



***Citizenship for All:
There is no yellow brick road***

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The Question

How will what each of us does, thinks, or proposes enable individuals and their families lead a life that everyday citizens would regard as inclusive and meaningful, and which they have real control over?

Reflections on my journey

- ❖ Efforts needed to be ensure system elements are aligned when we talk about changing how needed supports are funded and delivered
- ❖ ***“You can’t simply bolt on mechanisms like IF and brokerage to the current supply side system and expect success”***
- ❖ Compromises are required but should only be made with a clear sense of where you want to go
- ❖ If you don’t you will create a dysfunctional system

What we set out to achieve . . .

- ❖ Individualized funding as a legitimate option for individuals and families
- ❖ Individual and family involvement in system governance
- ❖ Changing the culture from needs-based to citizen-based

What we set out to achieve . . .

- ❖ Encouraging and supporting innovation and individually tailored solutions
- ❖ Tax relief for families
- ❖ An end to wait-lists
- ❖ Seamless supports from childhood through adult life

Community Living British Columbia

- ❖ Crown agency at arm's length from government
- ❖ Funds supports and services that meet the disability-related needs of
 - ❖ Adults with a developmental disability - criteria include age of onset, intellectual functioning and adaptive behaviour
 - ❖ Adults diagnosed with fetal alcohol spectrum disorder or pervasive developmental disorder that have significant limitations in adaptive functioning
- ❖ Serve almost 14,000 adults

Community Living British Columbia

- ❖ Annual budget of \$710 M
- ❖ Mandated under the *Community Living Authority Act*
- ❖ Responsibilities include developing operational policies; ensuring standards are met; managing funds and services to address the needs of eligible adults
- ❖ Accountable to our legislature through Ministry of Social Development
 - ❖ Responsible for funding, setting and communicating government's mandate, policy and priority direction to CLBC and overseeing our performance

Community Living Authority Act

- ❖ Offer funding and planning options that promote choice, flexibility and self-determination, for example, individualized funding, independent planning
- ❖ Promote choice and innovation in how services are delivered
- ❖ Encourage shared responsibility among families, providers and community resources
- ❖ Utilize and develop individual, family, and community capacity
- ❖ Assist adults to achieve maximum independence and live full lives
- ❖ Promote equitable access to community living supports
- ❖ Coordinate provision of community living supports with

Key concepts that guide CLBC's approach

- ❖ Being included in and contributing to the fabric of community enhances quality of life
- ❖ Opportunities for inclusion and contribution are further enhanced by using services generic community services that typical citizens do
- ❖ Informal supports provided by friends, families and neighbours can address emotional, psychological, social and material needs and help people gain access to the wider community
- ❖ Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals:
 - ❖ Achieving things that are important to the person
 - ❖ Achieving things that are important for the person
- ❖ We see services, when needed, as a means to an end



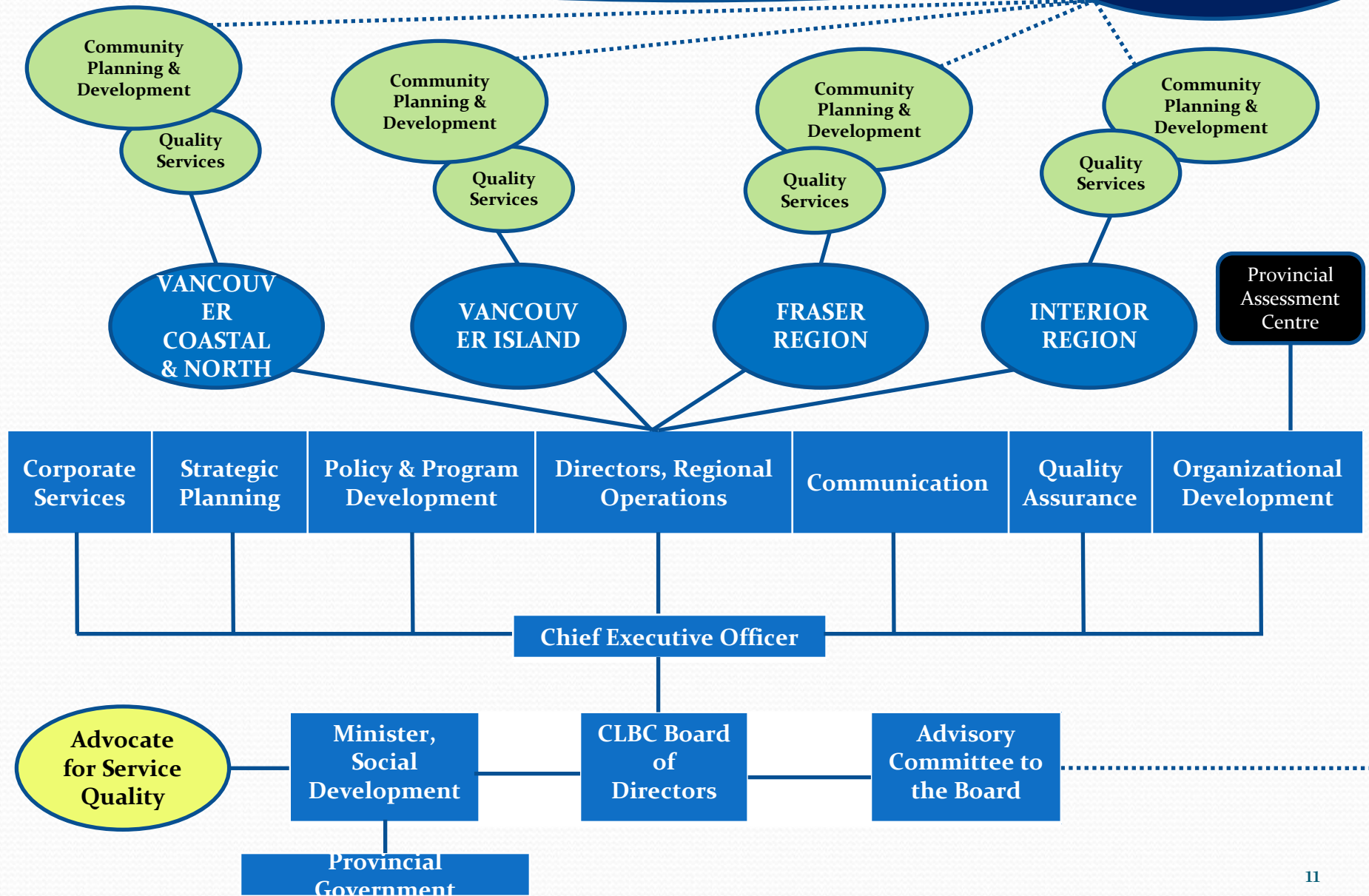
Ireland covers 84,431 square kilometers (32,599 square miles).

BC covers 944,735 square kilometres (364,764 square miles) and is about the size of France, Germany and the Netherlands combined. It is larger than the total area of Washington, Oregon and California.



Individuals, Families, Service Providers and Communities

Community Councils



Individualized Funding

- ❖ IF enables individuals / families or their representatives (agents) to use allocated funds to arrange and manage supports and services required to meet disability-related needs
- ❖ Two IF payment options
 - ❖ Direct Funding - paid to an individual or his/her agent for the purchase of individualized supports and services
 - ❖ Host Agency Funding - funds allocated for the purchase of individualized supports and services are paid to a Host Agency (an approved body that can provide administrative support; often a traditional service provider) selected by the individual and/or agent
- ❖ IF **cannot** be used to purchase spaces in or to expand existing group programs that are already paid for by CLBC

Individualized Funding

- ❖ Individuals / families can select a combination of options including Direct Funding, Host Agency Funding and/or contracted services
- ❖ Host Agency Funding is only available as a payment option when the support request is over \$6,000.00 per year
- ❖ IF allocations are based on disability-related needs, estimated cost of the needed supports, and CLBC's financial resources
- ❖ Supports and services are set out in the Catalogue of Services
- ❖ Took two+ years of working with government to roll out IF – resulting system was a complex to administer

Be warned

Major Initiatives to Support our Agenda

- ❖ Focus on generic community services, and informal supports provided by family and friends
- ❖ Contract certainty via sector negotiated rates
- ❖ Monitoring framework ensures deliverables are met and outcomes achieved
- ❖ Quality of life outcome framework

Major Initiatives to Support our Agenda

- ❖ Development of informal safeguards
 - ❖ Rights publications
 - ❖ Workshops / publications to help build support networks
 - ❖ Start with Hi public education initiative
- ❖ Family Independence Fund
- ❖ Employment focus
- ❖ Commitment to innovation within sector
- ❖ Creation of an independently administered Community Living Innovation Venture to seed potential innovations

Challenges Along the Way

- ❖ Sector resistance
- ❖ Many still see services as the answer
 - ❖ An example is our residential options project where almost 2000 people were asked if they'd like to move – a few did, but many were “helped” to make this choice
- ❖ IF uptake has been slow, due in part to administrative complexities and staff and community attitudes

Challenges Along the Way

- ❖ Little progress in re-configuring resources invested in older, traditional service models
- ❖ **Lion's share of resources that could be used for IF are tied up in agency contracts**
- ❖ Initially CLBC staff resistance when government moved children back to MCFD – but younger staff with fewer allegiances to the old paradigm were hired
- ❖ This also meant less awareness of, and sensitivity to, the history of the community living movement

Challenges Along the Way

- ❖ Move of children has led to a loss of community confidence - an original government commitment
- ❖ Struggle to keep a focus on CLBC being an “enabling body” - always tensions to grow the bureaucracy
- ❖ David Braddock has observed “**Disability Policy is a function of fiscal availability**” - recent fiscal challenges have shaped our policy and practice directions, creating tensions in the sector
- ❖ Problematic to review disability related needs to ensure services provided match what people need so savings can be used for those waiting
- ❖ **Bottom line** – implementing massive change in the context of a dire global financial situation and a dominant paradigm

Key Learnings

- ❖ Build contract and financial infrastructure first; planning was our focus - demand increased and fed into the dominant service paradigm
- ❖ Put a robust support assessment / resource allocation methodology in place – we didn't and have been playing catch up since
- ❖ Have an effective change management strategy
- ❖ Each of us has a world view that is years in the making and is resistant to change

Key Learnings

- ❖ We did not do a good job to address the sense of loss that people felt as the world changed around them
- ❖ Ensure IF is administratively simple with needed infrastructure supports – we have come to this realization after the fact
- ❖ Work to ensure that people served in the system have personal network involvement - this is key

Key Learnings

- ❖ If you can, create a system where planning is structurally separate – we had some success but not as much as I would like
- ❖ Make concerted efforts to profile new ways of thinking and doing - money doesn't think people do
- ❖ Focus on relationships with sector partners, and government so they understand where you are going and why – they must see shared value
- ❖ Communicate as transparently as possible - it is essential

Key Learnings

- ❖ Commit to innovation and invest strategically – sector needs to see working examples of alternative approaches
- ❖ Build individual and family capacity as a way to reduce reliance on formal supports / services
- ❖ Invest in service provider capacity building particularly in the area of “individualization of services”

Reclaiming the Citizenship Agenda: Next Steps

- ❖ New strategic plan with bold(er) commitment to citizenship
- ❖ Increased focus on IF as an enabling, innovative mechanism
- ❖ Expand education initiatives about individualization and innovation to help people think about quality and how it can be achieved
- ❖ Develop a multi-year CLBC and sector innovation plan
- ❖ Greater focus on work as the gateway to citizenship and asset accumulation
- ❖ Implement the Quality of Life framework over a 3 year period across the sector and province

Why there is no yellow brick road

- ❖ Enormity and complexity of challenges before you
- ❖ No big bang theory of change – Pragmatism and ideology must co-exist
- ❖ Remember, money doesn't think, people do
- ❖ You will make mistakes and need to compromise
- ❖ Build alliances along the way - seek shared value
- ❖ This is “forever work” – vigilance, commitment, tenacity, tolerance, forgiveness and vision are key

But there is hope

- ❖ Change can only occur when you, and me, commit to change ourselves
- ❖ That means we must be willing to change our own behaviour
- ❖ As Ghandi so eloquently put it . . .

We must be the change we wish to see.