



**COMMUNITY LIVING
BRITISH COLUMBIA**

**Business Plan
June 2005**

Building the Foundation for the Future

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COMMUNITY LIVING BRITISH COLUMBIA

Building the Foundation for the Future

Introduction

The Minister of Children and Family Development has recently announced that Community Living British Columbia (CLBC) will become an independent authority during the summer of 2005. Responsibility for the delivery of community living services (CLS) in British Columbia, and fulfilling its transformation mandate will become the two key activities for the new authority. Current plans call for formal transfer of this responsibility, staffing and budget from the Ministry to CLBC on July 1, 2005 and the orderly transition to the CLBC service model proceeding over the following twelve months.

Over the past few months, the Interim Authority board has been working hard to move towards independence. Board activities have included:

- development of a service delivery model that will provide quality services to individuals living with developmental disabilities and their families across BC
- approval of a new management structure and the appointment of a CEO, Vice President of Quality Services, Vice President of Community Planning and Development, Vice President of Corporate Services, Director of Human Resources, Director of Communications and Chief Information Officer.

The purpose of this document is to present a transitional business plan. The business plan is to guide staff activities over the next fourteen months as CLBC both takes responsibility for services devolved from the Ministry and initiates the implementation of a new service delivery model. The intent of the document is to move forward with a solid planning and accountability framework, ensuring a “no risk” approach to the delivery of quality services to individuals living with developmental disabilities and their families.

To this end, the plan documents:

- the present planning environment in terms of its historical context
- the vision, strategic directions, values and principles that guided the development of the CLBC business plan
- the operational initiatives to be undertaken over the next fourteen months and their expected outcomes
- the accountability and performance management framework that will be used by CLBC to report on outcomes.

The Context for Planning: A Brief History

In October of 2001, the Ministry of Children and Family Development released a document entitled *'Discussion Paper on Community Living Services.'* There were three messages in this paper:

- the acknowledgement that a system had to emerge that was based on peoples' contributions, not their deficiencies
- the recognition that people were already at work in the community in pursuit of system reform
- the acknowledgement that the days of tinkering with the Ministry and its operations were over.

In short, the discussion paper challenged the status quo, and challenged the community to help build something new and better. In response, the Community Living Coalition, a community-based group of hundreds of individuals with disabilities and their families and friends, care providers and professionals presented government with a proposal entitled *'Transforming Community Living Services.'* A key element in the proposal was the creation of a new governance structure for the delivery of supports to individuals with disabilities and their families – the Community Living Corporation of BC. The proposal also identified and addressed, at a high level, the goals, principles, elements, and benefits of such a transformation, and sought the support of the Minister and government for a more detailed analysis of the opportunity to restructure service delivery.

The Provincial Government viewed the proposal favourably, and in April 2002 established the Community Living Transition Steering Committee (CLTSC), comprised of 25 community and professional representatives. Its mandate was to:

“ . . . make recommendations to the Minister defining the terms of the transition plan including determination of all financial, staff and other resources and all assets consistent with the Ministry's budget plan and incorporating all necessary elements and processes to successfully transfer the delivery of community living services to a new provincial authority.”

The work of the committee was completed over the next six months, and in October 2002, the committee presented its final report to the Minister. This report provides a rationale and fifty-nine specific recommendations for the implementation of community governance and reforms to the service delivery system.

In response, government completed passage of the *Community Services Interim Authorities Act* and appointed a board of directors to oversee detailed planning and implementation for devolution of services to an independent authority.

The *Community Living Authority Act*, passed by the Provincial Legislature in October 2004, provides the statutory basis for the creation of the independent authority envisaged by the Community Living Coalition and the Community Living Transition Steering Committee.

This business plan builds upon the work completed to date and the CLBC service delivery model as described in *'Transforming Community Living Services in British Columbia'* (March, 2005). It also contributes to the further development of the complete organizational model. CLBC recognizes that success depends on the partnerships and strengths that exist in communities throughout the province. The transformation of community living services will be built on learning, from the community, what works well.

CLBC Vision

Children and adults with developmental disabilities, supported by family members and friends, will have the opportunities and supports needed to pursue their own goals and participate as full and valued citizens in their communities.

CLBC Guiding Principles

The work undertaken over the past several years has created the opportunity to build an organization whose culture will be defined by the following principles:

1. *Safety, security and well-being of individuals and families are paramount.*

Families and people in communities will have a central role in safeguarding the well-being and safety of their family and community members. Safeguards will be both formal and informal. They will minimize risk and be responsive to their needs.

2. *Community is the vehicle for change.*

Empowered individuals, children, youth and their families and networks make valuable contributions to community. Change, both individual and societal, occurs in community and through the commitment and involvement of community members.

3. *Individuals and families are the decision-makers.*

Individuals and families are responsible for their own lives. They have the fundamental right to decide where, how, and with whom they receive support and/or services. When considering funded supports, their decisions are subject to financial and policy constraints.

4. *All relationships are founded on mutual respect and trust.*

Individuals, families, children, youth and community members have capacity and can be trusted to know themselves, their strengths and what they need. Effective relationships with CLBC and service-partners will be open, respectful and collaborative.

5. *Sustainable supports are developed by introducing flexibility, increasing choice and stimulating innovation and creativity.*

The achievement of a sustainable community support system will depend on increased diversity in support options based on individual needs. These will include supporting families in their daily lives, involving community people in circles of support, and maximizing community energy and creativity to complement CLBC funded supports. As a learning organization, CLBC will nurture innovation and community involvement.

6. *The focus is on planning to prevent crisis.*

CLBC understands the impact that crises can have on individuals, children, youth and families and will foster a preventative approach to minimize the need for a 'crisis response' through the provision of effective, proactive planning and supports.

7. *Access to flexible and responsive supports is seamless and straightforward.*

The planning and support system will meet children, individuals and families where they are. The system will be both easy to access and will be based on individual and family choice.

8. *The standards of fiscal responsibility are consistent with government's requirements.*

CLBC is accountable to government for fair and effective use of public funds and sound financial management and reporting. CLBC shares accountability for outcomes with individuals, families and their children, and service providers.

CLBC Operational Values

The following activities will guide CLBC in implementing this transitional business plan:

1. *A focus on operations*

The primary focus for staff activities will be on maintaining effective service delivery during the transition to the new service delivery model. These activities will include taking steps to improve the operational efficiency of CLBC administered programs and services; reducing administrative overheads; and implementing quality assurance, performance management and accountability reporting initiatives for CLBC operations, programs and services. As well, CLBC will pilot proposed service delivery changes, learning what works and redefining those that don't achieve expected benefits.

2. *Taking a proactive approach to health and safety*

The safety, security and well being of individuals and families are paramount. Accordingly, priority attention will be given to the completion of a safeguard review and taking any required follow-up action indicated by the review. Recognizing that there is no single solution to ensuring health and safety, safeguards will be both formal and informal, and will respect the rights of individuals and families.

3. *Involving the community*

CLBC will have a 'community-first' focus in all of its roles and activities. Wherever possible, communities will be partners in making decisions about change and innovation and in the accountability for those decisions.

4. *Involving employees*

All of CLBC's staff members are highly valued resources. Their knowledge, experience and support are essential to the implementation of this business plan. More specifically, CLBC will strive to create a cohesive organizational direction that rallies staff towards the achievement of the CLBC vision and high standards of performance. The overall aim will be to create an environment that:

- empowers front-line staff
- supports teamwork
- encourages management and staff to be creative and innovative in the performance of their jobs
- emphasizes open and continuous communications [both to and from staff]
- promotes community and family involvement
- removes barriers to service
- ensures continuous improvement in service quality.

5. *Ensuring effective communications*

CLBC will focus attention on effective two-way communications with diverse stakeholder groups, using existing stakeholder channels where feasible and providing regular updates in plain language. The emphasis will be on 'listening' to what different stakeholders have to say and building on shared values and principles to achieve a common purpose.

Environmental Scan

CLBC will devolve existing services on July 1, 2005, and will then spend the next twelve months transforming the current service delivery system to better meet the new vision, mandate, and goals of the organization.

Individuals supported

Based upon Ministry data, there are 9,614 adults throughout the province receiving a combination of residential and day support services. There are 5,013 adults in residential care with 2,876 in group care; 1,783 in family model homes; and 383 in semi-independent living.

With respect to services to children with special needs, Ministry data reports that there are currently 7,839 family files providing a range of day support services to children including those with an Autism Spectrum Disorder. Of this figure, 514 children are receiving residential services.

The budget supporting field operations totals \$599,184,000 and includes staffing and all contracted service costs for individuals and for families with special needs children. The budget for headquarters, centrally provided services and board functions is \$8,300,000.

Staff complement

Community Living Services currently has 361 staff working in 37 locations throughout the province. These staff are team leaders, social workers, managers, administrative support, and financial resources. They do the work of planning and contracting for all services. These services are primarily provided for through contracted service providers comprising community living agencies, family care homes and professional services.

Transformation will see the field operations change in how it provides services. There will be 17 Community Living Centres, 9 Community Quality Service Centres, and up to 27 satellite offices. Locations have yet to be finalized.

The Community Living Centres will have Facilitators working to provide independent planning supports for adults and children with developmental disabilities. The community Quality Service Centre will have Quality Service Analysts who establish eligibility for plans submitted by the Facilitators or members in the community, and arrange the necessary contracting for the identified services in the plan.

It is anticipated that each CLBC office will have a manager. In smaller communities a manager may be responsible for more than one Community Living Centre.

The Provincial Assessment Center is a designated 12 bed Mental Health Facility providing multi-disciplinary assessments, medication review and recommendations for Dually Diagnosed Individuals 14 years and up who may be experiencing emotional or other severe behavioural issues or challenges. The Centre has a staff compliment of 38.

In addition to the field operations and Provincial Assessment Centre staff, there are headquarters staff, whose role will be to support the work of the Board of Directors, and to support the field to provide timely, and effective independent planning support and services. The plan is to have only four levels of authority within the organization in order to achieve decentralized decision making within an accountability framework. The specific location of FTE's is yet to be finalized.

Challenges

There are many challenges to be worked through in transforming the existing system to one that values community, and respects individuals and families requiring services as equal citizens within a community. The following is a high level summary:

6. Funding Challenges and Priorities

To assist in the successful devolution to CLBC, government has agreed to both maintain existing resourcing levels as well as providing incremental funding. However, there will be

growing demands for community-based services. Reasons for this increased demand include population growth, an aging population with longer life spans, and existing wait lists for services. Meeting this challenge will require that every effort is made to improve the efficiency of the CLBC organization, reduce administrative costs and apply cost savings to individual supports.

7. Orderly transition of existing Community Living Services

On July 1, 2005 CLBC will devolve the current community living services system. Although a move to a new service delivery model is planned, the transition will take time, with full implementation likely to extend into July 2006.

Meeting this challenge will require achieving a balance between, on the one hand, the forward planning and bold vision inherent in the new service delivery model and, on the other hand, maintaining and extending existing arrangements during the transition period.

8. Regaining strong support from Families, Communities, and Community Living staff

Sustaining strong support for CLBC activities over the past several years has been a challenge. The reasons for this vary and are reflected in the following comments that have been raised during dialogue with community members and front line CLS staff:

- The level of expectations set by both the time lines for devolution and the approach for transformation in the Transition Steering Committee's final report
- Executive changes within CLBC and the Ministry
- Family fears that familiar arrangements, that they presently value, may be changed in the move to implement new directions
- The community based planning and consultative process was not seen to be inclusive.

Meeting this challenge requires that CLBC maintain a focus on shared values and principles, addressing questions and concerns from differing stakeholder groups, and clearly communicating what CLBC can and cannot realistically deliver. In particular, CLBC needs to strengthen and extend the two-way dialogue with the community, particularly 'listening' to the views of diverse stakeholders and learning about their 'hopes, fears and beliefs' with respect to CLBC's future directions.

9. Developing accurate Electronic Information Systems

Providing quality service requires current and accurate information about who is being served, how they are being served and at what cost, what are the intended results of that service, what the services achieved, and why the results were as they were. As stated in the Transition Steering Committee Report, this will require building the systems and compiling the information base from existing paper files augmented by an information gathering project using social worker notes and service provider files.

Operational Initiatives

The next fourteen months will be challenging for CLBC as the organization is required to:

- Devolve services from government
- Successfully deliver existing services
- Build a foundation to enable the future transformation of services to achieve the CLBC vision and values
- Operate both models in parallel for a brief period
- Transition existing government services to the CLBC service delivery model.

The operational initiatives planned are outlined in the initiatives that follow.

Organizational Development

Initiative 1: Services to Children & Youth with Special Needs

Team Leader: Rick Mowles

Task: Work closely with the Ministry to design an agreement for managing the devolution of CLS children's services on July 1, 2005 that meets the following objectives:

- Achieves a 'NO RISK' environment, safeguarding children's service delivery
- Provides fairness and equity for impacted staff
- Is budget neutral
- Secures and maintains community 'buy-in'.

Target Date for Completion: June 30, 2005

Planned Outcome: A Memorandum of Understanding for the transformation of children's services as per the Children's Agreement of June 2004.

Initiative 2: Senior Management Team

Team Leader: Rick Mowles

Task: Recruit personnel, establish performance measurements for each position, and develop a business plan to direct the leadership team for CLBC.

Target Date for Completion: May 31, 2005

Planned Outcome: Ensure a fully functioning senior management team in preparation for the devolution of CLS services to CLBC effective July 1, 2005.

Initiative 3: Accountability and Performance Management

Team Leader: Rick Mowles

Task: Negotiate budget and performance agreement with Ministry and select an accreditation framework.

Target Date for Completion of Budget: June 30, 2005

Target Date for Completion of Accreditation Framework: September 30, 2005

Planned Outcome: Budget and accountability framework in place to support the transfer of governance to CLBC, meeting performance targets, and a balanced budget for the 2005/2006 fiscal year.

Initiative 4: Transfer Governance to Permanent Authority

Team Leader: Rick Mowles

Task: Finalize all requirements required by Government to devolve responsibility for governance and operations of all existing community living services to CLBC in accordance with the provisions of the *Community Living Authority Act*. With respect to children's services, establish the necessary accountabilities to ensure the safe delivery of all children's services, after devolution in accordance with the Memorandum of Understanding referred to as the Children's Agreement.

Target Date for Completion: June 30, 2005

Planned Outcome: CLBC established as permanent authority effective July 1, 2005.

Initiative 5: Strategic Planning Process

Team Leader: Brian Salisbury

Task: Working with diverse stakeholders to develop a 3 year strategic plan that documents shared values and promote 'buy-in' in creating a common vision for the future of community living services. To develop an advisory committee to the Board composed of individuals referred to in the definition of "community living support".

Target Date for Completion of Strategic Plan: November 30, 2005

Target Date for Completion of Advisory Committee: July 1, 2006

Planned Outcome: Community 'buy-in' to a strategic plan based upon working from shared values towards a common vision.

Initiative 6: CLBC Service Delivery Model

Team Leaders: Carol Goozh/Doug Woollard/Elaine Murray

Task: Finalize the service delivery plan including final determination of satellite offices, the allocation of staff, and the assignment of all staff to identified locations throughout the province. Develop operational practices and procedures required to implement the CLBC service delivery model. Develop plans for the Provincial Assessment Centre, including tertiary care and mental health services. Complete the transition to the model, including provision of an independent planning function, effective July 1, 2006.

See also related initiatives #26: Facilitator Capacity Building and #27: Operational Analyst Capacity Building for additional requirements relating to the introduction of the CLBC service delivery model.

Target Date for Completion: June 30, 2006

Planned Outcome: Fully functioning and staffed CLBC service delivery model effective July 1, 2006.

Quality Services

Initiative 7: Operate Existing CLS Delivery System

Team Leader: Carol Goozh

Task: Finalize operating plan and prepare staff for transfer of CLS operations from the Ministry to CLBC effective July 1, 2005.

Target Date for Completion of Operating Plan: May 31, 2005

Target Date for Completion of Staff Preparation: June 30, 2005

Planned Outcome: Fully functioning CLS delivery system in place July 1, 2005 to ensure continuity in the provision of service and supports.

Initiative 8: Children's Agreement Implementation

Team Leader: Carol Goozh

Task: With the Ministry, implement the June 23, 2004 Children's Agreement which outlines the proposed service delivery mandates for CLBC and MCFD and an approach to budget and resource allocation with respect to children and youth with special needs and their families

Target Date for Completion: June 30, 2006

Planned Outcome: Final determination of those children's services and programs, and associated budgets, that will remain with CLBC and which ones will be transferred to the Ministry.

Initiative 9: Safeguard Process Phase 1

Team Leader: Carol Goozh

Task: Develop and implement a complete safeguards review for CLBC individuals who are transferred from the Ministry.

Target Date for Completion: June 30, 2005

Planned Outcome: Safeguard review for all CLBC individuals supported.

Initiative 10: Safeguard Process Phase 2

Team Leader: Carol Goozh

Task: In consultation with service providers and families, develop and implement a safeguard process that:

- Establishes health and safety standards
- Establishes service outcomes
- Secures a front-line role for service providers
- Respects the rights of individuals and families to make reasonable choices
- Has an emergency contact protocol for all individuals supported by CLBC
- Ensures adequate formal and informal safeguards are in place.

Target Date for Completion: June 30, 2006

Planned Outcome: Functioning safeguard process approved by CLBC board and by the Ministry and successful completion of a review to ensure safeguard operations will meet accreditation standards.

Initiative 11: Personalize Contracts

Team Leader: Carol Goozh

Task: Define and convert current residential contracts to an output-based model, with costs linked to each individual served.

Target Date for Completion: June 30, 2006

Planned Outcome: Personalized, output based residential contracts.

Corporate Services

Initiative 12: Financial Management Controls

Team Leader: Richard Hunter

Task: Develop and implement the financial management system to be used by CLBC. Included in this are the creation of budget categories, the assignment and delegation of budgets, the creation of spending authorities, and an ongoing reporting procedure to ensure appropriate monitoring and controls are in place to support the transition to the CLBC service delivery model.

Target Date for Completion: March 31, 2006

Planned Outcome: Appropriate financial controls, approved by CLBC board and by the Ministry, in place for next fiscal year and successful review by an external audit. The delivery of a balanced budget.

Initiative 13: Contract Management Systems

Team Leader: Richard Hunter

Task: To develop contract management policies and procedures for CLBC that meet the requirements of the Financial Administration Act, Contract Law, and are flexible in their ability to be used by operational analysts. Ensure the contract management system is able to deliver the necessary information required to

analyze budget expenditures by community and to enable activity based costing of services being delivered.

Target Date for Completion of Policy and Procedures: October 31, 2005; and

Target Date for Completion of New Information System: June 30, 2006.

Planned Outcome: An output based contracting model that will meet a successful review by the Office of the Comptroller General.

Initiative 14: Information Security

Team Leader: Richard Hunter

Task: Develop and implement a plan for information security and privacy that ensures compliance with the *Freedom of Information and Protection of Privacy Act* and ISO 17799 standard.

Target Date for Completion: March 31, 2006

Planned Outcome: Appropriate information controls, approved by CLBC board and acceptable to the Ministry and successful completion of an external security review.

Initiative 15: CLBC Operational and Administrative Infrastructure

Team Leader: Richard Hunter

Task: To ensure that field operations and headquarters have the necessary facilities, administrative practices /systems and support infrastructure to enable the operation of the service delivery model.

Target Date for Completion: December 31, 2005

Planned Outcome: An efficient administrative infrastructure in place to enable the operation of the service delivery model.

Initiative 16: Service Plan

Team Leader: Brian Salisbury

Task: Develop an annual three-year rolling service plan as required under the Budget Transparency and Accountability Act. The service plan will establish goals, objectives and key strategies that address service needs and supports for the community living sector. This will include budget allocations and identification of performance measures and targets.

Target Date for Completion: July 31, 2005

Planned Outcome: Approval by the Minister and Treasury Board of a service plan that reflects the strategic priorities and expectations of CLBC and the Government.

Information Technology

Initiative 17: Service Delivery Management Information System

Team Leader: Allan Pollock

Task: Acquire and implement a Service Delivery Management Information System. Review existing case files to ensure that information is current and meets requirements for the CLBC service delivery model; and transfer required data to the CLBC Service Delivery Management Information System.

Target Date for Completion for Registration and Enrolment component:
December 31, 2005

Target Date for Completion for Lines of Business components: June 30, 2006

Planned Outcome: Fully functional Service Delivery Management Information System that defines, by individual, services delivered and services required, and which meets the needs defined by the service delivery model.

Initiative 18: CLBC Technical Infrastructure

Team Leader: Allan Pollock

Task: To ensure that field operations and headquarters have the necessary facilities, equipment, technological devices, communications capacity and supporting technology to enable the operation of the CLBC service delivery model.

Target Date for Completion: July 1, 2006

Planned Outcome: A cost effective deployment of a stable technology platform to support CLBC.

Service Delivery Transformation

Initiative 19: Direct Payment Process

Team Leader: Doug Woollard

Task: Develop, test and pilot an effective policy, payment mechanisms and financial accountability provisions for direct payments.

Target Date for Completion: February 28, 2006

Planned Outcome: Proven direct payment capability that can support both individualized funding and non-residential contracts.

Initiative 20: Catalogue of Services

Team Leader: Doug Woollard

Task: Define and convert current service definitions into a standard set of outputs that can be purchased without requiring further negotiation. For each output, define current costs of each service provider. Include within the catalogue, the complete profile of services and their costs.

Within the catalogue framework, provide a linkage to support individualized funding and the innovation expected from the community.

Define a framework to identify, promote and to provide incentives for “best practices.”

Target Date for Completion: June 30, 2006

Planned Outcome: Operational Catalogue of Services.

Policy and Protocols

Initiative 21: Integrated Policy Development

Team Leader: Paula Grant

Task: Develop a policy and protocol framework that:

- Devolves relevant existing policies from government;
- Develops transitional policy as required; and
- Develops a policy framework that supports the CLBC Service Delivery Model.

Target Date for Completion: June 30, 2006

Planned Outcome: Integrated policy approved by CLBC board and that will meet accreditation standards.

Community Planning and Development

Initiative 22: Information and Referrals

Team Leader: Doug Woollard

Task: Build community focused information and referral database that includes descriptions of available community services.

Target Date for Completion: June 30, 2005

Planned Outcome: Functioning information and referral process that promotes community engagement and enables easy access for individuals and families to required community-based services.

Initiative 23: Community Relations

Team Leader: Doug Woollard

Task: Provide CLBC with a wide-range of channels, both formal and informal, for contact, information sharing and consultations with community leaders throughout

the province, in order to maintain and strengthen community trust in CLBC's activities and service delivery model.

Target Date for Completion: December 31, 2005

Planned Outcome: Identified community leaders in every community where CLBC has a presence. Contact with community leaders and assess the capacity and service gaps of each community.

Initiative 24: Consensus on Structure for Community Councils

Team Leader: Doug Woollard

Task: In consultation with stakeholders, seek to achieve agreement on a structure for community councils that provides a meaningful role, consistency in overall approach and can be tailored to the unique needs of different communities.

Target Date for Completion: December 31, 2005

Planned Outcome: Proposed structure for community councils approved by CLBC board and community councils established in both rural and urban communities.

Initiative 25: Service Delivery Agencies Capacity Building

Team Leaders: Doug Woollard/Carol Goozh

Task: Working with service providers to secure their active engagement in the implementation of the CLBC service delivery model. Under the new model, the role of agencies includes:

- Assuming a 'front-line' role in safeguarding the safety, security and well-being of individuals and families
- Giving particular attention to implementing individualized service plans and achieving intended outcomes
- Introducing personalized service contracts for individuals served.

Target Date for Completion: June 30, 2006

Planned Outcome: A service provider working group that speaks on behalf of the service provider community and is actively engaged in re engineering the operational relationships between CLBC and the service provider community.

Initiative 26: Individualized Funding Capacity Building

Team Leaders: Doug Woollard

Task: Working with service providers and community advocates, securing their active engagement in the implementation of individualized funding.

Target Date for Completion: March 31, 2006

Planned Outcome: An auditable individualized funding process that meets the outcomes defined by CLBC Board and can be operationalized within current budgets.

Human and Labour Resources

Initiative 27: Facilitator Capacity Building

Team Leader: Elaine Murray

Task: Implement the necessary requirements to ensure the effective implementation of the community planning and development operating plan. Prepare staff (Facilitators) who will provide independent planning support to individuals who require and request this service. The role of the Facilitator includes, but is not limited to:

- Providing information and referral support
- Providing assistance to develop and implement a plan and developing community capacity for informal and unfunded supports
- Assisting with access to non-CLBC supports
- Involvement as needed in crisis situations
- Coordinating supports with MCFD and other children and family supports outside of CLBC
- Providing support with life transitions for children, youth, individuals and families including assisting with changes in existing supports
- Assisting people to be linked to a personal support network.

Target Date for Completion for HR/LR Plan: September 30, 2005

Target Date for Completion for Staff Preparation: March 31, 2006

Planned Outcome: Functioning planning support delivery model with personal development plans defined for, and signed off by, each Facilitator.

Initiative 28: Quality Service Analyst Capacity Building

Team Leader: Elaine Murray

Task: Implement the necessary requirement to ensure the effective implementation of the quality services operating plan. Prepare staff (Quality Service Analysts) who will work to provide CLBC funded supports and the accountabilities surrounding them. The role of the Quality Service Analyst includes, but is not limited to:

- Determining eligibility within policy guidelines
- Evaluating and approving funding requests based on individual plans and within policy and fiscal parameters
- Assisting coordination with other funded supports outside of CLBC, where required
- Purchasing and monitoring service deliverables and accountabilities pursuant to contractual agreements and approved funded supports defined within individual plans (both individualized and block funding)
- Ensuring a community capacity is developed for emergency/crisis response and monitoring the contracts related to this work.

Target Date for Completion for HR/LR: September 30, 2005

Target Date for Completion for Staff preparation: March 31, 2006

Planned Outcome: Functioning quality service delivery model with personal development plans developed for, and signed off by, each Quality Service Analyst.

Initiative 29: Management Team Capacity Building

Team Leader: Elaine Murray

Task: Develop a staffing plan and prepare managers who will be directly responsible for supervising front-line services delivery by both Facilitators and Quality Service Analysts at locations throughout the province. The key focus will be to build CLBC's culture to one of a learning organization that is organized from the front-line upward. In concert, develop formal management practices, reporting and systems.

Target Date for Completion: April 30, 2006.

Planned Outcome: A cohesive management team with a clear understanding of, and commitment to, the CLBC service delivery model and their respective roles in implementing that model. Fiscal year 2006/7 management letters stating measurable outcomes developed for, and signed off by, each manager.

Initiative 30: Human Resource Systems and Procedures

Team Leader: Elaine Murray

Task: Development of a fully functioning human resource, staff training, and labour relations office. This also includes the identification and plan for the implementation of information systems for payroll, training and HR management. Appeals procedures are to be developed; training and conference activities are to be coordinated for CLBC.

Target Date for Completion: September 1, 2005.

Planned Outcome: Staffing policy and procedures are in place for CLBC. An FTE control system is in place for the organization to enable a balanced budget.

Communications

Initiative 31: Communications Plan Implementation

Team Leader: Director of Communications

Task: To develop and implement a communication plan that effectively engages all stakeholders, recognizing the diverse interests and expectations of the groups. To develop and maintain a contact database and a range of communication tools to efficiently reach CLBC stakeholders. Also, incorporate within the communication plan, a means to take a proactive and planned approach to issue management recognizing the need to liaise with government on current issues.

Target Date for completion of phase one of the plan to support devolution:
June 30, 2005

Target Date for complete plan implementation: Sept 30, 2005

Planned Outcome: Satisfaction from all stakeholder groups that their issues are being heard and that they are comfortable with their level of understanding of CLBC directions.

Reporting Framework

CLBC will be reporting to the government, the public, staff, individuals who receive supports and services and their families on each of the key elements of performance: operational; financial; and legal compliance. These accountability reports are intended to explain not only what happened, but also why the results were as they were. In this way, lessons can be learned about which activities worked and which did not meet program objectives. We will also need to explain what will be done differently in the future.

These accountability reports will address questions in three key areas:

10. Operational Accountability

Is CLBC achieving its overall goals?

- What are the challenges facing CLBC?
- What are CLBC's overall long-term goals and how well is it progressing toward them?

Are its programs achieving what they are meant to achieve in a cost-effective way?

- Are its programs: needed (i.e., relevant); achieving what was intended (i.e., effective); operating at a reasonable cost (i.e., efficient and economical)?

Is CLBC developing and maintaining the capacity to deliver results in the future?

- Does the organization have the ability to maintain or improve results, and the capacity to deal with the future?

11. Financial Accountability

Is CLBC achieving its financial objectives?

- What are the financial objectives and are they being realized?
- Are CLBC's affairs managed according to sound financial controls?

12. Compliance Accountability

Are CLBC's affairs conducted in a manner that complies with legislation and expected standards of conduct?

- Is spending kept within the limits approved by government?
- What laws does CLBC need to comply with for (a) the conduct of business and (b) the operation of specific programs, and is it complying with them?
- What are CLBC's standards of conduct, and is it complying with them?
- What are government's social policy objectives and service standards for community living services, and how well is CLBC achieving them?
- Are there adequate controls designed to ensure compliance with legislation and standards of conduct?