for and access all other sources of income and assets before qualifying (e.g. Canadian Pension Plan (CPP), Employment Insurance). Initial and ongoing eligibility is determined by:

- Income and asset tests
- Employment obligations (e.g., requirements to seek work)
- Administrative and other requirements (Proof of Identity, Citizenship Status, Residency, etc)

Employable applicants are expected to look for work before they receive assistance. Applicants in immediate need of food, shelter or urgent medical attention are provided with assistance while they complete their work search. Where able, people receiving income assistance are expected to complete an employment plan, seek work, and participate in employment programs. Some clients have restrictions which can limit their ability to work or look for work, either temporarily or for lengthy periods. These restrictions may be situational such as a single parent with a child under three years of age, multiple barriers to employment, or a temporary medical condition. There are exemptions in place to temporarily excuse clients in these situations from employment obligations.

An employable client receiving income assistance has an earnings exemption of \$200 per month to assist with building job skills and experience. Supplementary assistance is also available to provide additional benefits for specific health or general needs - for more information, see Supplementary Assistance – General and Supplementary Assistance – Health.

**Budget:**

The following chart contains budget information on assistance paid out to or on behalf of clients and does not include program management costs.

Assistance Type	2011/12		2012/13		2013/14 Budget (\$000)
	Budget	Actual	Budget	Actual	
Income (Temporary) Assistance	\$446,354	\$439,243	\$429,985	\$395,576	\$383,639

**Related Legislation:**

*BC Employment and Assistance Act*

BC Employment and Assistance Regulations



## DISABILITY ASSISTANCE

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Core Business:

Disability Assistance provides support and shelter payments to low-income individuals with a disability who are unable to fully support themselves or who are not expected to gain independence. To be eligible for disability assistance, a person must be 18 years old and meet the criteria for the Persons with Disabilities (PWD) designation. As of March 2013, the disability assistance caseload was 85,753.

To be designated as PWD, applicants must have severe mental or physical impairment that is likely to continue for at least two years and have restrictions to or need assistance with daily living activities. Employability is not a factor in determining who is eligible for disability assistance. Applicants are required to apply for and access all other sources of income and assets. Initial and ongoing eligibility is determined by both:

- Income and asset tests, and
- Administrative and other requirements (Proof of Identity, Citizenship Status, Residency, etc).

The amount of disability assistance depends on family composition. For instance, a single person with the PWD designation may receive funds for support and shelter up to \$906.42 per month. A couple both with PWD designation may receive up to \$1519.06 per month. A broad number of supplements are also available under Supplementary Assistance to provide additional benefits for specific health or general needs - for more information, see Supplementary Assistance – General and Supplementary Assistance – Health.

Individuals receiving disability assistance are not required to seek work. However, the Employment Program of British Columbia and other supports such as earnings exemptions of \$800 per month for a single person with the PWD designation are provided to support people with disabilities to work when they are able. Individuals with the PWD designation who leave assistance for employment or to move into federal income support programs maintain access to specific health supplements to assist with transitioning to self-sufficiency.

**Budget:**

The following chart contains budget information on assistance paid out to or on behalf of clients and does not include program management costs.

Assistance Type	2011/12		2012/13		2013/14 Budget (\$000)
	Budget (\$000)	Actual (\$000)	Budget (\$000)	Actual (\$000)	
Disability Assistance	\$840,053	\$818,916	\$848,975	\$867,303	\$913,576

**Related Legislation:**

- *BC Employment and Assistance for Persons with Disabilities Act*
- BC Employment and Assistance for Persons with Disabilities Regulation



## SUPPLEMENTARY ASSISTANCE - GENERAL

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Core Business:

Supplementary Assistance provides clients with access to additional benefits to assist with specific needs and circumstances. Supplementary Assistance is divided into two basic categories: General Supplements and Health Supplements.

General supplements, with a few exceptions, are available to all ministry clients. Examples include benefits such as security deposits, crisis supplement, school start-up and confirmed job supplement – see details below. Eligibility decisions are made by ministry staff based on criteria and documentation requirements outlined in policy and regulation.

There are a limited number of general supplements that are also available to low-income individuals and families who are not receiving income or disability assistance. These supplements include: Bus Pass Program (for seniors), Senior's Supplement, and Funeral Supplement. Eligibility for these programs is based on financial need. Eligibility for the senior's supplement and the bus pass is also based on age.

Other payments captured under Supplementary Assistance include residential facility user fees, application fees, and Third Party Administration contracts.

### General Supplements

General Supplement	Description
Bus Pass	Coverage for a low-cost annual bus pass available for individuals with the PWD designation and low-income seniors to enable them to participate in their communities (work, volunteer) as they are able. The recipient pays \$45 per year.
Camp Fees	Monetary supplement of up to \$200 per year to fully or partially cover the cost of attending a recognized camp for dependent children or adult recipients of disability assistance.

General Supplement	Description
<b>Christmas Supplement</b>	<p>Monetary supplement to assist clients with additional costs at Christmas. Rates:</p> <ul style="list-style-type: none"> <li>• Single: \$35 per calendar year</li> <li>• Couple: \$70 per calendar year</li> <li>• Single or two-parent family with dependent children: \$70 per calendar year plus \$10 for each dependent child</li> </ul>
<b>Clothing Supplement for Clients in Special Care Facilities</b>	<p>Monetary supplement to assist clients in obtaining necessary clothing that is not provided through their care facility. Amount provided is based on actual need and when no other resources available to family unit.</p>
<b>Community Volunteer Supplement (CVS)</b>	<p>Monthly monetary supplement of up to \$100 per eligible client to cover required clothing, transportation, and other expenses for a client with no employment obligations to participate in a community volunteer program. Effective October 31, 2011, the CVS waitlist was eliminated and no new applicants are being accepted.</p>
<b>Confirmed Job Supplement</b>	<p>Monetary supplement of up to \$1000 per family to allow clients with a confirmed offer of employment to purchase the essential transportation and work-related items they need to begin a job that will enable the family to leave assistance. Eligible only if no other resources available to family unit.</p>
<b>Co-op Share Purchase</b>	<p>A repayable monetary supplement available to assist a client to purchase cooperative housing membership shares. Limited to the lesser of following: \$850, or 50% of cost of membership shares.</p>
<b>Crisis Supplement</b>	<p>A monetary supplement to aid the client in an emergency of an unexpected nature when all other resources have been exhausted. Maximums:</p> <ul style="list-style-type: none"> <li>• Food: Up to \$20 per person per month</li> <li>• Clothing: Up to \$100 per person per year or \$400 per family of four or more per year</li> <li>• Shelter: Restricted to the actual cost up to the maximum monthly shelter allowance for the family unit</li> </ul> <p>The cumulative amount of crisis supplements over 12 consecutive months must not exceed twice the maximum amount of support and shelter that would be available to the family at the time the request is made.</p>

General Supplement	Description
<b>Family Bonus (FB) Top Up Supplements</b>	<p>A temporary monetary supplement to cover financial needs when a Family Bonus (FB) payment (administered by Canada Revenue Agency) has been delayed, suspended, cancelled, or requires adjustment. Rates are indexed to the federal National Child Benefit Supplement.</p> <ul style="list-style-type: none"> <li>• First child - \$181.41 per calendar month</li> <li>• Second child - \$160.50 per calendar month</li> <li>• Subsequent children - \$152.67 per calendar month</li> </ul> <p>An automatic adjustment may also be issued for families who do not receive the maximum FB per dependent child because: their income was too high the previous year, or they have a newborn, or an 18 year old child.</p> <p>Where a family unit receives a retroactive FB payment for the months for which they also received a Temporary FB Top-Up Supplement, the amount of the income exemption for the retroactive payment will be reduced by the amount paid via the Temporary FB Top-Up Supplement. The maximum reduction will be the lesser of:</p> <ul style="list-style-type: none"> <li>• The amount of the FB retroactive payment, and</li> <li>• The amount provided via the temporary FB top-up supplement</li> </ul> <p>The maximum reduction will not exceed one month's assistance for the family unit.</p>
<b>Funeral Supplement</b>	<p>Supplement to assist with basic funeral costs when no other resources are available to the estate of the deceased person or certain responsible persons. The supplement pays an amount for specific funeral goods and services as outlined in regulation. Also available to non-clients.</p>
<b>Guide Animal Supplement</b>	<p>Monetary supplement of \$95 per month to assist with the costs of a certified Guide Animal.</p>
<b>Identification Supplement</b>	<p>One time monetary supplement available to clients receiving hardship assistance to cover the cost of obtaining the necessary ID to establish identity for the purpose of determining eligibility. The ministry may pay for birth certificates, SIN cards, BCID cards and BC driver's licenses.</p>
<b>Moving, Transportation and Living Costs</b>	<p>Monetary supplement to cover necessary moving, transportation, and living expenses in certain situations when no other resources are available. Reasons for issuing the supplement include:</p> <ul style="list-style-type: none"> <li>• Confirmed job</li> <li>• Imminent threats to physical safety, including fleeing an abusive relationship</li> <li>• Child protection hearing</li> <li>• Court hearing</li> <li>• DNA paternity testing</li> </ul>
<b>Pre-Natal Shelter Supplement</b>	<p>Monthly monetary supplement to assist single pregnant recipients (with no spouse and no dependent child) in meeting extra costs associated with securing or maintaining stable accommodation prior to the birth of their child.</p> <p>Maximum of \$195/ month for up to 8 months issued upon confirmation of pregnancy and shelter costs above the single shelter rate of \$375/month.</p>

<b>General Supplement</b>	<b>Description</b>
<b>Lost or Stolen Cheques</b>	Provides replacement cheque for an unendorsed cheque that has been stolen.
<b>School Start-up Supplement</b>	An annual monetary supplement to cover the extra costs associated with a dependent child's schooling. Child aged 5 to 11: \$100 per calendar year / Child aged 12 and over: \$175 per calendar year.
<b>Security Deposits</b>	A repayable monetary supplement to assist in securing rental accommodation. Clients are limited to a maximum of two outstanding security deposits unless they are: <ul style="list-style-type: none"> <li>• fleeing an abusive relationship;</li> <li>• are required to move because their rental premises are being sold, demolished or condemned; or</li> <li>• are homeless or at imminent risk of homelessness</li> </ul>
<b>Utility Security Deposit</b>	A repayable monetary supplement to assist with the cost of securing service for electricity or natural gas. Amount paid is the minimum amount necessary to obtain service.
<b>Senior's Supplement</b>	A monthly monetary supplement payable to provide a minimum income for low-income seniors on Old Age Security / Guaranteed Income Supplement (OAS/GIS). <ul style="list-style-type: none"> <li>• Maximum rate for a single senior - \$49.30</li> <li>• Maximum rate for a senior couple - \$120.50</li> </ul>
<b>Special Transportation Subsidy</b>	An annual monetary supplement to cover the costs of transportation for those who would otherwise be eligible for a Bus Pass but are unable to take public transit due to their disability. Limited to individuals with a PWD designation who reside in an area where the bus pass program is available. Current amount is \$790.56 per year - the equivalent to the highest bus pass subsidy in the province.
<b>Transportation to Alcohol and Drug Facilities</b>	Monetary supplement to meet the costs of transportation to and from an approved special care facility for residential alcohol and drug treatment in BC. Lowest cost available with acceptance into A&D residential facility and eligible only if no other resources or alternative travel options are available. If paying mileage: \$.20 per km.
<b>Travel Supplement</b>	A monthly monetary supplement of up to \$46 to assist with the cost of attending a self-help skill program or supported work-placement program approved by Community Living British Columbia.

**Budget/Expenditures:**

Total budget for supplementary assistance, includes costs allocated for clients receiving income assistance, disability assistance and clients not receiving income assistance. It does not include program management costs.

Assistance Type	2011/12		2012/13		2013/14 Budget (\$000)
	Budget (\$000)	Actual (\$000)	Budget (\$000)	Actual (\$000)	
General Supplements	\$105,925	\$107,598	\$108,915	\$112,367	\$109,239
Other (residential user fees, etc)	\$37,085	\$39,831	\$39,412	\$39,351	\$41,378
Totals	\$143,010	\$147,429	\$148,327	\$151,718	\$150,617

**Related Legislation:**

*BC Employment and Assistance Act* and Regulation

*BC Employment and Assistance for Persons with Disabilities Act* and Regulation



## **SUPPLEMENTARY ASSISTANCE - HEALTH**

### **ADM Responsible:**

Molly Harrington, Policy and Research Division

### **Core Business:**

Supplementary Assistance provides clients with access to additional benefits to assist with specific needs and circumstances. Supplementary Assistance is divided into two basic categories: General Supplements and Health Supplements.

Eligibility for health supplements varies depending on family type (expected-to-work, or persons with disabilities, for example), age, or individual's needs. All clients are provided with access to premium free MSP and PharmaCare coverage through the Ministry of Health. Health supplements provided through this ministry include benefits such as optical, dental, diet, nutritional, medical equipment and supplies – see details below. Depending on the specific supplement, eligible clients may receive the supplement as either a monetary or in-kind/product supplement.

Eligibility decisions are made by ministry staff based on criteria and documentation requirements outlined in policy and regulation. Each supplement has its own eligibility criteria but some general rules apply including:

- the item must be medically necessary;
- the item is the least expensive available to meet the need;
- the client has no other resources available to pay, such as private medical insurance; and
- a prescription or documentation from a health professional may be required.

The ministry also provides continued access to specific health supplements, premium free MSP and PharmaCare coverage to certain categories of former clients who no longer receive income or disability assistance under Medical Services Only (MSO) coverage. For example, individuals with a PWD designation are eligible for MSO coverage if they leave disability assistance for work or for federal benefits, such as a pension. Individuals with a Persons with Persistent Multiple Barriers designation also have access to MSO coverage if they leave assistance at age 65 for federal benefits.

Ongoing access to MSO coverage for former clients depends on individual circumstances, including residency in BC and income level.

The ministry may also provide specific health supplements for any person, including non-clients, demonstrating a direct and imminent life-threatening health need and who has no other resources available to meet that need. The supplements available to address a specific life-threatening need are medical equipment, medical supplies and medical transportation. Persons demonstrating a life-threatening health need must meet the eligibility requirements of the requested supplement; income testing is completed for non-clients, ensuring that supplements are provided only to those most in need.

Additionally, the ministry provides access to basic dental and optical coverage to dependent children in low income families through the Healthy Kids Program. Enrolment in the Healthy Kids program happens automatically for families in receipt of MSP premium-assistance through the Ministry of Health.

#### Available Health Supplements:

Health Supplement	Description
<b>Medical Services Plan (MSP) and PharmaCare</b>	Eligible clients and their families are provided with premium free medical coverage through the MSP and no deductible PharmaCare coverage.
<b>Dental and Orthodontic Supplements</b>	<p>All ministry clients can receive emergency dental coverage for the relief of pain. Basic dental services are covered for specific client categories, their dependents and children of low-income British Columbians through the Healthy Kids program.</p> <ul style="list-style-type: none"> <li>• Eligible adults have access to \$1000 of basic dental services every two years</li> <li>• Eligible children have access to \$1400 of basic dental services every two years.</li> </ul> <p>Dental supplements are paid at the rate set by the ministry. The ministry has regulated dental fee schedules which outline the eligible services and rates paid for treatment completed by either a dentist, denturist or dental hygienist.</p> <p>Orthodontic services are offered to dependent children of income and disability assistance clients and individuals with a PWD designation, and are only considered in the most severe cases.</p>
<b>Diet Supplements</b>	A monthly monetary supplement provided to assist with the cost of unusually expensive therapeutic diets required as a result of a specific medical condition or a special dietary need. Amounts range from \$10 to \$50 per month. Examples of conditions that require additional diet supplements include cystic fibrosis and diabetes, as well as gluten-free and high protein diet requirements.
<b>Extended Medical Therapies</b>	MSP covers acupuncture, physiotherapy, massage therapy, naturopathy, chiropractic and non-surgical podiatry treatments to a combined limit of 10 visits per calendar year for all clients. For specific client categories, the ministry may provide up to an additional 12 combined visits of these treatments after the 10 MSP visits have been exhausted and when required to meet an acute need. Paid at the MSP rate of \$23 per visit.

<b>Health Supplement</b>	<b>Description</b>
<b>Hearing Aids</b>	Hearing aids and associated repairs and supplies are provided to specific client categories, based on a confirmed need that is supported by a prescription and assessment from an appropriate health professional.
<b>Infant Formula</b>	Specialized infant formula is provided for a child who has a medical condition that requires specialized formula to treat the condition. Regular infant formula will be provided during the child's first 12 months if the child is at risk from contracting a disease through breastfeeding.
<b>Medical Equipment</b>	Basic medically essential equipment and devices such as canes, crutches, walkers, manual and power wheelchairs, scooters, wheelchair seating systems, ceiling and floor lifts, bathing and toileting devices, hospital beds and pressure relief mattresses, positive airway pressure devices, percussors, and suction units. Provision to specific client categories is based on a confirmed need that is supported by an assessment from an appropriate health professional.
<b>Medical Supplies</b>	Essential prescribed medical supplies are provided to specific client categories in order to prevent medical and health deterioration. This includes supplies for the following: wound care, bowel care, catheterization, incontinence, skin parasite care, limb circulation, food thickeners, and lancets.
<b>Medical Transportation</b>	Monetary supplement to meet the costs of extraordinary transportation, accommodation, meals, and other costs associated with essential medical treatment. The lowest cost option is covered. If paying mileage, rate is \$.20 per km and meals are paid at \$4 each. Eligible only if no other resources or alternative travel options available.
<b>Monthly Nutritional Supplement (MNS)</b>	<p>A monthly monetary supplement to provide support to individuals with a Persons with Disabilities designation whose severe medical conditions have progressed to the point that nutritional intervention is required to reverse or slow further deterioration of health. Without such intervention, there will be an imminent danger to their life.</p> <p>MNS may be provided for individuals with a PWD designation if it is confirmed that they have chronic, progressive health deterioration with wasting symptoms.</p> <p>The Monthly Nutritional Supplement items are:</p> <ol style="list-style-type: none"> <li>1. Nutritional items (up to \$165/month);</li> <li>2. Vitamin &amp; mineral supplements (up to \$40/month).</li> </ol> <p>The ministry may find that a client is eligible for one or both supplements.</p>
<b>Natal Supplement</b>	A monetary supplement of \$45 per month provided to pregnant clients for single births, and to family units in which there is a child under the age of seven months, to assist with meeting the extra costs associated with prenatal and postnatal periods. For multiple pregnancies or multiple births, the supplement may be increased to \$90.
<b>Nutritional Supplements</b>	Nutritional supplements (e.g., Ensure, Boost, etc.) may be provided as a short-term supplementation to regular dietary intake to aid in recovery from surgery, severe injury, serious disease or the side effects of medical treatment. Nutritional supplement products are limited to three months.

Health Supplement	Description
<b>Optical Supplements</b>	Coverage for prescription eyeglasses (frames, lenses) and repairs for all ministry clients (children and adults) and also children in low-income families through the Healthy Kids Program. Optical supplements are paid at the rate set by the ministry.  The ministry also covers routine eye examinations once every two years for eligible adults aged 19 to 64. Routine eye examinations for children and seniors are covered under the MSP, as are medically necessary eye exams, regardless of age.
<b>Orthoses</b>	Coverage for medically essential orthotics and bracing devices to assist with basic functionality if required to prevent surgery, for post-surgical care, to assist in healing from injury or disease or to improve functioning that has been impaired due to a neuro-muscular-skeletal condition. Examples of items covered include Ankle-Foot Orthoses (AFO), wrist splints, knee braces and back braces.
<b>Supplement for Alcohol and Drug Treatment</b>	Provides a monetary supplement of up to \$500 per year for alcohol and drug counselling services available to eligible recipients and their dependent children.
<b>Tube Feed Supplement</b>	Coverage for liquid nutritional product, medical equipment and supplies to eligible clients who are unable to take food orally or process it through the gastrointestinal system.

#### Budget/Expenditures:

Total budget for supplementary assistance, includes costs allocated for clients receiving income assistance, disability assistance and clients not receiving income assistance. It does not include program management costs. The supplements that use the highest proportion of the Health Supplements budget include dental (\$54.9M), monthly nutritional supplement (\$19.3M) and medical equipment (\$15.9M).

Assistance Type	2011/12		2012/13		2013/14 Budget (\$000)
	Budget (\$000)	Actual (\$000)	Budget (\$000)	Actual (\$000)	
Health Supplements	\$112,289	\$123,344	\$121,068	\$122,673	\$120,877

#### Related Legislation:

*BC Employment and Assistance Act* and Regulation

*BC Employment and Assistance for Persons with Disabilities Act* and Regulation



## CASELOAD – KEY INFORMATION

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Program Area Description:

Although the labour market has improved since the height of the economic downturn, the recovery has been gradual and recent employment growth has been weak. Unemployment is nearly 50,000 higher than before the economic downturn, having declined by 8,000 (4.7 percent) in the first four months of 2013 compared to the same period in 2012. Employment was up slightly in the first four months of 2013 compared to 2012, and was actually lower in April.

The Temporary Assistance caseload remains at a higher level than pre-recession but has now returned to its normal seasonal trends. The Expected to Work caseload is predicted to decline over the next few years as the labour market improves. The Persons with Disabilities caseload is expected to continue increasing, offsetting the decline in the employable caseload.

Recent trends in the number of regular Employment Insurance beneficiaries suggest that the impact on the Temporary Assistance caseload of people exhausting their Employment Insurance benefits is likely declining.

The Person with Disabilities caseload continues to grow at a rate that is higher than the pre-recession rate. Research on the experience from the 1980's recession shows that the caseload declines during recovery are slower than the initial caseload increase.

Each month, the ministry produces a three-year monthly forecast of the BC Employment and Assistance caseload by program designation. The forecast is built using detailed monthly administrative income assistance data and incorporates information on caseload flows (starting and ending cases as well as transfers between programs), labour market trends, policy changes and the latest research.

The Expected-to-Work caseload has been in general decline from its peak of 39,609 cases in March 2011, falling to 33,307 in March 2013. However, the Expected-to-Work caseload remains above pre-recession levels (over 50 per cent higher than March 2008).

The Expected-to-Work category fell 11.7 per cent in 2012 following a 0.3 per cent increase in 2011. The decline in the employable caseload is due both to increases in clients leaving assistance and decreases in clients starting assistance.

In 2012, the annual average of the Persons with Persistent Multiple Barriers category (predominantly singles) decreased by 5 per cent over 2011 – a decrease of 420 cases.

In 2012, the Persons with Disabilities caseload grew by an average of 321 per month, down from the monthly average of 383 in 2011. The Persons with Disabilities annual average caseload growth rate declined in 2012 – from 5.9 per cent in 2011 to 5.5 per cent in 2012.

From October 2011 to October 2012 BC experienced a 1.3 per cent decline in the BC Employment and Assistance caseload. This is the fifth best decline in total income assistance caseloads among Canadian provinces. Ontario (2.4 per cent), Saskatchewan (1.8 per cent), Alberta (1.4 per cent) and Nova Scotia (0.2 per cent) experienced growth in their total income assistance caseloads.

This is an improvement from 2009, when BC's total income assistance caseload growth was second highest after Alberta. The high 2009 growth was because the economic downturn hit the western provinces harder and in BC fewer unemployed are eligible for Employment Insurance benefits than in eastern Canada.

British Columbia's labour market has improved since the height of the recession, with employment up by 99,400 (4.5 per cent, seasonally adjusted) in April 2013 compared to April 2009 and unemployment down by 26,200 (14.2 per cent, seasonally adjusted). However, the last few months have seen a setback in the labour market:

- Employment in April 2013 was 6,600 lower than in April 2012;
- There were 3,400 more people unemployed (2.2 per cent); and
- The unemployment rate increased by 0.1 percentage points, from 6.3 per cent in April 2012 to 6.4 per cent in April 2013.

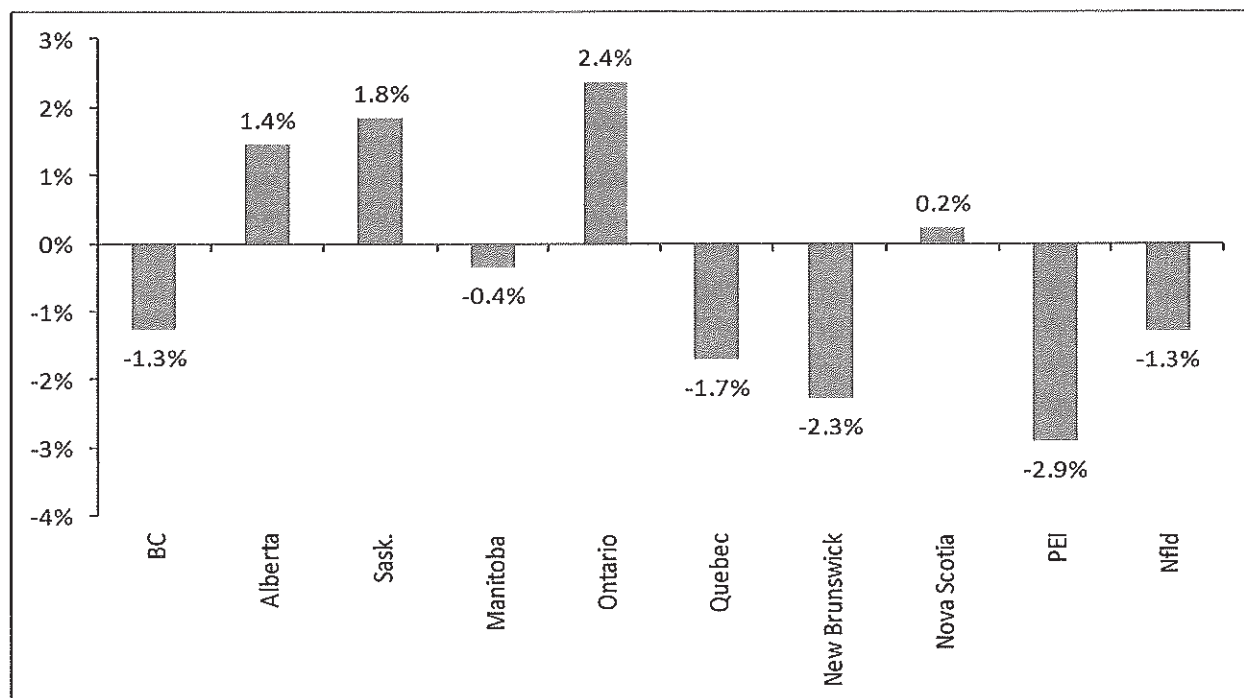
The number of regular Employment Insurance beneficiaries has declined by 7,900 over the period February 2012 to February 2013 – a 13 per cent decline. Employment Insurance (EI) coverage rates in BC and Alberta remain among the lowest in the country. In February 2013, only 35.5 per cent of unemployed workers received regular Employment Insurance benefits in BC.

## INTERJURISDICTIONAL COMPARISONS:

### Total Employment and Assistance and Caseloads by Province (January 2010 to October 2012)

	BC	Alberta	Sask.	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	PEI	Nfld
Jan 10	132,304	79,432	26,295	33,357	512,708	343,751	23,350	28,069	3,646	24,984
Feb 10	132,913	79,777	26,773	33,412	514,856	345,446	23,687	28,386	3,654	24,841
Mar 10	133,843	80,583	27,424	33,577	520,617	346,138	24,034	28,449	3,666	25,122
Apr 10	133,220	80,790	27,061	33,717	521,285	345,382	24,260	28,453	3,670	25,135
May 10	133,207	80,693	27,021	33,900	522,533	343,838	24,407	28,338	3,665	25,174
Jun 10	133,432	81,160	26,999	33,917	523,736	341,473	24,499	28,337	3,574	24,983
Jul 10	132,839	80,971	26,925	33,931	523,416	340,010	24,475	28,393	3,576	25,073
Aug 10	132,524	81,010	27,029	33,975	524,760	340,063	24,542	28,349	3,575	25,026
Sep 10	132,068	81,048	27,076	33,988	526,330	338,725	24,616	28,289	3,595	24,995
Oct 10	131,903	80,590	26,485	33,982	523,352	336,888	24,452	28,061	3,607	25,043
Nov 10	132,120	80,614	26,462	34,045	524,938	337,381	24,394	28,212	3,691	25,135
Dec 10	133,565	81,104	26,585	34,292	529,082	338,315	24,581	28,449	3,733	25,084
Jan 11	135,729	81,563	26,580	34,405	534,591	340,824	24,849	28,440	3,757	25,119
Feb 11	136,730	81,312	26,866	34,651	535,251	341,698	24,851	28,581	3,748	25,026
Mar 11	138,304	81,772	27,194	34,976	540,371	342,139	25,044	28,765	3,730	25,305
Apr 11	137,628	81,634	26,889	35,163	540,487	341,543	25,139	28,707	3,748	25,194
May 11	137,386	81,497	26,776	35,311	544,274	340,417	25,079	28,748	3,972	25,275
Jun 11	137,619	81,384	26,807	35,340	547,924	339,471	25,091	29,003	3,978	25,005
Jul 11	136,778	80,236	26,502	35,341	554,415	338,853	25,186	28,899	3,893	24,770
Aug 11	135,965	79,638	26,726	35,385	549,087	337,992	25,161	28,973	3,865	24,806
Sep 11	135,365	79,120	26,819	35,399	549,984	333,696	25,083	28,805	3,852	24,795
Oct 11	134,664	78,365	25,953	35,332	545,566	331,200	25,034	28,552	3,849	24,636
Nov 11	133,996	78,399	25,998	35,418	547,499	330,939	25,068	28,495	3,894	24,664
Dec 11	135,167	78,624	26,152	35,507	551,239	331,331	25,073	28,706	3,967	24,406
Jan 12	135,714	79,180	26,242	35,620	556,860	333,969	25,111	28,792	3,981	24,717
Feb 12	135,714	79,303	26,344	35,624	557,740	334,667	25,130	28,952	4,010	24,718
Mar 12	136,065	79,749	26,720	35,685	560,219	334,523	25,292	29,119	3,988	24,637
Apr 12	135,277	79,439	26,515	35,725	559,088	333,583	25,372	29,068	3,952	24,716
May 12	134,361	79,735	26,557	35,804	563,584	331,864	25,353	29,096	3,926	24,794
Jun 12	134,332	79,630	26,467	35,788	563,837	328,991	25,162	29,143	3,867	24,475
Jul 12	133,768	79,471	26,708	35,738	563,482	327,634	24,990	29,013	3,825	24,577
Aug 12	133,613	79,958	26,717	35,608	565,538	327,308	24,853	29,057	3,763	24,470
Sep 12	133,063	79,355	26,489	35,299	563,295	326,474	24,797	28,846	3,751	24,265
Oct 12	132,966	79,500	26,431	35,208	558,479	325,544	24,465	28,617	3,737	24,318

**Percentage Change in Total Employment and Assistance and Caseloads by Province (From October 2011 to October 2012)**



**Employment and Assistance Caseloads as Percentage of the 15 to 64 year Old Population by Province (September 2008 and October 2012)**

	Sep. 2008	Rank*-Sep.	Oct. 2012	Rank*- Oct.
BC	3.5%	2	4.1%	5
Alberta	2.5%	1	2.9%	1
Saskatchewan	3.6%	3	3.7%	2
Manitoba	3.8%	4	4.1%	4
Ontario	4.9%	7	6.0%	9
Quebec	6.1%	8	5.9%	8
New Brunswick	4.5%	6	4.8%	7
Nova Scotia	4.1%	5	4.4%	6
PEI	3.5%	2	3.8%	3
Newfoundland and Labrador	6.8%	9	6.9%	10

\*Lowest to highest per capita income assistance rate (of population age 15 to 64).

**Regular Employment Insurance Beneficiaries and Employment Insurance Coverage Rates by Province (February 2012 and February 2013). *Seasonally Adjusted.***

	EI Beneficiaries		EI Coverage Rate	
	Feb.* 2013	Feb. 2012	Feb.* 2013	Feb. 2012
Newfoundland and Labrador	31,600	34,900	101.9%	104.5%
Prince Edward Island	8,030	8,870	81.1%	102.0%
Nova Scotia	29,290	31,740	62.7%	76.9%
New Brunswick	33,710	35,640	84.9%	90.7%
Quebec	155,310	169,370	48.5%	47.7%
Ontario	159,550	167,900	27.8%	30.3%
Manitoba	13,270	14,530	40.8%	39.3%
Saskatchewan	10,810	11,480	49.6%	41.7%
Alberta	28,780	31,340	28.0%	28.7%
<b>British Columbia</b>	<b>54,940</b>	<b>62,850</b>	<b>35.5%</b>	<b>36.4%</b>

\* February is the latest month for numbers on Employment Insurance



## CROSS-JURISDICTIONAL RATES COMPARISON

**ADM Responsible:**

Molly Harrington, Policy and Research Division

**Core Business:**

**Interprovincial Comparison of Monthly Income Assistance Rates (June 2013)**

Province	Employable				Temporarily Excused (Single)	Indefinitely Excused/ PPMB (Single)	Disabled (Single)
	Single	Couple	1 Parent & 1 Child (age 4)	2 Parents & 2 Children (age 10 & 13)			
<b>BC</b>	<b>\$610</b>	<b>\$877</b>	<b>\$1,344</b>	<b>\$1,677</b>	<b>\$610</b>	<b>\$658</b>	<b>\$906</b>
Alberta	627	956	1,319	1,836	713	809	1,588
Saskatchewan	670	1,207	1,462	1,955	822	822	1,217
Manitoba	505	782	1,203	1,747	505	721	721
Ontario	606	1,043	1,430	1,907	606	606	1,075
Quebec	604	936	1,458	1,810	733	918	918
New Brunswick	537	827	1,313	1,611	537	537	710
PEI	575	1,047	1,446	2,112	762	762	762
Nova Scotia	538	1,046	1,259	1,793	538	773	773
Newfoundland	708	1,142	1,511	1,766	708	708	708
Average Other Provinces	\$597	\$998	\$1,378	\$1,837	\$658	\$740	\$941
<b>BC Rank</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>8</b>	<b>5</b>

Compared to other provinces, British Columbia ranks 4th for employable singles with a maximum monthly benefit of \$610. This is \$13 above the average of all other provinces. Single clients with a disability receive a maximum of \$906 in base benefits, 5th highest in Canada and \$35 less than the average of all other provinces. Employable families on assistance in BC are ranked near the bottom compared to other provinces, from 6th for a single parent with a young child to 9th for a two-parent family with two children.

BC's rankings will fall further by October as a number of other provinces have announced increases. Nova Scotia, Saskatchewan, Ontario and New Brunswick have increases scheduled for July through October. These will push BC into 5<sup>th</sup> place for single employables (behind Ontario) and 7<sup>th</sup> place for temporarily excused single employables (behind Ontario) and for single parents with a young child (behind New Brunswick). New Brunswick has announced further increases for April 2014, which will push BC's couple rate to 9<sup>th</sup> place and possibly the two parent-two children family to last. Some provinces index their rates to inflation, so BC's ranking may fall further next year when their rates are next increased, without a BC rate increase. Quebec will likely pass BC for employable singles.

This could drop BC to 6th place for employable singles in 2014. In addition, several provinces index their provincial child benefits each July and most of these increases have not yet been announced for July 2013.



## RECONSIDERATION AND APPEAL OVERVIEW

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Program Area Description:

People who apply for or receive assistance under the BC Employment and Assistance Program can request a reconsideration of most ministry decisions to deny, discontinue or reduce assistance or a subsidy. The reconsideration decision is the first step in the ministry's appeals process and is conducted internally by reconsideration officers. The reconsideration decision is a new and final ministry decision.

Individuals have 20 business days to submit a request for reconsideration from the date they received notice of the ministry's original decision. The regulations require a reconsideration to be conducted and mailed to individuals within 10 business days after receipt of a reconsideration request, or 20 business days if an extension is approved.

Number of reconsiderations conducted: Fiscal 2012/13 MSD
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4067
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Statistics from ministry's ICM Corporate Data Warehouse

People who are not satisfied with the results of a reconsideration decision may request an appeal to be heard by the Employment and Assistance Appeal Tribunal (Tribunal). The Tribunal is an independent quasi-judicial agency established on September 30, 2002 following the proclamation of the *Employment and Assistance Act*. The Tribunal's mission is to provide an independent and accessible appeal process that delivers timely and fair decisions reviewing Ministry of Social Development (MSD) determinations in regards to the BC Employment and Assistance Program.

Number of appeals conducted: Fiscal 2012/13 MSD
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699
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Statistics from Tribunal's CITAR system database

### Reconsideration Timelines

In May 2011, the Ombudsperson initiated an investigation into reconsideration decisions being made beyond the regulated timelines.

Specifically, the Ombudsperson reviewed what action had been and was being taken to ensure the ministry is meeting the regulatory timelines. The ministry has cooperated fully with the investigation,

and will fully consider any recommendations made by the Ombudsperson as it continues to look at ways to improve client service.

Fiscal Year	Reconsideration requests		Reconsiderations conducted	
	Total	Average per Month	Percentage completed within regulated timeframe	Average number of days
2008-2009	3,163	234	94.9%	7 days
2009-2010	5,019	418	29.5%	12.3 days
2010-2011	5,242	437	14.6%	26.3 days
2011-2012	4,807	401	63.5%	10.5 days
2012-2013	4067	339	87.5%	8.1 days

**Budget:**

Work Unit	2013/14 Budget (\$000)
Reconsideration Branch	929
Employment and Assistance Appeal Tribunal	1,751

**Related Legislation:**

*Employment and Assistance Act* and Regulation

*Employment and Assistance for Persons with Disabilities Act* and Regulation



## MINISTER'S COUNCIL ON EMPLOYMENT AND ACCESSIBILITY

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Program Area Description:

The Minister's Council on Employment and Accessibility has been active since 2003, in various iterations. In February 2012, the Council was reinitiated with an expanded membership to advise the Minister of Social Development, as the lead of the Provincial Disability Strategy, on solutions and strategies to increase employment and access for people with disabilities. The Provincial Disability Strategy was approved by Cabinet in 2006 to support improvements in the system of support for persons with disabilities.

Members of the Council are appointed by the Minister on one-year terms (with the option to review at the discretion of the Minister) and include local employers, people with disabilities and their families, organizations serving people with disabilities, aboriginal representatives, as well as municipal and provincial government. The Council advises the Minister on priorities related to employment for people with disabilities, and work to identify and support increasing employment opportunities for people with disabilities within their sector or community. The Council includes a Chair (Carla Qualtrough) and Deputy Chair (Dr. Joe McLaughlin) and meet approximately quarterly with the last meeting occurring in March 2013.

In September 2012, Council members delivered their report of recommendations (Action Plan Framework) to the Minister, who formally acknowledged receipt of this proposed framework in March, 2013. Recommendations identify potential actions in the areas of providing employer/individual supports to promote employment, strengthening policies and optimizing the use of existing resources and services.

Government is moving forward on a number of actions consistent with these recommendations provided by the Council, including the Minister's recent "soft" announcement in March, 2013 where the co-chairs of a "Presidents Group" were announced: Tamara Vrooman (Vancity) and Wynn Powell (London Drugs). The Presidents Group is expected to consist of business leaders who will work to identify strategies and best practices to support employment and retention of persons with disabilities.

Council has also been working with leading disability expert Susan Scott-Parker (UK Business Disability Forum) to provide information and best practice knowledge on furthering employer commitment and support for hiring people with disabilities. The Council Chair and Ms. Scott-

Parker individually also met with the Federal Panel on Labour Market Opportunities for Persons with Disabilities, which was created in 2012 to identify private sector successes and best practices with regard to the labour market participation of persons with disabilities.

The Federal Panel released a report which shares similar themes and interests with the Minister's Council; in particular, the Panel's interest in engaging community partners, providing support for employers and working to de-stigmatize disability in the workplace. Financial funding for the Panel in the amount of \$2M was announced in the last Federal budget, which will help to support the creation of the Canadian Employers Disability Forum, to be modelled after similar forums created in the UK, Australia and the US.

Another initiative that links with the Minister's Council is the Disability Strategy Reference Group (DSRG), which consists of assistant deputy ministers from across government. This group meets on a quarterly basis and works to support opportunities for ministries and government agencies to collaborate and share learning, as well as integrate and align initiatives across sectors to improve outcomes for persons with disabilities and their families. Meetings also include assisting with the Province's reporting requirement to the Federal Government to the UN Convention on the Rights of Persons with Disabilities. Work to increase the uptake of the Registered Disability Savings Plan (RDSP) in B.C. and improve financial literacy for people with disabilities is another focus of the work of the DSRG and colleagues across government. This group has seen an increase in participation and engagement in recent years, with most ministries and agencies (including the Public Service Agency) represented in meetings on a regular basis.

Government priorities outlined a vision to make "B.C. the most progressive jurisdiction for the people and families living with disabilities in Canada." In support of this goal, government has indicated they would mandate a white paper on the issues facing people with disabilities in B.C., circulate the paper for public comment and organize a provincial summit to work on reducing barriers and increasing freedoms for people living with disabilities in our province. These proposed initiatives align well with and may serve to build on the framework and initiatives already in place via the Minister's Council and the Disability Strategy Reference Group.

**Minister's Council Membership:**

**Dr. Jaimie Borisoff**, Canada Research Chair in Rehabilitation Engineering Design at BCIT and ICORD (International Collaboration on Repair Discoveries)

**Dr. Henry G. Harder**, Professor and Chair, School of Health Sciences, University of Northern British Columbia

**James Ho**, Founder, CEO, Mainstream Broadcasting Co.

**Karen Lai**, Program Developer for the AIM program, BC Centre for Ability Association

**Jennifer Leyen**, Registered Rehabilitation Professional, Director, WorkSafeBC

**Dr. Nigel Livingston**, Professor, University of Victoria and Founder/Director CanAssist

**Dr. Joe McLaughlin, (Deputy Chair)** McLaughlin Educational Consulting Services

**Roger Mundell**, CEO, Uduku Online Learning Solutions

**Carla Qualtrough, (Chair)** Vice-Chair, Workers' Compensation Appeal Tribunal of BC

**Michael Schratter**, Teacher, David Oppenheimer Elementary School

**Mayor Mary Sjostrom**, City of Quesnel

**Mark Sieben**, Deputy Minister, Ministry of Social Development (ex-officio member)

**Marilyn Tyfting**, Vice-President Human Resources, TELUS International

**Christa Williams**, Executive Director, First Nations Public Service.

**Budget:**

Operates within existing resources of the Policy and Research Division (\$45,000 for Minister's Council on Employment and Accessibility)



## INDIVIDUAL SUPPORTS FOR COMMUNITY INCLUSION

### ADM Responsible:

Molly Harrington, Policy and Research Division

### Core Business:

The Provincial Disability Strategy focuses on integrated, citizen-centered service delivery, disability supports and services, supporting community-led innovations in order to enhance employment and inclusion opportunities for persons with disabilities, and ensuring B.C. communities are accessible and inclusive.

The Province supports several initiatives aimed at building inclusive communities and providing assistive technologies which ensure greater social inclusion for people who are unable to work. These initiatives also ensure citizens who can work are supported to find and maintain employment:

- Communication Assistance for Youth and Adults (CAYA) is a program that provides Speech Generating Devices (SGDs) to adults with severe communication disabilities. The 2013/14 fiscal year is the second year of a three-year funding commitment, at \$1.9 million per year.
- The Giving In Action (GIA) Fund, administered by the Vancouver Foundation, provides grants through two funds, the Family Independence Fund and the Children and Youth with Special Needs Fund. GIA helps families with home renovations including lifts, elevators, ramps, flooring and door widening, and the purchase and/or modification of wheelchair-accessible vehicles. In 2012/13, the Vancouver Foundation was provided with a one-time grant of \$2 million which alleviates budget pressure on the fund this fiscal year.
- Equipment and Assistive Technology Initiative (EATI), which is funded through Labour Market Agreement funding, provides equipment and assistive technology to support persons with disabilities to achieve their employment goals.
- In early 2013, the ministry committed to funding of \$500,000 to the Supporting Increased Participation (SIP), a group of government and community members who have a mutual interest in policy and programming related to persons with disabilities. The funding is intended to explore new community based ideas that would strengthen the ministry's efforts in increasing inclusion for persons with disabilities. Through a "call for concepts", SIP received 24 proposals from organizations across BC. The proposals mainly focus on issues of social/recreational initiatives; social enterprise initiatives; and projects that emphasize collaboration across sectors.

- The ConnecTra Society is undertaking a pilot project (2013/14 costs \$.21M) to recruit and train community “connectors” who meet with people with disabilities – individually, one-on-one – to help them become more involved in the community. The principal outcomes of this pilot project are to determine whether their approach can improve or increase:
  - Labour market attachments;
  - Increased levels of community involvement; and
  - Increased levels of physical activity and improved overall health.

Supporting CAYA fills a gap which previously existed when youth left the K-12 education system and could no longer access assistive technology services provided through that system. In 2012/13, a one-time-only grant of \$1.5 million allowed the CAYA project to serve approximately 150 new clients and provide ongoing support to existing clients.

Using Labour Market Agreement funding, which is up for renewal in 13/14, EATI provides equipment and assistive technology, and related services such as assessment, repair and training, to support eligible persons with disabilities to attain their employment goals. EATI is delivered by a contracted service provider. Governance provided through a partnership between government and a group of community organizations that work together to assist persons with disabilities to access the services and supports they need.

Since its inception in 2006, the B.C. Government has contributed \$43 million to the Giving In Action Fund, helping approximately 1,100 families across B.C. These grants have helped with the purchase of 714 wheelchair-accessible vehicles and contributed to the completion of 671 renovations.

By providing assistive technologies, we are reducing social isolation for individuals with disabilities, which has been shown to contribute to increased incidences of negative health outcomes and increased health care costs.

#### 2013/14 Budget

CAYA: \$1.9 base funding

EATI: approximately \$4 million annually (recovered under LMA)



## SOCIAL INNOVATION & GOVERNMENT NON PROFIT INITIATIVE

### Executive Responsible:

Social Innovation – Molly Harrington, Assistant Deputy Minister, Policy and Research Division

Government Non Profit Initiative – Mark Sieben, Deputy Minister

### Program Area Description:

**Social Innovation:** Social innovation is emerging globally as a framework for action to address the most complex, persistent social challenges. It provides a focused, structured approach to generating, developing, implementing and scaling new ideas. Among the fundamental principles of social innovation are a focus on system-wide change and, as a result, cross-sector collaboration and partnership.

The Ministry of Social Development leads the cross-government work to support social innovation and social enterprise in British Columbia. In 2011, the Province appointed a Parliamentary Secretary for Social Entrepreneurship and a cross-sectoral BC Social Innovation Council to make recommendations on how best to maximize social innovation in B.C., with a specific focus on social finance and social enterprise. MSD provides secretariat support to the Council and also supports the activities of the Parliamentary Secretary.

The mandate of the Council was to chart out a course of action for British Columbia. The resulting Action Plan, which was published in March 2012, includes 11 recommendations focused in five areas: supporting social enterprise, legislative enablement, social innovation labs, engaging communities, and learning and research. To implement this Action Plan, they proposed the creation of the Partners for Social Impact.

As a member of the cross-sectoral BC Partners for Social Impact (the successor entity to the Council) and in collaboration with other government ministries, the Ministry of Social Development has undertaken a number of activities in support of the Action Plan recommendations, including:

- developing legislation and regulations (coming into effect on July 29, 2013) that will allow businesses to incorporate as Community Contribution Companies, a corporate structure that allows limited payments to shareholders and ensures the majority of profits are directed to the company's social purpose;
- contributing to "BC Ideas," an online competition hosted by government and its partners, that awarded more than \$275,000 in funding to organizations with innovative ideas for addressing issues such as homelessness, literacy, skills development, health, and community inclusion for people with disabilities; and

- ensuring the inclusion of social enterprise in small and medium-sized business programs and the Small Business Accord.

Government's internal collaboration is supported by the Assistant Deputy Ministers' Committee for Social Innovation, with representation from the ministries of Social Development, Children and Family Development, Health, Education, Citizen's Services, Aboriginal Relations and Reconciliation, Community, Sport and Cultural Development, Finance, Justice, Jobs, Tourism and Skills Training, and the Office of the Comptroller General.

The social innovation file is supported through a Secretariat in the Innovative Partnerships Branch of the Ministry of Social Development, which also has responsibility for the Government Non Profit Initiative (GNPI).

**Government Non Profit Initiative:** The GNPI is a joint effort between the provincial government and non-profit sector partners to improve results in service delivery and social outcomes. GNPI has implemented a collaboration agreement and joint Deputy Minister/CEO council to better enable strategic collaboration between the sectors.

The Initiative is co-led by the Deputy Minister of Social Development and the Vancouver Foundation via the Leadership Council, which includes executive representatives from both government and the nonprofit sector. GNPI also includes a network of nearly 1000 agencies who have participated directly in GNPI projects or consultations.

The Initiative is working to improve efficiency and accountability in the business relationship for both sectors, enhance aboriginal non-profit services, and create more sustainable and self sufficient funding models for the sector with the ultimate objective to enhance outcomes for British Columbians. For example, GNPI has facilitated a \$5 million Labour Market Partnership to develop a sustainable Human Resource Strategy for the non-profit sector. The GNPI also launched a cross sector mentoring program and has developed a series of recommendations related to improving reporting requirements and financial administration between the two sectors.

In addition to Social Development leadership, this cross-ministry initiative includes participation from the Deputies from the ministries of Children and Family Development, Culture, Sport and Community Development, Justice, Health, Finance via the Office of the Comptroller General.

The GNPI is supported through the Council Office, which is led jointly by the Ministry of Social Development through the Innovative Partnerships Branch, and Vancouver Foundation. The Council Office supports the overarching strategic direction of the GNPI Leadership Council as well as the work of a number of related working groups that are led by leaders from both the nonprofit and government sectors and are focused developing recommendations and initiatives on areas of mutual interest.

GNPI strengthens the ability of government and the non-profit sector to build collaborative policy and service solutions and to create a sustainable service delivery relationship for the benefit of our joint clients.

**Budget:**

Social Innovation: N/A

GNPI: \$311,000 (Labour Market Development Agreement funding supporting ending March 2014)

**Related Legislation:**

*Business Corporations Act* (BCA) re: Community Contribution Companies



## ISSUE NOTE

### PERSONS WITH DISABILITIES RATES

#### Issue:

The monthly assistance rate for a single person with Persons with Disabilities designation is \$906.42, placing British Columbia 5<sup>th</sup> amongst all provinces, \$35 below the average of all other provinces. Disability assistance rates have been raised twice since 2002 and unlike many other provinces, British Columbia does not index their rates to inflation.

Alberta and Saskatchewan have recently implemented significant rate increases for clients with a disability, to \$1,588 and \$1,217 per month respectively. Ontario is expected to raise their rates by one per cent in October, to \$1,086. Most complaints the ministry receives related to rates are related to the assistance rates for Persons with Disabilities.

#### Background:

Assistance rates have been increased twice since 2002 – a support rate increase for individuals with a PWD designation in 2005, and a shelter rate increase for all clients in 2007. B.C.'s ranking compared to other provinces has fallen as other provinces increase rates on a more frequent basis.

Many organizations have called for significant increases to assistance rates, especially for persons with disabilities. The ministry estimates that even a modest 10 per cent increase for all clients would cost up to \$140 million per year.

Alberta and Saskatchewan recently introduced significant increases in their rates for persons with disabilities, up to \$1,588 for a single in Alberta and \$1,217 for a single in Saskatchewan. Matching these rates would cost \$310 million to \$700 million per year.

Eligibility for disability assistance in both Alberta and Saskatchewan is more restrictive than in B.C. so both provinces serve smaller caseloads per capita, which allows them to provide significantly higher benefits

A report from fall 2011 by the University of Calgary calls for the disability assistance rate to be set and indexed to the federal Old Age Security (OAS)/Guaranteed Income Supplement (GIS) rate, which would cost nearly \$400 million.

Decision required:

**This is a beyond 90 day issue:** Government will continue to receive pressure to increase rates,  
s.17

Pages 115 through 116 redacted for the following reasons:

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s.13, s.16, s.17



## ISSUE NOTE

### PUBLICATION OF DIAGNOSTIC AND STATISTICAL MANUAL OF MENTAL DISORDERS (DSM) V

**Issue:**

Publication of DSM V

**Background:**

On May 18<sup>th</sup>, the 5th edition of the American Psychiatric Association's (APA) Diagnostic and Statistical Manual of Mental Disorders (DSM) was published. The new manual supersedes the DSM IV, published in 1994 and revised in 2000.

The DSM is a standard classification of mental disorders used by mental health professionals. It contains descriptions, symptoms, and other criteria for diagnosing mental disorders.

The ministry is obtaining a copy of the new manual and has not yet been able to review it, but a news release from the APA confirms a number of expected changes.

The Community Living Authority Regulation refers to a diagnosis of mental retardation made in accordance with the DSM as the eligibility criteria for receiving CLBC supports. The new edition of the DSM replaces the term mental retardation with intellectual disability (intellectual developmental disorder).

Based on a draft of the DSM V, Dr. Grace Iarocci, Director of the Autism and Developmental Disorders Lab at Simon Fraser University and an advisor to CLBC describes the major autism related changes as:

- A re-organization of several disorders under the new term "Neurodevelopmental Disorders". This includes clients with the newly defined "Autism Spectrum Disorder", an umbrella term which covers the spectrum of severity of autism disorders.
- A shift from a categorical definition of disorders to a more "dimensional" system. This new system incorporates both the presence and severity of the symptom, rather than just the presence of the symptom.

DSM V removes the age limit on the diagnosis of developmental disorders. Previously, the DSM had specified that the onset of these disorders occur prior to the age of 18. The new version removes the specific age requirement in favour of the broader term “developmental period”.

s.13

A diagnosis made under the previous DSM IV language will continue to be valid. The new language of the DSM V manual is available for use in new assessments as of the May 2013 publication date.

Based on the information available, the ministry and CLBC are expecting minimal impacts on clients and client caseloads as a result of the new DSM terminology.

**Decision required:**

**This is a 60-90 day issue.** The ministry and CLBC will examine the new manual s.13

Pages 119 through 120 redacted for the following reasons:

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s.13, s.16, s.17



## REGIONAL SERVICES DIVISION OVERVIEW

### ADM Responsible:

Sharon Moysey, Regional Services Division

### Program Area Description:

Employment and Assistance Services are delivered through offices organized into five geographic regions and a centralized Provincial Services branch. About 1,550 staff deliver a variety of supports such as income assistance, disability assistance, supplementary assistance and employment services to individuals and families in need.

Citizens can access our services over the web, by phone, or in person at 59 MSD offices and 29 Service BC offices. In addition, the ministry has after hours access for urgent needs and outreach and integration services provided by specialised staff and through contracted third parties.

The division works collaboratively with local agencies and stakeholders, referring clients to other resources such as housing, mental health services, child care, and domestic violence counselling.

### 13/14 Budget (\$000):

Salaries and Benefits	Operating Costs	Gov't Transfers (TA/DA/SA)
90,820	4,941	1,575,089

This does not include funding for 120 additional staff that has been hired as per Treasury Board approval.

### Related Legislation:

*Employment and Assistance Act*

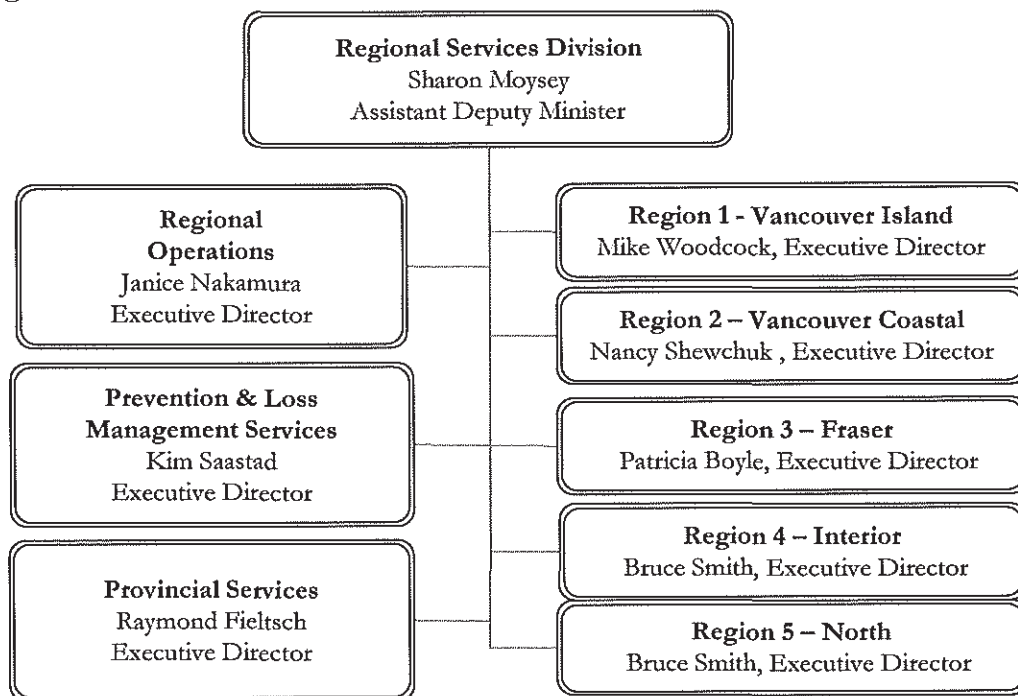
*Employment And Assistance For Persons with Disabilities Act*

Service Delivery Full Time Equivalents (FTEs):

Region/Branch	Number of Staff
Region 1 Vancouver Island	241
Region 2 Vancouver Coastal	261
Region 3 Fraser	389
Region 4 Interior	251
Region 5 North	100
Prevention & Loss Management Services	203
Provincial Services	88
<b>Total</b>	<b>1,533</b>

Data as at March 31, 2013. Does not include ADM office or Regional Operations as they are not service delivery staff.

Organizational Chart:





## **PREVENTION AND LOSS MANAGEMENT SERVICES BRANCH**

### **ADM Responsible:**

Sharon Moysey, Regional Services Division

### **Program Area Description:**

The Prevention and Loss Management Services Branch (PLMS) is dedicated to preserving the integrity of the BC Employment and Assistance (BCEA) Program and focuses on prevention, loss management and enforcement initiatives. PLMS directs its resources towards cost avoidance and deterrence. Preventing program losses at the outset reduces client overpayments and subsequent debt recovery costs.

The branch uses the following systems and strategies to meet its business objectives:

- The File Review and Distribution System selects files for review based on statistically proven, pre-determined risk factors;
- The Fraud Allegation and Reporting System is an interactive web-based application accessible to all ministry staff. It is used to record, track and prioritize all internal and external allegations of assistance abuse reported to the ministry;
- Third-party database checks at the point of entry to assistance and as needed during the file review process; third-parties include the Insurance Corporation of BC, BC OnLine and Equifax Canada;
- Data matched files from Canada Revenue Agency, Canada Pension Plan and BC Student Financial Aid;
- Special project audits to ensure quality control and monitoring to determine program trends or gaps;
- Investigations of fraud under the Criminal Code of Canada or the BCEA legislation conducted by Special Provincial Constables.

Branch action can result in: an increase, a reduction or a discontinuance of assistance; overpayment identification; a denial of assistance at application or during compliance reviews; and/or a referral for further investigation which may result in criminal or civil charges. In addition, sanctions, in the form of a period of ineligibility, or a temporary reduction in assistance, may be applied as a result of a review or investigation.

The branch works with ministry staff to address risks to program integrity and to ensure that training needs are identified. Front line support is provided by the Strategic Third-Party checks Assist and Referral Team, which conducts third-party database checks on all applications for assistance. The enforcement component provides a strong deterrent for those who would abuse the BCEA program.

**Budget:**

2013/14 Budget	2013/14 Budget (\$000)
Salaries and Benefits	12,200
Strategic Third-Party checks Assist and Referral Team	1,400
Annual Operating Budget*	225

\*Office expenses, professional services contracts and travel expenses

**Related Legislation:**

*Employment and Assistance Act*

*Employment and Assistance for Persons with Disabilities Act*



## SERVICE DELIVERY - CHANNEL STRATEGY

### ADM Responsible:

Sharon Moysey, Regional Services Division

### Critical Business Processes:

The ministry remains committed to serving all clients and providing a standard client experience regardless of the service delivery channel a client chooses to access. In 2012, the ministry's average monthly caseload was 134,402. Approximately 75,000 applications are processed each year. The ministry provides a variety of service delivery channel options to citizens for accessing information, assistance and services. These include:

- Internet – In March 2010, a Self Serve Assessment and Application Tool, as well as accessible information on policies, procedures, programs and services, was launched by the ministry
- Telephone – contact centre access, through a toll-free 1-866 Automated Telephone Inquiry system, with live agents across the province. The system also provides pre-recorded information about ministry programs and services including contact numbers and web site addresses for after hours callers
- Face-to-Face – 59 ministry offices and 29 partnerships with Service BC offices, located around the province offering front desk services during regular business hours
- After Hours access for urgent needs
- Outreach and integration services provided by specialised staff
- Trusted third party partners
- Mail, fax and, to a very limited degree, email (i.e. Bus Pass Program)

The ministry has developed a Multi-Channel Service Delivery Strategy which will enhance service access and efficiency for clients. As part of the Multi Channel Service Delivery Strategy, the ministry is committed to maintaining face-to-face office access. Increasingly, the province is moving to a “one-stop” service delivery model, offering provincially integrated, efficient, standardized and technology-enabled service delivery that supports positive client outcomes.

The ministry is also planning on launching a new online self serve portal option in 2013. This new online portal will provide clients with more choices in how they receive services from the ministry, and offers the flexibility of 24/7 access from a place and time of their choosing. This new tool offers an opportunity to streamline processes for both clients and workers, reducing time and effort.

It is anticipated that demand for face-to-face service will reduce over time as the online self serve channel develops and the ministry realizes continued enhancements with telephony. Reduced office traffic will allow better service to the clients who continue to need face-to-face support, and will reduce the stress and potential safety concerns for both staff and clients resulting from long line ups and extensive wait times.

The ministry will continue to work with staff and external stakeholders, including advocacy organizations and clients, to ensure they know about the Multi-Channel Service Delivery Strategy and understand the purpose of the project. The ministry also recognizes that understanding the needs of clients helps to deliver programs and supports that best address those needs.

**Related Legislation:**

*Employment and Assistance Act*

*Employment And Assistance For Persons with Disabilities Act*

*Supply Act*



## ISSUE NOTE

### ONLINE OPTICAL PILOT PROGRAM

**Issue:**

Online Optical Pilot Program

**Background:**

In March 2013, the ministry launched a six month pilot program that gives clients on income and disability assistance the option to purchase eyeglasses online and have the claims submitted to Pacific Blue Cross for payment by the ministry.

Ministry partners in the pilot project are Pacific Blue Cross, the insurer that delivers benefits to recipients of B.C. Employment and Assistance on behalf of the ministry, and B.C.-based Clearly Contacts, the largest online retailer of eyewear in North America.

Criteria have been established to evaluate the success of the pilot. Results will influence the scope of wider roll out and potential future policy changes.

Upon successful completion of the pilot, the intent is to extend the opportunity to participate as a supplier to other online eyewear companies, provided they meet ministry criteria for providing services.

Criteria for service providers include the requirement to have an optician, optometrist or an ophthalmologist on staff, licensed to practice in B.C.

**Decision required:**

**This is a 90 day issue** and requires evaluation of pilot project outcomes.



## **EMPLOYMENT AND LABOUR MARKET SERVICES DIVISION OVERVIEW**

### **ADM Responsible:**

Allison Bond, Employment and Labour Market Services Division

### **Program Area Description:**

The Employment and Labour Market Services Division (ELMSD) is responsible for the development, management, and evaluation of the Employment Program of BC (EPBC), designed to provide any unemployed British Columbian with a range of employment services and supports. EPBC was launched on April 2, 2012 after over three years of extensive consultations with communities across British Columbia. EPBC is delivered through 73 contracts operating 85 Employment Services Centres across the province.

The division consists of three branches and an Integrated Case Management Project Team:

- The Program Management Branch is responsible for supporting the overall program delivery and service quality through planning, policy, governance, and quality assurance. The branch supports ongoing program improvement through analysis, performance measurement, and evaluation. The branch includes an office responsible for ensuring the needs of specialized populations, including persons with disabilities, youth, immigrants etc, continue to be met through the program.
- The Operations Branch ensures quality contract management, planning and budget/financial activities at the regional and local levels, along with activities that support the development of strong and productive relationships with service providers and community partners.
- The Engagement, Partnerships and Strategic Initiatives Branch provides corporate supports and resources including communications, employee engagement, stakeholder relationship development and issues management at the divisional level. The branch is also responsible for the ministry's Family Youth Partnership Project.
- The ELMSD ICM project team works with the other program areas involved in the ICM project (Ministry of Children and Family Development and Regional Services Division) to define business requirements and work with the contracted system integrators, Deloitte, to create a common system design. The team works on business analysis, design, testing and implementation of the ICM system.

**2013/2014 Budget (\$000):**

Total funding for Employment and Labour Market Division in 2013/14 is \$344.135M for program funding and \$28.035 for administration.

Government Transfers	Operating Costs	Salaries and Benefits	Other Expenses	Recoveries (LMDA)	Recoveries (LMA)	Total Provincial Funding
329,624	8,301	19,180	15,065	(301,182)	(15,500)	55,488

**Full Time Equivalents (FTEs):**

236 FTEs

**Related Legislation:**

*Employment and Assistance Act* and Regulation

*Employment and Assistance for Persons with Disabilities Act* and Regulation

*Employment Insurance Act* and Regulation

Labour Market Development Agreement

**Organizational Chart:**





## EMPLOYMENT PROGRAM OF BC

### ADM Responsible:

Allison Bond, Employment and Labour Market Service Division

### Program Area Description:

The Employment Program of BC (EPBC) was launched on April 2, 2012. Previously, there were ten employment programs available across the province, each with their own set of eligibility requirements and program infrastructure. The new EPBC was developed after considerable consultation with stakeholders across the province, and reflects the feedback the Ministry of Social Development received about the need for more integrated services for those trying to find a job. All of the employment services provided within the previous employment programs are being delivered through the new EPBC. Eligibility criteria for services did not change with the new program.

The EPBC is delivered in 73 geographic catchment areas that span the province. Each catchment area has an associated contract for service delivery. The contractor is responsible for the EPBC for the entire catchment area, working with partners to deliver services. In each catchment area, program services are delivered through at least one WorkBC Employment Services Centre (ESC) storefront. All WorkBC ESC storefronts provide the same look and feel, and offer access to the same menu of EPBC services. The EPBC is not confined to the ESC offices – it provides clients with the options of satellite, outreach, or remote services.

A self-serve resource area is available at all WorkBC ESCs, and offers free internet access as well as job search and employment-focused workshops. In order to access any other EPBC service, both Non-Case Managed and Case Managed Clients, must meet basic eligibility for the program and, in most cases, must be assessed as requiring the service to successfully achieve labour market or community attachment. To meet basic eligibility criteria, client must be unemployed and legally eligible to work in BC. Some services have additional eligibility criteria.

The EPBC has served over 88,000 clients since program launch, with 82 per cent having received job search support from the beginning of the process to completion.

**Budget:**

<b>Funding Totals</b>	<b>2013/14 Commitment (\$000)</b>
Employment Program of BC Contract	276,600
Recoveries from Federal Government	221,200

**Related Legislation:**

*Employment and Assistance Act* and Regulations

*Employment and Assistance For Persons with Disabilities Act* and Regulations

*Employment Insurance Act* and Regulations

Labour Market Development Agreement



## **SPECIALIZED POPULATIONS – EMPLOYMENT PROGRAM OF BC**

### **ADM Responsible:**

Allison Bond, Employment and Labour Market Services Division

### **Program Area Description:**

The ministry is committed to serving all of the Employment Program of BC (EPBC) clients, including those with specialized employment needs, regardless of where they live in the province. As a result, all WorkBC Employment Services Centres (ESC) are required to ensure that all clients, including specialized populations, can effectively receive services. The key to the program service delivery model is to deliver services to clients who need them, simplify eligibility and access to services, and allow for individual choice.

Clients will not be categorized by their disabilities or barriers to employment, but rather, their service needs will be assessed based on their strengths and employment readiness with access to the services they require determined through eligibility. The program service delivery model makes accommodations for specialized populations by providing clients with the options of satellite, outreach or remote services.

For the purposes of the Employment Program of BC, specialized populations include:

- People with Disabilities;
- Immigrants;
- Francophone;
- Multi-barriered clients;
- Survivors of violence and/or abuse;
- Aboriginal peoples;
- Rural and remote populations; and,
- Youth

Concern has been expressed by stakeholders involved with specialized populations that the new program model will allow members of these populations to fall through the cracks. In the previous model, specialized populations had access to specialized centres, which provided exclusive services.

Access to these services, however, varied highly from community to community, resulting in inconsistency and inequality in access. The new program model ensures that, regardless of where an individual lives in BC, they will have access to the same suite of quality services and supports. The

integrated model also allows for a more flexible and individual approach to service delivery, further benefiting all clients, including those from specialized populations.

The program ensures that employment supports are available to clients who are assessed as needing them to reduce or remove the impact of an individual's disability or barrier in employment. Such supports include: job coaching/retention support, disability supports, assistive technology, workshops, access to skills training, and more. There are also some exceptions to the program definition of "unemployed" for individuals with disabilities in order to meet individual employment needs and circumstances.

The ministry is planning to support additional initiatives this fiscal year for people with disabilities and youth.

**Related Legislation:**

*Employment Insurance (EI Act) and Regulations*

*EI Act, Section 18*

*EI Act, Section 25*

*EI Act, Section 58*

*EI Act, Section 63*

*Labour Market Development Agreement (LMDA)*

*Labour Market Agreement for Persons with Disabilities*

*BC Employment and Assistance (EA) Act and EA Regulation*

*BC Employment and Assistance for Persons with Disabilities (EAPWD) Act and EAPWD Regulation*

*Human Rights Code of BC*

*Industry Training Authority Act and Policies*

*BC Employment Standards Act and Employment Standards Act Guide*

*BC Workers Compensation Act*

*BC School Act*

*Income Tax Act (Canada)*

*Immigration and Refugee Protection Act (Canada)*

*Freedom of Information and Protection of Privacy (FOIPPA) Act*



## EXTERNAL ADVISORY PANELS

### ADM Responsible:

Allison Bond, Employment and Labour Market Services Division

### Program Area Description:

A Governance Framework comprised of five unique panels/committees was established to ensure the objectives of the Employment Program of BC (EPBC) are met. The framework consists of:

- The Ministry Program Steering Committee which includes the executive team of the Employment and Labour Market Services Division and is responsible for strategic direction and management of the EPBC.
- The External Advisory Panel which is comprised of knowledgeable individuals from across the province with experience and expertise in employing or delivering employment services. The panel provides information and advice to the Ministry Program Steering Committee to assist with governance and decision making and recommending improvements to EPBC policy and practice for the ministry's consideration that will improve the outcomes for all job seekers in British Columbia.
- The Expert Advisory Panel on Specialized Populations which is comprised of individuals with experience and expertise in employing or delivering employment services to specialized populations. The panel provides information and advice to the Ministry to assist in ensuring the Program meets the employment service needs of specialized populations.
- The Corporate Program Advisory Committee which serves as a forum for the Ministry Program Steering Committee, the program's contractors and key operations branch staff to meet and consult about the program.
- The Contract Management Committees which consist of ministry staff and contractor staff that provide an oversight function of the EPBC contracts in each local catchment area across the province.

Initial recruitment of the External Advisory Panel and the Expert Advisory Panel on Specialized Populations was conducted through the BC Board Resourcing and Development Office. The inaugural meetings were held in person in June 2012. In person meetings are scheduled four times per year with additional meetings held by conference call.

**Related Legislation:**

Labour Market Development Agreement

*Employment Insurance Act*

*BC Employment and Assistance Act*

*BC Employment and Assistance Act for People with Disabilities*



## CENTRE FOR EMPLOYMENT EXCELLENCE

### ADM Responsible:

Allison Bond, Employment and Labour Market Service Division

### Program Area Description:

The Centre for Employment Excellence was established to support the employment services sector, including employers and service providers, with the goal of improving employment outcomes for all unemployed job seekers in the province. The Centre provides a variety of resources including:

- a research and development program
- a knowledge clearinghouse of up-to-date resources geared towards engaging employers with respect to their hiring and retention practices
- resources aimed at supporting the work of career practitioners across the province
- a blog/discussion forum for stakeholders
- a system to share best practices in the employment industry
- links to relevant events and conferences

The Centre is an investment in employment research and innovation under the Employment Program of BC. The Social Research and Demonstration Corporation (SRDC) was the contractor selected through the request for proposal process. SRDC is a national non-profit research organization with a strong presence in British Columbia. It specializes in social experiments and projects that test government policies and programs. SRDC has strong links to Douglas College.

### Budget:

Over the initial three years of operation, the Centre for Employment Excellence will receive \$2M in funding, provided through the Canada-B.C. Labour Market Development Agreement.

The Centre will be in its second contract year beginning July, 2013. It will also have access to a \$1.5M research fund over three years that will support research into emerging and best practices intended to strengthen employment policy, programs and practice. The initial applications are being processed in fiscal 2013/14.

### Related Legislation:

Labour Market Development Agreement

*Employment Insurance Act*



## MINISTRY OF SOCIAL DEVELOPMENT LINKAGES TO BC JOBS PLAN

### ADM Responsible:

Allison Bond and Molly Harrington

### Ministry of Social Development Linkages to BC Jobs Plan:

The BC Jobs Plan is government's strategy to grow the economy and create jobs. The Ministry of Social Development has a number of initiatives and linkages that support the BC Jobs Plan and contributes to the ongoing economic prosperity of the Province.

On April 2, 2012, the Ministry launched the Employment Program of BC; this included 85 WorkBC Employment Services Centres (ESC's) in communities across the province. ESC's provide employment supports and services to any unemployed British Columbian and ensures that services are flexible and tailored to the needs of individuals, including those from Specialized Populations. Employment Services include Self Serve Services, Case Management, Case Managed Services, Training, Self Employment Services and Specialized Assessments. Employment supports and services are aligned with employers', communities' and provincial needs and opportunities.

MSD is a partner with the Ministry of Jobs, Tourism and Skills Training in the STEP Job Match initiative. STEP Job Match Services is jointly funded using Labour Market Agreement (LMA) and Labour Market Development Agreement (LMDA) funding to ensure that all unemployed British Columbians are eligible to participate if appropriate. An MOU is in place between the two Ministries whereby MSD will transfer up to \$3.4m in LMDA funding to support LMDA client placements. The contract targets are to provide placements for 1,254 participants based on 627 LMDA Clients and 627 LMA Clients in jobs that provide a minimum of 30 hours employment per week for a minimum of 24 weeks.

We continue to work closely with partner ministries to explore and implement new service opportunities that respond to government's priorities such as:

- Align apprenticeship and skills training information and services provided through the Employment Program of BC with future job opportunities and projects (i.e. Liquid Natural Gas)
- Stronger partnerships with the Industry Training Authority to support Apprentices and skills training
- Targeted Youth interventions and collaboration
- Employer-based supports for employees with disabilities

We are committed to undertaking initiatives to support employment, including recent income assistance policy reforms that included increasing earnings exemptions, the launch of the new Employment Program of BC, and the creation of the Minister's Council on Employment and Accessibility, which advises on solutions to increase employment and accessibility for people with disabilities. In September 2012, the Council delivered their Action Plan Framework. These recommendations identify potential actions in the areas of employer and individual supports to promote employment, strengthening policies and optimizing the use of existing resources and services.

The Province supports several initiatives that provide assistive technology to assist citizens achieve their employment goals and promote greater social inclusion such as Communication for Youth and Adults (CAYA), the Equipment and Technology Initiative and the Giving in Action Fund.

To support people with developmental disabilities who want to work in their communities, Community Living British Columbia (CLBC) is launching a three-year Community Action Employment Plan. In conjunction with the Employment Program of BC, this plan focuses on working with employers to increase job opportunities for adults with developmental disabilities. This work also supports the 12-point plan for improving services to people with developmental disabilities.

This plan outlines how CLBC and community partners intend to increase employment opportunities for people who are looking for work, help with youth transition planning, and provide ongoing support, as needed, to ensure people are successful in their workplace. One of the key goals is to increase employment of individuals served by CLBC by 1,200 people over three years - from the current estimate of 2,200 participating in employment.



## ISSUE NOTE

### EMPLOYMENT AND LABOUR MARKET SERVICES DIVISION WORKFORCE

#### Issue:

Reduction in workforce of the Employment and Labour Market Services Division (ELMSD) due to overall reduction in administrative funding as of fiscal 2014/15.

#### Background:

ELMSD is responsible for the administration and management of federal and provincial employment programs. Federal programs are administered under the authority of the Labour Market Development Agreement (LMDA).

ELMSD receives administrative funding from the federal government of \$20.535M annually.

ELMSD has also received funding from the Labour Market Agreement (LMA) to support the transition of labour market programming. LMA administrative funding varies annually and expires in 2014/15. The following illustrates ELMSD administrative funding from 2012/13 to 2014/15:

Funding Source	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)
LMDA	20,535	20,535	20,535
LMA Transition Funding	9,000	7,500	Nil
Total	29,535	28,035	20,535

Understanding the pending administrative budget reduction in 2014/15, ELMSD has engaged, since 2009, on a budget reduction process to eliminate waste and ensure administrative costs are reduced wherever possible. Similarly, ELMSD has been reducing its overall staff complement and managing the workload in different ways. The result of these strategies has been significant, including a reduction in overall staff complement of almost 20 per cent, and annual reductions in administrative costs resulting in \$4M under-expenditure in 2012/13 (based on projections).

ELMSD has been working hard to position itself for the pending (and significant) budget reduction in 2014/15. While there have been significant overall savings, these reductions are not sufficient to accommodate the 2014/15 budget. Furthermore, while the staff complement has already been

reduced by a little over 20 per cent through attrition, further attrition is required to meet budget targets. In order for ELMSD to continue to be able to deliver on its core functions with significantly fewer staff, changes need to be made to the work we do and how we do it

s.13, s.17



## ISSUE NOTE

### LABOUR MARKET DEVELOPMENT AGREEMENT

**Issue:**

Federal budget implications for the BC Labour Market Development Agreement (LMDA) and Labour Market Agreement (LMA)

**Background:**

Ministry of Social Development is responsible for LMDA. Ministry of Jobs, Tourism, and Skills Training is responsible for LMA.

Canada and British Columbia entered into a Labour Market Agreement (LMA) and Labour Market Development Agreement (LMDA) in 2008. In 2009, Employment Insurance Part II employment programming was transferred to provincial jurisdiction under the LMDA, which includes approximately \$280 million in annual federal transfers to support the provision of services and supports for unemployed job seekers.

British Columbia effectively managed the first three years of the LMDA transfer by fully investing federal LMDA funding and exceeding all performance targets, even during challenging labour market conditions created by the recession. In the fall 2009, the province launched a project to transform federal and provincial employment programming into an integrated Employment Program of British Columbia (EPBC).

EPBC was launched on April 2, 2012, opening 85 WorkBC Employment Services Centres in communities across the province, administered through 73 contracts. This model replaced the ten separate programs administered by almost 400 contracts. The integrated program serves all unemployed British Columbians with a full suite of services and supports. In less than a year since the program was launched, the EPBC has served almost 88,000 clients. Almost half of those receiving case management services have found employment and this outcome continues to improve as the new program stabilizes.

As the result of having an integrated program and using one case management system, the province now has very robust data to track and monitor performance, which far exceeds reporting capabilities that existed under the federal legacy programming.

The LMDA has no expiry date. There is a two year termination clause contained in the LMDA and the Agreement may be amended at any time with the mutual consent of the parties.

The Federal budget announced on March 21, 2013 has a number of measures related to the labour market, including proposals to:

- Maintain existing funding for Labour Market Development Agreements but to reopen the agreements “to reorient training toward labour market demand”;
- Continue the current funding envelope of \$500 million per year (across Canada) after the Labour Market Agreements expire at the end of 2013/14, but to radically change the terms of the agreements; and
- Extend the Labour Market Agreements for Persons with Disabilities (LMAPDs) for one year, until the end of 2013/14, while negotiating a “new generation” of agreements with “stronger accountability regimes” and terms that “better meet the employment needs of businesses and the employment prospects of persons with disabilities”.

The federal government has not yet advised provinces and territories on details associated with re-opening of the labour market agreements. BC recognizes an opportunity to work collaboratively with Canada on building a more robust and responsive framework for meeting provincial labour market needs.

s.16, s.17



## ISSUE NOTE

### CLIENT VOLUMES – EMPLOYMENT PROGRAM OF BC

#### Issue:

Following the launch of the Employment Program of BC (EPBC), client volumes diminished. The ministry continues to work with its stakeholders to increase client participation to meet the needs of unemployed British Columbians.

#### Background:

On April 2, 2012, the EPBC was implemented to help support individuals who are in need of assistance in achieving and sustaining employment as quickly as possible.

20,000 clients were transitioned from legacy provincial and federal employment programs into the EPBC.

For the first few months of the new EPBC program launch, client volumes diminished as the focus was primarily on supporting transitioning clients. Client volumes have been increasing steadily month over month, approaching the pre-transition levels.

EPBC provides client services through either a case management model, a self service model or through non-case managed services such as apprentices.

Since its launch of the program to April 2013, the EPBC has served 88,305 clients. Of these, 72,382 (or 82%) have received case management services. Currently, 59,737 clients have open cases and of these, 50,897 are case managed.

Since launch, 14,864 clients have achieved employment outcomes or approximately 48% of clients found employment as a result of completing EPBC case-managed services.

Approximately 63% of the total number of clients have self-identified with at least one of the specialized populations categories, such as youth, immigrants, persons with disabilities.

Over the past year the labour market in British Columbia has stalled with the total number employed, unemployed and the rate of unemployment all at levels similar to April 2012. The largest

change over the past year has been the noted decline in the labour force participation rate which has declined from 65.0% last year to 64.3% in April 2013.

The ministry is committed to ensuring that every British Columbian in need of employment receives services they require and are eligible for.

The ministry continues to work with its stakeholders to increase client participation to meet the needs of unemployed British Columbians. Strategies include:

- Increasing the ratio of formal referrals for new income assistance clients from every third client, to one in every two clients.
- Working with the EPBC contractors to develop strategies for improving awareness about EPBC services at a community level.
- Working with Human Resources and Skills Development Canada on a pilot to reach new EI Part I claimants earlier during the claim to link them with employment supports and services.
- Promoting EPBC services through an information campaign.

Prior to the EPBC, client outcomes were monitored and measured differently across each of the ten legacy programs. On average, these legacy clients achieved a 30% employment outcome rate. In the EPBC, we measure employment outcomes by the number of individuals who have completed case management services and achieved an outcome. The current employment outcome rate is 50%. It is difficult; however, to compare the EPBC outcome rate to the legacy program rate as, in the latter case, they were measured inconsistently.



## **SOCIAL SECTOR INFORMATION SERVICES DIVISION (SSISD) OVERVIEW**

### **ADM Responsible:**

Jill Kot, Social Sector Information Services Division

### **Program Area Description:**

This division provides strategic and operational information management and information technology services for the Ministries of Children and Family Development and Social Development. It is responsible for building, implementing and supporting the Integrated Case Management (ICM) system, a joint initiative between the two ministries, and the Ministry of Citizens' Services and Open Government. ICM is a \$182 million business and technology transformation project that will be completed in December 2014.

The division is also responsible for supporting over 50 legacy systems used by both ministries, which have external interfaces to other government agencies and third parties. Key functions of the division include project management, strategic planning, business analysis, application management, help desk, security administration, vendor management, infrastructure support, and IT planning and portfolio management.

The SSISD comprises of staff from the three ministries involved, and manages contracted resources from the Systems Integrator (Deloitte Inc.); the software vendor (Oracle); and legacy systems service providers.

### **Budget (2013/14):**

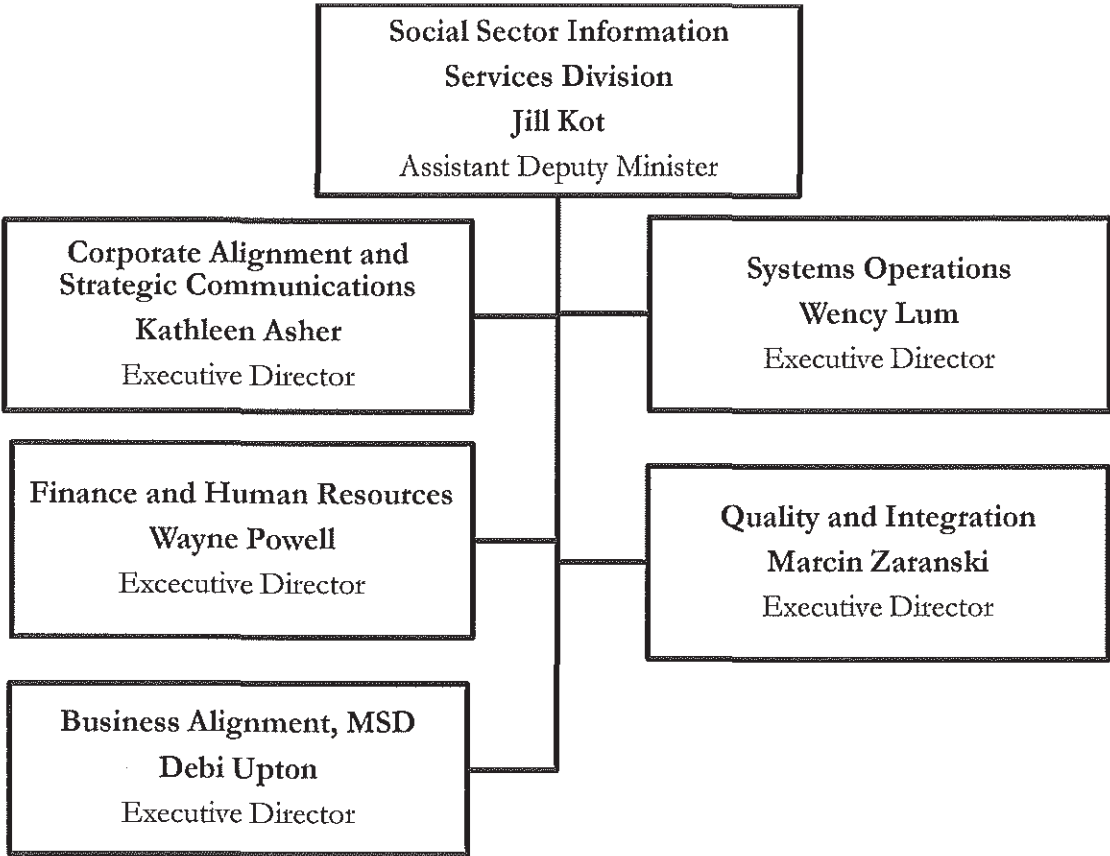
The ICM capital budget for 2013/14 is \$38.2 million.

The SSISD operating budget (Ministry of Social Development portion only) for 2013/14 is \$11.3 million. This budget is included in "Income Assistance - Program Management".

### **Full Time Equivalents (FTEs):**

SSISD has 100 FTEs: 50 MSD; 37 MCFD and 13 shared.

Organizational Chart:





## INTEGRATED CASE MANAGEMENT PROJECT OVERVIEW

### ADM Responsible:

Jill Kot, Social Sector Information Services Division

### Program Area Description:

The Integrated Case Management project is an initiative between the Ministries of Social Development; Children and Family Development; and Citizens' Services and Open Government. Integrated Case Management is an ambitious and complex project that is crucial to the transformational changes in service delivery in the Ministries of Children and Family Development and Social Development.

The project's completion is now being planned, anticipated for Winter 2014.

Project governance is managed through a Project Board currently chaired by the Deputy Minister of Social Development. The Deputy Minister's of Citizen Services and Children and Family Development, as well as the Provincial Chief Information Officer and an Associate Deputy Minister of Health sit on the Project Board along with the ADM responsible ICM and lead from the project's system integrator.

The Province purchased modern software and entered into a six-year agreement with Deloitte Inc. to develop and implement the Integrated Case Management solution. The cost of the project is \$182 million over six years. The project is now over halfway complete.

- Phase 1 was implemented on November 29th, 2010 on time, slightly under budget and within scope.
- Phase 2 was implemented on April 2, 2012 on time, within scope and on budget.
- Phase 3 was implemented on March 4, 2013 on time, within scope and on budget.
- Phase 4 is currently underway. The project will be completed in late 2014.

Integrated Case Management responds to the repeated calls over the years to improve information sharing across government to ensure that its' most vulnerable citizens don't fall through the cracks:

- **Ted Hughes Report, "BC Children and Youth Review"** (2006): "one of the key issues raised in this review has been the need, 10 years later, for better procedures for reporting and sharing information..."
- **Child and Youth Officer (2006)**: "Promoting the health and well-being of children means taking an integrated approach to the work of learning and acting in many different systems."
- **Honourable Judge Thomas Gove's "Inquiry into Child Protection in British Columbia reports."** (1995): "The Minister...should act immediately to implement the interim reform recommendations contained in this report, including... eliminate[ing] arbitrary rules and policies which inhibit the sharing of important case information among child welfare service providers."

Information systems that were custom-built almost three decades ago have been modified, patched and extended over the years to meet changing business needs and are now struggling to support the complex range of services delivered by each ministry.

By replacing aging computer systems, the Ministries of Children and Family Development and Social Development will improve their ability to appropriately share and protect information and manage individual case files between ministries while laying the foundation for broader social sector information sharing.

The goal is to provide better tools to front line staff and foster a more client-centered service delivery system to about 200,000 British Columbians, supporting better outcomes for clients.

The new system will enable us to link public spending to client outcomes – resulting in improved accountability and transparency in the social sector and provide crucial information to support social policy and program changes.

Budget (\$ millions):

Preparation & Software	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
38	17	48	16	45	18	182



## INTEGRATED CASE MANAGEMENT PRIVACY AND SECURITY

### ADM Responsible:

Jill Kot, Social Sector Information Services Division

### Critical Business Processes:

Information privacy is one of the cornerstone objectives in the design of the Integrated Case Management (ICM) system.

The ICM system is enhancing the privacy and security of information through the consistent application of privacy principles and the use of modern technology and best practices.

Full Privacy Impact Assessments for Phases 1, 2 and 3 were completed prior to implementation of each phase and are posted publicly on the Integrated Case Management website, at: [www.integratedcasemanagement.gov.bc.ca](http://www.integratedcasemanagement.gov.bc.ca).

The BC Information and Privacy Commissioner reviewed the Privacy Impact Assessments prior to implementation. The project team continues to work closely with staff from the Office of the Information and Privacy Commissioner with regular meetings in each phase.

Front-line workers in the ministries of Social Development and Children and Family Development only have access to information that is necessary for a specific purpose and for them to do their jobs and deliver services in an integrated manner. They do not have wide-open access to all information in the ICM system.

Service Providers in the Employment Program of British Columbia only have access to information that is necessary for a specific purpose and for them to do their jobs and deliver services as defined in their service contracts with the Ministry of Social Development.

The ICM system includes multiple security and privacy mechanisms to ensure that the appropriate information is made visible only to the appropriate, authorized user at the right time and for the right purpose.

The ministries currently share information between existing systems and service providers as contractually agreed to.

Information collected by service providers over and above what is in their contractual obligations with the ministries would remain in the 'custody' of the service provider and would not be entered into ICM or shared with the ministries.

Informed consent by clients to share information is as provided for under legislation.

**Related Legislation:**

*Freedom of Information and Protection of Privacy Act*



## ISSUE NOTE

### INTEGRATED CASE MANAGEMENT (ICM) CURRENT STATUS AND PHASE 4 APPROACH

**Issue:**

Integrated Case Management (ICM) Current Status and Phase 4 Approach

**Background:**

**Phase 3 Implementation** - ICM Phase 3 was implemented on March 4, 2013 in the ministries of Social Development (MSD) and Children and Family Development (MCFD).

At MSD, Phase 3 included the transition of the Bus Pass Program and Senior's Supplement into ICM, as well as enhanced functionality for Family Maintenance staff.

At MCFD, Phase 3 focused on functionality to support Child Care Subsidy, Autism Funding and Medical Benefits programs.

**Phase 4 Status** - Phase 4 is in progress. The project is scheduled for completion by the end of December, 2014 within the original overall approved budget of \$182 million.

In MSD, ICM Phase 4 will improve specific business processes and provide the ability for alternate payment methods. Phase 4 will support the ministry direction for improved services for clients through the Channel Strategy, and add enhancements to aid the day-to-day work of ministry staff.

For MCFD, Phase 4 focuses on enabling contract management across program areas within ICM. It also provides an upgrade for child protection and updates for Children and Youth with Special Needs.

The Project Board intends to return to Treasury Board at the earliest opportunity for the purpose of providing a project update, [s.13](#), [s.17](#)

Decision required:

This is a 60-90 day issue. s.13, s.17



## MANAGEMENT SERVICES DIVISION OVERVIEW

### ADM Responsible:

Wes Boyd, Management Services Division

### Program Area Description:

The Management Services Division (MSD) provides a range of corporate services to the ministry through staff based in Victoria and Vancouver. The division is organized into four branches.

The *Engagement and Workforce Development Branch* is responsible for leadership and organizational development, wellness and occupational health and safety, workforce planning and strategic HR advice and management of service level agreements with the Public Service Agency. This branch also provides expertise in marketing, communications, customer service and web support and produces communications plans and materials, ministry publications, and the ministry's internet and intranet sites.

The *Financial and Administrative Services Branch* is responsible for financial accounting and reporting, financial policy and training, budget planning and reporting, assurance monitoring and compliance, and facilities and vehicles management.

The *Information Management Branch* is responsible for information and technology management, including information security, systems planning, support, enhancements, and help desks, security management, enterprise architecture services, IT project delivery, and service level agreements with Workplace Technology Services.

The *Corporate Planning Branch* provides expertise in strategic and business planning, performance management and reporting, risk management, internal surveys, business continuity planning and emergency preparedness. Deliverables include the ministry Service Plan, Corporate Risk Register, the ministry Annual Service Plan Report, the Carbon Neutral Action Report, the Budget Estimates briefing materials. The branch also manages the ministry's Lean Coordination Office.

**Budget:**

<b>Division Budget</b>	<b>2013/2014 Budget (\$000)</b>
Salaries and Benefits	8,976
Operating Costs	5,931
Government Transfer	0
Other Expenses	1,540
Recoveries	(41)
<b>Total</b>	<b>16,406</b>

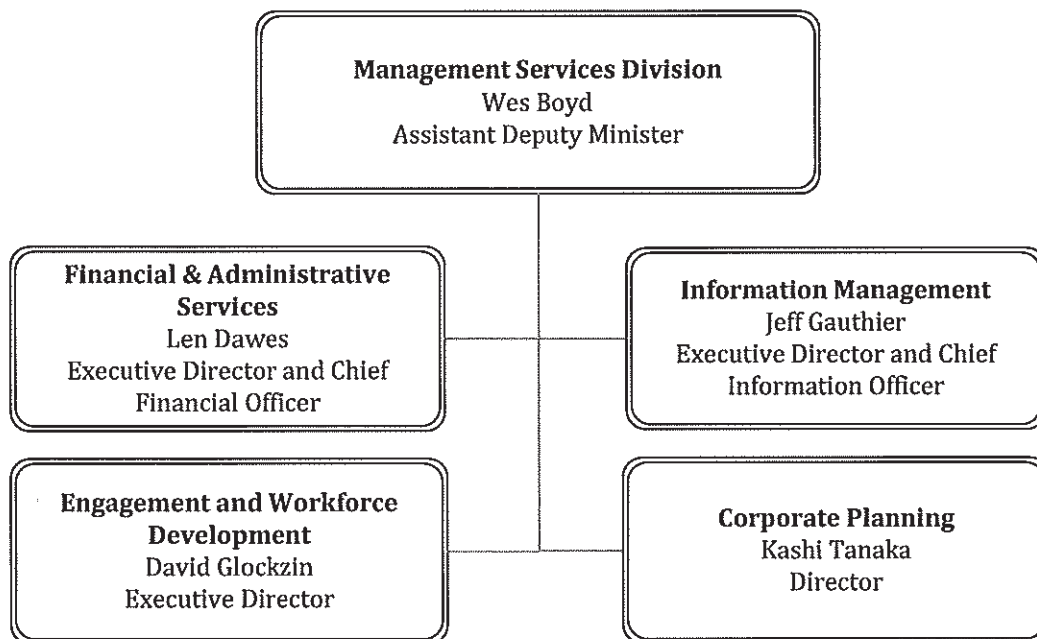
**Full Time Equivalents (FTEs):**

95 FTEs as of March 31, 2013

**Related Legislation:**

*Budget Transparency and Accountability Act*

**Organizational Chart:**





## ISSUE NOTE

### COOPERATIVE GAINS IN THE SOCIAL SERVICES SECTOR

**Issue:**

Cooperative Gains in the Social Services Sector

**Background:**

The Community Social Services Employers' Association (CSSEA) is the accredited bargaining agent for the approximately 200 employers in the social services sector. Unionized employees in the sector fall into three bargaining units – Aboriginal Services, Community Living Services, and General Services. Bargaining occurs between CSSEA and the Community Social Services Bargaining Sector (CSSBA), which is an association of the eight unions operating in the sector, of which BCGEU is the largest.

CSSEA represents the portion of the unionized sector where service delivery agencies (Agencies) receive more than \$250,000 in funding from the Province. In most cases the funding is from multiple contracts and multiple funding ministries and/or funding agencies such as Community Living BC. In addition, there are non-CSSEA Agencies providing similar or the same services in communities, who do not meet the criteria to be represented by CSSEA. There is past precedent to provide funding to both CSSEA and non-CSSEA agencies for benefits related cost increases.

The total labour cost for CSSEA, including excluded employees and management, is approximately \$600 million which means that every 1 per cent increase in general compensation costs is approximately \$6 million. Further, it is estimated that the non-CSSEA agencies' labour costs are an additional \$600 million.

CSSEA and the unions comprising the CSSBA reached a two-year collective agreement for Community Living Services and General Services for the period between April 1, 2012 and March 31, 2014. Ratification was reached in late April 2013.

The agreement was achieved under the provincial government's cooperative gains mandate and provides for an increase in compensation found through savings identified in cooperation with the CSSBA. It provides:

- A wage increase for all employees of 1.5 per cent on April 1, 2013 and 1.5 per cent on January 1, 2014; an extra 1 per cent wage increase for all step 1 employees on April 1, 2013; and a labour market adjustment review for all General Service and Community Living classifications.

The funding ministries submitted and received approval from the 2012 Cooperative Gains Savings Officer Designate of its Cooperative Gains Savings Plan (Savings Plan) in relation to the CSSEA and the community social services sector. As part of the approval:

- s.13, s.17

- 

The Ministry of Social Development's ADM for Management Services has been identified as the sectoral lead for this initiative.

**Decision required:**

**This is a 30 day issue** and requires monitoring.



## ISSUE NOTE

### HEALTHCARE BENEFIT TRUST (HBT)

**Issue:**

Healthcare Benefit Trust (HBT)

**Background:**

The Community Social Services Employers' Association (CSSEA) is the accredited bargaining agent for the approximately 200 employers in the social services sector.

CSSEA represents the portion of the unionized sector where service delivery agencies (Agencies) receive more than \$250,000 in funding from the Province. In most cases the funding is from multiple contracts and multiple funding ministries and/or funding agencies such as Community Living British Columbia (CLBC).

In 1999, a lengthy strike in the Community Social Services sector was ended under terms recommended by mediator Don Munroe. As a result, Group Benefit Plan coverage was standardized for all unionized employees in the sector. A requirement was created through the collective agreement that all CSSEA member agencies purchase group insurance benefits for unionized employees through the HBT.

As a multi-employer benefit provider, HBT has several client pools that are each responsible for their own claims experience and for funding their own benefits costs. Three of the client pools are non-health authority agencies made up of a large number of small employers. As a self-insured pool, the claims experience is shared amongst all employers in the pool.

In 2002, the Province passed legislation that allowed CSSEA member agencies to withdraw from HBT and purchase their insurance benefits elsewhere. By the end of 2009, 75 CSSEA agencies had withdrawn from the HBT and purchased group insurance coverage through an alternative benefits provider. However, as part of a contractual arrangement between the individual agencies and HBT, if an agency withdraws from the HBT the agency must pay its portion of the unfunded liability (i.e. an exit levy).

The HBT agreement with employers was amended on January 22, 2010, to include a new exit levy policy for agencies wishing to leave the HBT. The new exit levy calculation now applies to all

agencies and is based on a combination of the overall pooled approach and the agency's claims history. The calculation is based on the agency's "deficit recovery contributions for the preceding 3 years compared to the total deficit recovery contributions of the pool".

The Ministry of Social Development (MSD) has led a strategy, with the Ministries of Finance, Children and Family Development (MCFD) and Health participating, to address issues at HBT, including payment of the exit levies. Recently, agencies with assigned exit levies were contacted by their funding source (MCFD, CLBC for MSD, health authorities) to make arrangements to address the exit levies.

While the exit levy amounts are modest in the CSSEA sector (65 per cent would pay less than \$10 thousand per year over 10 years; and the remainder less than \$60 thousand per year over 10 years), agencies preference is for government to cover the entire cost which in the CSSEA sector current stands at approximately \$4 million. A group of agencies have stated their intention not to pay and have encouraged other agencies still in the trust to leave.

Kardel Consulting Services Inc., Fairview Management Services Ltd., D.J. Hildebrandt Homes Ltd., Fort St. John Association for Community Living, and Vernon and District Association for Community Livings have filed suit in B.C. Supreme Court against the Province and trustees of the Healthcare Benefit Trust. The suit requests either declaration that these agencies not be liable for further exit levies, contributions or surcharges, or a reduction in liability to be determined by a third party. The suit also requests that damages (including special damages) and costs be paid by the Province.

**Decision required:**

**This is a 90 day issue** which requires monitoring.



## CROWN CORPORATION

### COMMUNITY LIVING BRITISH COLUMBIA (CLBC)

**Name:**

Community Living British Columbia (CLBC)

**Mandate:**

CLBC is a Crown agency that funds supports and services that address the current disability-related needs of two groups of eligible individuals and their families in British Columbia:

- Adults who have a diagnosis of developmental disability; criteria include age of onset, intellectual functioning and adaptive behaviour; and
- Adults who have a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder) and significant limitations in adaptive functioning; this relatively new program area known as the Personalized Supports Initiative (PSI) began February 1, 2010.

CLBC's mandate is set out in the *Community Living Authority Act*. It includes developing operational policies, ensuring standards are met, and managing funds and support to address the needs of eligible adults. CLBC is accountable to the legislature through the Ministry of Social Development, which is responsible for funding CLBC, setting and communicating government's mandate, establishing key policy and priority direction, and overseeing performance.

CLBC's service delivery model supports local decision-making aimed at creating flexible supports and services. This includes:

- Residential services: CLBC supports eligible adults to live as fully and independently as possible in the community, funding and the type of support provided depend upon the individual's current disability-related needs, support preferences, and preferred home environment.
- Community Inclusion: CLBC funds a variety of community inclusion options that are designed to support individuals to have rich lives within community. The amount of funding and type of support provided depend upon the individual's current disability-related needs, support preferences, and goals for inclusion.
- Respite: Respite provides families with a break from the challenges of care giving. Families can use this service in the manner that best suits their unique circumstances. These services

may be delivered in the family home, the home of a respite provider, or within the community.

- Support for Individuals and Families: CLBC funds a range of services for those who support an adult family member with a developmental disability. Services are designed to enhance the individual's overall quality of life and to strengthen the family's ability to manage.

Services are provided by over 3,100 non-profit agencies, private service providers and individual contractors. These agencies are managed by three CLBC regions (Fraser, Interior and the North, and Vancouver Island and Coastal) which are supported by a corporate office in Vancouver.

#### Financial Information:

CLBC will spend \$756.7 million in 2013/14 of which 93 per cent is spent directly for disability-related supports and services.

Community Living BC 2013/2014 Budget (\$000):				
Contracted Services		Regional Operations and Administration	Other Expenses (incl. Provincial Service and Amortization)	Total
Developmental Disabilities Programs	Personalized Supports Initiative			
688,200	9,600	50,800	8,100	756,700

#### Caseload:

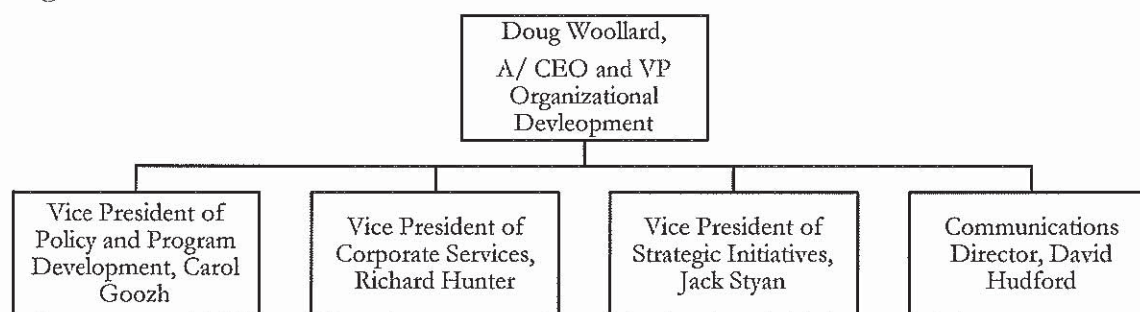
As of December 31, 2012, CLBC had open files for 14,868 adults with a developmental disability and 468 adults with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning. Of the 14,868 adults with a developmental disability, 5,560 adults were receiving residential and community inclusion services while 798 adults were receiving supported living and community inclusion services. The majority of other adults and families were receiving community inclusion services and respite, or other CLBC services such as assistance to develop a support plan.

Of the 468 adults with fetal alcohol spectrum disorder or autism spectrum disorder, a total of 74 adults were receiving shared living and community inclusion services, 91 adults were receiving supported living and community inclusion, and 303 adults were receiving community inclusion services or other CLBC services, such as planning assistance.

#### Issues:

**This is a 90 day issue** and a decision regarding recommendations by DM Committee in the Improving Services to People with Development Disabilities report is required. See Issue Note - Recommendations by DM Committee (CLBC) for more details.

## Organization Chart:



## Board of Directors:

There are three current Board members who's appointments expire within 90 days (required appointments in bold in the table below)

Name	Position	Appointed	Expiry
Denise E. Turner	Chair	1 Mar 2010	1 Jul 2015
John McCulloch	Director	1 Jul 2012	1 Jul 2015
Mark Duncan	Director	1 Jul 2010	1 Jul 2015
Norah C. Flaherty	Director	1 Jul 2010	1 Jul 2015
Ernest H. Malone	Director	1 Mar 2010	1 Jul 2015
Arn van Iersel	Director	1 Jul 2010	1 Jul 2015
Darryl J. Harand	Director	1 Jul 2008	1 Jul 2014
<b>Elizabeth C. Hunt</b>	<b>Member</b>	<b>24 Feb 2011</b>	<b>1 Jul 2013</b>
<b>Roberta Kjelson</b>	<b>Director</b>	<b>22 Nov 2010</b>	<b>1 Jul 2013</b>
<b>Janet A. Marston</b>	<b>Director</b>	<b>15 Sep 2010</b>	<b>1 Jul 2013</b>

# Community Living British Columbia

2013/14 - 2015/16  
Service Plan

*February 19, 2013*



## Contact CLBC

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Facebook	<a href="http://www.facebook.com/CLBC.selfadvocates">www.facebook.com/CLBC.selfadvocates</a> / <a href="http://www.facebook.com/CLBC.families">www.facebook.com/CLBC.families</a>
Website	<a href="http://www.communitylivingbc.ca/">www.communitylivingbc.ca/</a>

## Important Links

2011 - 2012 Annual Report	<a href="http://www.communitylivingbc.ca/wp-content/uploads/CLBC-2011-2012-Annual-Report1.pdf">www.communitylivingbc.ca/wp-content/uploads/CLBC-2011-2012-Annual-Report1.pdf</a>
<i>Community Living Authority Act</i>	<a href="http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04060_01">www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04060_01</a>
Glossary of Commonly Used Terms	<a href="http://www.communitylivingbc.ca/policies_and_publications/documents/SPGlossary2013.pdf">www.communitylivingbc.ca/policies_and_publications/documents/SPGlossary2013.pdf</a>
Ministry of Social Development	<a href="http://www.gov.bc.ca/hsd/">www.gov.bc.ca/hsd/</a>
Government Letter of Expectations	<a href="http://www.communitylivingbc.ca/about/governance/board/documents/GLE_2013-2014.pdf">www.communitylivingbc.ca/about/governance/board/documents/GLE_2013-2014.pdf</a>
2012 / 13 – 2014 / 15 Strategic Plan	<a href="http://www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf">www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf</a>

## Letter from the Board Chair to the Minister Responsible

February 19, 2013

The Honourable Moira Stilwell, M.D.  
Minister  
Ministry of Social Development  
Province of British Columbia

Dear Minister Stilwell,

On behalf of the Community Living British Columbia (CLBC) Board of Directors, I am pleased to present our 2013/14 – 2015/16 Service Plan.

Over the next three years, CLBC will focus on providing high quality supports and services. To help achieve this, we will strengthen our relationships with government partners including the Ministries of Social Development, Children and Family Development, Health, and Education. We will look for opportunities to partner with people and organizations not traditionally associated with the community living sector. We will also focus on refining policies and practices to build a more resilient and sustainable service delivery system.

Last year, the Provincial Government initiated a number of reviews to examine community living concerns about CLBC's response to individuals and families, and what might be done to create a more integrated and responsive service delivery system. CLBC is committed to being an integral part of a government-wide approach to address the needs of adults with developmental disabilities.

CLBC's priority in the second half of 2013/14 will be to work closely with the Ministry of Social Development to make changes that are needed in our approach, and to support changes occurring in government that will result from implementing recommendations made in the *Improving Services to People with Development Disabilities* report.

CLBC will continue our focus on responding to youth and younger families in more person-centred ways; at the same time we are also cognizant of older individuals who prefer to remain with their existing supports and services. We are committed to having individuals, and their families, at the centre of decision-making and supporting their needs and goals within available funding. CLBC is also actively promoting a quality assurance culture. For example, we have implemented a more streamlined, person-centred Complaints Resolution Process that was revised in response to stakeholder feedback. Steps have also been taken to ensure individuals and families know who to contact when they need assistance.

CLBC is also focusing on ensuring that opportunities for employment are enhanced for the people we serve. As with most citizens, work is a primary gateway for people with developmental disabilities to the many benefits that active and contributing citizens enjoy.

Value for money spent will be supported by fully implementing contract management and monitoring systems and through the use of individualized funding and direct payments. Ongoing enhancements to our information management system will help with tracking and reporting cost-effective options.



Denise Turner,  
CLBC Board Chair

Improvements to CLBC's policies, practices, business processes and management information systems will be ongoing. It is a challenge for staff to meet day to day operational requirements while learning new skills and practices to support these improvements. To address this, staff is being actively supported through a coordinated approach to training that will help staff better support the objectives set out in CLBC's new three-year Strategic Plan.

Exploring new service delivery approaches challenges conventional thinking and practice. CLBC is committed to sustaining stakeholder communications and support while pursuing new approaches to provide services that are more responsive, cost effective, and sustainable. Community Councils will continue to be our key partners in working with local communities to support full participation of adults with developmental disabilities. By better engaging our Community Councils, and the Advisory Committee, to provide input and feedback on CLBC initiatives and projects and communicating more proactively with our stakeholders, we can develop sector and non-traditional relationships and build support for CLBC initiatives.

We have an opportunity to leverage funding provided by the Province to create new opportunities for innovative, sustainable service delivery. This includes better integrating government programs with community, philanthropic and business sector initiatives and programs, and enhancing employment opportunities. However, CLBC is facing a number of significant risks. Service demand is increasing while government is experiencing real fiscal challenges; this creates concerns about longer term sector sustainability. CLBC recognizes that solutions cannot be achieved entirely by more funding and that government alone cannot meet the needs of all people with a developmental disability in BC that require support.

The shared goals of participation, employment and citizenship articulated in our Strategic Plan present an opportunity for CLBC and its partners to work more collaboratively.

The Board is confident that CLBC with its skilled and committed staff and leadership team, together with our dedicated volunteers and many community and government partners, will achieve the objectives set out in this Service Plan.

### **Accountability Statement**

The 2013/14 – 2015/16 CLBC Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of February 19, 2013 have been considered in preparing the plan. The performance measures are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,



Denise Turner  
Chair, Board of Directors  
Community Living British Columbia

# Table of Contents

<b>Contact CLBC .....</b>	<b>2</b>
<b>Letter from the Board Chair to the Minister Responsible.....</b>	<b>3</b>
<b>1. Overview of Community Living British Columbia .....</b>	<b>6</b>
1.1    Enabling Legislation and Mandate .....	6
1.2    Vision, Mission and Values .....	6
1.3    How CLBC Does its Work.....	7
1.4    Community Involvement .....	8
1.5    Why CLBC's Work Is Important .....	9
<b>2. Government Letter of Expectations.....</b>	<b>10</b>
<b>3. Corporate Governance .....</b>	<b>13</b>
3.1    Board of Directors .....	13
3.2    Board Roles.....	13
3.3    Board Committees.....	13
3.4    Board Governance.....	13
3.5    CLBC Organizational Structure .....	14
3.6    CLBC Senior Management Team .....	15
<b>4. Strategic Context.....</b>	<b>15</b>
4.1    Demographic Factors Influencing Service Demand .....	15
4.2    Anticipated Caseload Growth.....	16
4.3    Responding to Changing Individual and Family Needs within an Integrated and Sustainable Model..	17
4.4    Personalized Supports Initiative.....	18
4.5    Key Strategic Risks .....	18
4.6    Operational Capacity .....	20
<b>5. Goals, Strategies, Performance Measures, and Targets .....</b>	<b>21</b>
5.1    Goal 1 – Service Excellence.....	22
5.2    Goal 2 – Organizational Responsiveness .....	24
5.3    Goal 3 – Operational Efficiency .....	25
5.4    Benchmarking .....	26
<b>6. Summary Financial Outlook.....</b>	<b>27</b>
6.1    Contributions from the Province.....	27
6.2    Cost Sharing Agreements.....	28
6.3    Contracted Services .....	28
6.4    Provincial Services .....	29
6.5    Budget Assumptions.....	29
<b>7. Capital Plan and Major Capital Projects .....</b>	<b>29</b>

# 1. Overview of Community Living British Columbia

Community Living British Columbia (CLBC) is a Crown agency that funds supports and services that meet the disability-related needs of two groups of eligible individuals and their families in British Columbia.

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

This 2013/14 – 2015/16 Service Plan sets out the approach CLBC will use to manage the delivery of supports and services using financial resources that are available in the next three years. The plan details how CLBC will be accountable for its performance by outlining the strategies to achieve its goals and by identifying how progress will be measured. Development of this Service Plan has been guided by:

- ♦ CLBC's Board of Directors and senior management team
- ♦ CLBC's 2012/13 to 2014/15 Strategic Plan
- ♦ Crown Agencies Resource Office 2013/14 – 2015/16 Crown Corporation Service Plan Guidelines
- ♦ Government Letter of Expectations provided to CLBC by the Minister of Social Development as the Minister responsible

## 1.1 Enabling Legislation and Mandate

CLBC's mandate is set out in the Community Living Authority Act. The *Act* outlines CLBC's responsibility to develop operational policies, meet relevant standards, and manage funds and services to address the needs of eligible adults. CLBC is accountable to the Legislature through the Ministry of Social Development which is responsible for funding, establishing and communicating government's mandate, policy and priority direction to CLBC, and overseeing the organization's performance.

## 1.2 Vision, Mission and Values

CLBC's vision, mission, and values statements were updated during the development of the 2012/13 to 2014/15 Strategic Plan.

### 1.2.1 Vision

*CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.*

### 1.2.2 Mission

*In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.*

### 1.2.3 Values

- ♦ Respect for individuals, families, partners, and staff
- ♦ Results matter
- ♦ Excellence through innovation and knowledge creation
- ♦ Open minds
- ♦ Value for money

## 1.3 How CLBC Does its Work

CLBC will spend \$747M in 2012/13, of which \$696M or 93% will go directly to disability-related supports and services. Contracted service providers deliver a range of services that include residential (staffed residential, shared living, supported living), community inclusion (community-based, home-based, employment, skill development), and respite (contracted, direct-funded) options. Individuals and families also have access to a suite of psychological, behavioural, home maker, and support coordination services that support overall well-being.

### 1.3.1 Adults Served

As of December 31, 2012, CLBC had open files for 14,868 adults with a developmental disability and 468 adults with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning. Of the 14,868 adults with a developmental disability, 5,560 adults were receiving residential and community inclusion services while 798 adults were receiving supported living and community inclusion services. The majority of other adults and families were receiving community inclusion services and respite, or other CLBC services such as assistance to develop a support plan.

Of the 468 adults with fetal alcohol spectrum disorder or autism spectrum disorder, a total of 74 adults were receiving shared living and community inclusion services, 91 adults were receiving supported living and community inclusion, and 303 adults were receiving community inclusion services or other CLBC services, such as planning assistance.

### 1.3.2 Service Delivery

CLBC has four regions (Fraser, Interior, Vancouver Island, Vancouver Coastal and the North) which are supported by a corporate office in Vancouver. These regions are broken into 11 Quality Service Areas and managed by Quality Service Offices and one or more Community Living Centres.

Quality Service Offices are staffed by analysts who are responsible for reviewing individual support plans; allocating resources; procuring, contracting and monitoring service delivery; supporting resource development; promoting innovative support options; and ensuring crisis response capacity in the service areas. Analysts are the main point of contact for service providers.

The 40 Community Living Centres and their satellite offices are staffed by facilitators who are responsible for confirming eligibility, developing support plans, and supporting individuals and families by providing information and assistance to address issues that arise. Facilitators act as a link to informal community supports provided by families, friends and neighbors, services that most citizens use such as public transportation, and CLBC-funded support and services that assist adults to achieve their goals.

Facilitators work with community partners to promote inclusion, and social, recreational, and employment opportunities for adults with developmental disabilities. They are the main point of contact for adults and families and remain involved with the approximately 10% of adults who need ongoing service coordination.

#### PRACTICES GUIDING CLBC'S APPROACH

- ◆ Being included in and contributing to the community enhances quality of life
- ◆ Opportunities for inclusion and contribution are increased by using the same services as citizens without disabilities, such as public transportation and recreation centres
- ◆ Informal supports provided by families, friends and neighbours can help people access the community
- ◆ Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals:
  - 1) Achieving things that are important to the person
  - 2) Achieving things that are important for the person

Analysts and facilitators collaborate in their day-to-day work. For example, facilitators lead in developing support plans and consult regularly with their analyst colleagues. As a result, this helps people plan with the best information available and ensures that service requests reflect an appropriate level of support within available resources. At other times, analysts and facilitators have linked responsibilities that lead to a joint response; for example, when implementing funded supports. Analysts and facilitators are co-located where feasible and utilize various forms of communication, such as telephone and video conferencing to collaborate.

Recognizing and supporting individual and family capacity is central to CLBC's practice. Facilitators, supported by analysts, assist individuals and families to identify strengths and develop personal goals to help meet their needs, and support them to resolve problems. This process maintains self-reliance, dignity and independence. This work is supported by the CLBC-funded Family Independence Fund which provides one-time only grants to eligible families for home renovations or vehicle modifications to help keep their children and young adults at home. As of December 31, 2012 the Fund, which is administered through the Giving in Action Society, has issued 804 grants valued at \$27.9M.

The safety of those served is of primary importance to CLBC. As a designated agency under the Adult Guardianship Act, CLBC responds to allegations of abuse and neglect. Other formal CLBC safeguards include standards, monitoring, licensing, external reviews and a Complaints Resolution Process that has been revised in response to stakeholder feedback to make it more streamlined and person-centred. CLBC also promotes and develops informal safeguards to support citizenship and contribution, and address vulnerabilities that adults with developmental disabilities can experience. The development of support networks has been a major focus in the past three years. A new initiative underway, Start with Hi2, will build on the successful Start with Hi program introduced in 2009. This initiative seeks to help people understand that small actions like saying "Hi" are an important first step in making connections that can foster a greater sense of safety and belonging.

CLBC's Aboriginal Advisor, supported by an Aboriginal Advisory Committee, helps CLBC respond in culturally appropriate ways to the needs of adults of Aboriginal ancestry. CLBC has also established an Advisory Committee on ageing with broad representation from community living and seniors' serving agencies that will guide CLBC's development and implementation of a strategy to support ageing individuals and their families and/or caregivers. This initiative will be linked to cross-government work being done to address Recommendation #9 of the Deputy Ministers' Review of CLBC: to develop a three-year plan to meet the needs of the older cohort of individuals with developmental disabilities.

CLBC operates the Provincial Assessment Centre (PAC) for people aged 14 and older across B.C. who have a developmental disability and a mental health or complex behavioural issue. The PAC is a 10 bed specialized, multi-disciplinary mental health facility in Burnaby that provides in-patient assessment for up to 90 days with a six-month community follow-up.

More information about funded supports and services delivered by over 3,100 contractors, CLBC's service delivery approach, the people it serves, and the location and roles of facilitators and analysts can be found at [www.communitylivingbc.ca/](http://www.communitylivingbc.ca/).

## **1.4 Community Involvement**

Community members are key partners in fostering inclusion as they facilitate access to supports and services that most citizens use; this helps adults with developmental disabilities meet their unique needs. CLBC's community engagement practices also help develop strong relationships in B.C.'s communities. Together, CLBC and community members create opportunities for adults with developmental disabilities to participate in all facets of community life and to develop friendships.

CLBC achieves meaningful engagement with communities in the following ways:

#### **1.4.1 Community Councils and Advisory Committee to the Board**

As an extension of CLBC, 13 Community Councils work with a wide range of community partners to support full participation of adults in community life. Council membership includes adults with developmental disabilities, family members, service providers and citizens from all walks of life. Councils also provide feedback on CLBC-sponsored projects and initiatives at the local, regional and provincial level. In response to a Task Force report that focused on improving the working relationship between Community Councils and CLBC, work is underway to enhance information sharing and share best practices. This will support Community Councils' sustainability and maximize the value they bring to CLBC and the people it serves.

The Community Living Authority Act requires CLBC to establish an Advisory Committee to CLBC's Board of Directors. This Committee consists of an adult with a developmental disability or a family member from each of the 13 Community Councils. As a link between communities and the Board, the Advisory Committee assists the Board by ensuring two-way communication between Community Councils and the Board and recommending improvements to policy and practice for Board and staff consideration. More information about Community Councils and the Advisory Committee to the CLBC Board of Directors can be found at [www.communitylivingbc.ca/](http://www.communitylivingbc.ca/).

#### **1.4.2 Communicating with Stakeholders**

CLBC communicates with stakeholders about issues of mutual interest through newsletters, Facebook, Twitter, website updates and targeted focus groups. Input on important policy and practice issues is gathered by using forums and working groups. For example, CLBC obtained input from more than 700 people including individuals, families, service providers, employers, and Community Council and Advisory Committee members in developing its three-year community action employment plan.

The Board meets bi-monthly, and twice each year holds their meetings outside the Lower Mainland. Meetings are open to the public and the Board minutes and the annual meeting schedule are posted on CLBC's website. Stakeholders, including adults with developmental disabilities, family members and service providers, are able to ask questions and make presentations. At the scheduled meetings outside the Lower Mainland, the Board also meets with Community Council members, and hosts public receptions where community members can interact with Board members. Senior management team members also make regular presentations to stakeholders throughout B.C. on CLBC's roles and activities.

#### **1.4.3 Consumer Satisfaction**

An independent contractor conducts an annual satisfaction survey for CLBC with 1,200 individuals and those who support them. Results are used by CLBC to address areas that require improvement. Four survey questions (pages 23 and 24) are included as performance measures in this Service Plan. Accredited service providers funded by CLBC also conduct, and respond to, yearly satisfaction surveys.

### ***1.5 Why CLBC's Work Is Important***

CLBC and its extensive network of contracted service providers provide a wide range of supports and services that help adults with developmental disabilities, along with their families and communities, in a number of important ways, including:

- ♦ Supporting adults to participate in community life and play important roles as citizens, such as employee, friend, and neighbour
- ♦ Meeting the disability-related needs of adults with developmental disabilities in B.C.
- ♦ Helping families remain together
- ♦ Enhancing safeguards for adults in collaboration with families and community partners

Adults and their families also receive services from government ministries including Social Development, Children and Family Development, Health, and Education. For example, most people served by CLBC receive the monthly \$916 Persons with Disabilities Benefit from the Ministry of Social Development, medical coverage (e.g., dental and optical), and in many cases supplemental assistance including medical equipment and supplies. CLBC services are provided in addition to these base public services.

## 2. Government Letter of Expectations

Government provides annual direction to CLBC in a Government Letter of Expectations (GLE) which is an agreement on the parties' respective accountabilities, roles, and responsibilities. The GLE also confirms CLBC's mandate and priority actions, and articulates key performance expectations documented in the Shareholder's Expectations for British Columbia Crown Agencies. The GLE forms the basis for the development of CLBC's Service Plan and Annual Service Plan Report. It is reviewed annually and updated as required. The GLE can be found at [www.communitylivingbc.ca/about/governance/board/documents/GLE\\_2013-2014.pdf](http://www.communitylivingbc.ca/about/governance/board/documents/GLE_2013-2014.pdf).

Government's expectations of CLBC have changed substantially from previous years. There is now a focus on being more responsive to the needs of individuals and families through the creation of an integrated service delivery system, improved transition planning, and increased collaboration and communication among CLBC and the other government ministries that make up the province's system of supports for adults with developmental disabilities and their families. The changes in the GLE are expected to result in real, positive transformations in the way government and CLBC work together to support individuals and their families.

Government's key directions and the specific actions CLBC is taking to align with these directions are summarized in the table below.

DIRECTION	CLBC ALIGNMENT
Continue to implement recommendations to address key challenges and opportunities identified through the Ministry of Finance Internal Audit (IAAS) report and government's <u>Improving Services to People with Developmental Disabilities</u> report. This includes working with MSD and Ministry of Health to assess and model needs of the older cohort of individuals with developmental disabilities and develop a three-year plan to meet those needs and ensure early planning with families.	<p>In response to the <u>IAAS report</u>, measures are being taken to enhance Request for Service List data quality. The <u>Conflict of Interest Policy</u>, part of a robust risk management approach to protect CLBC's integrity, has been updated to further address the interests of individuals supported by the organization, and the public interest. In response to the <u>Improving Services to People with Developmental Disabilities</u> report, CLBC participates on the multi-ministry "Services to Adults with Developmental Disabilities" Steering Committee (STADD) which is mandated to make recommendations on a "one government" approach to service delivery. CLBC staff also took an active role in inviting participants to community engagement sessions held in the fall on the new service delivery model that were led by MSD, and assisted with organization and facilitation.</p> <p>Job opportunities are being enhanced by a three-year employment action plan with multi-year targets, which also increases our emphasis on supporting transitioning youth. Funding provided by government was used to allocate a minimum of \$2,800 annually to families of transitioning youth for respite services, or an equivalent amount of money where another service is preferred. CLBC regions are tracking service needs and responding to additional request for support and services.</p> <p>CLBC is reviewing its individualized funding (IF) policies and refining them as needed to increase accessibility and use of this funding option. This will include developing a family governance policy that will allow families to pool their IF funds. CLBC is also working with MSD and Ministry of Health to assess and model the needs of older adults with developmental disabilities and develop a three-year plan to meet those needs and ensure early planning with families.</p>

DIRECTION	CLBC ALIGNMENT
<p>Assist MSD to finalize the CLBC/MSD Accountability and Performance Framework that will identify government's expectations of CLBC in terms of deliverables, outputs and expected outcomes, focusing on any changes in service delivery and related outcomes.</p>	<p>CLBC is working with MSD to complete an accountability and performance framework. CLBC continues to report on key performance indicators in the current framework that was developed in partnership with MSD.</p> <p>The existing contract management system and monitoring framework being implemented will identify ways to ensure that available resources are being used efficiently and delivered services are of a high quality. The framework also provides CLBC with the information it needs to report on achievement of goals and objectives.</p> <p>CLBC will expand use of the <i>My Life: Personal Outcomes Index™</i> survey from two regions (Fraser and Vancouver Coastal) to a third (Interior) to measure quality of life outcomes in the areas of independence, social participation, and well-being for adults using CLBC-funded supports and services.</p> <p>Data will be used by service providers to enhance their continuous quality improvement strategies and by CLBC to inform its policy and practice direction.</p>
<p>Continue as an active participant with MCFD and MSD, and with other agencies to implement the provincial youth transition protocol for effective shared responsibility for a seamless transition of services for young people with special needs as they mature and become eligible for adult services.</p>	<p>CLBC is one of eight government organizations that signed a <u>cross-ministry transition planning protocol</u> which focuses on supporting youth with special needs and their families as they transition to adulthood.</p> <p>As part of its commitment to shared responsibility for this group of individuals, CLBC will continue to be an active participant with the <u>Ministry of Children and Family Development</u>, the <u>Ministry of Social Development</u>, and other agencies in implementing the provincial youth transition protocol.</p> <p>This collaboration will support a seamless transition of services for young people with special needs as they mature and become eligible for adult services.</p> <p>CLBC participates in work led by MSD to inform implementation planning underway to improve youth transition services – a key recommendation in government's <i>Improving Services to People with Developmental Disabilities</i> report.</p> <p>CLBC is also working with MCFD to implement the recommendations of the MCFD Residential review. This will achieve smoother transitions for youth transitioning to CLBC adult residential services.</p>
<p>Work collaboratively with MSD to develop and deliver services consistent with the annual service funding agreement with MSD and in a manner that continues to realize service efficiencies and to address priority requests for service.</p>	<p>CLBC is committed to delivering innovative, cost effective services while addressing priority requests for supports and services. CLBC's goal is to increase opportunities for employment, and contribution for the people it serves. CLBC is also taking steps to increase transparency about timeliness of service access and the degree of need or urgency associated with requests.</p> <p>This work is supported by an innovation framework being developed with stakeholders that will identify how innovations can be supported, promoted and replicated to address sector challenges. This is linked to work on innovation led by MSD.</p> <p>As well, CLBC participates in various projects undertaken by our community partners and external stakeholders who are committed to advancing community inclusion and belonging through innovation.</p> <p>CLBC staff focuses on ensuring that services are aligned with people's current disability-related needs and that people gain access to the same services any community member would use, as well as the informal supports provided by family, friends and neighbours.</p>

DIRECTION	CLBC ALIGNMENT
<p><b>Improve decision making and communication with individuals and families and reaffirm that CLBC's first priority is the individuals and families it serves.</b></p>	<p>CLBC is committed to placing individuals at the centre of decision-making and supporting their needs and goals within available funding. CLBC has taken steps to ensure individuals and families know who to contact when they need assistance. CLBC is also actively promoting a quality assurance culture. Examples include:</p> <ul style="list-style-type: none"> <li>♦ A Commitment Document, that will be prominent in all CLBC offices, will introduce a promise of quality service standards that stakeholders can expect in their dealings with CLBC</li> <li>♦ A more streamlined, person-centred <u>Complaints Resolution Process</u></li> <li>♦ An external review of home sharing is focusing on training, safety, monitoring and quality of life issues, and recommendations from a 2012 Coroner's report</li> <li>♦ Improvements are being made to the PARIS information management system to better document and track critical incident reports in CLBC's contracted services</li> <li>♦ An updated <u>policy</u> that encourages reporting of irregularities and protects the identity of whistleblowers</li> </ul> <p>Responsibility for completing the Guide to Support Allocation (GSA) is being transferred from analysts to facilitators. This will allow facilitators to inform individuals and families about the level of support that they will likely be eligible to receive prior to starting the planning process. This will help streamline planning and reduce uncertainty about what individuals and families might expect to receive. This transfer of responsibility will be completed by March 31, 2013.</p> <p>CLBC will fully implement its Procurement and Contracting Policy which formalizes individual and/or family preference by March 31, 2013. This new approach enables individuals and families to have a much larger role in choosing their own pre-qualified service providers. This policy reflects feedback from individuals, families, service providers, and CLBC staff and complements other innovative procurement measures CLBC has introduced, including direct and host agency individualized funding.</p> <p>CLBC will continue to improve communication with individuals and families, as well as service providers and community partners about appropriate arrangements for residential and community inclusion supports. Where an individual needs to move from a staffed residential home (for example if a service provider no longer wishes to operate the home; the home is structurally unsuited to the individual's changing needs; or health and safety concerns cannot be effectively addressed), CLBC will take time to properly inform the person and their family to ensure that there is a shared understanding of the situation, and clarify why relocation is necessary and how the individual's needs will be met in the new location.</p>
<p><b>Work with MSD to adopt the Integrated Case Management system as CLBC's information system.</b></p>	<p>In conjunction with Deloitte Consulting, CLBC has completed a fit-gap analysis and presented the findings to MSD for evaluation.</p> <p>CLBC is working with MSD on an implementation schedule.</p>
<p><b>Action planned on climate change and carbon neutrality.</b></p>	<p>CLBC contributes to government's climate change adaptation agenda in a number of important ways. A Go Green Committee meets bi-monthly by teleconference and monitors implementation of a climate action work plan. Go Green staff leads in field offices audit and encourage environmentally friendly, sustainable work practices.</p>

## 3. Corporate Governance

### 3.1 Board of Directors

CLBC BOARD CHAIR - Denise Turner		
DIRECTORS		
Mark Duncan	Norah Flaherty	Darryl Harand
Elizabeth Hunt	Arn van Iersel	Roberta Kjelson
Ernest Malone	Jan Marston	John McCulloch

### 3.2 Board Roles

The primary role of the CLBC Board of Directors is to provide governance. Responsibilities include strategic planning; risk management; monitoring organizational and management capacity; internal controls; ethics and values; and communication.

### 3.3 Board Committees

#### 3.3.1 Quality and Service

The Quality and Service Committee supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfil its responsibilities to ensure the quality of, and equitable access to, funded services.

**Chair:** Norah Flaherty; **Members:** Darryl Harand; Arn van Iersel; Roberta Kjelson; John McCulloch; Ex officio: Denise Turner

#### 3.3.2 Governance and Human Resources

The Governance and Human Resources Committee provides a focus on governance to help enhance CLBC's performance and assists the Board in fulfilling its obligations relating to human resources, including compensation, performance, succession planning and safety matters.

**Chair:** Jan Marston; **Members:** Ernest Malone; Elizabeth Hunt; Mark Duncan; Ex officio: Denise Turner

#### 3.3.3 Finance and Audit

The Finance and Audit Committee assists the Board to fulfil its oversight of finance and audit matters, including reviewing financial information provided to government or made public, strategic financial plans, operating and capital budgets, external and internal audit activities, the system of internal controls, risk management and information, and investment management activities.

**Chair:** Arn van Iersel; **Members:** Ernest Malone; Mark Duncan; John McCulloch; Ex officio: Denise Turner

### 3.4 Board Governance

Board governance is consistent with government's mandate and policy direction and ensures compliance with financial and other applicable policies and legislation. The Chair is the key link to government and advises the Minister of Social Development on issues that impact CLBC. The Board supervises the Chief Executive Officer (CEO) who is responsible for ensuring that appropriate policies, procedures and business practices are established and adopted.

Under the Community Living Authority Act, the Board may consist of up to 11 Directors with the skills, qualifications and experience necessary to govern effectively. The Board's Director Position Description clarifies Directors' duties and sets out how the Board expects Directors to conduct themselves in their work. In discharging his or her responsibilities, each Director shall:

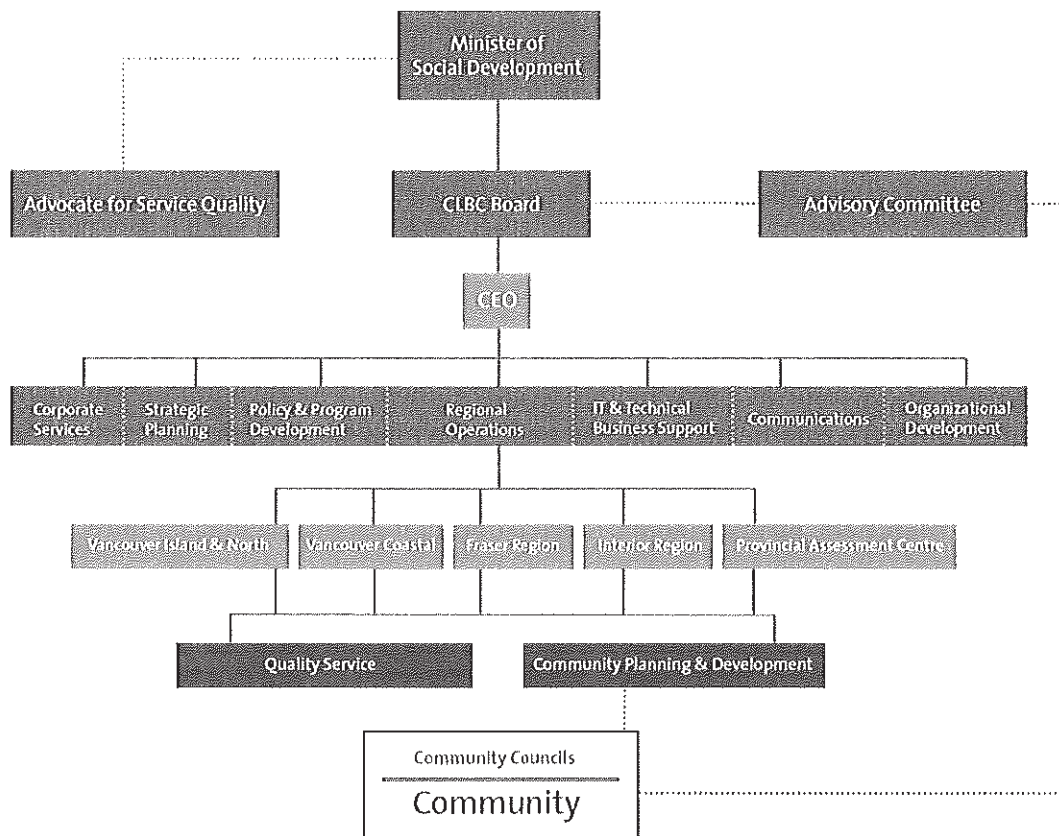
- ♦ Act honestly and in good faith with a view to the best interests of CLBC
- ♦ Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances

In keeping with these standards, a Director is required to:

- ♦ Act in the best interests of CLBC and not in his or her self-interest or in the interest of a particular group or constituency
- ♦ Avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director, and disclose any personal interests that may conflict with the interests of CLBC
- ♦ Keep confidential any information about CLBC that has not been publicly disclosed, including Boardroom discussions
- ♦ Comply with applicable CLBC corporate policies, including the Board's Code of Conduct
- ♦ Comply with the Community Living Authority Act, regulations under the *Act*, and associated bylaws

CLBC's Board governance policies and practices are fully compliant with the Best Practice Guidelines February 2005 issued by the Crown Agencies Resource Office. Disclosure statements, which include terms of reference for the Board of Directors and its committees, the Board Chair and the CEO, Directors' biographies and attendance records, the number of Board and committee meetings held, and Board minutes, can be found at [www.communitylivingbc.ca/about/board-of-directors/](http://www.communitylivingbc.ca/about/board-of-directors/).

### 3.5 CLBC Organizational Structure



### 3.6 CLBC Senior Management Team

INTERIM CHIEF EXECUTIVE OFFICER - DOUG WOOLLARD		
VICE PRESIDENTS**	DIRECTORS, REGIONAL OPERATIONS	DIRECTORS
<b>Carol Goozh</b> - Policy and Program Development <b>Richard Hunter</b> - Corporate Services <b>Jack Styant</b> - Strategic Initiatives <b>Position vacant</b> - Organizational Development	<b>Jai Birdi</b> (Acting) - Fraser Region <b>David MacPherson</b> - Vancouver Island & the North <b>Lynn Davies</b> - Interior <b>Sharon Rose</b> (Acting) - Vancouver Coastal	<b>David Hurford</b> - Communications <b>Stacey Lee</b> - Human Resources <b>Brian Salisbury</b> - Strategic Planning <b>Ian Scott</b> (Acting) - IT and Technical Business Support

\*\*Vice Presidents are equivalent in status to Assistant Deputy Ministers.

## 4. Strategic Context

CLBC must address key risks and challenges associated with growing demand to successfully achieve its mandate. Many other jurisdictions providing similar supports and services to those funded by CLBC are also experiencing these same risks and challenges.

Services and resource allocation tools used to support adults with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning (through the Personalized Supports Initiative) are similar to those used with adults with developmental disabilities; however, the level of demand and mix of services continue to be defined for this group. Therefore, information presented below on the number of individuals requiring support and service demand focuses on adults with developmental disabilities.

### 4.1 Demographic Factors Influencing Service Demand

CLBC's goal is consistent with that of government in terms of ensuring individuals and families have the support they need to lead full lives. Demographic pressures and technology gains drive demand for CLBC services, much as they do in health care. With more children surviving to adulthood, an ageing population and increasing public expectations, caseload and service expectations have increased each year. Significant factors include:

- ♦ **Increasing population served** - Technology and health services extend life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing
- ♦ **Increased service requirements with age** - As adults age, their needs change and more supports may be required to live in the community, or they may need to access residential services
- ♦ **Earlier onset of age-related needs** - The onset of health and capacity issues become evident up to 20 years earlier for some adults served by CLBC; for example, adults with Down syndrome may experience early onset of age-related dementia. In the next five years, CLBC's 45-64 age group is projected to increase by 13%. As part of the Services to Adults with Developmental Disabilities project, CLBC will work with MSD and the Ministry of Health to assist in developing plans to respond to these evolving needs
- ♦ **Increasing age of family caregivers** - The capacity to cope with adults living at home diminishes as family caregivers grow older. The result is in an increasing number of adults requiring support, some of whom have never had prior contact with CLBC

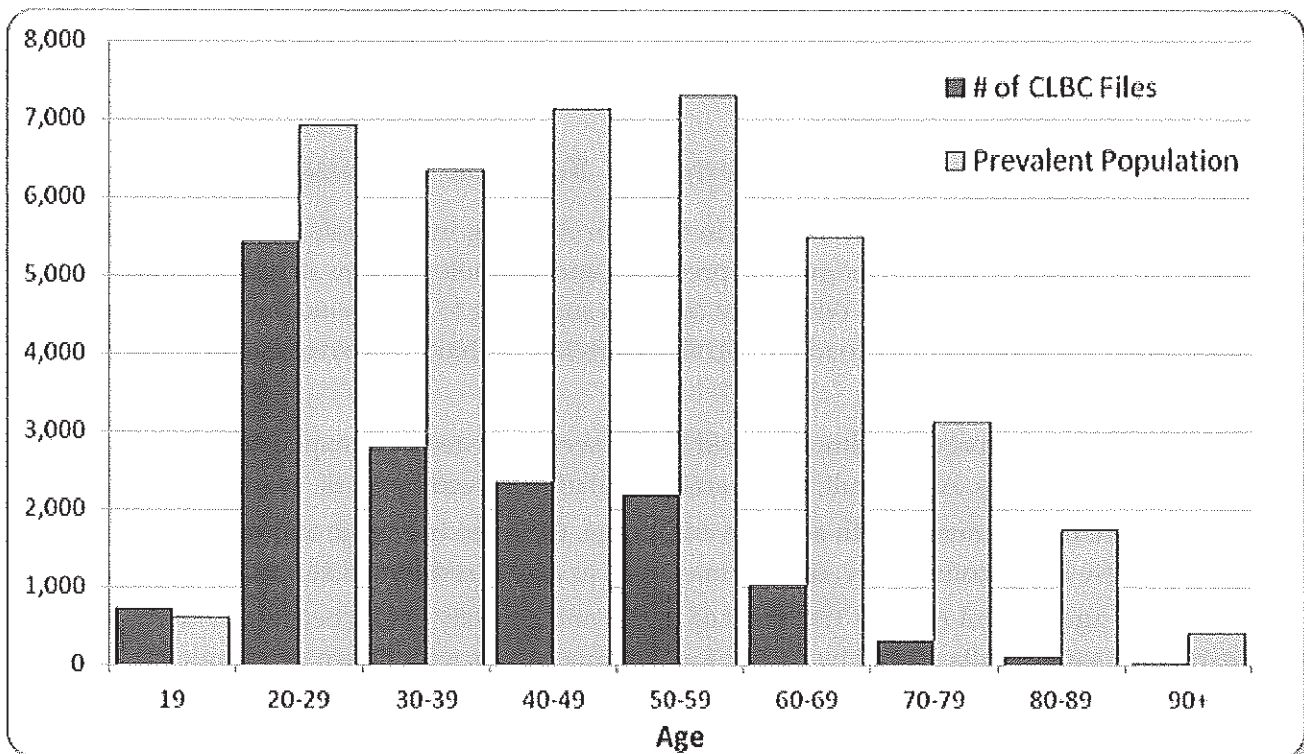
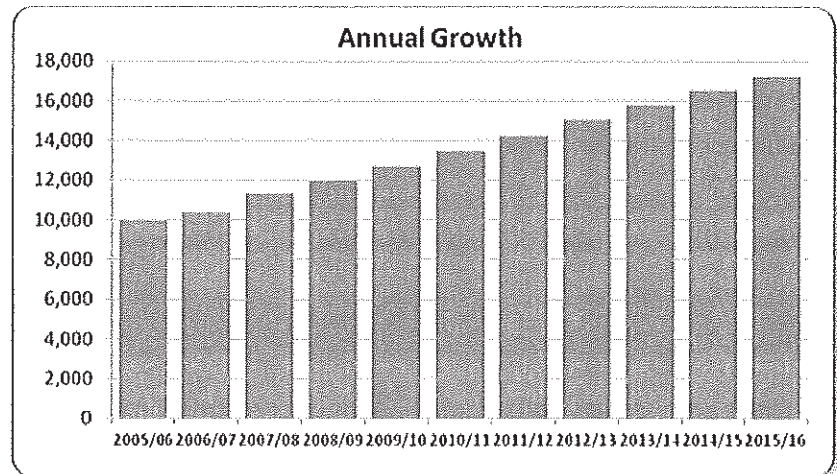
- ♦ **Youth turning 19** - CLBC is experiencing increased parental expectations for community inclusion and employment support for youth turning 19. This results from increased awareness of youth with special needs in the school system, greater visibility of funded services due to CLBC's creation, and CLBC's emphasis on youth transition planning in accordance with government's transition protocol. These expectations are different from older adults who have typically used traditional day programs

## 4.2 Anticipated Caseload Growth

It is projected that 15,044 adults with developmental disabilities will be registered with CLBC by March 31, 2013. This figure represents a growth of 5.6% in the present fiscal year and a 32.5% growth rate over five years.

As illustrated by the graph to the right, the annual rate of growth is expected to decline only slightly over the next several years.

The age distribution of adults served by CLBC, compared with the prevalence rate (1.05%) of adults with developmental disabilities in B.C.'s general population, is presented in the table below. This rate is an estimate based on an internationally accepted definition of developmental disability used by the World Health Organization.



Increased service demand for 2012/13 involves 683 youth turning 19. This is 1.17% of the provincial population of 19 year-olds (compared to 1.13% in 2011/12 and 1.02% in 2010/11) and exceeds the 1.05% prevalence rate. The number of youth turning 19 projected to register with CLBC for 2013/14 to 2015/16 is 1.10% of the provincial population reflecting the upward trend and this is a significant cost driver for CLBC.

Many older, potentially eligible adults may live independently or be supported by family without receiving supports and services from CLBC. As these individuals and their family caregivers grow older, many can be expected to require services. As seen in the table below, the caseload growth due to new adults over age 19 registering with CLBC is forecasted to be 300 in 2012/13 and the next three years. This is equivalent to the average number over the last four years.

### Individuals with Developmental Disabilities Registered for Service

	Actual				Forecast	Projections		
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Individuals Eligible at year end	12,015	12,715	13,481	14,241	15,044	15,788	16,523	17,241
% Increase in the year	5.8%	5.8%	6.0%	5.6%	5.6%	4.9%	4.7%	4.4%
<b>Change in Eligible Individuals</b>								
# Children Turning 19	534	577	631	662	683	624	615	599
# New "older" adults registered	316	303	279	302	300	300	300	300
<b>Total New Eligible Adults</b>	<b>850</b>	<b>880</b>	<b>910</b>	<b>964</b>	<b>983</b>	<b>924</b>	<b>915</b>	<b>899</b>
Less: Discharges	(191)	(180)	(144)	(204)	(180)	(180)	(180)	(180)
<b>Net change in Individuals</b>	<b>659</b>	<b>700</b>	<b>766</b>	<b>760</b>	<b>803</b>	<b>744</b>	<b>735</b>	<b>719</b>

## 4.3 Responding to Changing Individual and Family Needs Within an Integrated and Sustainable Model

Changes in the needs of individuals will increase or decrease over time depending on the influence of the following factors: a person's health, their age, family involvement and support, and receiving the right services in a timely way. CLBC works with service providers through its contracting process to align supports and services with each person's disability-related needs.

Improving personal outcomes and increasing sustainability over time will be realized by developing flexible approaches that meet expectations of individuals already receiving supports and services, and innovating and creating new services and supports which meet the expectations of younger adults entering the system. To help achieve this, CLBC is enhancing its information management system and business processes to provide more useful and reliable information that clearly identifies current requirements versus future needs, distinguishes assessed needs and individual/family requests, and improves the ability to link service needs with funding requirements.

However, population growth does not tell the whole story. Most young adults qualifying for CLBC supports and services are not seeking the same lifestyles that were provided to older adults when they turned 19 or left an institution. Today's young adults have grown up being included in the public school system, and they want jobs, friends in the community, and a place of their own. For transitioning youth who aspire to independent living and want to work, CLBC, and government more broadly, are striving to be more flexible in their response to the different needs that present and offer more individualized choices to individuals and their families to meet these needs. This has been a key area of focus for the multi-ministry Services to Adults with Developmental Disabilities Steering Committee (STADD). At the same time, CLBC is aware that many older individuals prefer to remain with their existing supports and services and will work with MSD and the Ministry of Health through the STADD Committee to assess and model the needs of this older cohort.

**Youth require supports and services to achieve their goals around work, independent living arrangements and friendships; these costs are substantially less than the cost of housing an individual in a staffed residential setting.**

As part of its commitment to a government-wide approach to address the needs of adults with developmental disabilities, CLBC will work collaboratively with the Ministries of Social Development, Children and Family Development, Health, and Education to improve integration and coordination of supports and services.

As well, and as noted in the *Improving Services to People with Developmental Disabilities* report, greater consistency and clarity of needs assessment and planning for individuals and their families will be achieved by implementing a more consistent way to use assessment information across the Ministries of Children and Family Development, Health, Education, and Social Development, along with CLBC.

CLBC recognizes that cross-Ministry collaboration is the most effective way to respond to the diverse needs of adults served. CLBC will be an active participant working together to harmonize the transition from youth to adult services to lessen the impact on individuals and their families. It is also committed to changing and improving services to ensure individuals with developmental disabilities have the supports they need, when they need them, to lead full rich lives.

#### ***4.4 Personalized Supports Initiative***

Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning, are eligible for CLBC-funded support through the Personalized Supports Initiative (PSI). These adults can require various types of services for their lifetime that are based on their disability-related needs. A steady growth in annual expenditures is anticipated as the caseload increases.

As this is a relatively new group of individuals, CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning. As of December 31, 2012 a total of 468 eligible adults are registered with CLBC and that number is anticipated to increase to over 500 by this fiscal year end and by about 170 individuals annually thereafter.

Tools used for resource allocation and budget management are similar to those used for adults with a developmental disability. This initiative provides opportunities for promising practices to shape how adults with developmental disabilities are served. For example, CLBC collaborates with the Provincial Health Services Authority and the Ministries of Social Development, BC Housing, Health, and Justice to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release from three BC correctional centres. Once they are released, community agencies provide needed support.

CLBC is also continuing an action research project to inform PSI program development. This includes collecting information from individuals supported, families, service providers, staff and experts, and revising policy and practice in response to the feedback.

#### ***4.5 Key Strategic Risks***

CLBC employs an enterprise risk management approach that includes

- ♦ Evaluating key risks associated with specific projects
- ♦ Monitoring and reporting on agreed action plans for all significant organizational risks
- ♦ Updating CLBC's risk register on a regular basis

During 2013/14, CLBC will continue to refine its risk management approach to strengthen business and strategic planning processes.

The table on the following page provides an overview of the significant risks and opportunities that CLBC will face in the coming year, and the actions that are planned or underway to address them.

RISKS / OPPORTUNITIES		ACTIONS
Service System Responsiveness and Sustainability		
<b>Risk</b> <ul style="list-style-type: none"><li>Service demand is increasing at the same time government faces significant fiscal challenges due to a global economic slowdown. Some individuals and families who require supports and services may not be served</li><li>CLBC is challenged to respond to the needs of transitioning youth and younger families in more person centred, flexible ways, while also reassuring older individuals and families their supports and services will remain in place</li><li>This situation could challenge the ability of CLBC and government to address adults' disability-related needs within available resources. If the risk to some adults increases, public confidence could be reduced</li></ul>	<ul style="list-style-type: none"><li>Continue to respond to recommendations made in government's <u>12 point plan</u>, for example, improving planning for transitions (Recommendation #4) and transition supports (Recommendation #6)</li><li>Better integrate government programs with community, and philanthropic and business sector initiatives and programs</li><li>Implement a three-year community employment action plan that will support individuals who want to find employment</li><li>Ensure supports and services respond appropriately to individuals' changing disability-related needs</li><li>Promote innovation across the community living sector</li><li>Utilize service plan targets to promote individualized funding and direct payments (page 23) to support the creation of more personalized, cost effective supports and services, particularly for young families seeking this type of support</li></ul>	
<b>Opportunity</b> <p>Stakeholders have an opportunity to work with CLBC to identify new approaches to provide services that are more responsive, cost effective, and sustainable, including enhancing employment opportunities.</p>		
RISKS / OPPORTUNITIES		ACTIONS
Staff Capacity		
<b>Risk</b> <ul style="list-style-type: none"><li>Changes to CLBC's policies, practices, business processes and management information systems are ongoing. Required training challenges staff to meet day to day operational requirements while learning new skills and practices to support these changes</li><li>Stakeholders may lose confidence in CLBC's ability to respond to the needs of individuals and families in timely and responsive ways while infrastructure changes that are foundational to a sustainable service delivery system are taking place</li></ul>	<ul style="list-style-type: none"><li>Implement a project management office to coordinate the roll out of different projects and initiatives including training</li><li>Ensure communication with staff is clear about the scope and timing of changes</li><li>Facilitate regional conference calls and webinars to support in-person training</li><li>Disseminate information to field staff on key change initiatives via regional leadership teams</li><li>Appoint regional staff to act as leads on key projects and to act as a resource to fellow staff, for example, home sharing and employment</li></ul>	
<b>Opportunity</b> <p>Once these operational changes are complete, staff will have increased capacity to support the objectives set out in CLBC's 2012/13 to 2014/15 three-year Strategic Plan.</p>		

RISKS / OPPORTUNITIES	ACTIONS
<b>Stakeholder Support</b>	
<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>♦ Sustaining stakeholder support while exploring new service delivery approaches challenges conventional thinking and practice, and may increase the likelihood some stakeholders will resist change</li> <li>♦ An inability to effectively engage with stakeholders about changes that are occurring, and will continue to occur in the community living sector, could increase existing sector tensions and resistance</li> <li>♦ Availability of resources to achieve objectives linked to increased employment and citizenship opportunities that flow from CLBC's Strategic Plan could undermine confidence in CLBC's ability to achieve its mission and vision</li> </ul>	<ul style="list-style-type: none"> <li>♦ Consult with stakeholders as part of the Services to Adults with Developmental Disabilities Steering Committee work plan</li> <li>♦ Support sector innovation, and recognize and support innovations developed, championed and undertaken by families and individuals (Recommendation #12 in the Deputy Minister's <i>Improving Services to People with Development Disabilities</i> report)</li> <li>♦ Better engage Community Councils and the Advisory Committee to provide input and feedback on CLBC initiatives and projects</li> <li>♦ Continue dialogue with all stakeholders on CLBC's policy direction</li> <li>♦ Address questions and concerns about service delivery issues in a timely manner</li> <li>♦ Involve stakeholders in significant Strategic Plan objectives (e.g., prioritizing employment as a focus for transitioning youth)</li> <li>♦ Obtain input from stakeholders before making operational changes</li> <li>♦ Utilize service plan targets to enhance organizational responsiveness (Page 24) and improve relationships in the community living sector, building support for CLBC initiatives</li> </ul>
<p><b>Opportunity</b></p> <p>CLBC's three-year Strategic Plan articulates a renewed commitment to address adults' participation, employment and citizenship aspirations. These shared goals with the community living sector present an opportunity for CLBC and its partners to work more collaboratively.</p>	

## 4.6 Operational Capacity

Central to CLBC's capacity to address the risks and seize the opportunities above is the skill and commitment of staff. CLBC's goal is a workplace that empowers staff, supports teamwork, encourages innovation, emphasizes open communication, promotes stakeholder involvement, removes barriers to inclusion, and ensures continuous quality improvement. Staff is encouraged to provide input into policy and to share their knowledge and experience to help CLBC achieve its mandate and the highest standard of performance.

The organizational strengths and processes below will help CLBC to achieve its goals and objectives:

- ♦ CLBC encourages individual, family and stakeholder engagement in its initiatives
- ♦ CLBC has built a solid foundation upon which to make needed operational improvements
- ♦ CLBC's focus on aligning current disability-related needs to services provided helps develop person-centred, innovative responses
- ♦ CLBC collaborates with the Ministries of Social Development, Children and Family Development, Education, Health, and Advanced Education to address the needs of adults in more comprehensive and integrated ways

- ♦ The Personalized Supports Initiative provides opportunities for promising innovations to shape how adults with developmental disabilities are served
- ♦ Dialogue about new ways to serve adults with developmental disabilities and funding potentially innovative services is resulting in more cost-effective approaches
- ♦ Progress is being made in resource allocation, improving equity and access, and data collection and analysis continues to be improved to better inform organizational decision-making and future planning

The above points notwithstanding, CLBC continues to be challenged to meet growing demand for supports and services within its current service delivery model. To help address this, CLBC's organizational structure and full-time equivalent staff allocations are being reviewed. This will identify the resources required to carry out and comply with government's policy and practice expectations.

A Human Resources strategy is being developed to better align CLBC with its vision, mission, and values and quality of life outcomes. Additionally, CLBC has developed a number of staff training initiatives focussing on quality and customer responsiveness during the last year. A new orientation program has been launched to help new staff understand CLBC's values and the importance of putting individuals and families first. Safeguard training will help staff assist individuals and families to develop safety strategies and reduce vulnerability. Quality assurance training is also under development to reinforce organizational standards.

## 5. Goals, Strategies, Performance Measures, and Targets

Goals and performance measures for the 2013/14 – 2015/16 CLBC Service Plan are set out in the table below.

<b>Goal 1 - SERVICE EXCELLENCE</b>	<b>Goal 2 - ORGANIZATIONAL RESPONSIVENESS</b>	<b>Goal 3 - OPERATIONAL EFFICIENCY</b>
Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.	CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.	Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.
<b>Performance Measures</b>		
<ul style="list-style-type: none"> <li>♦ Percentage of individuals and families who feel well supported by their service providers</li> <li>♦ Number of individuals and families who purchase supports and services using individualized funding</li> <li>♦ Number of families who receive direct payments for adult respite</li> </ul>	<ul style="list-style-type: none"> <li>♦ Percentage of individuals and families who feel their concerns were listened to</li> <li>♦ Percentage of individuals and families who feel their concerns were addressed in a timely manner</li> <li>♦ Percentage of individuals and families who feel they were provided with useful referrals and resources</li> </ul>	<ul style="list-style-type: none"> <li>♦ Percentage of annual funding used for direct services</li> <li>♦ Percentage of adults who choose to receive smaller, individualized living arrangements</li> </ul>

The goals, strategies, performance measures and targets below signify critical aspects of CLBC's performance. They establish a balance between significant financial and non-financial activities and will help CLBC achieve its mandate and the direction set by government. CLBC will report results in its 2013/14 Annual Report.

## 5.1 Goal 1 – Service Excellence

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

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

### Performance Measures

CLBC has three performance measures that reflect its ability to provide high quality supports and services at a sustainable cost. The first measure is the *Percentage of adults and their families who feel well supported by their service providers*.

A satisfaction survey with a randomly selected sample of 1200 individuals and families receiving CLBC-funded supports and services is conducted each year. Increased satisfaction levels are a measure of service quality (as perceived by individuals and families) and of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Supporting individuals and their families to make choices that help them meet their disability-related needs is a foundational piece of CLBC's approach. Research demonstrates that individualized funding and direct payments can help individuals to secure more person-centred, responsive options because the individual plays a much greater role in determining how personal needs are best met when compared to traditional approaches.

These payment mechanisms can also reduce administrative costs. The net effect is that the same, or similar supports and services, can be delivered more cost-effectively with better results.

Two performance measures that reflect these outcomes are:

- ♦ *Number of individuals and families who purchase supports and services using individualized funding*
- ♦ *Number of families who receive direct payments for adult respite*

### Strategies to achieve service excellence

- ♦ Place individuals and families at the centre of decision-making
- ♦ Partner with MSD and other government bodies to help adults gain streamlined access to provincial supports and programs
- ♦ Continue to implement the Quality of Life initiative and support service providers to align their planning processes and service delivery approaches to help achieve better outcomes for those they serve
- ♦ Provide information to stakeholders to help them better understand person-centred thinking, practices and services
- ♦ Maintain contact with vulnerable adults who are unlikely, or unable, to maintain contact with CLBC
- ♦ Partner with community living stakeholders to increase the employment rate of adults

PERFORMANCE MEASURES	2011/12 Actual	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
1. Percentage of individuals and families who feel well supported by their service providers	75%	74%	76%**	78%**	80%
2. Number of individuals and families who purchase supports and services using individualized funding	314	382	440**	500**	575
3. Number of families who receive direct payments for adult respite	1,002	1,377	1,575**	1,750**	1,950

**\*\* Service Plan targets have been adjusted.**

### Targets

The 2012/13 forecast of 74% for the performance measure, *Percentage of people and families who feel well supported by their service providers*, is similar to the 75% achieved in 2011/12. However, this remains less than the previous year's 85% target. This is due to a number of factors. Most notably, when the survey was completed in December 2011 CLBC was challenged to meet growing demand, and had not been able to respond to all requests for services. Respondents' perceptions of CLBC and service delivery continue to be influenced by this situation.

CLBC has refocused its practice and will continue to work with service providers to identify strategies to achieve the targets set for this measure. Currently, accreditation, clear contractual expectations with service providers, a monitoring framework and a more streamlined and person-centred Complaints Resolution Process support efforts to provide high quality services. CLBC will also work and communicate more closely with individuals, families and service providers to help them understand service delivery issues.

Targets for this performance measure have been adjusted to better reflect CLBC's expected operating environment for the next three years. However, notwithstanding that service quality is the primary responsibility of service providers, CLBC's goal is to continue to work with service providers to achieve and maintain an eventual target of 85%. The data source for this measure is the annual satisfaction survey. Management consults external experts to ensure the survey design is appropriate and results are accurate.

Individualized funding and direct payments are important to CLBC's management of the service delivery system. The forecast for direct payments (1,377) is higher than the service plan target (1,200). This is due, in part, to CLBC's commitment to address the needs of transitioning youth. However, the forecast for individualized funding (382) is lower than expected (475). Factors influencing this situation include funding availability, awareness of the advantages these payment options provide to users, and challenges associated with converting existing services to individualized funding. In some cases, families also choose to use person-centred service delivery models, such as Microboards instead of individualized funding.

CLBC will continue to promote the use of these payment mechanisms in view of their benefits. The targets for direct funding will be increased while the targets for individualized funding will be adjusted during the course of the next three years to better reflect CLBC's expected operating environment.

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

## 5.2 Goal 2 – Organizational Responsiveness

CLBC develops and funds services which help address an individual's current disability-related needs. The goal is to balance the use of funded supports and services with those that are used by all citizens. CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be an employer whose staff are knowledgeable, accountable, and work effectively with local, regional and provincial partners to put innovative services in place that promote community inclusion and employment opportunities.

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

### Performance Measures

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

Three performance measures that reflect CLBC's organizational responsiveness are:

- ♦ *Percentage of individuals and families who feel their concerns were listened to*
- ♦ *Percentage of individuals and families who feel their concerns were addressed in a timely manner*
- ♦ *Percentage of individuals and families who feel they were provided with useful referrals and resources*

### Strategies to achieve organizational responsiveness

- ♦ Refine CLBC's delivery approach, supported by training that promotes effective facilitator / analyst collaboration
- ♦ Revise policies and practice guidelines as needed and make them widely available to staff, supported by organization-wide communication strategies
- ♦ Build community capacity by investing in community engagement initiatives and partnering with stakeholders where appropriate
- ♦ Make ongoing technology enhancements and upgrades to meet operational requirements

PERFORMANCE MEASURES	2011/12 Actual	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
1. Percentage of individuals and families who feel their concerns were listened to	70%	74%	76%**	78%**	80%
2. Percentage of individuals and families who feel their concerns were addressed in a timely manner	63%	70%	72%**	74%**	76%
3. Percentage of individuals and families who feel they were provided with useful referrals and resources	63%	68%	70%**	72%**	74%

\*\* Service Plan targets have been adjusted.

## Targets

The 2012/13 forecast for each performance measure was less than expected (83%; 76%; 74%, respectively). As was the case with the measure, *Percentage of individuals and families who feel well supported by their service providers*, this is a result of a combination of factors.

Individuals with developmental disabilities and family members continue to be somewhat anxious about obtaining needed supports and services at a time when CLBC has struggled to meet growing demand. This situation has had an adverse impact on how CLBC staff has been viewed. CLBC has made efforts to address this situation resulting in modest increases, and will continue to work and communicate more closely with individuals and families to help establish greater clarity and transparency about service delivery issues.

Targets for these three measures have been adjusted for the next three years to better reflect CLBC's expected operating environment. However, CLBC is committed to achieving a target of 90% for the first performance measure (*Percentage of individuals and families who feel their concerns were listened to*). As the other two measures can be influenced more by external factors such as budget availability, CLBC's longer-term target is 85% for both measures. The data source for all three performance measures is the annual satisfaction survey.

## 5.3 Goal 3 – Operational Efficiency

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

### Performance Measures

CLBC allocated 93% of its 2012/13 budget for direct services for individuals and their families. The remaining budget funds CLBC headquarters and field operations to deliver those services across B.C. The overall efficiency of CLBC in managing the service delivery system is reflected by the performance measure, *Percentage of annual funding used for direct services*.

Residential services represent about 65% of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes that support four to five individuals. While group homes will continue to be an option for individuals who require more intensive support, in the last few years people have increasingly chosen more person-centred options, such as shared living (home sharing or live-in support) or supported living (outreach support or cluster living). As of December 31, 2012, a total of 5,560 adults were served residentially; 44% in staffed residential settings and 56% in shared living settings.

In these more person-centred, individualized models where a paid caregiver plays a support role, family members, friends and neighbours often play natural support roles which enhance quality of life. Choice of these residential options is based on meeting adults' disability-related needs. A key indicator of cost effectiveness is the *Percentage of adults who choose to receive smaller, individualized living arrangements* (where no more than two people live together).

### Strategies to achieve operational efficiency

- ♦ Allocate funding to the 11 Quality Service Areas based on demographic and regional factors
- ♦ Use the Guide to Support Allocation to consistently measure the level of disability-related need for individuals and apply the Catalogue of Services to ensure appropriately funded responses
- ♦ Link implementation of the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making to ensure cost-efficient and appropriate services at the highest standard
- ♦ Share information with individuals and families about available support and service options

- ♦ Continue to explore ways to involve new partners to leverage available financial resources to create new approaches to innovative and sustainable service delivery

PERFORMANCE MEASURES	2011/12 Actual	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
1. Percentage of annual funding used for direct service delivery	93%	93%	93%	93%	93%
2. Percentage of adults who choose to receive smaller, individualized living arrangements* **	61%	62%	62%	63%	64%

\* Some staffed residential locations serve two or less individuals and some home sharing locations serve more than two people.

\*\* The wording of this performance measure has been amended to better reflect organizational intent.

### Targets

CLBC is forecasted to achieve a 93% expenditure rate on direct services in 2012/13 and is committed to achieving this rate during this three-year Service Plan. The data source for this performance measure, *Percentage of annual funding used for direct service delivery*, is CLBC's corporate accounting system, which is subject to internal and external audit processes.

In 2012/13, CLBC is expected to exceed its target of 61% for the performance measure, *Percentage of adults who choose to receive smaller, individualized living arrangements*. A baseline of 58% was established in 2009/10 for this measure. Targets will continue to reflect conservative estimates (1% each year). This will enable CLBC to continue to develop and refine the additional capacity necessary to support these more cost-effective, individualized residential services while ensuring stability for individuals already being served in more traditional residential services.

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

## 5.4 Benchmarking

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. CLBC has continued to partner in annual discussions with Directors of provincial and territorial community living service systems to explore potential mechanisms for cross-jurisdictional comparisons. However, efforts in this area have been hampered by a lack of available comparative data. This is due to such factors as:

- ♦ Jurisdictions often define services and outcomes differently
- ♦ Populations served can differ somewhat
- ♦ Funding mechanisms vary
- ♦ Differences exist between institutional and community services
- ♦ Organizational mandates and staff roles are not always directly comparable

The Quality of Life outcome measurement framework provides an opportunity to measure personal outcomes and possibly to develop national benchmarks (Alberta also uses this approach). In 2013/14, CLBC will expand use of the *My Life: Personal Outcomes Index*™ survey to a third region (Interior), in addition to the Fraser and Vancouver Coastal regions.

This is part of a multi-year implementation plan to measure quality of life outcomes for adults across the province that access CLBC-funded supports and services. Data will be used by service providers to enhance their continuous quality improvement strategies, and by CLBC to inform its policy and practice direction.

## 6. Summary Financial Outlook

The table below provides the actual revenue and expenses for 2011/12, the current forecast for 2012/13, and the budget and plans for the years 2013/14 to 2015/16 based on the noted budget assumptions.

Statement of Operations						
\$ millions	2011/12 Actual	2012/13 Budget	2012/13 Forecast	2013/14 Budget	2014/15 Plan	2015/16 Plan
<b>Revenue</b>						
Operating Contributions from the Province <sup>1</sup>	687.5	730.1	730.1	739.3	747.2	747.7
Cost Sharing Agreements with Health Authorities	12.5	13.0	13.0	13.0	13.0	13.0
Interest and Other Income	1.2	1.2	1.2	1.2	1.2	1.2
Amortization of Capital Grants	2.6	3.8	3.1	3.2	3.5	3.8
<b>Total Revenue</b>	<b>703.8</b>	<b>748.1</b>	<b>747.4</b>	<b>756.7</b>	<b>764.9</b>	<b>765.7</b>
<b>Expenses</b>						
Contracted Services						
Developmental Disabilities Program	643.8	678.5	681.2	688.2	694.8	695.4
Personalized Supports Initiative	6.0	10.0	10.2	9.6	9.6	9.6
Provincial Services	4.7	4.7	4.6	4.7	4.7	4.7
Regional Operations and Administration	46.2	50.8	48.0	50.8	52.2	52.2
Amortization of Tangible Capital Assets	3.1	4.1	3.4	3.4	3.6	3.8
<b>Total Expenses</b>	<b>703.8</b>	<b>748.1</b>	<b>747.4</b>	<b>756.7</b>	<b>764.9</b>	<b>765.7</b>
<b>Annual Surplus/ (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Accumulated Surplus</b>	<b>3.7</b>	<b>3.8</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>
<b>Total Debt</b>	<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Expenditures</b>	<b>3.8</b>	<b>3.5</b>	<b>3.8</b>	<b>3.5</b>	<b>3.6</b>	<b>3.1</b>
Note 1 Operating Contributions from the Province exclude contributions restricted for capital purposes						

### 6.1 Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers under a Voted Appropriation within MSD. These transfers will be increasing by up to \$10 million in each of 2013/14 and 2014/15 to continue addressing youth transition and employment initiatives. In addition to the Voted Appropriation, another \$12 million that was made available through access to contingencies in 2012/13 to address caseload growth will remain in place for 2013/14 through 2015/16.

Contributions received from the Province consist of amounts supporting operating expenditures and amounts restricted for funding capital expenditures. The operating contributions received from the Province for the Personalized Supports Initiative are restricted for that purpose and are deferred on receipt and brought into income as the related expenditures are incurred.

The table below presents the contributions from the Province and the related restrictions, to arrive at the Operating Contributions reported on the Statement of Operations.

<b>Contributions from The Province</b>						
<b>\$ millions</b>	<b>2011/12 Actual</b>	<b>2012/13 Budget</b>	<b>2012/13 Forecast</b>	<b>2013/14 Budget</b>	<b>2014/15 Plan</b>	<b>2015/16 Plan</b>
<b>Voted Appropriation</b>						
Base Funding <sup>1</sup>	673.6	698.5	698.5	698.5	698.5	698.5
Personalized Supports Initiative	7.4	10.3	10.3	10.3	10.3	10.3
Youth Transition and Employment <sup>2</sup>		10.0	7.1	20.0	30.0	30.0
	681.0	718.8	715.9	728.8	738.8	738.8
<b>Access to Contingencies</b>						
MPP Funding	7.7	-	-	-	-	-
Caseload Growth	6.0	12.0	12.0	12.0	12.0	12.0
<b>Total Government Transfers</b>	<b>694.7</b>	<b>730.8</b>	<b>727.9</b>	<b>740.8</b>	<b>750.8</b>	<b>750.8</b>
<b>Restricted Contributions - Operating</b>	<b>(2.4)</b>	<b>1.3</b>	<b>4.2</b>	<b>0.5</b>	<b>-</b>	<b>-</b>
<b>Restricted Contributions - Capital</b>	<b>(4.8)</b>	<b>(2.0)</b>	<b>(2.0)</b>	<b>(2.0)</b>	<b>(3.6)</b>	<b>(3.1)</b>
<b>Operating Contributions</b>	<b>687.5</b>	<b>730.1</b>	<b>730.1</b>	<b>739.3</b>	<b>747.2</b>	<b>747.7</b>
Note 1 Effective in 2012/13, \$10 million in annual MPP funding is included in Base Funding						
Note 2 Government will provide this funding to the Ministry of Social Development who will work with CLBC and other Ministries to continue to implement youth transition, employment and other services in the sector						

## 6.2 Cost Sharing Agreements

Cost sharing agreements with B.C. Health Authorities offset CLBC's costs associated with providing services to individuals with developmental disabilities who are also eligible for Extended Care supports.

## 6.3 Contracted Services

Supports provided to individuals and their families through contractual arrangements with service providers across the province represent ongoing commitments of financial resources. When supports are introduced part way through a fiscal year the annualized cost in the following year is higher.

CLBC's regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of the support commitments in both the current and following fiscal year.

Regional management monitors contracts on a continuous basis, and works with service providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in the most cost-effective manner.

Any savings realised from these processes, or through individuals being discharged from service, are re-invested to provide required support increases to the existing population served and provide new services to eligible individuals registering for service within the year.

## 6.4 Provincial Services

In addition to contracted services, CLBC also operates the Provincial Assessment Centre and oversees other small centralized programs.

## 6.5 Budget Assumptions

The number of eligible individuals who are registered with CLBC for services under the Developmental Disabilities program will increase by 4.9% in 2013/14, 4.7% in 2014/15 and 4.4% in 2015/16.

The Personalized Supports Initiative will continue to see steady caseload growth of over 170 individuals per year.

No provision has been made for other inflationary impacts on either income or expenditures.

## 7. Capital Plan and Major Capital Projects

Capital expenditures are funded by contributions from the Ministry of Social Development which are deferred capital contributions. They are amortized to income over the life of the related asset and expenditures include information system investments, furniture, leasehold improvements and vehicles.

In addition, government will fund CLBC's building and property requirements for projects which are approved by the Province.

CLBC will apply for such approvals when necessary in accordance with the process as determined by the Provincial Government.

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# A Year of Transitions

2011/12 Annual Report



## ➔ A Year of Transitions

People's lives don't stand still—their needs and desires change over time. CLBC is committed to helping people respond to the transitions that life brings. CLBC has also experienced both expected and unexpected transitions this past year. And like the individuals and families we serve, CLBC must draw on its resilience, its innovative thinking and its relationships with others to help manage these challenges and opportunities. That's why we've chosen the theme "A Year of Transitions" to help us tell the CLBC story. And that's why we've chosen to feature a video series produced in 2011/12 in this annual report. These stories demonstrate the success of individuals living with developmental disabilities and the service providers who care for them. They highlight tales of resilience, compassion, innovation and community building.



### About Community Living British Columbia

- CLBC impacts the lives of thousands of British Columbians by funding services that support adults with developmental disabilities to live and participate in their communities.
- More than 14,200 individuals with developmental disabilities are registered for service with CLBC.
- Our services are delivered through a network of 3,100 contracted service providers around the province.
- Ninety-three per cent of CLBC's \$704-million expenditures in 2011/12 was spent directly on programs and services for people eligible for CLBC supports and their families.

- 2 Message from the CLBC Board Chair to the Minister
- 6 Organizational Overview
- 12 Corporate Governance
- 16 Report on Performance
- 24 Government's Letter of Expectations
- 30 Financial Report
- 52 Glossary of Terms

## ➤ This Year's Highlights

- As of March 31, 2012, 14,241 eligible individuals with developmental disabilities were registered for services with Community Living BC; this is a 5.6 per cent increase compared to March 31, 2011 and a 37 per cent increase over the last five years.
- CLBC achieved a balanced budget for the 2011/12 fiscal year.
- CLBC used \$8.9 million in funding from the B.C. government in September 2011 to provide additional supports and services for adults and families.
- In January of 2012, CLBC's 2012-13 total operating budget, which includes operating contributions from the Province, was set at \$748 million – an increase of \$47 million over the 2011-12 budget.
- In January 2012, the Province of British Columbia announced a new 12-point plan for supports for persons with developmental disabilities, which addresses both CLBC and the government-wide system of supports. As part of this plan, the Province is providing an additional \$40 million in funding in 2012/13 to improve services including those provided to transitioning youth.
- Since the release of the comprehensive 12-point plan in January, an inter-ministry team, which includes CLBC, has been working to address all the recommendations and develop an integrated delivery system to provide resolution for the long term.
- From March to November 2011, CLBC sought input from stakeholders to develop a new three-year Strategic Plan to guide the organization. Involved in plan development were CLBC Board and staff, government, CLBC's Community Councils and its Provincial Advisory Committee, and other stakeholders.
- The government is committing \$10.3 million annually for the Personal Supports Initiative (PSI), to provide supports to adults diagnosed with Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder (Autism). As of March 31, 2012, 341 adults have been confirmed eligible and are receiving supports and service through the PSI.
- Through PSI, CLBC is collaborating with the Provincial Health Services Authority, BC Housing, and the Ministries of Social Development, Health, and Justice to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release from three B.C. correctional centres. Once they are released, community agencies can provide needed support.
- In June 2011, CLBC introduced an online contract management system following a pilot project demonstrating that the new system significantly saves time over manual completion of contracts. All contracts are now updated and housed in the new system.
- CLBC's Board meetings now include the opportunity for the public to observe and participate. Two web pages have also been developed to promote and describe ways to access the Board directly by attending open Board Meetings, asking questions or making presentations prior to Board Meetings, or emailing the Board directly.
- Community Living BC and the Family Support Institute have worked together to create a new safeguards resource, *The Power of Knowing Each Other: Stories about Informal Safeguards told by BC Families*. This book contains a number of stories plus a foreward and concluding story about the creative and unique connections families have built and nurtured with their family members who have a developmental disability.
- In June 2011, CLBC launched [icanbesafeonline.com](http://icanbesafeonline.com), Canada's first website dedicated to educating adults with developmental disabilities and their families on how to use the Internet safely.
- CLBC received recognition from its community partners: The Penticton & District Community Resources Society recognized CLBC with a Partnership Award presented at their Annual General Meeting; and CLBC's North Region was recognized with a 2011 Excellence in Public Service Delivery Team Award for its work on the B.C. government's Homelessness Intervention Project. The Award, presented by the Public Sector Service Delivery Council, recognizes "significant contribution to the promotion of, and commitment to, excellence in public service delivery."
- CLBC has embraced the power of YouTube as a way to communicate in different ways with individuals and their families. In 2011/12, CLBC uploaded 34 videos to its channel with content ranging from stories on inclusion to tips about online safety.
- In December 2011, CLBC staff and self-advocates celebrated the International Day of Persons with Disabilities at four Safeway locations around the province. In the Terrace, Vernon, Abbotsford and Maple Ridge Safeway stores, hundreds of visitors dropped by CLBC's information tables to learn about CLBC's "Start with Hi" and "I can be safe online" initiatives, as well as the importance and benefits of inclusive employment for adults with developmental disabilities.
- Community Living BC's *include Me!* initiative is measuring quality of life outcomes in the areas of independence, social participation, and well-being. This initiative will provide data about program effectiveness, inform CLBC decision-making, and help service providers make improvements in how they deliver services. A demonstration project in the Fraser Region in 2010/2011 featured 20 self-advocates, who were trained as interviewers using a structured questionnaire to interview over 325 other self-advocates about their quality of life.

## ➤ Message from the CLBC Board Chair to the Minister



On behalf of the Board of Directors for Community Living British Columbia (CLBC), I am pleased to present our Annual Report for 2011/12.

### A Year of Transition

In the past year, the gaps that exist between the services and supports we are providing, and the expectations of the individuals and families our organization serves, emerged as a very public issue. CLBC faced considerable criticism for the way it responded to the challenges we faced. Upon investigation, it became clear that on some occasions, CLBC lost sight of our core values and created stress and anxiety for individuals and their families. These unfortunate situations garnered considerable public notice, which led to more concern being brought forward.

CLBC's Board and staff have acknowledged and come to terms with the past shortcomings of our organization. Our people choose to work and volunteer with CLBC because we share a deeply-felt commitment to helping the individuals and families we serve live "good lives in welcoming communities." Throughout a year of significant transition, this enduring vision for CLBC has provided the touchstone for moving forward to address our organization's challenges.

### Working for Positive Change

Ultimately, this time of transition for our organization has resulted in necessary and positive changes. The increased scrutiny on CLBC's activities has increased the broader public's interest in how British Columbia meets the needs of adults with developmental disabilities and their families — which is a good thing. There is a renewed commitment between CLBC

and other ministries to work together to provide the best support to people with developmental disabilities. With government's support, we have also been able to analyze and frankly discuss the key challenges that face our organization, with a view to developing sustainable solutions that benefit everyone.

Significant steps forward have included:

- *September 2011:* An Internal Audit was launched by the Ministry of Finance to investigate CLBC's budget and management. The auditors reviewed CLBC's caseload, Request for Service List, operating costs, cost pressures and other areas.
- *September 2011:* A Deputy Ministers' Working Group was created and directed by the Premier to review CLBC and to make recommendations to improve the way in which adults with developmental disabilities and their families are supported and served in British Columbia.
- *October 2011:* A Client Support Team was created to work with individuals and their families who have expressed dissatisfaction about current services or feel these services no longer address their needs. By the end of the fiscal year, 249 individuals had taken advantage of the team's services, and 180 of the referrals were resolved.
- *November 2011:* At the request of the Minister of Social Development, CLBC submitted an Interim Report which provided an update on the current status of CLBC, described immediate changes being made, and outlined the Board's view of the longer-term changes envisioned for the organization.
- *November 2011:* The Minister of Social Development responded with a letter that directed the Board to focus its efforts on addressing current challenges related to:
  - Closure of staffed residential living facilities.
  - Responsiveness to requests for service.
  - Improved communication with individuals and families.
  - Youth in transition/cross-ministry issues.
 The letter also supported the immediate and medium-term direction outlined in CLBC's Interim Report.
- *January 2012:* The Province announced a comprehensive plan, including an additional \$40 million in funding, to strengthen supports for British Columbians with developmental disabilities. The 12-point plan, which government committed to implementing immediately, includes:
  - Ensuring that families play a greater role in planning for their loved ones, while providing more flexibility in the supports available to them and supporting ongoing innovation in communities.
  - Improving planning and collaboration across government to ensure that individuals' needs are at the centre of all decisions.
  - Improving transition planning and processes for youth turning 19.
  - Maintaining CLBC as a Crown corporation.

- › Increasing the focus on employment and training services to allow adults with developmental disabilities to lead full, rich lives as members of their communities.
- › Creating a permanent appeal mechanism, modeled on the Client Support Team, for individuals and families who have concerns about the services that they're receiving.
- › Expanding the mandate of the representative for children and youth, allowing her to follow youth involved with her office after they transition to CLBC.

Our Board of Directors and staff welcome these changes and will continue to facilitate their implementation into CLBC's planning and operations.

### A Long-Term Vision for CLBC

CLBC recognizes there are often differences in needs, desires and expectations between the younger generation of people we support and those who are older. CLBC must balance the desires of older adults who may not want a change in how they are supported with younger families who want a completely different approach for their sons and daughters – one that includes employment, friends in the community and options for home settings. This requires CLBC to maintain a flexible model of supports and services.

To this end, CLBC met with the Ministry of Social Development to discuss the organization's three-year Strategic Plan, which will begin in 2012/13. The plan is intended to support government's

recommendations to improve supports for individuals with developmental disabilities and their families.

In particular the plan calls for CLBC to enhance community participation and citizenship, to align with the "one government" policy framework and to promote innovation and resiliency. The plan will also embrace the new awareness of the needs of people with developmental disabilities and their families among the general population. This awareness will offer opportunities to encourage employment and community inclusion.

As we travel along this path, CLBC is committed to listening, learning, communicating, and engaging more with the people we serve. I'm confident that by working together with our partners and stakeholders, CLBC is well-positioned to regain public confidence and regain the trust that has made us a leader in supporting people with developmental disabilities.

### Financial Position

By the end of 2011/12, our staff and service providers were supporting 14,241 adults with developmental disabilities and 341 individuals eligible for services through the Personalized Support Initiative. We endeavour to maximize the benefits of public funds and we are pleased to report that CLBC closed the fiscal year with a balanced budget on expenditures of \$703.8 million. This includes \$654.5 million for programs and services that was spent directly on the people that we support, a full 93 per cent of our total funding.

### Accountability Statement

The 2011/12 *Community Living British Columbia Annual Report* was prepared under our direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. We are accountable for the contents of the report, including what has been included in the report and how it has been reported. The information presented reflects the actual performance of Community Living British Columbia for the twelve months ended March 31, 2012 in relation to the Service Plan published in March 2011. The measures presented are consistent with CLBC's mandate, goals and strategies, and focus on aspects critical to the organization's performance.

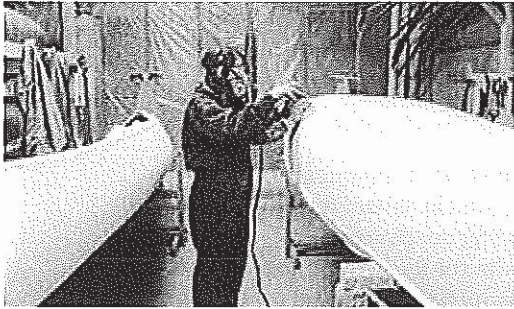
The Board is responsible for ensuring internal controls are in place that will ensure performance information is measured and reported accurately and in a timely fashion. All significant decisions, events and identified risks, as of March 31, 2012, have been considered in preparing the report. The report contains estimates and interpretive information that represents the best judgment of management. Any changes in mandate direction, goals, strategies, measures or targets made since the 2011/12 Service Plan was released and any significant limitations in the reliability of data are identified in this report.



Denise Turner

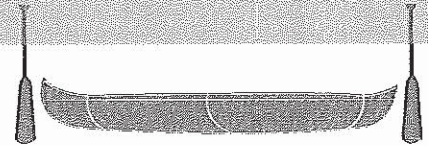
## ➤ From wood to watercraft

A unique job feeds a young woman's passion for woodworking



Brittany helps restore up to 25 canoes a year at Kettle River Canoes

Watch the video on YouTube  
Community Living BC:  
The Meaning of Inclusion



Restoring antique wood and canvas canoes to their former glory is a specialized skill requiring great precision and attention to detail. Few people would have the passion — or patience — to spend months stripping old varnish, bending cedar to make new canoe ribs, stretching canvas and applying new paint and varnish. But this isn't a problem at all for Brittany, who delights in every step of this age-old process.

For 16 hours a week, Brittany can be found in the workshop at Kettle River Canoes in Grand Forks, which is the only canoe restoration company in British Columbia. As an apprentice canoe restorer, Brittany works side-by-side with owner Mike to restore up to 25 canoes every year.

Brittany's transition from student to worker to crafts person started a few years ago.

Back in high school, she discovered her love of working with wood. After she graduated in 2011, she was eager to find a job that made the most of her skills. "I wanted to learn to expand my ability to make certain things out of wood," she recounts. "And so I found this job so I could learn a new kind of trade that hasn't been around very much."

CLBC provides funding to service providers across the province to help adults with developmental disabilities find and keep employment, and especially employment that allows them to make use the unique skills they have to contribute.

According to her boss Mike, the canoe restoration business suits Brittany to a tee. "The woodworking is extremely precise and I was looking for somebody who had that attention to detail," he says.

He adds, "We really do work as a team on all the restorations. Every step requires a lot of attention to detail. So it's very meticulous, very time consuming, and exactly what Brittany likes to do."

He looks over at Brittany. "It's a good fit, I think, the two of us," and Brittany nods in agreement.





“We really do  
work as a team on  
all the restorations.”



01:25



2:54



To view the full length video, visit [www.youtube.com/communitylivingbc](http://www.youtube.com/communitylivingbc)

## ➤ Organizational Overview

Community Living British Columbia (CLBC) is a Crown agency that funds supports and services that meet the disability-related needs of eligible individuals and their families in British Columbia. CLBC serves two groups:

- Adults with a diagnosis of developmental disability as assessed by a registered psychologist, using the criteria for mental retardation from the Diagnostic and Statistical Manual of Mental Disorders; and
- Adults with significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder or Autism Spectrum Disorder (also known as Pervasive Developmental Disorder).

### Guiding Framework

#### Enabling Legislation and Mandate

CLBC's mandate is set out in the Community Living Authority Act and includes developing operational policies, ensuring standards are met and managing funds and services to address the needs of eligible adults.

CLBC is accountable to the provincial government through the Minister of Social Development and is mandated under the Community Living Authority Act to provide a range of supports and services for eligible adults with developmental disabilities.

#### Vision, Mission and Values

From March to November 2011, CLBC sought input from stakeholders to develop a new three-year Strategic Plan to guide the organization beginning April 1, 2012. As a result of this process, CLBC's vision, mission and values statements have been updated.

#### Vision

CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

#### Mission

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.

#### Values

- Respect for individuals, families, partners and staff
- Results matter
- Excellence through innovation and knowledge creation
- Open minds
- Value for money

### Who CLBC Serves

CLBC is responsible for funding supports and services that meet the disability-related needs of eligible adults and their families. As of March 31, 2012:

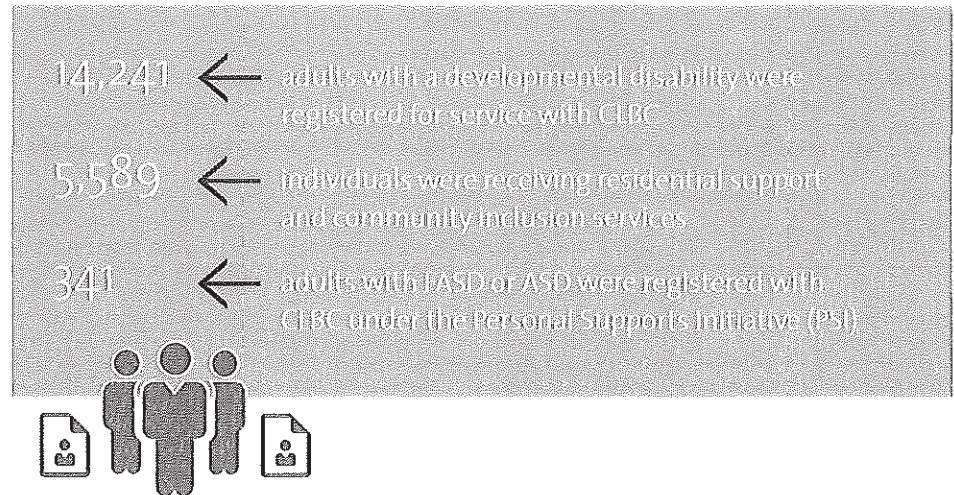
- 14,241 adults with a developmental disability were registered for service with CLBC:
  - 5,589 were receiving residential and community inclusion services;
  - 696 were receiving support for independent living and community inclusion services; and

- The majority of the remaining 7,956 adults and families were receiving community inclusion services and respite, or other CLBC services such as assistance to develop a support plan.
- 341 adults with FASD or ASD were registered with CLBC under the Personal Supports Initiative (PSI):
  - 45 were receiving shared living and community inclusion services;
  - 56 were receiving supports for independent living and community inclusion; and
  - 240 were receiving community inclusion services or other CLBC services such as planning assistance.

### How CLBC Delivers Services

CLBC and its network of contracted service providers support individuals with developmental disabilities and their families in a number of important ways, including:

- Meeting peoples' disability-related needs and reducing their vulnerability.
- Helping families remain connected.
- Supporting people to participate in all areas of community life.
- Enabling people to connect with personal support networks.



CLBC contracts non-profit and private agencies, and individual caregivers, to provide family support, residential and community inclusion services, life-skills training and employment support. Professionals and independent contractors also deliver services such as behavioural support. This province-wide network of service providers comprises almost 3,100 contractors.

Individuals and families also have the option of individualized funding, which allows them to directly purchase services that are approved as part of their support plan, or to work with a service provider (using a host agency agreement) that will assist in arranging, purchasing and managing services and supports.

In 2011/12, CLBC managed \$704 million in operating expenditures with 93 per cent spent directly on disability-related supports and services.

## Supporting People, Ensuring Accountability

The first point of contact for individuals or families who are looking for support from CLBC is the CLBC facilitator. Facilitators work with individuals and families, using a person-centred approach to develop an individual support plan that describe their hopes, dreams and wants and identifies their strengths, needs and goals. Plans are developed by individuals and their families to address the kinds of support and service that individuals need to help achieve their goals. Facilitators act as a link to informal community supports, generic services and CLBC-funded supports and services. They also work with communities to promote inclusion and social, recreational, volunteer and employment opportunities for people with disabilities.

To support service delivery, CLBC Quality Service staff work with the network of service providers to make decisions on requests for funding for supports and services. CLBC analysts manage the allocation of resources in the face of competing needs. They develop and monitor contracts with service providers to ensure cost-effectiveness and quality. They also promote innovative support options and ensure crisis response capabilities are available in service areas.

CLBC emphasizes ongoing collaboration between facilitators and analysts. This helps ensure that support plans both meet the needs and goals of individuals and their families and make the best and most appropriate use of available resources.

The key concepts and beliefs that guide our service delivery approach are:

- Being included in and contributing to the community enhances quality of life.
- Opportunities for inclusion and contribution are increased by using services that citizens without disabilities do, such as public transportation.
- Informal supports provided by families, friends and neighbours can help people to access the wider community.
- Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals:
  1. Achieving things that are important to the person;
  2. Achieving things that are important for the person.

## CLBC Services

### Supporting Adults and Families

Depending on their unique needs and goals, eligible adults and their families can access different types and levels of CLBC support. CLBC uses a person-centred approach to develop support plans that honour individual choice within policy guidelines.

### Residential Support

Community Living BC supports eligible adults to live as fully and independently as possible in the community. Funding and the type of support provided depend upon the individual's current disability-related needs, support preferences, and preferred home environment.

- Supported Living provides assistance in daily living for adults who are living independently in the community and who own, lease, or rent their own homes. Supported Living services include outreach support and cluster living.
- Shared Living is an arrangement where an adult with a developmental disability shares a home with someone who is contracted to provide ongoing support. Shared living includes home sharing (the individual lives in the contractor's home) and live-in support (the contractor lives in the individual's home).
- Staffed Residential Living provides 24-hour support for daily living to an individual or group of individuals by a team of staff.

### Community Inclusion

CLBC provides funding to assist adults with developmental disabilities to develop social and life skills that lead to greater independence. These services include:

- Employment
- Skill development
- Community-based group services
- Home-based services

### Respite

Respite provides families with a break from the challenges of caregiving. Families can use this service in the manner that best suits their unique circumstances. CLBC may provide direct funding to families if they wish to coordinate their own respite services, or contract a community-based agency to coordinate the services.

### Support for Aboriginal People

CLBC has a special focus on offering culturally appropriate, safe supports and services for Aboriginal peoples in a way that recognizes the importance of Aboriginal traditions, the knowledge and experience of communities, and the challenges facing people with developmental disabilities. This work includes employing an Aboriginal Advisor and working with a cross-province Aboriginal Advisory Council to ensure ongoing positive collaboration with Aboriginal people and their communities.

### Specialized Mental Health Services

CLBC operates the Provincial Assessment Centre (PAC), a tertiary care mental health assessment and treatment centre serving individuals aged 14 and older who have a developmental disability and a mental health or complex behavioural issue. A 10-bed facility in Burnaby provides an assessment period of up to 90 days,

with a six-month community follow-up. Assessment and treatment services include diagnosis, care plan recommendations and community consultation.

### Support for Individuals and Families

CLBC funds a range of services for those who support an adult family member with a developmental disability. Services are designed to enhance the individual's overall quality of life and to strengthen the family's ability to manage. Services include:

- Psychological and behavioural services for individuals with mental health support needs
- Home-Maker services
- Support Coordination

### One-time Grants

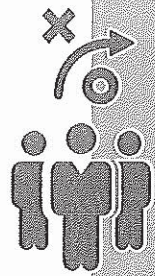
The CLBC-funded Family Independence Fund provides one-time only grants to eligible families for home renovations or vehicle modifications to help keep their young adults at home. The Fund was established at the Vancouver Foundations through the Giving in Action Society in 2007.

### Promoting Safeguards

CLBC is strongly committed to ensuring the safety of the adults it serves, whether they are at home, at work or anywhere in their community.

### Formal Safeguards

CLBC is responsible for a range of formal safeguards including standards, monitoring, licensing, external reviews and a complaints policy. As a designated agency under the Adult Guardianship Act, CLBC responds to allegations of abuse and neglect towards adults with developmental disabilities.



1,200

← individuals and care givers were surveyed in December 2011

67%

← of all those surveyed were satisfied with the services received from CLBC

55%

← of families were satisfied, compared to 64% last year

### Start with Hi

CLBC helps promote the informal safeguards that can help individuals stay safe in the community through their connections to family, friends and neighbours. CLBC continues its very successful "Start with Hi" public awareness campaign, which helps British Columbians realize that through small but important actions they can play a role in their communities to increase the safety of people with developmental disabilities.

### I Can be Safe Online

CLBC is helping individuals safely enjoy the benefits of using social media sites such as Facebook and Twitter to stay connected to their friends and family. In June 2011, CLBC launched [icanbesafeonline.com](http://icanbesafeonline.com), Canada's first website dedicated to educating adults with developmental disabilities and their families on how to use the Internet safely.

### Engaging Communities

Communities are our key partners in fostering inclusiveness and developing supports and services that meet individuals' and families' unique needs. CLBC's community engagement practices help develop strong relationships with communities throughout the province and work together to create welcoming places for people with developmental disabilities. CLBC achieves meaningful engagement with communities in the following ways:

#### COMMUNITY COUNCILS AND ADVISORY COMMITTEE TO THE BOARD

As an extension of CLBC, Community Councils collaborate with community partners to support full participation of adults in community life. Council membership includes adults with developmental disabilities, family

members, service providers and citizens from all walks of life. An Advisory Committee to CLBC's Board of Directors, a requirement under the Community Living Authority Act, is made up of an adult with a developmental disability or a family member from each Community Council. As a link between communities and the CLBC Board, this Committee assists the Board with governance and decision-making.

#### STAKEHOLDER COMMUNICATION

CLBC communicates with stakeholders about issues of mutual interest through newsletters and website updates. The organization seeks community input on important policy and practice issues using forums and working groups. Senior management team members also make regular presentations to stakeholders throughout the Province on CLBC's roles and activities.

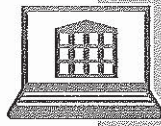
Board meetings are open to the public. As well, the Board conducts two meetings each year outside of the Lower Mainland where stakeholders can attend and ask questions. The Board holds regular, half-day, Listen-and-Learn sessions with stakeholders, including self-advocates and family members, to hear directly about the issues that are important to them. CLBC also connects with self-advocates and families through the Community Councils and Advisory Committee. These bodies play an invaluable role as advisors and sounding boards to management and the CLBC Board of Directors.

#### SEEKING FEEDBACK

Every year, CLBC engages a third party to conduct a satisfaction survey among a random selection of 1,200 individuals and their caregivers. This survey provides the data for four of CLBC's Performance

Measures in this annual report. The results are used by CLBC to address areas that require improvement. Accredited agencies funded by CLBC also conduct, and act on, yearly satisfaction surveys. The results from the December 2011 survey are as follows:

- Overall, 67 per cent of all those surveyed were satisfied with the services received from CLBC, a four percentage point decrease from the last measure in December 2010.
- Satisfaction levels among families of adults have decreased this year with 55 per cent satisfied, compared to 64 per cent in December 2010.
- However, overall ratings among self-advocates have been stable and as found in previous measures, tend to be higher than among families of adults.
- A similar proportion as in the previous survey (26 per cent) report to have requested paid support or services that have not been provided.
- Opinions of the adequacy of safeguards in place in various areas of the individual's life have remained strong.
- Moreover, involvement in community and volunteer activities has been stable with slightly more than half (52 per cent) being 'regularly' involved in activities within the community and about 40 per cent involved in volunteer activities.
- Also, as found in the previous survey, approximately one-quarter (24 per cent) of families report the individual works for pay, and 40 per cent of self-advocates themselves report to be working.



40+



CLBC offices throughout BC

3,299



followers on CLBC Facebook pages

25,000+



views on CLBC's YouTube Channel

## CLBC Across the Province

CLBC operates offices across the province. Each office is responsible for a geographic area incorporating several communities and is staffed with facilitators, a manager and administrative support staff. Community Living Centres also serve as a resource for individuals and families to find information, obtain advice and learn more about planning support.

## Connect with CLBC

### [facebook.com/StartwithHi](https://www.facebook.com/StartwithHi)

The official Facebook Page of CLBC's Start with Hi initiative,  
[www.startwithhi.ca](http://www.startwithhi.ca)

### [facebook.com/safeonlineCLBC](https://www.facebook.com/safeonlineCLBC)

The official Facebook Page of CLBC's I can be safe online initiative,  
[www.icanbesafeonline.com](http://www.icanbesafeonline.com)

### [twitter.com/safeonlineclbc](https://twitter.com/safeonlineclbc)

A place to receive new online safety tips and tricks from CLBC

### [facebook.com/CLBC.selfadvocates](https://www.facebook.com/CLBC.selfadvocates)

A place for self-advocates and their supporters to share stories, meet friends

### [facebook.com/CLBC.families](https://www.facebook.com/CLBC.families)

A place where families can connect with each other to share stories, information and resources

### [twitter.com/clbc\\_connect](https://twitter.com/clbc_connect)

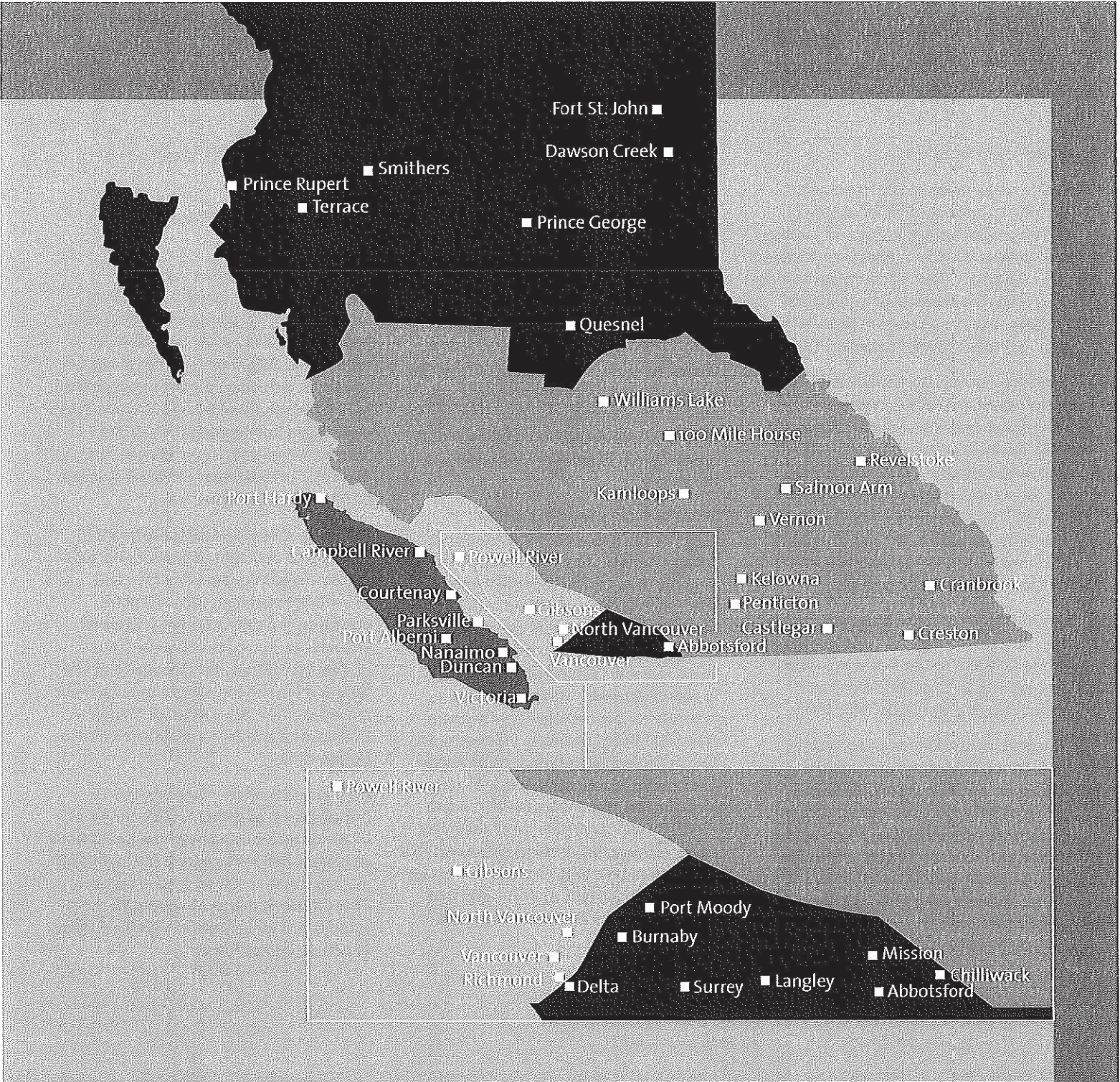
A place to connect with all of CLBC's communities

### [youtube.com/communitylivingbc](https://www.youtube.com/communitylivingbc)

A place to watch and comment on CLBC's videos and stories

## CLBC Offices Throughout British Columbia

100 Mile House  
Abbotsford  
Burnaby  
Campbell River  
Castlegar  
Chilliwack  
Courtenay  
Cranbrook  
Creston  
Dawson Creek  
Delta  
Duncan  
Fort St. John  
Gibsons  
Kamloops  
Kelowna  
Langley  
Mission  
Nanaimo  
North Vancouver  
Parksville  
Penticton  
Port Alberni  
Port Hardy  
Port Moody  
Powell River  
Prince George  
Prince Rupert  
Quesnel  
Revelstoke  
Richmond  
Salmon Arm  
Smithers  
Surrey  
Terrace  
Vancouver  
Vernon  
Victoria  
Williams Lake



## ➤ Corporate Governance

### Role of the Board

CLBC is responsible to The Honorable Stephanie Cadieux, Minister of Social Development, through a Board of Directors that governs CLBC in a manner consistent with the government's mandate and policy directions. The Board ensures that CLBC complies with government's financial and other policies and applicable legislation.

The Board Chair is the key link between government and CLBC, advising the Minister on issues that materially impact CLBC business or the Minister's interests and accountabilities. The Board guides senior management's implementation of CLBC's service delivery model. Board meetings are open to the public and both the minutes and annual meeting schedule are posted on the CLBC website.

Under the *Community Living Authority Act*, the Minister can appoint up to 11 directors to the CLBC Board. The Board as a whole requires the skills, qualifications and experience to govern CLBC effectively.

The governance policies and practices of CLBC are fully compliant with the *Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best Practice Guidelines)* February 2005 issued by the Board Resourcing and Development Office, Office of the Premier of British Columbia. The Board Governance Manual can be found on CLBC's website.

### Board Governance Principles

Based on the *Board Resourcing Development Office's Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of B.C. Public Sector Organizations*, CLBC's Board uses these principles to guide how it exercises governance responsibilities. The Board hires the CEO and delegates to the CEO overall responsibility for the operations of CLBC within the parameters set by the Board. The CEO manages CLBC's human and financial resources. The CEO is the primary spokesperson for CLBC and the Board Chair is the primary spokesperson for the Board.

Board members must respect the organizational structure of management. A Board member has no authority to direct any employee of CLBC. Board members shall exercise the care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances. Board members should act honestly and in good faith with a view to the best interests of CLBC. In keeping with these standards, Board members are required to keep confidential any information about CLBC that has not been publicly disclosed including Boardroom discussions. Board members are required to avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director and disclose any personal interests that may conflict with the interests of CLBC.

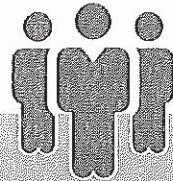
### Standing Committees of the Board

Three standing committees support the work of the Board:

**Governance and Human Resources—**Provides a focus on governance to help enhance CLBC's organizational and Board performance and assists the Board in fulfilling its obligations relating to human resources, including employee engagement, compensation, development and succession planning of human capital. Chair: Jan Marston; Members: Ernest Malone, Don Rowlatt, Elizabeth Hunt and Mark Duncan; Ex officio: Denise Turner

**Finance and Audit—**Assists the Board in fulfilling its oversight of finance and audit matters including reviewing financial information; strategic financial plans, operating and capital budgets; external and internal audit activities; the system of internal controls, risk management and information; and investment management activities. Chair: Arn van Iersel; Members: Don Rowlatt and Ernest Malone; Ex officio: Denise Turner

**Quality and Service—**Supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfill its responsibilities to ensure the quality of, and equitable access to, funded services. Chair: Norah Flaherty; Members: Darryl Harand, Arn van Iersel and Roberta Kjelson; Ex officio: Denise Turner



## CLBC Senior Management Team

### Interim Chief Executive Officer

Doug Woollard

### Vice Presidents

Corporate Services

Richard Hunter

Policy & Program Development

Carol Goozh

Strategic Initiatives (one-year term)

Jack Styan

### Directors

Communications

Roslyn Ingram

Quality Assurance

Paula Grant

Strategic Planning

Brian Salisbury

### Regional Operations Directors

Fraser

Carla Thiesen

Interior

Lynn Middleton

Vancouver Coastal

Sharon Rose (Acting)

Vancouver Island and the North

David MacPherson

## Membership of the Board of Directors

### Denise Turner, Chair

Lower Mainland

### Mark Duncan

Lower Mainland

### Norah Flaherty

Lower Mainland

### Darryl Harand

Okanagan

### Elizabeth Hunt

North

### Roberta Kjelson

Thompson

### Ernest Malone

Lower Mainland

### Jan Marston

Lower Mainland

### Don Rowlatt

Lower Mainland

### Arn van Iersel

Vancouver Island

CLBC would like to acknowledge the leadership and contributions of former Vice-Chair Ken Crump, who stepped down in February 2012 after six and a half years of service to CLBC.

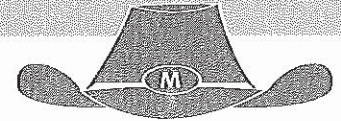
## ➤ From family to community

Family, community and ranching life come together for Kamloops man



Mannie Stewart leads a life that most British Columbians can only dream about: he's a real cowboy, complete with well-worn boots, a big white hat and a beautiful horse he calls Blackie.

Watch the video on YouTube  
Community Living BC  
The Meaning of Inclusion



Mannie Stewart leads a life that most British Columbians can only dream about: he's a real cowboy, complete with well-worn boots, a big white hat and a beautiful horse he calls Blackie.

This outdoor lifestyle is perfect for Mannie, who has been around horses and animals since he was young. "I love rodeos and I love horses," he explains. "I got involved in the rodeo when me and my uncle were younger. We would do bareback riding together. And we would ride as a team."

He's grateful for the opportunity to be living his dream in Kamloops. "You don't get that many chances to be a cowboy. You've got to be tough and know your way around horses like I do." He cautions, "As long as you don't get kicked!"

Mannie has a strong connection to family and community life. He belongs to the Lower Nicola Indian Band. And he shares a home with his sister-in-law Joanne and her family. Before transitioning to his family's care, Mannie lived in an institution and later, a private care arrangement.

Now Mannie is independent but surrounded by community, children and activity. "It's so neat to see young kids accepting Mannie," Joanne recounts. "All my son's friends call him Uncle Stewie."

Mannie often pays a visit to The Horse Barn, a local cowboy supply store. He's greeted warmly by the store's owner, Tom, who has known Mannie for close to 20 years. "He's been coming in to the store for quite a while," Tom says. "It's nice to have him come in."

In the winter, Mannie has a job helping to clear snow off the roads with a snow plough. He also does smaller jobs around the community such as helping out at the racetrack and the local community centre. But his favourite thing is to be outside, riding and spending time with the horses.

"It's not all work," Mannie reflects, "It's basically all living. I like being a cowboy because it suits me."





01:25



2:54



To view the full length video, visit [www.youtube.com/communitylivingbc](http://www.youtube.com/communitylivingbc)

## ➔ Report on Performance

### Operating Context

CLBC's operations are affected by various factors, including growing demand for services and changing expectations among the people it serves. These issues are similar to those currently being experienced by the community living sector in many other jurisdictions.

#### Demographic factors

CLBC's goal is consistent with that of the government in terms of ensuring that individuals and families have the support that they need to lead full, rich lives. Demographic pressures and technology gains drive demand for CLBC services much the same way they do in health care. With more children surviving to adulthood, an ageing population and increasing public expectations, caseload and service expectations have increased each year.

Significant factors include:

- **Increasing population served —** Technology and health services extend life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing.
- **Increased service requirements with age —** As adults age, their needs change and more supports may be required to live in the community, or they may need to move into residential services.
- **Earlier onset of age-related needs —** Compared to the general population, the onset of health and capacity issues become evident up to 20 years earlier among adults served by CLBC. In the next 5 years, CLBC's 45-64 age group is projected to increase 14 per cent.
- **Increasing age of family caregivers —** The capacity to cope with adults living at home diminishes as family caregivers age. The result is an increasing number of adults requiring support, many of whom have never had prior contact with CLBC.
- **Youth turning 19 —** CLBC is experiencing increased parental expectations for community inclusion and employment support for youth turning 19. This results

from increased awareness of youth with special needs in the school system, greater visibility of funded services due to the creation of CLBC, and CLBC's emphasis on transition planning in accordance with government's transition protocol. These expectations are different from older adults who have typically used more traditional day programs.

#### Increasing Uptake of CLBC Supports and Services

As of March 31, 2012, 14,241 adults with developmental disabilities were registered with CLBC. This figure represents a growth of 5.6 per cent over the past 12 months and a 37 per cent growth rate over five years. The annual rate of growth is expected to decline only very gradually over the next several years.

In B.C., the accepted prevalence rate of adults with developmental disabilities is 1.05 per cent. Historically, there has been a sizeable gap between the estimated number of B.C. adults who have developmental disabilities and the number of individuals who are actually applying for supports and services from CLBC. However, this gap is shrinking as youth enter the adult system; 2011/12 saw 1.13 per cent of B.C.'s 19-year-olds registering with CLBC compared to 1.02 per cent in 2010/11 and 0.9 percent in 2009/10. As well, as individuals and their caregivers age, many will require services for the first time. Both of these issues are important and continuing cost drivers for CLBC.

Caseload growth for 2011/12 includes 662 youth turning 19, and 302 new adults over age 19 registering with CLBC.

#### Personal Supports Initiative

In addition to the individuals with developmental disabilities that CLBC supports, as of March 31, 2012, 341 adults have been determined eligible for service through the Personal Supports Initiative (PSI). Of the 341 adults, 147 (43 per cent) were transitioning youth who became eligible at age 19. PSI was introduced in February 2010 to serve adults diagnosed with fetal alcohol spectrum disorder or

autism spectrum disorder. Adults eligible through this initiative can require various types of service for their lifetime that are based on their disability-related needs. A steady growth in annual expenditures is anticipated as the caseload increases. As this is a new group of individuals, CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning. Tools used for resource allocation and budget management are similar to those used for adults with a developmental disability.

#### Changing Individual and Family Needs

Most young adults who qualify for CLBC supports and services want something different than what was previously provided to individuals when they turned 19 or left an institutional setting. Today's young adults have grown up being included in the public school system. They don't want group homes; they want jobs, friends in the community and a place to call their own. For youth transitioning to adulthood who aspire to independent living and employment opportunities, CLBC and government more broadly must be more flexible in responding to the different types of individual needs that present and offer more individualized choices to families to meet these needs. At the same time, CLBC must balance the needs of older individuals who prefer to remain with their existing supports and services.

### Risks and Challenges

CLBC must identify and address the key risks and challenges that threaten its ability to deliver on its mandate. CLBC employs a formal enterprise risk management approach. This includes:

- Evaluating key risks associated with specific projects;
- Monitoring and reporting on agreed action plans for all significant organizational risks;
- Updating CLBC's risk register on a regular basis.

During 2011/12, CLBC focused on four key risks:

Key Issues	Status and Potential Impacts	Mitigation Strategies
<b>Youth transitioning from MCFD</b>	<p>CLBC may not know the complexity of transitioning youth; families and youth may not be aware of supports and services CLBC provides.</p> <p>An inability to respond appropriately and provide supports and services to youth turning 19 could result in their needs not being met and create stress for youth and families. This could erode public confidence in government's ability to address a complex issue that affects multiple ministries.</p>	<ul style="list-style-type: none"> <li>■ Work with partners for cross-ministry collaboration to respond to the diverse needs of adults served. CLBC is an active participant working with partners to harmonize the transition from youth to adult services to lessen the impact on individuals and their families.</li> <li>■ Implement the youth transition protocol and provide information to youth and families about CLBC supports and services and how they are delivered, including the benefits of using generic services and informal community supports.</li> <li>■ Employ resource allocation that supports transition planning, budget forecasting and crisis management and use the CLBC/MCFD Operating Agreement up to 18 months in advance to identify youth likely to require CLBC services at age 19.</li> </ul>
<b>Community living service system sustainability</b>	<p>CLBC is challenged to provide appropriate, responsive services and supports in the face of increasing demand, varying expectations from individuals and families, and finite resources. While funding is one issue, it is not the only issue threatening system sustainability.</p>	<ul style="list-style-type: none"> <li>■ In 2011, government announced additional funding of \$40 million to address urgent service needs.</li> <li>■ CLBC works collaboratively with the Ministries of Social Development, Children and Family Development, Health, Education and other agencies as required to improve integration and coordination of supports and services.</li> <li>■ CLBC's focus on aligning disability-related needs to services provided helps develop person-centred, innovative responses.</li> <li>■ The Personalized Supports Initiative provides opportunities for promising service innovations to shape how adults with developmental disabilities are served.</li> <li>■ CLBC will work with the Ministry of Health to assess and model the needs of the older cohort of individuals with developmental disabilities.</li> </ul>
<b>Data quality</b>	<ul style="list-style-type: none"> <li>■ CLBC information systems cannot provide detailed client and costing information for service utilization. As a result it is difficult to accurately forecast funding pressures arising from caseload growth.</li> <li>■ A number of data gathering processes are manual and have the potential to impact data quality.</li> </ul>	<ul style="list-style-type: none"> <li>■ In 2011/12, CLBC implemented a contract management system that provides document creation, contract/document management, evaluation and vendor management and reporting. The new system will support consistent contracting processes with services funded in a transparent and equitable manner.</li> <li>■ Some data quality issues will be improved in 2012/13 with upgrades and enhancements being developed for PARIS, the service delivery management system. Those involving individual and unit costing (service utilization) will require a significant development effort and administrative infrastructure in the next few years.</li> </ul>
<b>Stakeholder support</b>	<p>As CLBC has sought to drive service delivery change and greater system sustainability, stakeholder support has been negatively affected. The approach taken by CLBC staff and service providers at times increased stress and anxiety among stakeholders and contributed to resistance. A number of stakeholders who felt CLBC was not meeting their needs came forward publicly in 2011, sparking intense scrutiny of CLBC by government and the public.</p>	<ul style="list-style-type: none"> <li>■ CLBC remains committed to improving and maintaining productive relationships with its stakeholders.</li> <li>■ The Client Support Team was created to provide an avenue for individuals and their families who are concerned with the level of supports they are receiving to have them quickly reviewed and ensure that services are in place to meet each client's unique needs.</li> <li>■ CLBC's new strategic plan will present an opportunity for CLBC and its partners to work more collaboratively through consultation and dialogue.</li> </ul>

## Organizational Capacity

In 2011/12, CLBC fell short of achieving a number of its organizational targets. This was due in part to issues of organizational capacity. These issues included:

- Even though 93 per cent of its expenditures are spent on providing services to adults eligible for CLBC supports, demand for services exceeds funding levels. This negatively affected CLBC's measured performance in a number of goals.
- Due to the limitations of its current information management systems, CLBC does not have sufficient detailed information to fully explain the increase in client service needs and the associated funding pressures. The following organizational strengths are helping CLBC address challenges in order to achieve its goals and objectives:
  - › Dialogue about new service possibilities and funding potentially innovative services is resulting in more cost-effective approaches.
  - › Progress is being made in resource allocation, improving equity and access, and data collection and analysis continues to be improved to better inform decision-making and future planning.
  - › CLBC has built a solid foundation upon which to make needed operational improvements.
  - › CLBC encourages stakeholder engagement in its initiatives.
  - › The Board, management and staff are committed to CLBC's vision, mission and values.

## Goals, Strategies, Performance Measures and Targets

Going back to CLBC's 2009/10 annual report, the organization introduced a new set of goals and performance measures with baseline measures. This report tracks CLBC's continuing progress against those baseline measures.

### CLBC's goals

*Service Excellence:* Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.

*Organizational Responsiveness:* CLBC is a best practice employer whose staff works effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.

*Operational Efficiency:* Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.

## Benchmarks

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. While CLBC continues to explore potential national and international benchmarks, a key challenge is the lack of comparative data. Issues include:

- Jurisdictions often define services and outcomes in different ways.
- Populations served can differ somewhat.
- Funding mechanisms vary.
- Number of institutional versus community services can be different.
- Staff roles and organizational mandates may not be comparable.

Establishing appropriate benchmarks is an ongoing challenge for provincial community living service systems across Canada. Nationally, these organizations remain interested in exploring potential mechanisms for cross jurisdictional comparisons. CLBC continues to partner in these annual discussions.

## Goal 1: Service Excellence

CLBC's mandate includes promoting choice and innovation and assisting adults to achieve maximum independence and live full lives. Service excellence speaks to the capacity and effectiveness of the service delivery system to respond to the disability-related needs and citizenship goals of adults with developmental disabilities.

### Key Strategies to Achieve Service Excellence

- Provide information and training to stakeholders to help them better understand person-centred thinking and services.
- Maintain contact with vulnerable adults unlikely, or unable, to maintain contact with CLBC.
- Partner with the Ministry of Social Development and other government bodies to help adults gain streamlined access to provincial supports and programs.
- Continue to implement the Quality of Life initiative and support service providers to align their planning process and service delivery approaches to help achieve better outcomes for those they serve.
- Partner with community living stakeholders to increase the employment rate of adults.

### IMPORTANCE OF THE MEASURES

The first measure is the percentage of adults and their families who feel well supported by their service providers. Levels of satisfaction are an overall measure of the

service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Two other performance measures for service excellence relate to the use of funding mechanisms that support self-determination. Research indicates individualized funding and direct payments can help move towards a system in which personal choice is a major driver of what people create or access to meet their needs. The net effect is that the same, or similar, supports and services can be delivered in a more cost-effective way.

### DISCUSSION

2009/10 was the first year that CLBC began measuring the percentage of individuals and families who feel well supported by their service providers. A baseline of 82 per cent was established, and CLBC set a target of 85 per cent going forward.

The actual percentage of 75 per cent for 2011/12 fell short of the 85 per cent target. This is a result of a combination of factors. CLBC has struggled to meet growing demand, creating sector-wide anxiety for individuals and family members who are concerned about retaining or putting in place needed support. In addressing these challenges, some practices pursued by CLBC created additional anxiety. CLBC will work more closely and communicate with individuals and families to understand service delivery issues. CLBC has refocused its practice and will work with

service providers to identify strategies to achieve the targets that have been set for this measure.

Individualized funding and direct payments are important to CLBC's management of the service delivery system. However, results for both these measures were lower than targeted for 2011/12. Contributing factors included funding availability, a lack of awareness of the advantages that these payment options provide to users, and challenges associated with converting existing services to individualized funding. Also, these numbers do not reflect some families' use of alternate person-centred service delivery models. CLBC will continue to promote the use of these payment mechanisms in view of the benefits they bring. The targets for these two performance measures will remain at conservative levels for the next three years.

### DATA SOURCES

A satisfaction survey is conducted each year with a random sampling of people who receive CLBC funded supports and services. Management consults with the Mustel Group to ensure the survey design is appropriate and results are accurate.

Data sources for individualized funding and direct payment are CLBC's service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted and accounting systems are also subject to internal and external audit processes.

### Performance Measures

### Targets

		ACTUAL 2009 10	ACTUAL 2010 11	ACTUAL 2011 12	TARGET 2011 12	2012 13	2013 14	2014 15
1	% of individuals and families who feel well supported by their service providers	82% (baseline)	78%	75%	85%	85%	85%	85%
2	Number of individuals and families who purchase supports and services using individualized funding	168	257	314	225	475	575	650
3	Number of families who receive direct payments for adult respite	840	894	1,002	900	1200	1400	1600

## Goal 2: Organizational Responsiveness

CLBC develops and funds support plans that blend formal (paid) and generic services and informal community supports to best address people's disability-related needs. CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be an employer with a knowledgeable and accountable staff who is able to work effectively with local, regional and provincial partners to put in place innovative services that promote community inclusion and employment opportunities. Flexibility in the face of individuals' and families' changing needs and circumstances is critical and requires CLBC staff to be responsive. Organizational responsiveness speaks to how effectively CLBC supports community living programs and objectives. It is important that CLBC staff is flexible and responsive to individuals and families whose needs, circumstances or goals may change.

### Key Strategies

- Make refinements to CLBC's delivery approach, supported by training for staff that supports effective facilitator/analyst collaboration.

- Revise policies and practice guidelines as needed and make them widely available, supported by organization-wide communication strategies.
- Build community capacity by investing in community engagement initiatives and partnering with stakeholders where appropriate.
- Make ongoing technology enhancements and upgrades to meet operational requirements.

### IMPORTANCE OF THE MEASURES

Satisfaction levels are an overall measure of the service delivery system's responsiveness and its ability to appropriately serve adults and their families in a person-centred and flexible way.

### DISCUSSION

Baselines were established in 2009/10 for the three measures chosen for this goal. CLBC is committed to eventually achieving a target of 90 per cent for Performance Measure 1. As Performance Measures 2 and 3 can be influenced by external factors such as budget availability, CLBC's longer-term target is 85 per cent for both these measures.

The actual results for all three performance measures were less than expected. As with the performance measure relating to CLBC's Service Excellence goals, this is a result of a combination of factors related to CLBC's current operating environment. Individuals with developmental disabilities and family members are anxious about obtaining needed supports and services at a time when CLBC is struggling to meet growing demand. In CLBC's efforts to address these challenges, some practices created additional anxiety for individuals and families, and service providers, resulting in an adverse impact on how CLBC staff is viewed. To regain trust, CLBC will work more closely, and communicate with, individuals and families to help establish greater clarity and transparency about service delivery issues.

### DATA SOURCE

The same satisfaction survey cited in "Goal 1: Service Excellence" is also used for "Goal 2: Organizational Responsiveness."

### Performance Measures

### Targets

		ACTUAL 2009 10	ACTUAL 2010 11	ACTUAL 2011 12	TARGET 2011 12	2012 13	2013 14	2014 15
1	% of individuals and families who feel their concerns were listened to	77% (baseline)	76%	70%	81%	83%	85%	85%
2	% of individuals and families who feel their concerns were addressed in a timely manner	70% (baseline)	67%	63%	74%	76%	78%	80%
3	% of individuals and families who feel they were provided with useful referrals and resources.	68% (baseline)	64%	63%	72%	74%	76%	78%

## Goal 3: Operational Efficiency

CLBC is committed to ensuring the delivery of high quality, sustainable supports and services by ensuring as much funding as possible goes to needed supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources.

### Key Strategies

- Allocate funding to the 11 Quality Service Areas based on demographic and regional factors.
- Use the *Guide to Support Allocation* to consistently measure an individual's level of disability-related need and apply the *Catalogue of Services* to ensure an appropriate funded response.
- Link the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making to ensure cost-efficient and appropriate services at the highest standard.
- Share information with individuals and families about the range of available support and service options.
- Replace or refine the *Guide to Support Allocation* pending recommendation from the inter-ministry working group.
- Continue to explore ways to involve new partners to leverage financial resources to create new approaches to innovative and sustainable service delivery.

### IMPORTANCE OF THE MEASURES

CLBC allocated 93 per cent of its budget for direct services for individuals with developmental disabilities and their families. The remaining budget funds CLBC headquarters and field operations to deliver those services throughout B.C. Ensuring the percentage of annual funding allocated to CLBC that is spent for direct service delivery is maintained at this, or a higher level, reflects the overall efficiency of CLBC in managing the service delivery system.

Residential services represent approximately 65 per cent of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five residents. In the last few years, people have increasingly chosen more person-centred options such as home sharing or semi-independent living. These more individualized models provide a paid caregiver who engages other citizens to be involved informally in the individual's life, with family members, friends and neighbours often playing important natural support roles which enhance quality of life. Choice of these residential options is based on meeting adults' disability-related needs and respective wishes of family.

Therefore, a key indicator of cost effectiveness is the percentage of individuals receiving residential services that live in smaller, less costly individualized

arrangements where no more than two people live together.

### DISCUSSION

This percentage of direct service delivery measure to track CLBC's operational efficiency was introduced in 2009/10. CLBC is committed to achieving a 93 per cent expenditure rate annually on direct services. This year, CLBC met its target.

The measure related to percentage of individuals in individualized settings was introduced in 2009/10, with a baseline of 58 per cent. This year, CLBC met its target of 60 per cent.

The targets chosen reflect conservative estimates (1 per cent increases each year). This will enable CLBC to develop and refine as necessary the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served.

### DATA SOURCE

The data source for measure one is CLBC's corporate accounting system, which is subject to internal and external audit processes. The data source for measure two is the PARIS service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

### Performance Measures

### Targets

		ACTUAL 2009 10	ACTUAL 2010 11	ACTUAL 2011 12	TARGET 2011 12	2012 13	2013 14	2014 15
1	% of annual funding used for direct service delivery	93%	93%	93%	93%	93%	93%	93%
2	% of individuals receiving residential services who live in smaller, individualized arrangements*	58% (baseline)	58%	61%	60%	61%	62%	63%

\*Some staffed residential locations serve two or fewer individuals, and some home sharing locations serve more than two individuals.

## ➤ From passion to profession

Employment program gets the ball rolling between job seekers and employers



As an avid bowler for the past 15 years, Leif likes to spend time at Black Diamond Lanes in Prince George. These days, however, he's not just a customer. Leif has made the transition to becoming a passionate and indispensable employee.

Leif's boss Kyle tells the story: "Leif was coming in on a regular basis bowling and when I was considering hiring someone to clean the lanes and do basic maintenance, he came to mind. 'I thought he enjoyed being around here, and he seemed to me to be perfectly capable of doing the job.'"

After confirming with Leif that he would be interested, Kyle approached the Prince George Association for Community Living, known as AiMHi. Through AiMHi's Infinite Employment Solutions (IES) program, Kyle and Leif both got the support they needed to ensure success.

Leif's training has been completed under the watchful eye of his job coach, Brad. "I've been working with Leif, helping him learn his job at the bowling alley. He was really good and he learned it fast," Brad says. As Leif grew more comfortable with his duties, Brad would leave him on his own for a while. "Then I would come back and check on him to make sure he was doing everything right and ask Kyle how it was going."

Providing on-the-job supports is one of the services offered through the IES program, which helps people with developmental disabilities find meaningful employment within the Prince George community. IES matches job seeker's skills, abilities, and capabilities to the employment needs of local businesses. Currently, IES is supporting more than 150 individuals to work in the community.

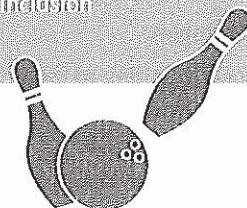
"We're looking for businesses with a common culture to the job seeker, that have a need that we can match with the ideal employee," explains IES manager, Tamara. "In Leif's case it was quite seamless because bowling has been a lifelong passion for him and he understands all of the needs of customers in this business."

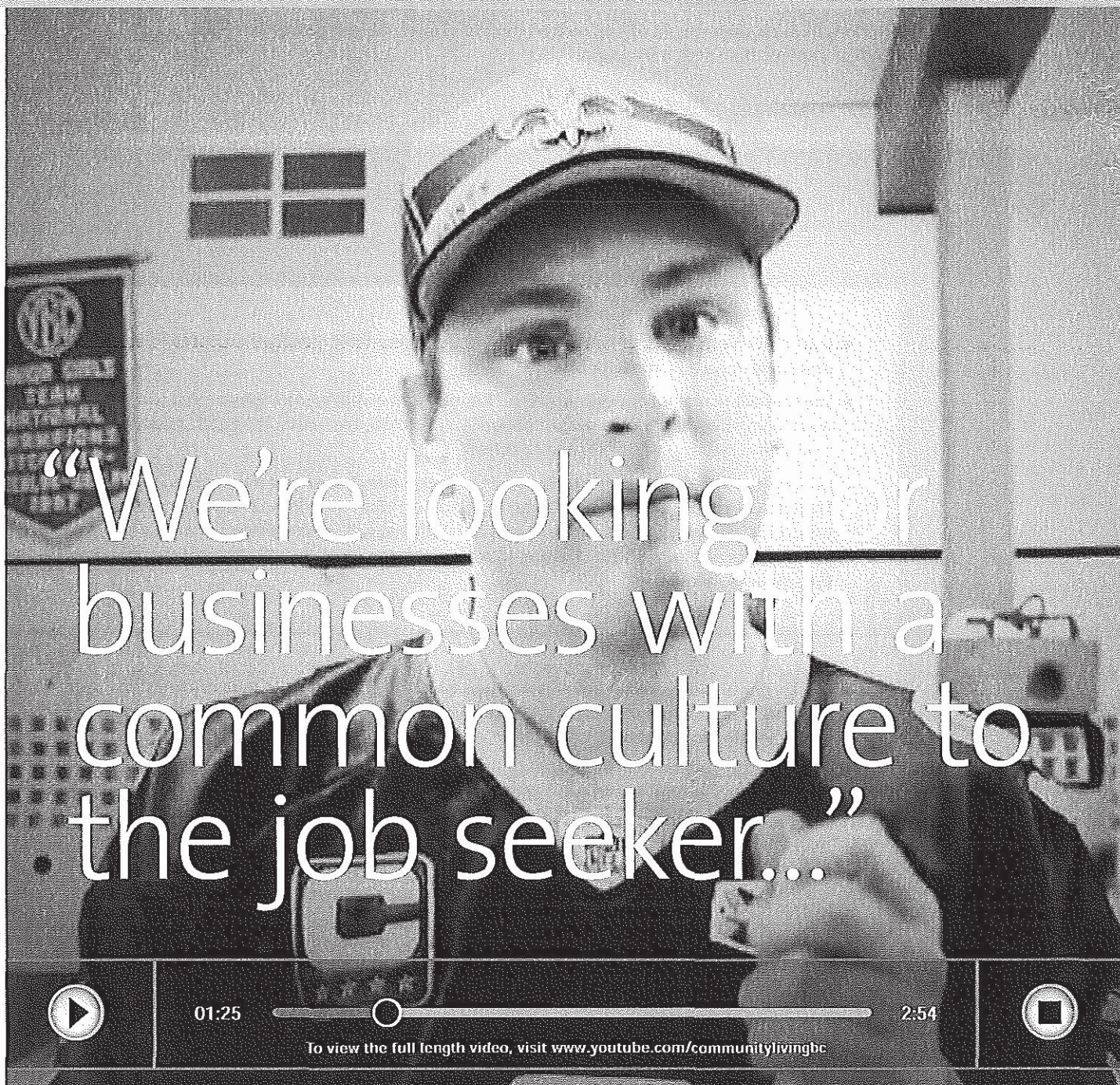
"We're quite pleased with the success of it and the support that AiMHi has provided us," Kyle enthuses. "We've been able to develop a great working relationship and I'm looking forward to continuing that into the future."

Leif sums it up: "I like working here because I give a good asset to the company. I love bowling and I love the job and I love helping Kyle. I'm doing a good job."

Leif has bowled for over 15 years and always wanted to work in a bowling alley.

Watch the video on YouTube: Community Living BC: The Meaning of Inclusion





## ➤ Government's Letter of Expectations

A key component of the governance framework is the Government's Letter of Expectations (GLE). The letter describes the relationship between Community Living British Columbia (CLBC) and the provincial government, and mandates direction from government to CLBC. The GLE ensures a mutual understanding between the shareholder and CLBC on governance issues, mandate, core services, public policy issues, strategic priorities and performance expectations. It is reviewed annually and updated as required. The GLE can be found on CLBC's website.

This table summarizes key directions from government set out in the Government's Letter of Expectations for 2011/12 and the actions CLBC took to address them in that fiscal year.

GLE Directions	CLBC Actions
Report on Key Performance Indicators	<ul style="list-style-type: none"> <li>■ CLBC reports on key performance indicators in the accountability and performance framework developed in partnership with MSD.</li> <li>■ The contract management system and monitoring framework being implemented will identify ways to improve service provider performance and provide the information CLBC needs to report on achievement of goals and objectives.</li> <li>■ CLBC is implementing the <i>My Life: Personal Outcomes Index™</i> survey to measure quality of life outcomes in the areas of independence, social participation, and well-being for adults using CLBC-funded supports and services. Data gathered will provide evidence about program effectiveness and inform CLBC decision-making and help providers make improvements in how they deliver services.</li> </ul>
Implement Youth Transition Protocol	<ul style="list-style-type: none"> <li>■ CLBC is one of nine government organizations that have signed a cross-ministry transition planning protocol that focuses on supporting youth with special needs and their families as they transition to adulthood.</li> <li>■ As part of its commitment to shared responsibility for this issue, CLBC continues to be an active participant with the Ministry of Children and Family Development, the Ministry of Social Development, and other agencies in implementing the provincial youth transition protocol for a seamless transition of services for young people with special needs as they mature and become eligible for adult services.</li> </ul>

GLE Directions	CLBC Actions
Implement Personalized Supports Initiative	<ul style="list-style-type: none"> <li>■ This program area, which serves adults diagnosed with fetal alcohol spectrum or autism spectrum disorder that also have significant limitations in adaptive functioning, is now fully implemented.</li> <li>■ Operational responsibility has been devolved to CLBC's five regions.</li> <li>■ Results of an action research project completed in 2011 are informing how supports and services are delivered to this group of individuals.</li> <li>■ CLBC is collaborating with provincial partners to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release. Once they are released, community agencies provide needed support.</li> </ul>
Continue to improve service delivery	<ul style="list-style-type: none"> <li>■ CLBC continues to deliver innovative, cost effective services while addressing priority service requests.</li> <li>■ Staff focuses on ensuring services provided are aligned with people's disability-related needs and that people served gain access to the same services that any community member would use, as well as the informal supports provided by family, friends and neighbours.</li> <li>■ Accreditation, clear contractual expectations with service providers and a monitoring framework support efforts to provide high quality services.</li> <li>■ CLBC engages in collaborative projects to combat the isolation, segregation and poverty of people with disabilities in B.C. CLBC and Lift Philanthropy Partners (formerly 2010 Legacies Now) have partnered to create the Community Living Innovation Venture, administered by Vancity Community Foundation. Funding will be offered for several pilot projects that engage other funders, community organizations and business leaders to find sustainable, innovative solutions.</li> </ul>
Achieve carbon neutrality	<ul style="list-style-type: none"> <li>■ A seven member "Go Green" Committee meets monthly by teleconference and monitors implementation of a climate action work plan.</li> <li>■ "Go Green" staff leads in local field offices audit and encourage environmentally friendly, sustainable work practices.</li> </ul>

## Additional Direction from Government

The provincial government initiated a number of reviews in 2011 to respond to concerns in the community living sector about the lack of financial resource to meet growing demand, and CLBC's response to the challenges this situation created. These include:

## CLBC Interim Report

At the request of the Minister of Social Development, CLBC presented an Interim Report to the Minister on November 2, 2011 which was released on November 18, 2011. The report addressed how CLBC was responding to current issues and outlined CLBC's longer-term vision. In response, the Minister requested CLBC to focus on four key challenges:

Challenge	CLBC Response / Actions
Closure of staffed residential living facilities	<ul style="list-style-type: none"> <li>■ Staffed residential facilities (often called group homes) will always be available where this level of care is required. A closure may occur when the service provider no longer wishes to operate the facility or when one person is left in a staffed residential facility and there are vacancies available nearby for that person in another group home.</li> <li>■ CLBC will take time to inform the person and family to ensure there is a shared understanding of the situation, explaining why a move is necessary and how the person's needs will be met in the new home.</li> </ul>
Responsiveness to requests for service	<ul style="list-style-type: none"> <li>■ CLBC will work with government to ensure more accurate and effective ways to measure the degree of need for those requesting services.</li> <li>■ CLBC also used \$8.9 million in funding provided by government in September 2011 to provide additional supports and services for adults and families on the Request for Service List, or those wanting to make enhancements to services they are already receiving.</li> </ul>
Communication with individuals and families	<ul style="list-style-type: none"> <li>■ CLBC will increase its focus on listening to and understanding the perspectives of adults and families.</li> <li>■ Staff has been directed to listen carefully and to put the best interests of the person served at the centre of decision making when working with individuals and families in order to reach agreement on future directions.</li> </ul>
Youth in transition/ cross-ministry discussions	<ul style="list-style-type: none"> <li>■ CLBC is changing its approach to how planning is conducted with individuals and families. A project now underway with CLBC facilitators is focused on working with individuals and families to identify the amount of funding and/or services that will be available for needed supports and services at the beginning of the planning process. The goal is to help reduce the anxiety experienced previously when individuals and families would begin the planning process with raised expectations, only to learn that supports and services could not be provided.</li> </ul>

### Internal Audit and Advisory Services Review

In October 2011, an internal audit team from the Ministry of Finance began gathering information on CLBC's internal processes to report on a number of areas such as the demand for services, the agency's performance in allocating government resources, and the costs of services provided. Overall, the Internal Audit and Advisory Services Review found that CLBC funds were well managed and that the agency looks for cost effective and innovative ways to manage taxpayer funds. CLBC looks forward to working with government to respond to the Internal Audit and Advisory Services Review recommendations that include:

- Harmonize the transition from youth to adult service to lessen the impact on individuals and families
- Enhance information systems and business processes to provide more useful and reliable information for those waiting for services
- Address accountability, performance monitoring and conflict of interest management issues

### Deputy Minister's Working Group

A Deputy Ministers' Working Group representing the Ministries of Health, Finance, Children and Family Development and Social Development was convened in September, 2011 to look at supports and services provided to individuals and families. The group focused on the suite of services and programs that families of individuals with developmental disabilities receive from across government, including CLBC services. The Deputy Ministers' Working Group concluded that CLBC's service delivery model is sustainable, but requires improvements in a number of areas. CLBC has committed to work with government to respond to the recommendations, which include:

- Implement a more consistent cross-Ministry assessment platform
- Use an integrated system to track demand, wait times and service delivery to increase confidence in the existing Request for Service List and in the ability of CLBC to provide supports based on actual, real-time need for services
- Increase focus on transition supports, employment services and individualized funding
- Support ongoing innovation in the community living sector, particularly those innovations developed by individuals and families.

### Client Support Team

Adults receiving services from CLBC are also multi-ministry service recipients. Recognizing that effective cross-ministry collaboration is vital to quickly resolve issues, government created a Client Support Team (CST) in response to concerns raised by individuals and families about the services being offered to them by CLBC. Often concerns raised by individuals or families also involve another ministry. The team provides an avenue for individuals and their families who are concerned with the level of supports they are receiving to have them quickly reviewed by experienced staff who can ensure that the services are in place to meet each individual's unique needs. The CST has demonstrated that cross ministry problem solving is a key consideration in listening and responding to concerns.

As of March 31st, 2012 the CST had received 249 referrals from individuals and families. Of these, 180 were resolved, either through an increase in service by CLBC, MSD or the Ministry of Health (133 referrals), or through problem solving or improved communication (47 referrals). The CST has contributed to an improved working relationship between CLBC and the Ministries of Social Development and Health.

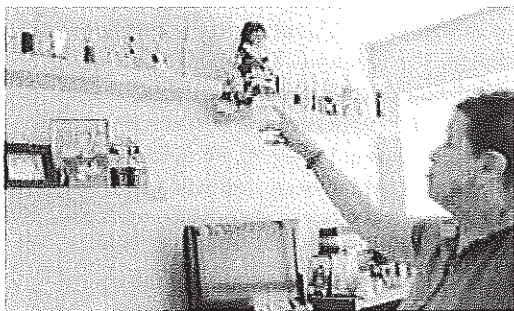
## A New Plan from Government

As an outcome of its review process, in January 2012 the B.C. government unveiled a comprehensive plan to address issues and concerns around CLBC and the government-wide system of supports for British Columbians with developmental disabilities. It also committed to providing an additional \$40 million in funding to increase capacity and improve services.

CLBC is working with the government on the best way to implement this 12-point plan. It is also aligning its new strategic plan to better reflect the "one government" approach to supporting individuals with developmental disabilities.

## ➤ From solo to quartet

Home sharing opens the door to a rich life in the community



Marjorie is in a home care where she has the freedom to come and go as she wants.

Watch the video on YouTube  
Community Living BC:  
The Meaning of Inclusion



It's easy to see the love shared between Marjorie and her home share family: Ray, Sara and baby Tamara. Marjorie looks at Ray affectionately and pats his knee as she explains, "I live with Sara and Ray and they look after me."

Marjorie is one the many people supported by CLBC to live in a home sharing arrangement, where adults with a developmental disability share a home with someone who is contracted to provide ongoing support.

"It needs to be the right fit and the right relationship," Ray stresses. "We knew Marjorie for several years before, so we felt we'd already established a relationship and it made sense to take this next step." Transitioning from a friendship to a safe and loving home sharing arrangement was important to everyone. As Sara and Marjorie share a hug, Ray comments that they have been very close for over six years.

Ray explains how their home sharing arrangement works in practice: "We share our home and time with Marjorie, and help her with the things she does need assistance with, but we offer her as much independence as she desires and autonomy with how she comes and goes."

Sara adds, "She knows who's going to be here when she gets home and they're the same people every day. Her life is consistent and her days are consistent."

The family lives in a modern townhouse in East Vancouver which is close to transit, a community centre and a park. Marjorie's bedroom is bright and tidy, with her trophies and photographs proudly displayed. She loves to cuddle with baby Tamara and sing her songs.

One of the advantages to home sharing is the opportunity for individuals to truly be included in community life. Often, family members, friends and neighbours play important natural support roles. "In the complex where we live there's a central courtyard and people see Marjorie come and go," explains Ray. "The neighbours say 'Hi' and Marjorie talks to their kids and I think it's a good thing that she's accepted into the community and nobody's putting any sort of labels on her."





“She’s accepted into the community, nobody’s putting labels on her.”



01:25



2:54



To view the full length video, visit [www.youtube.com/communitylivingbc](http://www.youtube.com/communitylivingbc)

## ➤ Financial Report

### Management Discussion & Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2012 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which we believe to be reasonable, based on information currently available but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward looking statements.

#### History and financial structure

CLBC was incorporated July 1, 2005 and assumed from the Ministry of Children and Family Development (MCFD) the policy, budgetary, contractual and operational responsibility for the delivery of community living services to adults.

Over the following years, CLBC had certain responsibilities for delivering community living services to children with development disabilities and children with special needs, either directly or on behalf of MCFD. Effective October 31, 2009, MCFD assumed all responsibility for community living services to children and the related regional staff and support infrastructure was transferred to MCFD.

On February 1, 2010, CLBC implemented the Personalized Supports Initiative (PSI) to provide service to adults with significant limitations in adaptive functioning and a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder).

CLBC provides its program services through contractual arrangements with individuals and non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment

Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by corporate offices in Vancouver.

Ninety-three per cent of CLBC's expenditures are spent directly on contracted and direct program services to support individuals and their families.

Funding for CLBC operations is provided by contributions from the Province, recoveries from health authorities relating to individuals CLBC supports with health related issues, and other income and recoveries.

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year.

The *Community Living Authority Act* mandates that CLBC not operate at a deficit without the prior approval of the Minister.

#### 2011/12 Operating Environment

##### Service Demand

The number of adults presenting to CLBC continues to grow at a higher rate than the overall provincial population. The number of adults registered with CLBC grew by 5.6 per cent in 2011/12 (6.0 per cent in 2010/11). The number of 19 to 23-year-olds continues to make up the bulk of the growth, with 739 of the 964 new individuals registering in the year being within that age group. In addition to the service demand generated by the increase in the number

of individuals, demand is also impacted by the increasing disability-related needs of existing supported individuals as they age.

Service demand in 2011/12 was initially addressed through the continuation of re-design of existing services to align them with the disability-related needs of those supported, with the realization of savings to be re-invested in new service implementation to meet demand. As a result of additional funding being made available by the Province in September 2011, and at the direction of the Minister, CLBC was able to be more responsive to requests for service, improving communication with individuals and families and attending to the needs of transitioning youth. The impact of increased service demand has been mitigated through the following initiatives:

- Effective and comprehensive systems to monitor and forecast new service commitments;
- Regional management focus on the multi-year impact of service commitments;
- Effective planning and prioritizing of services to avoid crisis whenever possible;
- Development of crisis response mechanisms in regions to ensure that crisis placements are of short duration and subject to a full re-evaluation once a personal plan has been developed;
- Allocating funds to provide supports to maintain family capacity and avoid more complex interventions; and
- Application of CLBC's funding guide to appropriately cost services and assist in negotiation and oversight of contracted services.

### Service Provider Relationships

Service provider participation is critical for the successful implementation of CLBC's service delivery model and the processes for resource allocation, procurement, contracting and monitoring, and service re-design. In addition, service provider capacity in smaller communities continues to be a challenge as typically there are a limited number of agencies offering services and limits on the type of services available. In some areas, recruiting Home Share providers continues to be an issue. CLBC engaged service providers and mitigated capacity challenges through:

- Establishing a consultation table with unionized and non-union agencies.
- Developing, through consultation, procurement and contracting practice and language to streamline processes and enhance transparency.

- Developing, through consultation, a contract funding methodology, including a contracting model to support and promote agency-supported Home Sharing.
- Providing funding to service provider agencies to cover the incremental costs of the Municipal Pension Plan (MPP).
- Engaging with agencies and families around service re-design and creating alternative options for residential services.
- Promoting Individualized Funding as a choice for families, and
- Encouraging the introduction of new service providers into underserved markets.

### Internal Organizational Capacity

CLBC continued to face considerable challenges related to the extent and pace of change it has been undertaking through the continued evolution of the service delivery model, the commitment to information management and the focus on enhanced contract monitoring. Adding to the challenge was the need to undertake service reviews to apply the new contracting and funding tools and align services to disability-related needs of the individuals supported. CLBC managed these challenges through enhanced communication with staff, effective change management processes and an investment in staff training around systems and tools, the service delivery model and innovation.

### Operating Revenue & Expenses

\$ millions	Actual					2011/12		More (Less) Than	
	2006/07	2007/08	2008/09	2009/10	2010/11	Budget	Actual	Budget	2010/11
<b>Operating Revenue</b>									
Contributions from the Province	610.3	646.0	684.4	654.9	681.0	686.4	687.5	1.1	6.5
Recoveries from the Province	12.3	29.5	27.0	50.4	-	-	-	-	-
Other income and recoveries	9.9	11.1	11.5	10.6	12.2	11.7	13.7	2.0	1.5
Amortization of capital contributions	0.5	0.9	1.3	1.8	2.4	2.9	2.6	(0.3)	0.2
<b>Total Revenue</b>	<b>633.0</b>	<b>687.5</b>	<b>724.2</b>	<b>717.7</b>	<b>695.6</b>	<b>701.0</b>	<b>703.8</b>	<b>2.8</b>	<b>8.2</b>
<b>Operating Expenses</b>									
Contracted Services									
Developmental Disabilities Program	528.0	559.5	590.3	619.4	639.7	639.2	643.8	4.6	4.1
Personalized Supports Initiative	-	-	-	-	1.8	5.8	6.0	0.2	4.2
Children's Services	55.1	73.7	73.8	41.1	-	-	-	-	-
Provincial Services	4.3	4.5	4.3	4.5	4.6	4.7	4.7	-	0.1
Regional Operations & Administration	44.6	48.4	52.7	49.5	46.0	48.0	46.2	(1.8)	0.2
Capital asset amortization	0.9	1.4	1.8	2.5	3.2	3.3	3.1	(0.2)	(0.1)
<b>Total Expense</b>	<b>632.9</b>	<b>687.5</b>	<b>722.9</b>	<b>717.0</b>	<b>695.3</b>	<b>701.0</b>	<b>703.8</b>	<b>2.8</b>	<b>8.5</b>
<b>Annual Surplus</b>	<b>0.1</b>	<b>-</b>	<b>1.3</b>	<b>0.7</b>	<b>0.3</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	<b>(0.3)</b>
<b>Capital Expenditures</b>	<b>4.1</b>	<b>3.2</b>	<b>3.6</b>	<b>2.6</b>	<b>3.4</b>	<b>4.8</b>	<b>3.8</b>	<b>(1.0)</b>	<b>0.4</b>
<b>Total Debt</b>	<b>0.8</b>	<b>0.8</b>	<b>0.7</b>	<b>0.5</b>	<b>0.3</b>	<b>0.2</b>	<b>0.2</b>	<b>-</b>	<b>(0.1)</b>
<b>Accumulated Surplus</b>	<b>1.5</b>	<b>1.5</b>	<b>2.8</b>	<b>3.5</b>	<b>3.7</b>	<b>3.6</b>	<b>3.7</b>	<b>0.1</b>	<b>-</b>

Note 1: The 2011/12 Budget is as presented in the 2011/12 Service Plan

## 2011/12 Operating Results

CLBC closed the year ended March 31, 2012 with a balanced budget. Savings of \$21.2 million realized on existing contracted services, along with new provincial funding of \$6 million and the re-allocation of \$2.9 million of PSI funding, enabled CLBC to manage the annualizing costs of services implemented in 2010/11 and provide an additional \$25.1 million in services in the year, that enhance the lives of 1,875 supported individuals.

### Operating Revenue

Additional, unbudgeted, Operating Contributions of \$8.9 million were approved in September 2011 to address the health and safety requirements of individuals with developmental disabilities. Part of this amount was funded through the re-direction of \$2.9 million of PSI Contributions, in line with estimated

demand levels for that initiative. The balance was provided through access to government contingencies. MPP costs were lower than originally estimated for 2011/12 and recoveries of overpayments related to 2010/11 reduced the funding required further, such that MPP funding requirements were \$5.4 million lower than budgeted. Variances in the planned deferral of restricted funding make up the balance of the \$1.1 million by which Operating Contributions for 2011/12 exceeded budget.

The increase of \$6.5 million in contributions compared to 2010/11 is made up of the \$8.9 million in additional health and safety funding and a \$3.1 million increase in PSI funding, offset by a \$4.1 million reduction in the utilization of restricted funding and a \$1.4 million reduction in MPP funding.

The following table illustrates the relationship between the contributions from the province recorded as operating

revenue and the total amount of provincial government transfers received by CLBC.

Other income and recoveries were over budget by \$2.0 million and were \$1.5 million higher than in 2010/11, principally due to health authority cost share agreements on new services implemented.

### Contracted Services – Adults with Developmental Disabilities

Total expenditures on services for adults with developmental disabilities were \$643.8 million which was \$4.6 million more than budgeted and \$4.1 million more than in 2010/11.

Extensive reviews of existing contracted services were undertaken throughout 2010/11 and in 2011/12 to optimize service and more closely align supports with individuals' disability-related needs. In 2011/12, this resulted in \$21.2 million of savings (just over 3 per cent of total

### Contributions from the Province

\$ millions	Actual					Budget	Actual
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2011/12
Voted Appropriation							
Base Funding	559.9	591.9	624.8	661.4	670.7	670.7	673.6
Children's Services	52.1	54.6	61.6	-	-	-	-
Personalized Supports Initiative	-	-	-	1.4	4.3	10.3	7.4
	612.0	646.5	686.4	662.8	675.0	681.0	681.0
Access to Contingencies							
MPP Funding	-	-	-	-	9.1	13.1	7.7
Health and Safety	-	-	-	-	-	-	6.0
Total Government Transfers	612.0	646.5	686.4	662.8	684.1	694.1	694.7
Restricted Contributions - Operating	-	-	-	(4.6)	2.4	(2.9)	(2.4)
Restricted Contributions - Capital	(1.7)	(0.5)	(2.0)	(3.3)	(5.5)	(4.8)	(4.8)
Operating Contributions	610.3	646.0	684.4	654.9	681.0	686.4	687.5

expenditures on services to adults with developmental disabilities) being realized from existing contracts in the fiscal year, annualizing to \$27.7 million. These resources, together with the \$8.9 million in additional provincial contributions, were applied to fund the annualizing cost of services implemented in 2010/11 with the balance re-invested in \$25.1 million (annualizing to \$44.6 million) of new services and required support increases implemented in 2011/12 to enhance the lives of 1,875 individuals. The savings realized directly benefitted 1,300 individuals who received much needed supports within the year.

Overall contracted service costs for individuals with developmental disabilities exceeded budget by \$4.8 million (0.8 per cent) primarily due to the addition of \$8.9 million in new funding offset by MPP costs being \$3.4 million lower than anticipated.

Contracted service costs were \$4.1 million higher than in 2010/11 principally due to \$25.1 million in new services being implemented within the year, offset by \$21.2 million reduction in spending realized from service re-design to align services and costs with the disability-related needs. Other factors include a reduction in MPP costs and an increase in Health Authority recoveries, both of which result in flow-through increased expenditures, while not impacting net costs.

Referring to the above table, with a caseload growth for 2011/12 of 5.6 per cent (a net increase of 760 individuals), CLBC implemented 3,374 new services or required support increases to enhance the lives of 1,875 individuals. These services had a cost in the fiscal year of \$25.1 million and an annualized cost of \$44.6 million, with an average cost per person of \$23,800, similar to the previous two years. The resulting average annual cost of all individuals in

CLBC's caseload was \$46,400 in 2011/12 continuing the incremental decline experienced over the last five years.

#### Contracted Services – Personalized Supports Initiative

At the end of the second full year in operation, 341 adults are now registered as eligible for service with CLBC through the Personalized Supports Initiative. A total of 520 new services were implemented in 2011/12 benefitting 207 individuals at a cost of \$3.3 million within the fiscal year and annualizing to \$4.8 million ongoing. Overall program expenditures for the year are very close to plan at \$6.0 million. This is an increase of \$4.2 million over last year due the new services put in place within the year plus the annualization of services implemented in 2010/11.

#### Adult Contracted Program Services for Individuals with Developmental Disabilities

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Total Number of Eligible Individuals at year end</b>	10,400	11,356	12,015	12,715	13,481	14,241
% increase from previous year	4.6%	9.2%	5.8%	5.8%	6.0%	5.6%
<b>New Services &amp; Required Support Increases Implemented</b>						
Number of services	1,898	1,955	2,305	3,547	2,231	3,374
Number of individuals supported	1,229	1,203	1,376	2,250	1,361	1,875
Cost within the fiscal year (\$ millions)	18.5	18.3	25.4	36.0	21.6	25.1
Annual cost of service (\$ millions)	27.3	21.7	34.3	53.3	31.5	44.6
Average annual cost per person (\$000s)	22.2	18.0	24.9	23.7	23.1	23.8
<b>Contracted Service Savings</b>						
Saving within the fiscal year (\$ millions)	6.6	8.1	9.5	15.7	28.1	21.2
Annual service saving (\$ millions)	8.3	8.9	12.8	20.3	39.1	27.7
<b>Average Annual Cost per Eligible Individual (\$ thousands)</b>	52.1	51.3	49.9	50.3	48.8	46.4

### Regional Operations & Administration

At \$46.2 million, expenditures on Regional Operations and Administration in 2011/12 were unchanged from the 2010/11 level, but were \$1.8 million less than budgeted due primarily to a one time recovery on information technology network infrastructure costs dating back to the prior fiscal year and totaling \$1.1 million. Savings in several other areas including travel, professional services and building occupancy costs also contributed to ending the year under budget.

### Capital Expenditures

CLBC capital expenditures relate to information systems, leasehold improvements, furniture, and vehicles. CLBC receives capital contributions from the Province annually. The contributions are deferred and amortized to income over the life of the assets acquired with the funds.

CLBC received \$4.8 million in capital contributions from the Province and expended \$3.8 million on capital additions in the year, of which \$3.3 million was for information systems.

The Information Resource Management Plan guides CLBC's information systems investment. This multi-year plan, which is reviewed and approved by the CLBC Board of Directors and the Ministry of Social Development annually, continues to implement an integrated suite of applications and its supporting infrastructure. The integrated solution manages the provision of services to over 14,000 individuals through approximately 5,000 contracts with 3,100 service

providers across the Province. Major components of the systems delivery and maintenance plan are:

- Service Delivery Management system (PARIS)
- Contract Management System (Upside)
- Data Warehouse and Decision Support Systems (Sequel Server)
- Vendor Document Management (Sharepoint)
- System Infrastructure (Data Centre)
- Staff Portal (Telerik)

The integrated solution continues to support the electronic environment with more effective corporate reporting tools to facilitate informed decision-making.

Development is underway in government to establish a common case management system across multiple Ministries and public sector entities, known as Integrated Case Management (ICM). CLBC is participating in a joint FIT/GAP analysis to determine the feasibility and timing of participating in ICM. The nature of further development and enhancements to some of CLBC's reporting, contracting and procurement systems will be impacted by the outcome of that analysis.

### Accumulated Surplus and Liquidity

Cash balances at March 31, 2012 amounted to \$22.7 million, an increase of \$4.0 million from the previous year due to the timing of the receipt of contributions from the Province. Accumulated Surplus was unchanged at \$3.7 million.

### Data Integrity

Operational and statistical data on the number of individuals eligible and registered with CLBC, services requested, new and enhanced services provided and the nature and type of contracts and resources under contract to CLBC continues to be provided through a mix of business systems and manual processes. Improvements have been made in the manual controls around data capture on adult new and enhanced service/savings data, residential services and demographics of individuals. A recent audit has indicated a significant deficiency in the reliability of information on requested services and management is implementing controls to improve data quality. Data on the eligibility and demographics of individuals presenting for service since the implementation of CLBC's service delivery management system in July 2006 has been externally reviewed and verified. Other improvements continue to be made as data collection becomes part of automated business processes developed within CLBC's operational systems for service delivery management and contract management.

## Future Outlook

CLBC's 2012/13 Service Plan projects growth in caseload of 5.1 per cent, 4.7 per cent and 4.5 per cent in the three years to 2014/15. The Plan reflects an increase in operating contributions from the Province in each of the three years of the Plan. For 2012/13 these increases include \$17.8 million in new contributions to address the annualized cost of services implemented in 2011/12 and \$12 million to ensure health and safety services can be provided as caseload growth continues. In addition, new funding of \$10 million in each of the three years of the plan has been provided to the Ministry of Social Development for youth transition and employment services. The Ministry has been directed to work with CLBC and other Ministries to utilize these funds to develop youth transition, employment and other services. In 2012/13, \$6.4 million of this \$10 million has been provided to CLBC for youth transition and is included in the forecast revenue. While the forecast in the table below includes the \$10 million in each of 2013/14 and 2014/15, the proportion that will be provided to CLBC has not yet been determined. Other year to year variances

relate to differences in the level of restricted funding, changes to anticipated income from other sources and the move to an ongoing level of funding for MPP.

CLBC has developed an operating plan to manage the available funding in 2012/13 and will closely monitor the service needs of transitioning youth and the health and safety service requirements of the growing caseload. However, as most services are on-going, the annualized cost of services implemented in 2012/13 is expected to increase funding requirements by over \$16 million in 2013/14.

The table below presents the actual and projected growth in CLBC's caseload of adults with developmental disabilities, and the summary revenues and expenditures for the period based on currently approved funding levels.

In the fall of 2011, two reviews of CLBC were commissioned. The first, a review by the Internal Audit & Advisory Services of the Office of the Comptroller General, found that CLBC funds were well managed and that the agency looks for cost effective and innovative ways to manage taxpayer

funds. The second, the Deputy Ministers' Working Group, concluded that CLBC's service delivery model was sustainable, but requires improvements in a number of areas. The review made recommendations which include:

- Implement a more consistent cross Ministry assessment platform
- Use an integrated system to track demand, wait times and service delivery
- Increase focus on transition supports, employment services and individualized funding
- Support ongoing innovation in the community living sector, particularly those developed by individuals and families

The financial impact of these recommendations cannot be determined at this time and are not reflected in the financial outlook presented above.

## Forecast Demand & Expenditures

	Actual						Forecast		
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Service Demand (DD)</b>									
% Increase in Eligible Adults	4.6%	9.2%	5.8%	5.8%	6.0%	5.6%	5.1%	4.7%	4.5%
<b>Revenue &amp; (Expenditure) - \$ millions</b>									
Revenues	633	688	724	718	696	704	748	755	766
Contracted Services - Adult									
Developmental Disabilities	(528)	(560)	(591)	(619)	(640)	(644)	(678)	(684)	(694)
Personal Supports Initiative					(2)	(6)	(10)	(10)	(10)
Contracted Services - Children	(55)	(74)	(74)	(41)	-	-	-	-	-
Provincial Services	(4)	(4)	(4)	(5)	(5)	(5)	(5)	(5)	(5)
Other Operations & Administration	(46)	(50)	(54)	(52)	(49)	(49)	(55)	(56)	(57)
<b>Annual Surplus</b>	-	-	1	1	-	-	-	-	-

## Audited Financial Statements

### Management's Report

#### ***Management's Responsibility for the Financial Statements***

The financial statements of Community Living British Columbia as at March 31, 2012, March 31, 2011, and April 1, 2010, and for the years ended March 31, 2012 and 2011 have been prepared by management in accordance with the basis of accounting discussed in Note 2(a), and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

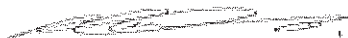
The Board of Directors ("Board") are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board reviews internal financial statements on a regular basis and external audited financial statements yearly. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Deloitte & Touche LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Community Living British Columbia and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on these financial statements.

On behalf of Community Living British Columbia



Doug Woollard  
Interim Chief Executive Officer



Richard Hunter  
Vice President Corporate Services

## Auditor's Report



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### Independent Auditor's Report

To the Board of Directors of Community Living British Columbia, and  
to the Minister of Social Development, Province of British Columbia

We have audited the accompanying financial statements of Community Living British Columbia, which comprise the statements of financial position as at March 31, 2012, March 31, 2011 and April 1, 2010, and the statements of operations, changes in net debt and cash flows for the years ended March 31, 2012 and March 31, 2011, and the notes to the financial statements.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

## Auditor's Report (continued)

### Opinion

In our opinion, the statements of financial position of Community Living British Columbia as at March 31, 2012, March 31, 2011 and April 1, 2010 and the statements of operations, changes in net debt and cash flows for the years ended March 31, 2012 and March 31, 2011 are prepared, in all material respects, in accordance with section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

### Emphasis of Matter

We draw attention to Note 2 (a) to the financial statements which describes the basis of accounting used in the preparation of these financial statements and the significant difference between the basis of accounting and Canadian Public Sector Accounting Standards. Our opinion is not qualified in respect of this matter.

*Deloitte & Touche LLP*

Chartered Accountants  
Vancouver, British Columbia  
May 23, 2012

## Statement of Financial Position

(Expressed in thousands of dollars)

As at March 31

	2012	2011	April 1, 2010
<b>Financial Assets</b>		(restated- Note 2a)	
Cash	\$ 22,720	\$ 18,703	\$ 22,512
Accounts receivable	9,833	7,405	1,450
Retiring allowance amounts receivable (Note 4a)	930	944	1,107
	33,483	27,052	25,069
<b>Liabilities</b>			
Accounts payable and accrued liabilities	15,131	13,214	13,101
Salaries, wages and benefits payable	4,380	3,770	3,347
Employee leave liability payable	1,205	998	1,075
Accrued retiring allowance liabilities (Note 4a)	1,308	1,295	1,335
Capital lease obligations (Note 5)	210	322	464
Deferred operating contributions (Note 6)	4,721	2,275	4,621
Unspent deferred capital contributions (Note 7)	3,523	2,606	1,113
Deferred capital contributions used to purchase tangible capital assets (Note 7)	10,174	8,989	7,391
	40,652	33,469	32,447
<b>Net Debt</b>	(7,169)	(6,417)	(7,378)
<b>Non-Financial Assets</b>			
Tangible capital assets (Notes 7 & 8)			
Funded by capital contributions	10,174	8,989	7,391
Unfunded	692	1,128	3,251
	10,866	10,117	10,642
Prepaid expenses	51	48	215
	10,917	10,165	10,857
<b>Accumulated Surplus (Note 9)</b>	\$ 3,748	\$ 3,748	\$ 3,479

Commitments and contingencies (Note 14)

Approved on behalf of the Board:


Denise Turner  
Chair

Arn van Iersel  
Finance & Audit Committee Chair

The accompanying notes are an integral part of these financial statements.

## Statement of Operations

(Expressed in thousands of dollars)

For the years ended March 31

	2012 Budget	2012 Actual	2011 Actual
Revenues:	(Note 15)		(restated- Note 2a)
Operating contributions from the Province of British Columbia (Note 6)	\$ 686,359	\$ 687,458	\$ 680,950
Cost sharing agreements with regional health authorities	11,000	12,455	11,020
Interest income	466	731	593
Other income	292	521	589
Amortization of deferred capital contributions (Note 7)	2,863	2,658	2,409
	700,980	703,823	695,561
Expenses: (Note 13)			
Contracted services			
Developmental Disabilities program	639,188	643,779	639,744
Personalized Supports Initiative program	5,763	6,023	1,814
Provincial services	4,688	4,693	4,587
Regional operations & administration	48,059	46,234	45,992
Amortization of tangible capital assets	3,282	3,094	3,155
	700,980	703,823	695,292
Annual surplus	-	-	269
Accumulated surplus at beginning of year	3,748	3,748	3,479
Accumulated surplus at end of year	\$ 3,748	\$ 3,748	\$ 3,748

The accompanying notes are an integral part of these financial statements.

## Statement of Changes in Net Debt

(Expressed in thousands of dollars)

For the years ended March 31

	2012 Budget (Note 15)	2012 Actual	2011 Actual
Annual surplus	\$ -	\$ -	\$ 269
Acquisition of tangible capital assets		(3,843)	(3,370)
Amortization of tangible capital assets	3,282	3,094	3,155
Loss on disposal of tangible capital assets		-	740
		(749)	525
(Increase) decrease in prepaid expenses		(3)	167
(Increase) decrease in net debt		(752)	961
Net debt at the beginning of year		(6,417)	(7,378)
Net debt at the end of year		\$ (7,169)	\$ (6,417)

The accompanying notes are an integral part of these financial statements.

## Statement of Cash Flows

(Expressed in thousands of dollars)  
For the years ended March 31

	2012	2011 (restated- Note 2a)
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ -	\$ 269
Items not involving cash:		
Amortization of deferred capital contributions	(2,658)	(2,409)
Amortization of tangible capital assets	3,094	3,155
Loss on disposal of tangible capital assets	-	740
	436	1,755
Changes in non-cash working capital	2,776	(7,552)
	3,212	(5,797)
Financing activities:		
Additions to deferred capital contributions	4,760	5,500
Reduction in obligations under capital leases	(112)	(142)
	4,648	5,358
Capital activities:		
Purchase of tangible capital assets	(3,843)	(3,370)
	(3,843)	(3,370)
Increase (decrease) in cash	4,017	(3,809)
Cash, beginning of year	18,703	22,512
Cash, end of year	\$ 22,720	\$ 18,703
Supplemental information:		
Interest received	\$ 731	\$ 589
Interest paid	\$ 12	\$ 19

The accompanying notes are an integral part of these financial statements.

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Agency of the Province of British Columbia.

CLBC is accountable to the provincial government through the Minister of Social Development (the "Minister") and is mandated to provide a variety of community living supports and services for adults with developmental disabilities, and their families. CLBC manages these supports and services which are provided through contractual arrangements between CLBC and individuals and agencies throughout the Province of British Columbia. CLBC is responsible for directing operations, enforcing standards, and managing funds and services. The Minister is responsible for the legislative, regulatory and public policy framework within which CLBC operates.

CLBC is dependent on the Ministry of Social Development ("MSD") to provide sufficient funding to continue operations.

CLBC is exempt from both federal and provincial income and capital taxes under the Community Living Authority Act.

### 2. Significant accounting policies

#### a) Basis of accounting:

These financial statements have been prepared in accordance with section 23.1 of the Budget Transparency and Accountability Act of British Columbia that requires the accounting policies and practices of government organizations to conform to generally accepted accounting principles for senior governments in Canada, as modified by any alternative standard or guideline that is made by the Treasury Board. The Canadian Public Sector Accounting Standards ("PSAS") are the generally accepted accounting principles for senior governments in Canada.

In November 2011, a Treasury Board regulation was issued that requires tax-payer supported organizations to adopt the accounting policies for capital contributions and other restricted contributions described in note 2(b). These accounting policies are significantly different from PSAS which requires that government transfers with stipulations be recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Any such liability is reduced, and an equivalent amount of revenue is recognized, as the liability is settled.

CLBC has adopted the basis of accounting described above effective April 1, 2011. Comparative figures have been restated to conform to this new basis of accounting.

First-time adopters of PSAS are allowed certain exemptions under Canadian Institute of Chartered Accountants ("CICA") Public Sector Handbook Section PS 2125 – *First-Time Adoption by Government Organizations*. As permitted by PS 2125.09 and .10, CLBC has delayed the application of PS 3255 – *Post-Employment Benefits, Compensated Absences and Termination Benefits* relative to the discount rate used to value post-employment benefits until the date of the next actuarial valuation, and has recognized cumulative actuarial gains & losses at the date of transition to the accumulated surplus as of April 1, 2010. As permitted by PS 2125.14, CLBC has elected not to re-assess the impact of PS 3150 – *Tangible Capital Assets* on write-downs of tangible capital assets that have been taken prior to the date of transition to PSAS.

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

CLBC has early-adopted the accounting standards contained in PS 1201 – *Financial Statement Presentation*, PS 3410 – *Government Transfers* (in respect of government transfers without stipulations), PS 2601 – *Foreign Currency Translation* and PS 3450 – *Financial Instruments*. PS 2601 and PS 3450 do not permit restatement of prior period amounts including comparative amounts in these financial statements which were prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations, the accounting standards in force for the March 31, 2011 financial statements.

The adoption of the basis of accounting described above did not result in adjustments to the previously reported annual surplus for the year ended March 31, 2011 or the accumulated surplus as of April 1, 2010 and March 31, 2011.

The basis of accounting that CLBC has adopted is different from PSAS with respect to the timing of revenue recognition for government transfers. If CLBC had recorded government transfers under PSAS rather than the accounting policy described in note 2(b), capital contributions recognized as revenue and the annual surplus for the year ended March 31, 2012 would have increased by \$1,185 (March 31, 2011 - \$1,598). Consequentially, as at March 31, 2012, deferred capital contributions used to purchase tangible capital assets would have decreased and the accumulated surplus would have increased by \$10,174 (March 31, 2011 – \$8,989) (April 1, 2010 - \$7,391). Under PSAS, the total cash flows from operating, financing, and capital transactions for the years ended March 31, 2012 and 2011 would have been the same as reported in these financial statements.

Had CLBC adopted PSAS together with the not-for-profit provisions, another alternative basis of accounting permitted under Canadian generally accepted accounting principles, capital contributions recognized as revenue and the annual surplus for each year would have been the same as reported in these financial statements. Further, deferred capital contributions used to purchase tangible capital assets would have been the same as reported in these financial statements.

### b) Revenue recognition:

Operating contributions from the Province of British Columbia without stipulations are accounted for in accordance with PS 3410 – *Government Transfers*. Under PS 3410, such contributions are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met.

Government transfers received for the purpose of developing or acquiring a depreciable tangible capital asset are deferred and recognized as revenue at the same rate as the amortization, and any impairment, of the tangible capital asset.

For other government transfers that are subject to stipulations, revenue is recognized in the period when the stipulation a transfer is subject to is met.

Cost sharing agreements with regional health authorities, interest income and other income are recognized as revenue in the period the transactions or events giving rise to the revenues occur.

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### c) Financial instruments:

Financial instruments include cash, accounts receivable, accounts payable, accrued liabilities, salaries, wages and benefits payable.

As at March 31, 2012 and for the year then ended, financial instruments are accounted for in accordance with PS 3450. Accounts receivable are carried at cost less a valuation allowance. Accounts payable, accrued liabilities, salaries, wages and benefits payable are carried at cost or an estimate thereof. The carrying amounts of financial instruments approximate fair value.

As at March 31, 2011 and for the year then ended and as at April 1, 2010, financial instruments are accounted for in accordance with CICA Handbook Section 3855 – *Financial Instruments – Recognition and Measurement* and CICA Handbook Section 3861 – *Financial Instruments – Disclosure and Presentation* as were in force as at March 31, 2011.

### d) Tangible capital assets:

Tangible capital assets are initially recorded at cost. When the future economic benefit provided by a tangible capital asset has permanently declined below its book value, the carrying value of the asset is reduced to reflect the decline in value. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease term at the following rates:

Tangible Capital Asset	Rate
Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3-5 years

Assets acquired under capital leases are amortized over the lesser of the estimated life of the asset and the lease term.

Systems development work-in-progress represents the unamortized costs incurred for the development of information technology which is not substantially complete. On completion, the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

### e) Employee future benefits:

Liabilities are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service. That method incorporates management's best estimate of future salary levels, retirement ages of employees, and other actuarial factors.

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of allowances for doubtful accounts, retiring allowance amounts receivable, accrued liabilities, employee leave liability payable, accrued retiring allowance liabilities and the useful lives of tangible capital assets. Actual results could differ from these estimates.

### 4. Employee future benefits

#### a) Employee retiring allowance benefits:

Employees with 20 years of service and having reached a certain age are entitled to receive certain lump sum payments upon retirement. These retiring allowance benefit payments are based upon final salary levels and the number of years of service.

Where employees of CLBC have accrued service with other British Columbia government organizations, under an agreement between CLBC and the Public Service Agency (PSA) of the British Columbia government, the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC, is recoverable from PSA.

Retiring allowance liabilities and the related receivable from PSA as of March 31, 2012 and 2011 are based on an actuarial valuation at March 31, 2011. The next actuarial valuation will be at March 31, 2014.

	March 31, 2012	March 31, 2011	April 1, 2010
Benefit obligation	\$ 1,308	\$ 1,295	\$ 1,335
Amount recoverable from PSA	\$ 930	\$ 944	\$ 1,107
Assumed discount rate	4.50%	4.50%	6.75%
Assumed rate of compensation increase	3.75%	3.75%	4.00%
Benefit expense	\$ 87	\$ 79	
Benefits paid	\$ 113	\$ 119	

#### b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan (the "Plan"). The British Columbia Pension Corporation administers the Plan, including payments of pension benefits to employees. The Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation, at March 31, 2011, disclosed an actuarial deficit of \$275,000. The next actuarial valuation will be at March 31, 2014.

CLBC contributions to the Plan of \$2,426 were expensed during the year ending March 31, 2012 (2011 - \$2,317).

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 5. Capital lease obligations

The minimum future lease payments under capital leases are as follows:

	2012	2011
Year ending March 31,		
2012	\$ -	\$ 122
2013	105	107
2014	74	76
2015	24	24
2016	12	12
2017 and beyond	-	-
	\$ 215	\$ 341
Less amount representing interest	5	19
Present value of capital lease obligations	\$ 210	\$ 322

### 6. Deferred operating contributions

Deferred operating contributions represent unspent amounts received from the Province of British Columbia that are restricted for specific operating purposes. Amounts amortized to revenue in the Statement of Operations are recorded as operating contributions from the Province of British Columbia.

	2012	2011
Deferred operating contributions, beginning of year	\$ 2,275	\$ 4,621
Restricted operating contributions received	16,310	4,310
Amounts amortized to revenue	(13,864)	(6,656)
Deferred operating contributions, end of year	\$ 4,721	\$ 2,275

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 7. Deferred capital contributions

Deferred capital contributions:	2012			2011
	Spent	Unspent	Total	
Balance beginning of year	\$ 8,989	\$ 2,606	\$ 11,595	\$ 8,504
Contributions received	-	4,760	4,760	5,500
Contributions used to purchased tangible capital assets	3,843	(3,843)	-	-
Amortized to revenue	(2,658)	-	(2,658)	(2,409)
Balance end of year	\$ 10,174	\$ 3,523	\$ 13,697	\$ 11,595

Funded and unfunded tangible capital assets at net book value:

	2012			2011
	Funded	Unfunded	Total	
Balance beginning of year	\$ 8,989	\$ 1,128	\$ 10,117	\$ 10,642
Purchases	3,843	-	3,843	3,370
Amortization	(2,658)	(436)	(3,094)	(3,155)
Disposals	-	-	-	(740)
Balance end of year	\$ 10,174	\$ 692	\$ 10,866	\$ 10,117

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 8. Tangible capital assets

	Leasehold improve- ments	Vehicles under capital lease	Vehicles	Furniture and equipment	Information systems hardware /software	Systems develop. work-in- progress	Total
<b>Cost:</b>							
Balance April 1, 2010	\$ 1,788	\$ 921	\$ 105	\$ 764	\$ 10,148	\$ 3,481	\$ 17,207
Additions	-	-	-	112	-	3,258	3,370
Disposals	-	(21)	-	-	-	(740)	(761)
Transfers	-	-	-	-	2,310	(2,310)	-
Balance March 31, 2011	1,788	900	105	876	12,458	3,689	19,816
Additions	113	-	155	305	3	3,267	3,843
Disposals	-	(112)	-	(2)	-	-	(114)
Transfers	-	(77)	77	-	5,224	(5,224)	-
Balance March 31, 2012	\$ 1,901	\$ 711	\$ 337	\$ 1,179	\$ 17,685	\$ 1,732	\$ 23,545
<b>Accumulated Amortization:</b>							
Balance April 1, 2010	\$ 1,136	\$ 457	\$ -	\$ 437	\$ 4,535	\$ -	\$ 6,565
Additions	209	142	15	163	2,626	-	3,155
Disposals	-	(21)	-	-	-	-	(21)
Transfers	-	-	-	-	-	-	-
Balance March 31, 2011	1,345	578	15	600	7,161	-	9,699
Additions	182	112	15	133	2,652	-	3,094
Disposals	-	(112)	-	(2)	-	-	(114)
Transfers	-	(77)	77	-	-	-	-
Balance March 31, 2012	\$ 1,527	\$ 501	\$ 107	\$ 731	\$ 9,813	\$ -	\$ 12,679
<b>Net Book Value</b>							
April 1, 2010	\$ 652	\$ 464	\$ 105	\$ 327	\$ 5,613	\$ 3,481	\$ 10,642
March 31, 2011	\$ 443	\$ 322	\$ 90	\$ 276	\$ 5,297	\$ 3,689	\$ 10,117
March 31, 2012	\$ 374	\$ 210	\$ 230	\$ 448	\$ 7,872	\$ 1,732	\$ 10,866

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 9. Share capital

CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars which is included in accumulated surplus.

### 10. Financial instruments

It is management's opinion that CLBC is not exposed to significant credit, currency, interest rate, liquidity and market risks relating to the valuation of financial instruments.

CLBC has minimal exposure to credit risk associated with cash and accounts receivable. Cash is held in a savings account and is insured by the Credit Union Deposit Insurance Corporation. CLBC routinely monitors receivables for credit risk through analysis of the nature, terms and aging of receivables.

Accounts receivable, accounts payable, accrued liabilities, salaries, wages and benefits payable are recoverable or payable within one year.

### 11. Related party transactions

CLBC is related through common control to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are considered to be in the normal course of operations and are recorded at their fair market value.

Revenues derived from related parties are disclosed in the Statement of Operations. The amounts of related party transactions included within expenses are as follows:

	2012	2011
Contracted services		
Developmental Disabilities program	\$ 6,921	\$ 6,578
Personal Supports Initiative program	59	4
Provincial services	1,149	1,137
Regional operations & administration	10,966	10,813

In addition to those amounts disclosed on the Statement of Financial Position, other amounts receivable from or payable to related parties at the end of each fiscal year were:

	2012	2011	2010
Accounts receivable	\$ 240	\$ 4,453	\$ 390
Accounts payable and accrued liabilities	3,121	5,763	6,622
Salaries, wages and benefits payable	119	89	69
Prepaid expenses	39	39	39

## Notes to the Financial Statements

(Expressed in thousands of dollars)

For the years ended March 31, 2012 and 2011

### 12. Segment Reporting

CLBC operates in one business segment which is providing supports and services to adults living in British Columbia who are either developmentally disabled or have a significant limitation in adaptive functioning along with a diagnosis of Fetal Alcohol Spectrum Disorder or Pervasive Development Disorder (Personal Supports Initiative).

### 13. Expenses by Object

	2012	2011
Contracted program services	\$ 649,802	\$ 641,558
Contracted achievement travel	1,108	1,100
Compensation and benefits	35,331	33,628
Building occupancy costs	5,148	4,709
General expenses	4,484	5,096
Communications and information technology	3,111	4,185
Administration costs	1,745	1,861
Amortization of tangible capital assets	3,094	3,155
	<u>\$ 703,823</u>	<u>\$ 695,292</u>

### 14. Commitments and contingencies

#### a) Operating lease commitments:

CLBC leases premises and equipment under operating leases. Minimum future lease payments as at March 31, 2012 are as follows:

Year ending March 31,	
2013	5,044
2014	4,539
2015	4,164
2016	3,463
2017 and beyond	2,247

#### b) Litigation:

The nature of CLBC's activities is such that there is occasional litigation where CLBC is named as defendant. With respect to known claims, management is of the opinion that it has valid defences and appropriate insurance coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC's financial position and results of operations. Where it is determined that a liability exists and the amount can be reasonably determined, the amount is recorded as an accrued liability and an expense.

### 15. Budgeted figures

Budgeted figures are provided for comparison purposes and represent the approved budget as disclosed in the CLBC 2011/12 Service Plan. The budget is not subject to audit.

## ➔ Glossary of Terms

### Accreditation

Accreditation is a way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/ peer reviewers from the Commission on Accreditation of Rehabilitation Facilities (a third party accrediting body) check an organization against national or international standards.

### Advisory Committee

The Advisory Committee is made up of people with a developmental disability and family members and assists the Board with governance and decision making by providing information on issues that have provincial implications for CLBC.

### Analyst

A CLBC staff member who makes decisions on requests for funding and/or services and monitors contracts, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

### Community Council

A voluntary body established in communities across the province whose role includes collaborating with community partners to support the full participation of people with developmental disabilities in their communities.

### Community Inclusion Services

Activities funded by CLBC that an individual can participate in within their home community, such as employment services, individualized supports and community based programs.

### Community Living Authority Act

An Act of B.C.'s legislature that provides the legal basis for CLBC.

### Developmental Disability

Presence of a developmental disability is determined through an assessment provided by a registered or certified psychologist.

### Direct Family Support

Services provided by private or non-profit contractors that may include counselling, support, networking and referrals. Advocacy, educational workshops and partnership building are also important components of this work.

### Direct Funding

A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

### Facilitator

A CLBC staff member who confirms eligibility, provides information, advice and practical support to eligible individuals and families, to assist them in developing and implementing individual support plans.

### Generic Services

Services, supports, medical treatment or lifestyle choices that are available to the general public. Examples are public transportation systems, community recreation programs and hospitals.

### Home Sharing

A living situation where an adult eligible for CLBC supports shares a home with a person contracted to provide support and assistance.

### Informal Community Supports

Support provided by family, friends, neighbours and community members that can include friendship as well as practical, emotional, psychological and material support.

### Individualized Funding

Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a support plan. The amount of funding is based on the person's identified disability-related needs.

### Individual Support Plan

A plan that identifies how the person's disability-related needs will be met, and what their goals are for living in community. Adult individuals can develop the plan on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors.

### Live-In Support

A residential service where the person with a developmental disability owns his or her own home, but has a live-in caregiver paid either directly or through an agency. The caregiver may provide: self-care assistance, relationship building skills, life skills training, meals, access to community resources and other activities as defined in an individual support plan. In this arrangement, caregivers are expected to contribute to the cost of their housing directly or in kind.

### Microboard

A small non-profit society created to address an individual's unique planning and support needs.

### Person-Centred Planning

An approach to planning in which the process is controlled by the person and their family. The support plan is totally individual and creates a comprehensive portrait of the person and what they want to do with their life. It brings together all of the people who are important to the person including family, friends, neighbours, support workers and other professionals involved in their life.

### Personalized Supports Initiative (PSI)

CLBC has introduced the Personalized Supports Initiative (PSI) to provide services and supports to a new group of adults. Adults with both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of a Pervasive Developmental Disorder (PDD) may be eligible to receive services through the PSI.

### Safeguards

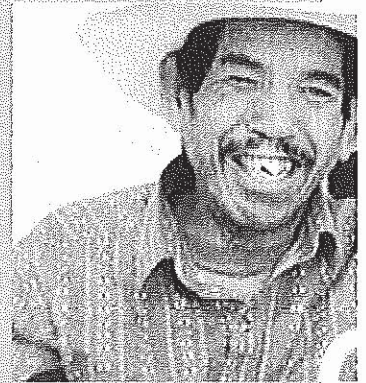
Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by community care licensing, accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness.

### Service Provider

An individual, company or non-profit agency that provides services for individuals and/or families under contract with CLBC.

### Social Media

Internet and mobile based tools for sharing and discussing information including blogs, wikis, social networking sites such as Facebook and LinkedIn, Twitter, Flickr, YouTube, podcasts and message boards. Social media includes text, pictures, video and audio.



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JUNE 2012



## **SERVICES TO ADULTS WITH DEVELOPMENTAL DISABILITIES PROJECT (STADD)**

### **ADM Responsible:**

Allison Bond, Employment and Labour Market Services Division

### **Program Area Description:**

The Services to Adults with Developmental Disabilities Project (STADD) was established in January 2012 to respond to the recommendations made in the report *Improving Services to People with Developmental Disabilities: Deputy Ministers' Review of Community Living British Columbia*. The review had been initiated as a result of concerns raised by individuals with developmental disabilities, their families and the community living sector related to difficulties in accessing services, lack of transitional supports, disparities in the application of 'wait lists' and confusion related to overlapping mandates and eligibility requirements.

The Ministry of Social Development (MSD) assumed overall responsibility for the STADD Project in conjunction with an Inter-ministerial Steering Committee comprised of senior representatives of the ministries and organizations whose services significantly impact the lives of individuals with developmental disabilities: Ministry of Health; Ministry of Children and Family Development; Ministry of Social Development; Community Living BC; Office of the Public Guardian and Trustee; Ministry of Advanced Education; Ministry of Education; and the Ministry of Finance.

The overarching mandate is to develop an integrated service delivery model that reflects a 'one-government' approach that will better support individuals with developmental disabilities throughout the lifespan and across service systems, particularly through periods of transition. The STADD project developed a 12-point plan in response to the recommendations of the report.

The project identified the foundations on which a new integrated service delivery structure could be built including: early planning; self-determination of individuals; capacity to share relevant information across mandated services; enhanced use of community resources; a common assessment platform to streamline access to information and reduce stress on individuals having to repeat their stories; and quality assurance mechanisms.

These aspects of a new model were the subject of extensive community engagement – 776 individuals attended 14 sessions in the Fall of 2012 - as well as targeted consultation with self-advocates (individuals with developmental disabilities) and families. This consultation helped shape

the focus and design of the activities required to move forward within the context of the 12-point plan. This work is either underway or complete and moving to design phase.

Key examples include:

- Assessment Platform – complete
- Integrated Service Model – complete
- Navigator Model – complete
- Conceptual Privacy Impact Assessment – complete

Budget:

\$3.7M Funding reflects staffing requirements and access to subject matter consultants as required for specific task or activity; e.g., financial modelling

Full Time Equivalents (FTEs):

Project has 5.5 FTEs, all of whom are temporarily placed with the project as secondments; temporary assignments; auxiliary appointments

Attachment:

Actions to date on the Recommendations (12-point plan)

# Actions to Date on the Recommendations

Recommendation	Status	Actions
1. One government	Complete	Integrated Service Delivery Model endorsed by all of the government organizations providing services
	In Progress	Processes and Tools for Early Implementation Sites
	In Progress	Governance and Quality Assurance Frameworks
2. Assessment Structure	Complete	A Common Assessment Platform Framework
	In Progress	Implementation of a Common Assessment Platform
3. Track Demand	Complete	Endorsed Demand Management Approach
4. Improved transition planning	Complete	Introduction of Navigator Function
		Simplified Persons with Disabilities application process; on schedule for July 8 implementation
5. CLBC	Complete	Maintained CLBC as a crown agency
6. Transition Supports	Complete	Minimum \$2,800/yr to all families for transitioning youth when not receiving services

Recommendation	Status	Actions
7. Increased Employment	Complete	CLBC Employment Action Plan
		New model increased engagement of the Employment Program of BC
8. Individualized Funding	Complete	Ensuring Individualized Funding continues to be an option
9. Aging Strategy	In Progress	Three Year Strategic Plan: Older Adults with Developmental Disabilities ; MOH revision by May 17
10. CLBC Accountability	Complete	Extension of the Representative for Children and Youth's mandate to 24 years of age
11. Increase Support for Funding/ Innovation	Complete	In February 2012, the BC government committed an additional \$144 million in funding over 3 years
12. Innovation	Complete	Simplified Persons with Disabilities application process Government Partnership on Housing Options – (Home Team); CILLI Funding; BC Ideas



## ISSUE NOTE

### DEPUTY MINISTERS' REVIEW OF COMMUNITY LIVING BRITISH COLUMBIA (CLBC)

#### Issue:

Addressing the recommendations in the Deputy Ministers' Review of Community Living BC (CLBC), *Improving Services to People with Developmental Disabilities*.

#### Background:

Prior to 2010, there were concerns expressed by the community living sector, individuals with developmental disabilities, and families, regarding services delivered to adults with developmental disabilities.

In response, the government requested an internal audit and external reviews to be completed (e.g. the Queenswood Report); these reports are available on the government website.

In response to the findings, in December 2011, the Deputy Ministers' Review of Community Living BC, *Improving Services to People with Developmental Disabilities*, was issued providing 12 recommendations for moving forward. This document can be found at:

[http://www.sd.gov.bc.ca/pwd/docs/Improving\\_Services\\_to\\_People\\_with\\_Developmental\\_Disabilities\\_Report\\_FINAL.pdf](http://www.sd.gov.bc.ca/pwd/docs/Improving_Services_to_People_with_Developmental_Disabilities_Report_FINAL.pdf).

To address the recommendations, the Deputy Ministers established the Services to Adults with Developmental Disabilities (STADD) Assistant Deputy Ministers Steering Committee, with membership consisting of all of the government ministries and organizations providing services and supports to individuals with developmental disabilities.

STADD has made good progress on addressing the recommendations through the creation of strategies, action plans and a new proposed integrated service delivery model based on extensive consultations with self-advocates with developmental disabilities and families and fourteen community engagement sessions across the province attended by service providers, advocates, educators, health professionals, academics and government agencies. The status of response to the 12 recommendations is attached.

Decision required:

**This is a 30 day issue.** A decision is required to proceed with five early implementation sites, with one to be located in each of the provincial regions.

The new integrated service delivery model will be elaborated on and broken down into processes and practices, designing in privacy requirements, adhering to LEAN methodology and the STADD principles.

The service delivery model addresses the following Deputy Ministers' recommendations:

- One-government policy framework for persons with developmental disabilities;
- Improve cross-government planning in all transition phases including older individuals;
- A system to track demand, wait times and service delivery across ministries and CLBC;
- Consistent assessment platform across the Ministries of Children and Family Development, Health, Education and Social Development, along with CLBC;
- New government capacity focused on transition supports; and
- Increase employment services planning and supports.

The purpose of the early implementation sites will be to test the business processes, focusing on collaboration, planning, service provision and community networks to ensure integration and enable smoother transitions.

The experiences obtained through the early implementation sites will be used to examine opportunities for refinement and to thoroughly understand the requirements for further implementation of the new model.

Where processes and practices are demonstrating strong service improvements, they will be implemented into the existing model prior to the end of the eighteen month planned duration of the early implementation sites.



## INTERGOVERNMENTAL RELATIONS

### Executive Responsible:

Reporting to the Deputy Minister, Intergovernmental Relations (IGR) is responsible for managing and coordinating the ministry's bilateral and multilateral relations with other governments, particularly at the federal/provincial/territorial levels (FPT). IGR provides senior level analysis, advice and recommendations to the Minister and Ministry Executive on issues and relationships with other governments. IGR works with the Ministry of Social Development (MSD) staff to ensure any intergovernmental engagement advances and supports BC's and the ministry's priorities and also strengthens the relationships with other jurisdictions. The IGR group also fulfills the same role for the Ministry of Children and Family Development.

IGR is also responsible for responding to requests from central agencies such as the Intergovernmental Relations Secretariat (IGRS) in the Premier's Office and the Ministry of Finance's Intergovernmental Fiscal Relations Branch. The MSD IGR unit provides support to assist IGRS in the preparation for Western Premier's meetings; Council of the Federation meetings (all Premiers); and First Ministers' meetings (all Premiers and the Prime Minister). This support includes working with MSD staff to provide written briefing materials for the meetings. The unit also works closely with the Protocol and Events Branch of IGRS to manage any meetings or enquiries from foreign dignitaries or governments.

### Specific IGR activities include:

- Playing a lead or supporting role in the ministry's negotiations with FPT governments (bilateral, multilateral, and tripartite)
- Advising on and arranging bilateral Minister and Deputy Minister (DM) meetings with other jurisdictions, including the federal government
- Handling enquiries for information or meetings from Canadian and foreign governments or agencies
- Reporting on ministry relevant United Nations Conventions
- Monitoring and analyzing major policy statements from FPT governments such as Speeches From the Throne and budget speeches to leverage opportunities for engagement
- Supporting the Minister and DM to represent BC in the FPT and provincial/territorial Ministers Responsible for Social Services forum and representing the province on the social services forum committees of officials



## COMMON ACRONYMS

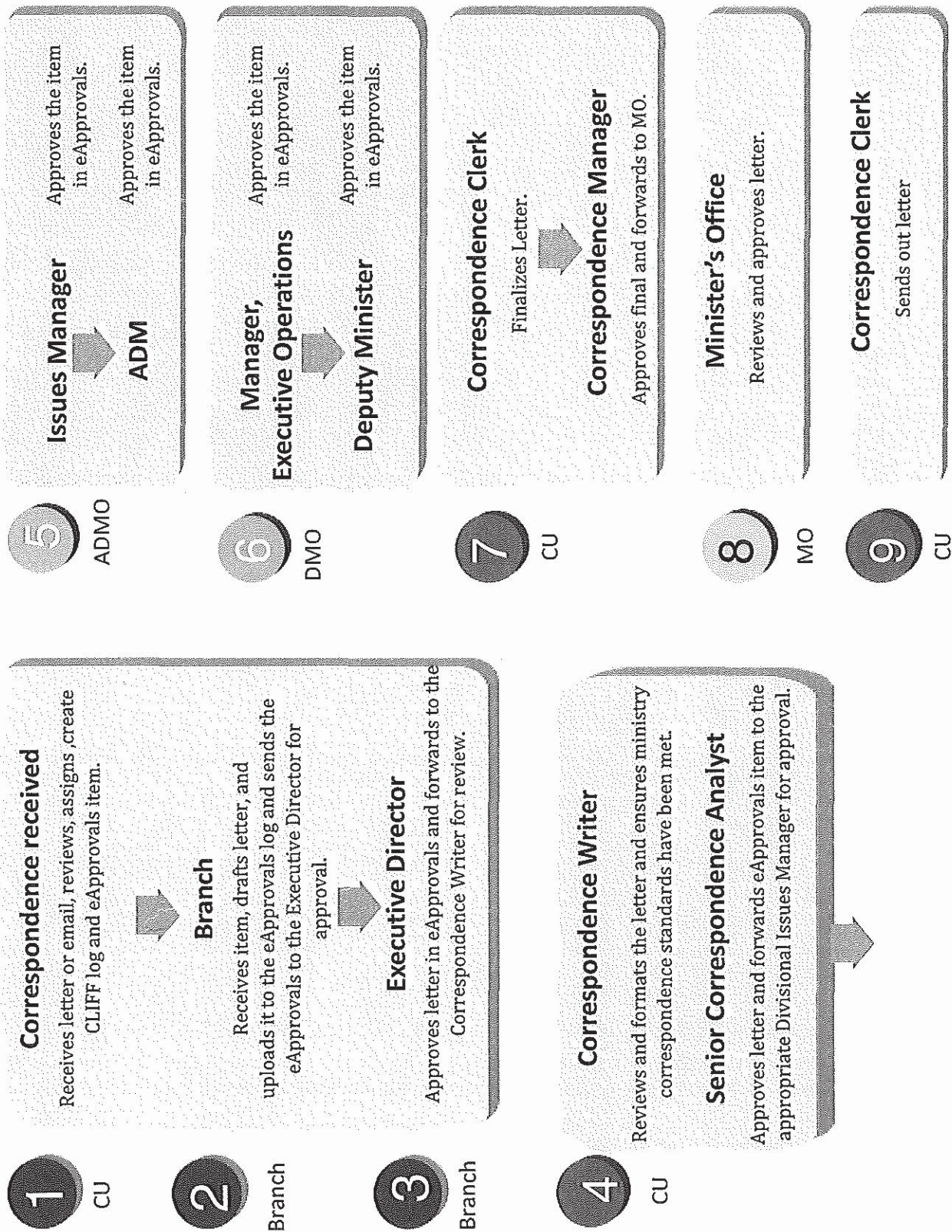
AANDC	Aboriginal Affairs and Northern Development Canada
AHOP	Aboriginal Homeless Outreach program
BCEA	BC Employment and Assistance
BCEP	BC Employment Program
C & E	Compliance & Enforcement
CAP	Community Assistance Program
CCTB	Canada Child Tax Benefit
CFO	Chief Financial Officer
CIC	Citizenship & Immigration Canada
CIO	Chief Information Officer
CIHR	Child in the Home of a Relative
CLBC	Community Living BC
CMHC	Canada Mortgage and Housing Corporation
CPB	Corporate Planning Branch
CPP	Canada Pension Plan
CRSQ	Community Relations and Service Quality Manager
CSSEA	Community Social Services Employer's Association
CSW	Client Service Worker
CVS	Community Volunteer Supplement
DA	Disability Assistance
DSD	Director of Service Delivery
EAAT	Employment and Assistance Appeal Tribunal
EAO	Employment and Assistance Office
EAPWD	Employment and Assistance for People with Disabilities
EAW	Employment Assistance Worker
EFO	Executive Financial Officer
EI	Employment Insurance
ELMSD	Employment and Labour Market Services Division
EP	Employment Plan
EPBC	Employment Program of British Columbia
EPDP	Employee Performance Development Plan
EPPD	Employment Programs for Persons with Disabilities
ETW	Expected to Work

EWD	Engagement and Workforce Development
FASB	Financial and Administrative Services Branch
FM	Family Maintenance
FMEP	Family Maintenance Enforcement Program
FMW	Family Maintenance Worker
FOI	Freedom of Information
FOIPPA	Freedom of Information and Protection of Privacy Act
FPT	Federal-Provincial-Territorial
GA	Gain Assistance (number)
GIS	Guaranteed Income Supplement
GNPI	Government Non-Profit Initiative
HAB	Health Assistance Branch
HBT	Healthcare Benefits Trust
HIP	Homelessness Intervention Project
HOP	Homelessness Outreach Program
HRB	Health Reconsideration Branch
HRDC	Human Resources and Skills Development Canada
IA	Income Assistance
IB	Information Bulletin
ICM	Integrated Case Management
IGR	Intergovernmental Relations
ILBC	Independent Living BC (BC Housing program)
IMB	Information Management Branch
IO	Investigative Officer
IRT	Incident Reporting and Tracking
LICO	Low Income Cut Off
LMA	Labour Market Agreement
LMDA	Labour Market Development Agreement
LMAPD	Labour Market Agreement for People with Disabilities
MSD	Management Services Division
MSO	Medical Service Only
MSP	Medical Services Plan
NCB	National Child Benefit
NFA	No Fixed Address
O/P	Overpayment
OAG	Office of the Auditor General
OAS	Old Age Security
OLR	Online Resource
PBC	Pacific Blue Cross
PLMS	Prevention and Loss Management Services
PPIM	Policy and Program Implementation Manager

PPMB	Persons with Persistent Multiple Barriers to Employment
PRD	Policy and Research Division
PWD	Persons with Disabilities
RCY	Representative for Children and Youth
RSD	Regional Services Branch
SA	Supplementary Assistance
SAFER	Shelter Aid for Elderly Persons
SAS	Supervisor of Administrative Services
SCAP	Specialized Community Assistance Program
SD	Social Development
SET	Self Employment Training
SRH	Supportive Recovery Home
SRO	Single Room Occupancy
SSAA	Self-Serve Assessment and Application
SSISD	Social Sector Information Services Division
STADD	Services to Adults with Developmental Disabilities
STS	Special Transportation Subsidy
TA	Temporary Assistance
UCCB	Universal Child Care Benefit
UDI	Urban Development Institute
WES	Work Environment Survey
YTP	Youth Transition Protocol



# Minister's Correspondence Process





## MINISTRY STAKEHOLDER LIST

### Stakeholders:

#### **Association of Service Providers for Employment and Career Training (ASPECT)**

- Key Contact: Norma Strachan, Executive Director
- ASPECT is an umbrella organization representing over 100 community-based trainers in BC. It promotes the interests and activities of members to strengthen their capacity to provide services to people with barriers to employment.

#### **BC Coalition of People with Disabilities (BCCPD)**

- Key Contact: Jane Dyson, Executive Director
- A non-profit provincial, cross-disability advocacy organization that represents people with all types of disabilities throughout BC. The BCCPD is an umbrella group. Its membership includes individuals and groups from the communities of people who use wheelchairs, people with visual or hearing impairments, and people with hidden disabilities, mental health disabilities, learning disabilities and HIV/AIDS.

#### **BC Personal Supports Network – Network Partners Council**

- Key Contact: Christine Gordon, Chair
- Created in 2006, the BC Personal Supports Network (BCPSN) is a group of community organizations across the province (BC Coalition of People with Disabilities, the Western Institute for the Deaf and Hard of Hearing, the Neil Squire Society, BC Association for Individualized Technology Services, Home Medical Equipment Dealers Association, Alliance for Equality of Blind Canadians/ Seeing Caucus, Victoria Disability Resource Centre, and the Richmond Disability Resource Centre) that work together to improve access to supports and services for persons with disabilities
- Members of the BCPSN worked closely with the ministry to develop and implement the Personal Supports Demonstration Project, which concluded in January 2010.
- BCPSN works collaboratively with several ministries on a Personal Supports Working Group (PSWG)
- The purpose of the PSWG is *to provide advice and input to government on improvements to the provision of disability supports in British Columbia.*
- Personal supports, also known as disability supports, are the goods and services (like equipment, assistive devices, personal care attendants, or sign language interpreters) that

enable people with disabilities to carry out the activities of daily living and fully participate in the life of their community

- Members of the BCPSN along with MSD provide governance to the Equipment & Assistive Technology Initiative (EATI) through the Equipment & Assistive Technology Initiative Partners Council (EPC)
- EATI provides equipment and assistive technology to support persons with disabilities to achieve their employment goals.
- The initial focus of the BCPSN is on the provision of equipment and assistive devices that enable the full participation of people with disabilities in the labour market and to transmit the knowledge acquired through the operation of EATI as broadly as possible.

#### **BC Public Interest Advocacy Centre (BCPIAC)**

- Key Contact: Leigha Worth, Executive Director
- A non-profit, public interest law office that provides representation to groups that would not otherwise have the resources to effectively assert their interests in issues of major public concern.

#### **Canadian Mental Health Association (CMHA)**

- Key Contact: Bev Gutray, Chief Executive Officer of the CMHA BC Division
- The Canadian Mental Health Association focuses on combating mental health problems and emotional disorders. The CMHA's programs assist with employment, housing, early intervention for youth, peer support, recreation services for people with mental illness, stress reduction workshops and public education campaigns for the community. In addition, the CMHA acts as a social advocate to encourage public action and commitment to strengthening community mental health services and legislation and policies affecting services.
- The CMHA is participating in the Employment Program of BC (EPBC) as contractors and sub-contractors (two main contracts and participating as service providers (sub-contractors) in eight catchment areas )

#### **Federation of Community Social Services of BC**

- Key Contact: Rebecca Ataya, Interim Executive Director 250-480-7387
- The Federation of Community Social Services of BC is a recognized voice in BC for community services to children, youth, families and adults with vulnerabilities. We represent over 140 diverse, caring and committed member agencies who serve the needs of children and youth, women, people with disabilities and families. Our mission is to promote excellence in community services and we do it by advocating, networking, skill-building and public education.

#### **Inclusion BC (formerly known as BC Association for Community Living)**

- Key Contact: Faith Bodnar, Executive Director 604 777-9100 ext 516

- Inclusion BC is a provincial association that promotes the participation of people with developmental disabilities in all aspects of community life. Inclusion BC supports activities dedicated to building inclusive communities that value the diverse abilities of all people.

#### **Law Foundation of British Columbia**

- Key Contact: Wayne Robertson, Executive Director 604-688-7360
- The Law Foundation of British Columbia funds law income assistance advocacy supports across the province. They fund projects and programs throughout BC that benefit the public in the following areas: legal education, legal research, legal aid, law reform, and law libraries.

#### **PICS (Progressive Intercultural Community Services) Society**

- Key Contact: Charan Gil Chief Executive Officer 604-596-7722 or Satbir S. Cheema, Director, Employment Programs and Planning 604-596-7722
- Service provider (sub-contractor) in the EPBC in seven catchment areas. They are not contract holders in any of the 73 catchment areas.
- The PICS Society provides various programs and services, including employment programs, settlement services, language services, social programs and housing services to new immigrants, seniors, farm workers and youth.

#### **Planned Lifetime Advocacy Network (PLAN)**

- Key Contact: Darcy Riddell, Chair
- A not-for-profit charity created by and for families who have a relative with a disability. Their goal is to ensure a safe and secure future for families who have a relative with a disability and, in the process, to provide them a peace of mind.

#### **Rick Hansen Foundation (RHF)**

- Key Contact: Colin Ewart, Director, Government Leaders
- The Rick Hansen Foundation's focus is 1) to find a cure for spinal cord injury (SCI) and 2) to improve the quality of life for those with SCI and related disabilities. The Foundation creates opportunities for collaboration, engages people with disabilities in setting priorities, and supports leaders and experts in the field to discover and share new knowledge.

#### **Supporting Increased Participation (SIP)**

- The SIP group has been meeting on a monthly basis since late 2011 and consists of both government and community members who have a mutual interest in policy and programming related to persons with disabilities.
- The common purpose of the group is to look at ways to support increased participation for persons with disabilities in BC, through community inclusion, employment, volunteering and social connections.

- A main focus of the group is on information and data sharing, particularly about the disability assistance caseload, to promote discussion about opportunities.
- Ministry Members include Molly Harrington, ADM, Policy and Research Division and other staff as needed.
- British Columbia Coalition of Persons with Disabilities (BCCPD)  
Jane Dyson, Executive Director / Robin Loxton, Director of Advocacy  
BCCPD: 604-875-0188  
Fax: 604-875-9227  
[ifproject@bccpd.bc.ca](mailto:ifproject@bccpd.bc.ca)
- Canadian Mental Health Association (CMHA) British Columbia Division  
Bev Gutray – Executive Director  
Tel: 604-688-3234  
[Bev.gutray@cmha.bc.ca](mailto:Bev.gutray@cmha.bc.ca)
- Community Legal Assistance Society (CLAS)  
Telephone: 604-685-3425  
Fax: 604-685-7611  
Toll Free: 1-888-685-6222
- Inclusion BC (formerly British Columbia Association for Community Living)  
Faith Bodnar  
604 777-9100 EXT 516
- Social Planning and Research Council (SPARC)  
Telephone: 604-718-7733  
Fax: 604-736-8697  
[info@sparc.bc.ca](mailto:info@sparc.bc.ca)
- Social and Enterprise Development Innovations (SEDI)  
Tel: 416-665-2828  
Fax: 416-665-1661  
[info@sedi.org](mailto:info@sedi.org)

### **Vancouver Foundation**

- Key Contact: Faye Wightman, President and CEO 604-688-2204
- The Vancouver Foundation was formerly established by an Act of the Provincial Legislature in 1950. Today it has grown to become the largest community foundation in Canada, with an asset base of approximately \$800 million. The mission of the foundation is to create positive and lasting impacts on communities through knowledge, networks, and philanthropy. The Vancouver Foundation has a province-wide mandate.
- Granting areas include but are not limited to: Children Youth and Families, Disability Support, Education, and Health and Medical Research
- Giving in Action: To help address accessibility issues in the home, MSD provided \$2 million in new funding in March 2013. Program established by the Vancouver Foundation provides

grants to families who have a relative with developmental disabilities or special needs living with them. Earlier - since 2006, government (Community Living BC and the Ministry for Children and Family Development) invested \$41 million to help more than 1,100 families through the Giving in Action Fund.

- The Vancouver Foundation's Giving in Action Society is working in partnership with the Ministry on a Tax Filing Incentive program targeted at clients with children.
- Faye Wightman is the co-chair of the Government Non-Profit Initiative (GNPI), along with the Deputy Minister of the Ministry of Social Development.

#### **Provincially Funded Service Providers:**

##### **Communication Assistance for Youth and Adults (CAYA)**

- Key Contact: Jeff Riley, Manager 604-269-2210
- CAYA's goal is to ensure individuals with speech disabilities have continued access to Speech Generating Devices, thus continuing the investment made in these young adults and supporting their ability to lead productive lives. The vision for CAYA is that all adults without functional speech will be able to receive the skilled assistance and appropriate speech generating technology they require for an independent life, in a timely manner, regardless of where they live in BC.

##### **ConnecTra**

- Key Contact: Duane Geddes, Executive Director
- ConnecTra is undertaking a pilot project to recruit and train community "connectors" who meet with people with disabilities – individually, one-on-one – to help them become more involved in the community. The principal outcomes of this pilot project are to determine whether their approach can improve or increase:
  - Labour market attachments;
  - Increased levels of community involvement; and
  - Increased levels of physical activity and improved overall health.

##### **Equipment & Assistive Technology Initiative (EATI) - also see BC Personal Supports Network (BCPSN) above**

- Key Contact: Christine Gordon, Chair
- Members of the BCPSN along with MSD provide governance to the Equipment & Assistive Technology Initiative (EATI) through the Equipment & Assistive Technology Initiative Partners Council (EPC)
- EATI provides equipment and assistive technology to support persons with disabilities to achieve their employment goals.
- The initial focus of the BCPSN is on the provision of equipment and assistive devices that enable the full participation of people with disabilities in the labour market and to transmit the knowledge acquired through the operation of EATI as broadly as possible.

### **GT Hiring Solutions (2005) Inc**

- Key Contact: Frank Bourree, CEO 250-382-3303 ext. 208 or Christine Stoneman, Chief Operating Officer 250-382-3303 ext. 206
- GT Hiring Solutions is a contractor with the Employment Program of BC (EPBC) (five contracts).
- GT Hiring Solutions was previously a contractor with the BC Employment Program (BCEP) (four contracts)
- It is a private, for-profit company. Together with the original GT Company, GT Hiring Solutions has 10+ years of contract history with the Ministry.
- GT Hiring Solutions has participated regularly in engagement opportunities provided across the province to discuss labour market priorities and investments.

### **MOSAIC (Multi-lingual Orientation Service Association for Immigrant Communities)**

- Key Contact: Eyob Naizghi 604-254-9626
- Participating in the EPBC as contractors and sub-contractors (one main contract and participating as service providers (sub-contractors) in two catchment areas).

### **Neil Squire Society**

- Key Contact: Greg Pyc, Western Regional Manager 604-473-9363
- The Neil Squire Society was a contractor with the Employment Program for Persons with Disabilities core program (one contract). It also held a special health contract.
- Participating in the EPBC as sub-contractors in six catchment areas.
- It is a non-profit society, with a solid track record serving those with disabilities, including 10+ years of contract history with the ministry

### **The Open Door Group**

- Key Contact: Tom Burnell, Chief Executive Officer 604-639-1800
- The ODG is participating in the EPBC as contractors and sub-contractors (five main contracts and participating as service providers (sub-contractors) in nine catchment areas )
- Previously a contractor with BCEP (one contract) and the Employment Program for Persons with Disabilities (EPPD) core program (five contracts)
- Non-profit society, with a solid track record serving those with disabilities. 10+ years of contract history with the ministry.

### **SUCCESS (United Chinese Community Enrichment Services Society)**

- Key Contact: Queenie Choo Chief Executive Officer 604-684-1628
- Service provider (sub-contractor) in the EPBC in eleven catchment areas; however this number is subject to change. They are not contract holders in any of the 73 catchment areas.

- ELMSD previously had 10 agreements with SUCCESS to provide employment programs and supports to British Columbians in the Lower Mainland. In addition, SUCCESS provided subcontract services through four provincially funded agreements.
- In 2010, the ministry completed a review of the LMDA contracts in order to address budget reductions, unnecessary spending and duplication of services and to ensure service continuity is maintained until implementation of the new Employment Program of BC in April 2012.
- The ministry identified three SUCCESS agreements for non-extension and early termination. All three agreements ended on January 31, 2011. The decisions to not extend or terminate were based on low demand and/or similar employment services available in the community.
- In March 2013, SUCCESS provided notification that they will no longer offer the Step Self Employment Program in several catchment areas. Contractors in affected catchment areas are searching for alternate service providers.

#### **WCG International**

- Key Contact: Darlene Bailey, President 250-389-0699
- Participating in the EPBC as contractors and sub-contractors (three main contracts and participating as service providers (sub-contractors) in eight catchment areas).
- Previously a contractor with BCEP (four contracts) and EPPD core program (four contracts)
- Private for-profit company owned by Providence Services Corporation (United States), with 10+ years of contract history with the ministry.

#### **YMCA-YWCA**

- Key Contacts: Janet Austin, CEO YWCA Metro Vancouver  
Ron Stewardson, President, YMCA-YWCA of the Central Okanagan  
Familiar ELMSD Contact: Robert Bryce, EPBC Catchment Area Manager, YMCA-YWCA of the Central Okanagan
- The YMCA-YWCA has various regional entities that are independent from one another. Two entities are participating as contractors in the new EPBC. The YWCA of Metro Vancouver has three contracts, and the YMCA-YWCA of the Central Okanagan has one contract.
- Various YMCA-YWCA groups are participating as service providers (sub contractors) in 10 catchment areas.

#### **Government Partners:**

##### **Human Resources and Skills Development Canada**

- Key Contact: Ian Shugart, Deputy Minister of Human Resources and Skills Development Canada (HRSDC)

- The Honourable Diane Finley, Minister of Human Resources and Skills Development Canada

#### Independent Bodies:

##### Advocate for Service Quality

- Key Contact: Jane Holland, appointed by, and reports to the Minister of Social Development
- The role of the Advocate for Service Quality includes assisting youth with special needs transitioning to adulthood in accessing supports and services.
- The Advocate works for adults with developmental disabilities and transitioning youth with special needs and their families.
- For more information visit <http://www.hsd.gov.bc.ca/advocate/>

##### BC Office of the Representative for Children and Youth (RCY)

- Key Contact: Mary-Ellen Turpel-Lafonde, Representative for Children and Youth
- Background of Organization – The RCY supports children, youth and families who need help in dealing with the child-serving system, provides oversight to the Ministry of Children and Family Development and advocates for improvements to the child-serving system. The Rep was first appointed in November 2006, and was reappointed by the Legislature in 2011 for a second five-year term.

##### BC Ombudsperson

- Key Contact: Kim Carter, Ombudsperson
- The B.C. Ombudsperson is an officer of the provincial legislature; independent of government and political parties; responsible for making sure that the administrative practices and services of public agencies are fair, reasonable, appropriate and equitable.

##### Employment & Assistance Appeal Tribunal

- Key Contact: Marilyn McNamara, Chair
- The Employment and Assistance Appeal Tribunal (Tribunal) is an independent quasi-judicial agency established on September 30, 2002 following the proclamation of the *Employment and Assistance Act*. The Tribunal's mission is to provide an independent and accessible appeal process that delivers timely and fair decisions reviewing Ministry of Social Development (MSD) determinations in regards to the employment and assistance program, and Ministry of Children and Family Development (MCFD) determinations in regards to the child care subsidy program.



## **SUGGESTED BRIEFINGS**

### **Initial Briefings:**

**Community Living BC** – Doug Woollard, Interim CEO and Denise Turner, Board Chair  
**Employment and Assistance Appeal Tribunal (EAAT)** - Marilyn McNamara, Chair  
**Advocate for Service Quality** - Jane Holland  
**Minister's Council on Employment and Accessibility** - Carla Qualtrough, Chair  
**BC Partners for Social Impact** - Al Etmanski, Co-chair

### **Subsequent Stakeholder Briefings:**

**Inclusion BC** - Faith Bodnar, Executive Director  
**Family Support Institute** - Angela Clancy, Executive Director  
**BC Coalition of People with Disabilities** - Jane Dyson, Executive Director  
**BC Personal Supports Network** - Christine Gordon, Chair

### **Subsequent Briefings:**

**Representative for Children and Youth** – Mary Ellen Turpel-Lafond  
**Ombudsperson** – Kim Carter