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# CLBC

## *Framework for a Strategic Plan:*

### **A Compilation of Strategies and Goals Identified in Planning Documents & Stakeholder Consultations**

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***This document is intended for use in the Strategic Plan Workshop  
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## CLBC: A STRATEGIC FRAMEWORK

### *Values and Guiding Principles*

Values provide a foundation for the organization, a set of principles or beliefs that describe how the organization operates. Values communicate important messages to all stakeholders and provide a framework to guide policy, practice, decision-making and dispute resolution.

CLBC has several sets of values-based statements describing how it operates. Copies of these statements are in the 'Planning Context' document on pages 4 through 7. These statements include:

- CLBC Guiding Principles for Service Delivery
- Standards of Practice
- CLBC Values as articulated in the September 2005 Service Plan
- CLBC Values as identified in the document 'Role of Community, Civic Society and Community Development: Implications for CLBC'.

Participants in the consultation process identified values that they believed should guide the work of the organization:

- Clarity
- Transparency
- Honesty
- Integrity
- Flexibility
- Respect
- Responsiveness
- Trust
- Caring
- Engagement

It may be helpful to review these statements with a thought to simplifying the number of value statements and guiding principles.

## **CLBC Vision**

*“[The vision comes from] the passion and drive from loving someone – this is heart work – it is about social change – it is bigger than words – it is about wanting more.”*

*“The vision is wonderful – need to implement it now.”*

*“My son’s well-being does not depend on my constant vigilance.”*

The vision describes the desired future state for the organization. Visions are big and wonderful and are intended to inspire and motivate staff and stakeholders to continuously strive toward the ultimate goal.

The current CLBC vision is a vision for children and adults with developmental disabilities:

*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 would benefit from an organizational vision, within the larger vision for children and adults with development disabilities.

Stakeholders participating in the consultation forums presented some thoughts their dream for community living and the role of CLBC in contributing to the achievement of that dream:

*The vision for people with developmental disabilities is full citizenship. People with developmental disabilities are leading good lives, have rich relationships with friends and family, financial security, choices in how they live their lives, employment opportunities and are accepted and valued as citizens.*

*CLBC is a steward of the vision and a leader in social change; fostering inclusive, supportive communities where people with developmental disabilities live good lives and enjoy full citizenship.*

A proposed vision for CLBC is:

*Full citizenship and good lives for people with developmental disabilities.*

## ***Mission***

*“Don’t create a policy-driven system – we need a ‘can-do’ attitude.”*

*“Clients do not belong to agencies – individuals live in communities.”*

*“At the end of the day, if people have good lives, it won’t be because of CLBC; it will be because of communities.”*

The mission is a description of the business of the organization and answers the questions:

- Who is the client?
- What services to you provide?, and
- How do you provide them?

Articulating a clear mission statement that answers these three questions will be helpful for CLBC. Stakeholders in the consultation forums provided input into what they believe is the business of CLBC.

A proposed mission statement, based on their input, is:

*CLBC works with individuals, families, support networks and communities to develop a community-based service and support systems that integrates the strengths of family and community resources with funded services to better meet the individual needs of children and adults with developmental disabilities and their families and provide for good lives.*

## ***Key Directions and Goals***

Key directions are short statements (or phrases) that articulate the broad directions for the organization. Goals are more specific and identify the actions the organization intends to take to move it closer to the vision, consistent with the mission. Operational planning answers the questions of what tasks need to be done to achieve the goals, who is going to do it, when it should be done and how much it is going to cost.

The key directions and goals summarized here are based on the stakeholder consultations and a review of the key planning documents identified in the 'Planning Context' report.

### ***Financial Management***

- Develop mechanisms to ensure sufficient, sustainable funding.
- Ensure excellence in financial management (i.e., balance budget) demonstrating fiscal responsibility within the context of the organization's values and vision.
- Provide families with accurate financial information and clear information on the services they can expect.
- Develop a plan to decentralize budget authority and accountability to the local level.
- Develop models for lower-cost residential options, consistent with the vision, that ensure health and safety issues are addressed.
- Develop business processes internal to CLBC and across the sector to create efficiencies.
- Implement new financial policies to support CLBC's transition to a new service delivery model.
- Develop payment capability that can support individualized funding and non-residential contracts.

### ***Information Management***

- Implement a management information system that provides accurate, reliable, up-to-date information on individuals and services, respecting confidentiality and within the parameters of FOIPPA.
- Obtain the necessary technology to support an effective management information system.
- Develop a budget that realistically addresses the demand for service, based on accurate resource and utilization data and an understanding of government's fiscal priorities.

## **Change Management**

- Work with the unions to enable collective agreements to support flexibility and person-centred planning.
- Develop a change management plan that addresses the change management needs of individuals, families, service providers and staff and clearly articulates how the organization will achieve the cultural and attitudinal shifts to succeed.
- Ensure role definition for staff and service providers is clearly communicated and that mechanisms are in place to resolve issues and disputes.
- Ensure families, individuals and support networks have input into defining their roles in the new service delivery model and that the roles are clearly communicated.
- Promote a transparent change process, communicating successes and failures and engaging stakeholders in ongoing dialogue.
- Ensure staff, service providers and families receive training, education and information to support the change management process.
- Adequately prepare facilitators and quality service analysts to successfully undertake their roles.

## **Organization Culture**

- Build an organization that instinctively integrates the vision and values into everything it does.
- Develop a culture of person-centred thinking and flexible planning.
- Implement a cultural change process that is supportive of staff and enables staff to do their best.
- Develop a Learning Organization culture where all staff and service providers involved with CLBC continuously self-examine and identify ways to improve what they do and how they do it.

## **Service Delivery**

- Develop a catalogue of services to improve matching resources to individual needs and the allocation of funding.
- Identify a test community to implement the new service delivery model.
- Measure the demand for services and develop a plan that promotes equity and fairness, to address the increase in demand for services.
- Reduce the length of time families and individuals wait for services.
- Develop a dispute resolution process for families and individuals that emphasizes resolution at the local level and includes the option of mediation.

- Implement individualized funding and corresponding accountability mechanisms that will work for families and support networks.
- Ensure that the organization has the capacity to provide culturally sensitive services.
- Develop a strategy to shift service delivery from crisis response to proactive, person-centred planning.
- Redesign the crisis response and emergency bed system to reduce hospitalization and incarceration of people with developmental disabilities.
- Provide funding for respite to maintain family support systems and avoid crisis.
- Recognize that the demographic profile of people with developmental disabilities and their families is shifting and develop service responses to this shifting demographic.
- Develop a plan to transition people, who choose to move, into alternate residential options that will better meet their needs and promote community inclusion.
- Work with individuals, families and service providers to define, develop and implement formal and informal community safeguards.

### **Community Involvement**

- Work with communities to foster innovation, creativity and partnerships while maintaining the integrity of the service delivery model.
- Support the development of accessible, responsive Community Living Centres.
- Support the development of community councils in each of the Community Living Centre areas and develop community governance guidelines for the community councils.
- Establish an Advisory Committee to the Board, comprising members as defined under 'Community Living Support' in the Act.
- Work with communities to identify and prioritize service delivery gaps and work in partnership with individuals, families, service providers and communities, to develop formal and informal strategies to address the gaps.

### **Policy**

- Ensure all policies are values-based and are consistent with the vision for service delivery.
- Develop a clear policy in support of portability of services across the province.
- Review the eligibility criteria for services and re-develop criteria that are needs-based and supports of philosophy of 'how can we help?'
- Clarify the children's agenda and position CLBC as the agency to provide life-long supports for children.

- Develop policy that describes how fair and equitable allocation of services and supports will be achieved.
- Develop a policy on individualized funding that articulates clearly the tax implications for families.

### **Evaluation**

- Develop standards of care and a system to monitor standards and report issues.
- Implement outcome-based contracting.
- Develop a plan to evaluate the whole service delivery model as well as its individual components.

### **Communication**

- Work with stakeholders and communities to promote and implement the vision and new service delivery model as described by CLBC.
- Develop mechanisms that support input and feedback from all stakeholders throughout the process of transitioning to the new service delivery model and ensure issues are identified and responded to promptly.
- Improve communication with all stakeholders, ensuring all stakeholders receive up-to-date information.
- Improve consultation and engagement with all stakeholders, ensuring input is respected and reflected in decision-making.
- Improve access to information by providing information in a variety of languages, format and plain language.
- Increase accessibility to and participation with the Board by individuals and families.

### **Partnerships**

- Involve individuals, family members, service providers and staff in planning, decision-making and policy development.
- Work in partnership with service providers to develop a framework that ensures sufficient safeguards for vulnerable adults and children and acknowledges the costs associated with this service.
- Promote employment opportunities for self-advocates within CLBC and the Community Living sector.
- Develop partnerships to forward research into best practices in the field of developmental disabilities.

## **Contracting**

- Work in partnership with service providers to redefine the contracting process and process for individualized funding.
- Develop contract policies that will promote stability across the contracted sector and facilitate implementation of the new service delivery model.
- Define and convert current residential contracts to an output-based model with costs linked to each individual served.

## **Cross Ministry / Agency Collaboration**

- Promote cross Ministry/agency policy development in support of people with developmental disabilities and their families that is consistent with the vision and values of CLBC.
- Re-examine the cross-Ministry policy on families paid as caregivers within the context of the CLBC service delivery model.

## **Accountability**

- Select and use an accreditation framework approved by the Minister to help CLBC improve its business practices.
- Implement quality assurance, performance management and accountability reporting initiatives.