



Transforming the PDD Program within the Context of Disability Services

August 2014



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UPDATE: May 2014

In October 2013, the PDD program posted “Transforming the PDD Program”, a document intended to describe the vision for transformation of the PDD program and key areas of activity to be undertaken to support this vision. Since that time, the program has heard from stakeholders from across the province including from the various PDD Advisory Committees, regional meetings and the tour of the Associate Minister this last fall and winter.

This feedback suggested that people were generally supportive of the changes being proposed, challenged some of the changes being considered, wanted more detail about how these changes would be implemented and how they could and would be involved.

To honour this feedback, this document outlines changes being considered and the processes that will be used to ensure stakeholder involvement and input informs future direction and activity related to transforming the PDD program.

In addition, this newest version of the PDD Transformation Plan provides a variety of updates on new developments and related activities that support creating the most effective program for supporting Albertans with disabilities.

Context for the Transformation of PDD

The Persons with Developmental Disabilities (PDD) program has evolved over the last two decades through a collaborative approach between government and community. As a result, adults with developmental disabilities are more involved in their communities than ever before. However, now is the time to take a look at how we can collectively achieve even greater positive outcomes for individuals. Over the past several years, a much-needed transformation has been underway in the PDD program. This transformation has been informed through a number of avenues including Alberta’s Social Policy Framework, Results-Based Budgeting and ongoing involvement and feedback from stakeholders through various PDD consultations.

ALBERTA'S SOCIAL POLICY FRAMEWORK

Alberta's Social Policy Framework is a vision for social policy that defines who we are as people and communities, one that reflects our aspirations for our province and offers all Albertans the opportunity to reach their full potential. Developed with Albertans, the Framework is helping to direct the future of Alberta's social policy and programs.



The framework crystallizes the same messages that have been expressed over several years from the PDD

community: *In Alberta, everyone contributes to making our communities inclusive and welcoming. Everyone has opportunities to fulfill their potential and to benefit from our thriving social, economic, and cultural life.*

RESULTS-BASED BUDGETING

Results-Based Budgeting (RBB) responds to Albertan's desire for the government to deliver programs and services that meet their needs in a financially responsible manner. They expect us to deliver results, while managing their tax dollars effectively.

Each RBB review process examines "bundles" of related programs. The PDD program participated in the review that focused on the broad scope of disability programs delivered by government. Key directions arising from this review align with and have been incorporated into the overall PDD transformation.

UPDATE: Results-Based Budgeting

On November 7, 2013, the Government of Alberta released the second annual *Report to Albertans* which identified the overall findings and recommendations from the reviews of Cycle 1. The Disability Services Division was a part of Cycle 1 in the Support to Albertans in Need - Supports for Disabilities bundle of programs. The following are the key findings and recommendations for Support to Albertans in Need - Supports for Disabilities:

Key Findings	Recommendations
<p>Albertans would benefit from more emphasis on directing funds to those services where needs and impact on outcomes are greatest.</p> <p>Albertans would also benefit from more partnerships that leverage the strengths of communities and other stakeholders in supporting Albertans with disabilities.</p>	<p>Shift government’s role to better enable community capacity and shared responsibility through:</p> <ul style="list-style-type: none"> a) Enhancing employment opportunities for Albertans with disabilities; b) Maximizing community capacity building; c) The Ministry of Human Services working more closely with the ministries of Health and Justice and Solicitor General to support Albertans with disabilities; and d) Developing a housing strategy.
<p>Programs of support should be redesigned to better serve all Albertans with disabilities across their lifespan regardless of the diagnosis.</p>	<p>Serve a broader population of Albertans through:</p> <ul style="list-style-type: none"> a) Amending and integrating existing legislation and regulations; b) Adopting assessment tools that focus on individual strengths and needs; and c) Targeting supports to address unmet needs.
<p>Opportunities exist to redistribute resources based on a more holistic assessment of needs and to leverage and expand on existing early intervention initiatives.</p>	<p>Address support needs earlier to optimize outcomes and prevent inappropriate utilization of high cost services.</p>
<p>A governance model that actively engages the community in the delivery system and that focuses on outcomes from the Social Policy Framework will shift government’s role from provider to enabler.</p>	<p>Shift the role of community governance to focus on outcomes through:</p> <ul style="list-style-type: none"> a) Ensuring the governance model for all disability supports aligns with and enables the vision; and b) Strengthening the role of the Premier’s Council on the Status of Persons with Disabilities.
<p>A “one government approach” for funding and service delivery to enable the achievement of common processes, consistent practices and cost efficiencies.</p>	<p>Reorganize the delivery system through:</p> <ul style="list-style-type: none"> a) Establishing one disability program that supports all Albertans with disabilities; b) Continuing to shift resources from facility-based to community-based settings; c) Developing a performance management framework; d) Implementing one outcome-based contract for each service provider; and e) Enhancing family managed options.

Results-Based Budgeting Outcomes

Albertans with Disabilities

- Maximize their health and well-being
- Have a safe and stable living environment that is appropriate for their needs
- Are actively engaged and included in their communities
- Maximize their independence and achieve their full potential

Albertans with Disabilities and their families

- Receive integrated and timely assessment of needs and strengths
- Understand what supports are available and are able to navigate disability supports
- Actively participate in planning and decisions about supports
- Receive integrated, timely access and ongoing support that adjusts to their changing needs

The Disability Supports System

- Is transparent and responsive based on the experience and outcomes of Albertans
- Promotes health and well-being
- Promotes building community capacity
- Provides supports to all Albertans with disabilities based on needs and strengths

Review of key findings and recommendations suggests that while many of these support transformation planned within the PDD program, there will be a need to take into account the broader transformation occurring across disability-related supports provided to Albertans in need.

PDD CONSULTATIONS

Numerous reviews and consultations have been completed over the past few years around changing the PDD program. These engagements have laid the groundwork for the current transformation activities of the PDD program.

In 2008, the PDD priority actions were established to improve the effectiveness and efficiency of the PDD program. Then in 2011, an administrative review of the PDD program was completed to look at the efficiency of the program. These activities played a big role in identifying the current transformation underway in PDD.

Since the start of the transformation, PDD has continued to work with you to ask for your advice, your feedback and share information and best practices with you in a variety of ways, including:

- MLA Genia Leskiw Provincial Tour on contracting
- Focus groups on contracting
- Regional meetings with service providers and families
- Regional service provider council and self-advocate meetings
- Complex needs consultations, and
- Webcasts and teleconferences with families and service providers.

What We Heard

Faced with tight timelines, PDD announced the next stages of its overall transformation at the same time that Budget 2013-14 was released. The result was significant negative reaction and concerns expressed by stakeholders. This impacted the level of trust between PDD and each of the individuals and families we serve, and service providers that we partner with; we need to rebuild your trust in our system.

In general, while you agree with the vision for transformation and the outcomes to be achieved, you have expressed a number of concerns. You told us these concerns at one of the 23 community conversations across the province.



During these conversations we heard:

- You want to be more involved with the PDD transformation to ensure that the changes are understood and made in the right way.
- You need to better understand the Supports Intensity Scale (SIS), how it will be used and what the process is if you disagree with the assessment results.
- Changes to community access supports should involve you and your communities.
- Designing and implementing an 'Employment First' approach should involve you and employers.
- The disability supports workforce needs to continue to be strengthened, both in terms of wages and skills.
- More needs to be done for individuals with disabilities who have unmet needs (e.g. those on-reserve, those who fall outside of PDD eligibility criteria).
- Changes to procurement should be collaborative between PDD and the service providers which we partner with.
- More is needed to ensure better transitioning for individuals throughout their life span, across the six regions and among other government Ministries and programs.
- PDD Community Boards need to reflect a structure that is effective and efficient, aligned with the other changes being made through the transformation.

We have embraced this feedback and have used it to help inform how we will continue to move forward with transforming PDD. One of the direct ways in which we are responding to your feedback is through this transformation plan. The document will help you understand the changes we are planning for, how we will involve and communicate with you, and how we will gather feedback on the changes. Specifically, we will make changes with the following concepts in mind:

- We must engage our PDD community in an open discussion about the changes being made;
- Changes must result in better inclusion in the community and create a greater degree of independence for Albertans with developmental disabilities;
- Services must be responsive to the evolving needs of an individual over their lifespan; and
- Different approaches may be needed for rural and urban communities.

UPDATE: What We Heard

Minister's Fall/Winter Tour

Last fall/winter, the government embarked upon a regional tour to speak with PDD service providers, individuals and families to hear about the progress toward change within the PDD program. Government wanted to hear from stakeholders about the opportunities, the issues and the changes to service delivery.

The tour visited all six PDD Regions:

Falher, Northwest Region	St. Paul, Northeast Region	Calgary, Calgary Region
Grande Prairie, Northwest Region	Red Deer, Central Region	Medicine Hat, South Region
Edmonton, Edmonton Region	Lethbridge, South Region	

Throughout all of the discussions with service providers, individuals and families, the main themes we heard were:

- Clarity and discussion needs to be had together to understand, define and successfully transform services.
- Continue to work collaboratively on the development, implementation and evaluation of transformational activities.
- To work with all partners, within and outside of government, to create the holistic supports individuals require.
- Accountability of all partners within PDD must be clear and transparent.
- Roles and responsibilities between PDD, service providers, individuals and families require clarity.

Joint Meeting of the PDD Advisory and Self-Advocate Advisory Committees

In January 2014, the PDD Provincial Advisory Committee (PAC) and the PDD Provincial Self-Advocates Advisory Committee (PSAAC) held their first joint meeting. This inaugural meeting provided the unique opportunity for members from the two advisory committees to discuss activity related to transforming the PDD program, and to share their thoughts with Associate Minister Bhardwaj, Assistant Deputy Minister Brenda Lee Doyle and senior PDD staff.

Through facilitated discussion, a number of key areas for consideration were tabled by committee members including:

- The need for the PDD program to examine its current use of the Supports Intensity Scale (SIS) to identify improvements that could be made.
- Increasing opportunities for adults with developmental disabilities to be involved in formal and informal learning opportunities.
- Working with other ministries to increase the availability of professional services for adults with developmental disabilities who also have mental health needs.
- Gaps exist in meeting the housing needs of individuals with developmental disabilities across the province.

UPDATE: Associate Minister’s Rural Capacity Tour

In May and June 2014, Associate Minister Bhardwaj travelled across the province to meet with stakeholders to discuss disability services, with a particular focus on services in rural Alberta. During the tour, the Associate Minister gathered information and feedback about supports and concerns specific to rural Alberta. This feedback will be used to develop the Disability Services Rural Capacity Strategy.

The Associate Minister also heard Albertan’s perspectives about the transformational activities occurring within the disability regions, including what is working well and what can be improved. The schedule for the Rural Capacity Tour was:

- March 21 – Fort McMurray
- March 25 – High River, Calgary
- March 26 – Lloydminster, Vermillion
- April 1 – Slave Lake
- April 2 – High Level (morning), Peace River and Grimshaw (afternoon)
- April 25 – Lacombe (morning), Camrose and Wetaskiwin (afternoon)
- April 29 – Jasper, Hinton and Edson
- May 2 – Brooks (morning), Lethbridge (afternoon)
- May 30 – Drumheller, Vulcan and Rosebud
- June 6 – Barrhead (morning), Lac La Biche and Athabasca (afternoon)
- June 13 – Rocky Mountain House

Now that this tour is complete, a summary of the discussions and next steps will be developed and posted on the PDD website.

UPDATE: PDD Community Conversations

In March and April 2014, PDD held community conversations across the province. These conversations were meant to introduce the vision for the future of disability services in Alberta and the role the PDD program can play in supporting these new directions.

Region	Dates
Northwest Region	March 26 and 27

Central Region	April 3 and 4
Edmonton Region	April 8 and 9
South Region	April 14 and 15
Northeast Region	April 24 and 25
Calgary Region	April 29 and 30

A report is being drafted which will outline key ideas generated from these community conversations and be posted on the PDD website. Some of those key ideas stakeholders told us was:

- The vision for the future of Disability Services and the PDD program is consistent with what has always been in place and what the sector as a whole aspires to. However, terms such as ‘inclusion’ and ‘independence’ need to be defined. Without clearer definitions of these values-laden terms, we cannot all agree on what they mean in principle or practice, or measure our progress toward them.
- The areas identified for action in the ‘Transforming the PDD program’ will help to improve the program, but there is other work which should be considered including:
 - Providing a variety of supports to families versus just focusing on Family Managed Services (FMS);
 - Collaborating to provide agency and FMS staff with necessary training;
 - Increasing the amount of affordable, accessible and specialized housing across the province; and,
 - Continued emphasis on improving supports for people with complex service needs.

THE NEED TO CHANGE

Ultimately, the PDD program needs to continue to build on your involvement in these directions and complete its journey of transformation into a sustainable and outcomes-focused program: one that is more responsive to the needs of individuals and demonstrates results, while recognizing and responding to requests from service providers for stable and predictable funding.

A Clear Purpose

The need for change has been known for many years. Individuals receiving supports from the program, their families, staff, service providers, stakeholders and consultants have all recommended that PDD needs a more consistent, provincial approach to planning and delivering services. All have agreed with the goal of building a program that is more consistent, equitable and outcomes-focused.

VISION FOR THE INDIVIDUAL AND THE SYSTEM

As a result of the changes, PDD has the following vision for individuals:

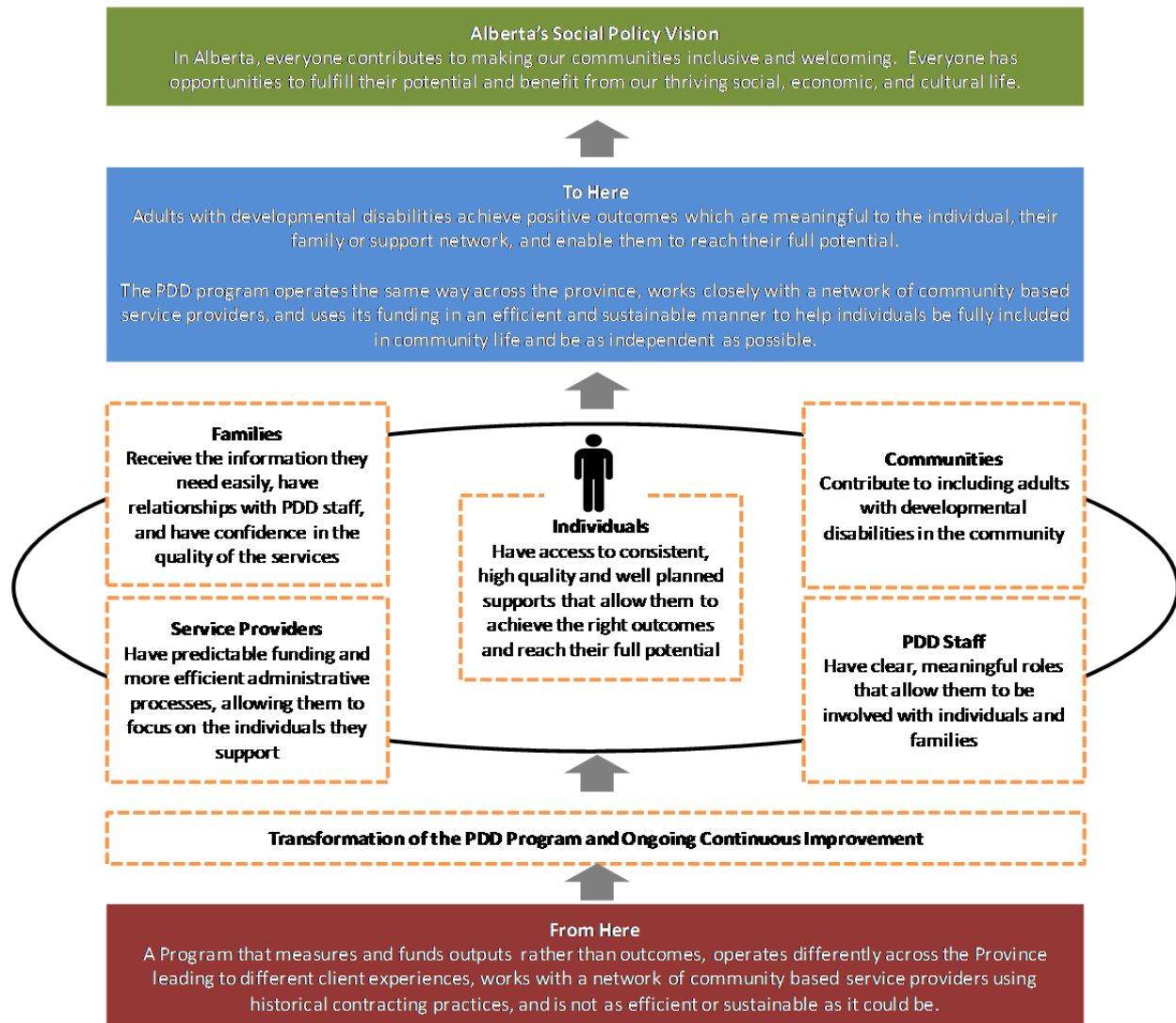
Adults with developmental disabilities achieve positive outcomes which are meaningful to the individual, their family/support network, and enable them to reach their full potential.

PDD also has the following vision for the transformation of the system:

The PDD program operates the same way across the province, works closely with a network of community based service providers, and uses its funding in an efficient and sustainable manner to help individuals be fully included in community life and be as independent as possible.

Specifically, what success looks like for each of our stakeholders is as follows:

- **Individuals** will have access to consistent, high quality and well planned supports that allow them to achieve their outcomes and reach their full potential.
- **Families** will receive the information they need easily, have relationships with PDD staff, and have confidence in the quality of the services.
- **Service Providers** will have predictable funding and more efficient administrative processes, allowing them to focus on the individuals they support.
- **Communities** will include adults with developmental disabilities in their community.
- **PDD Staff** will have clear, meaningful roles that allow them to be involved with individuals and families.



UPDATE: Transformation within the Context of Disability Services

DISABILITY SERVICES DIVISION

The Disability Services Division is responsible for delivering programs and services to support children and adults with disabilities to live, work and participate in their communities. All of the disability related programs provided by Human Services are under the Disability Services Division with the exception of Assured Income for the Severely Handicapped (AISH). Having disability programs under one division provides increased alignment and integration of supports for Albertans and a more holistic approach to planning across the lifespan.

The programs within Disability Services are:

❖ **Family Support for Children with Disabilities (FSCD)**

- FSCD provides a wide range of proactive services intended to support parents in addressing their child’s unique disability needs and promoting their child’s development.
- FSCD supports families of children with all types of disabilities including developmental disabilities such as Autism; physical disabilities like Muscular Dystrophy; mental health conditions such as Attention Deficit Disorder; sensory disabilities such as blindness; and significant health issues that limit their ability to participate in daily activities.
- Eligibility and services are based on the child’s functional abilities and the family’s need for support.

❖ **Fetal Alcohol Spectrum Disorder Initiatives (FASD)**

- The Alberta FASD 10-Year Strategic Plan focuses on increasing access to timely and accurate FASD assessment and diagnostic services, providing effective and coordinated supports to individuals with FASD and their families across the lifespan, and preventing further FASD births.
- As the service delivery arm of the plan, 12 FASD Service Networks located across Alberta help address gaps and enhance supports and services to individuals with FASD and their families.

❖ **Provincial Disability Services**

○ **Brain Injury Initiative / Other Disability Supports**

- Individuals served by this program have mild to very severe health issues as well as social / behavioural problems.
- These initiatives are delivered through arrangements with contracted service providers for a range of services that support individuals with disabilities to participate and contribute to their communities.
- Support and coordination of services to people with acquired brain injury
- Cross disability support services.
- Community access for people living in continuing care centres.

○ **Residential Access Modification Program (RAMP)**

- The Residential Access Modification Program (RAMP) provides grants to wheelchair users to modify their home, to be wheelchair accessible.
- Recipients of this program are wheelchair users or seniors aged 65 years or older who are using either a wheelchair or a four-wheel walker who have a household income of less than \$36,900.
- The RAMP program has recently changed to allow broader access to the grants.

○ **Employment First**

- **Employment First** is an approach to providing employment supports to persons with all types of disabilities, including those with complex and significant disabilities for whom job opportunities in the past may have been limited or not available.
- Strategic directions under the **Alberta Employment First Strategy**:
 - Support Albertans with disabilities to prepare for, obtain, maintain, and advance in employment;
 - Work with employers to create more inclusive workplaces and improve employment and career opportunities for Albertans with disabilities;
 - Enhance collaborative partnerships and networks among service providers to support persons with disabilities to find meaningful employment.



○ **Unmet Needs**

- There are adult Albertans with disabilities who require an advanced level of supports and services to meet their needs.
- An Assessment and Supports pilot project has been established to provide supports to individuals with disabilities who do not meet the eligibility criteria needed to access existing government programs such as PDD, or those who are transitioning from one program to another within the disability supports system, such as FSCD.

❖ **Persons with Developmental Disabilities Program (PDD)**

❖ **Office of the Public Guardian and Trustee (OPGT)**

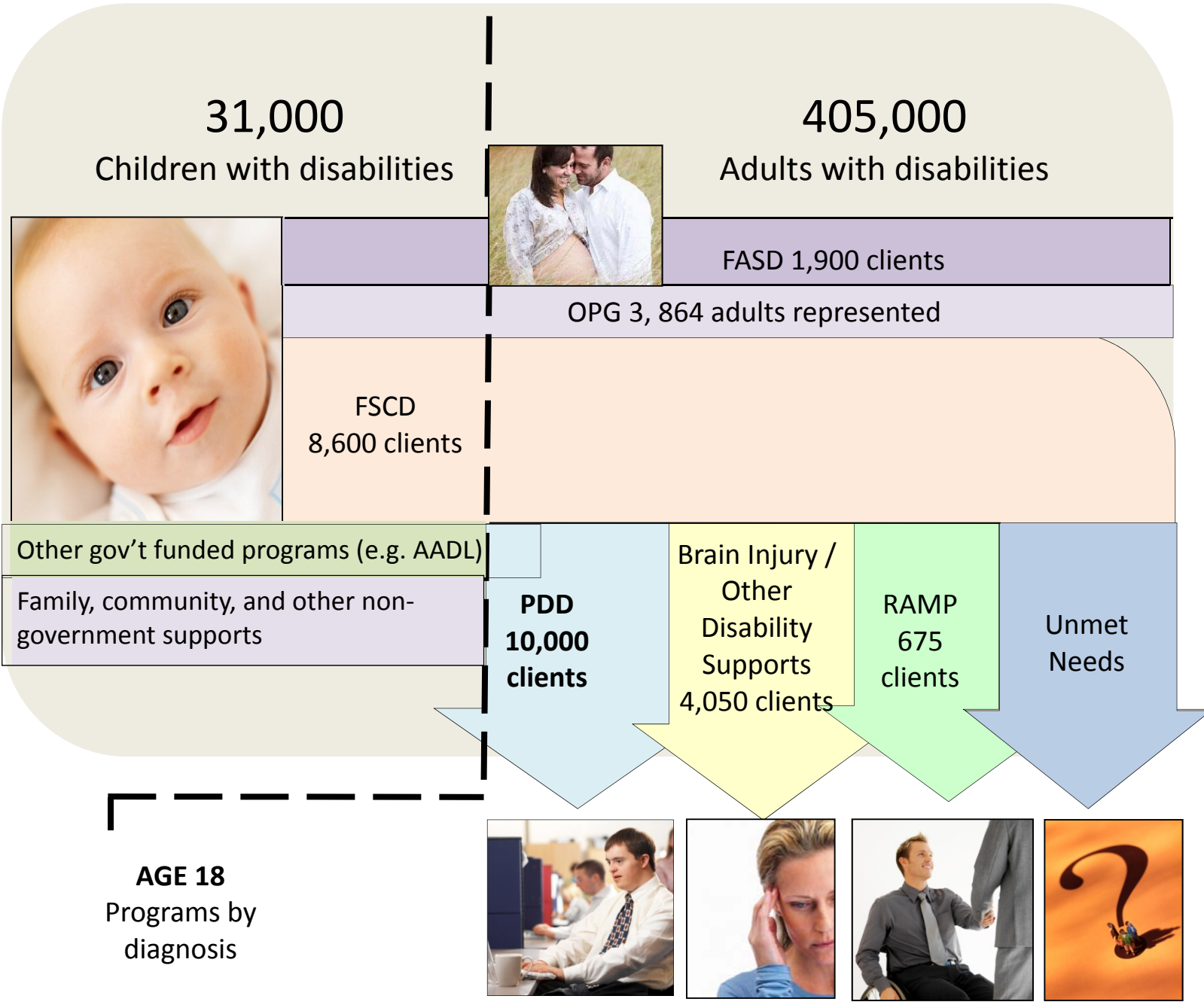
Public Guardian:

- Provides quality substitute decision-making through a range of legislative options; protect vulnerable adults; promote advance planning; support private citizens who may be legally appointed decision makers (guardians, agents).
- The **Public Guardian** has several **legislated roles** under the *Adult Guardianship & Trusteeship Act*, *Personal Directives Act*, and *Mental Health Act*:
- Court appointed guardian when no family can take on the role.
- Review Officer on all AGTA Court applications
- Investigator when a decision maker (guardian or agent under PDA) may be causing harm
- Short-term decision making (health & placement) under AGTA and psychiatric treatment under MHA
- Training and monitoring capacity assessors under AGTA

Public Trustee

- Acts for and administers the property of represented adults, minor children, and deceased persons, when the Office is the most appropriate resource to provide support and protection.
- The Public Trustee has three key functions – acting as trustee for vulnerable adult Albertans who do not have the capacity to make decisions respecting financial matters, to protect the property or estate of minors, and to act as personal representative of a deceased estate where appropriate.
- Funds held for clients of the Public Trustee are required, under the provisions of the *Public Trustee Act*, to be placed into the Public Trustee Common Fund.

DISABILITY SERVICES DIVISION – BY THE NUMBERS



AGE 18
Programs by
diagnosis

Transformation Successes

- We created **one website for the program** from the previous six regional websites to provide a single location for information.
- We implemented a framework and mechanisms for **sharing best practices** across our six regions.
- We launched a **website dedicated to Family Managed Services and improved communications** to better support individuals and their families.

- We implemented new policies to support a **consistent approach for addressing complex needs** across the province.
- We implemented **common processes** to create a consistent experience for individuals, families and service providers.
- We drafted an **‘Employment First’ strategy** and posted this for public comment.
- Approximately 98% of individuals have been **assessed using the Supports Intensity Scale (SIS)**.
- We have introduced a mechanism for individuals and families to be able to request a **review and reassessment of their SIS results**.
- We implemented **new contracts** in July 2013 for service providers that are focused on achieving individual outcomes.
- We also developed a **performance management framework** and incorporated this into service provider contracts starting July 2013.

UPDATE: Transformation Successes

Premier’s Council on the Status of Persons with Disabilities Amendment Act

The ***Premier’s Council on the Status of Persons with Disabilities Amendment Act***, received royal assent and came into force on December 11, 2013. This amendment broadened the scope of and increased the influence of the Premier’s Council. The Council will continue to advise government on policies and issues that affect people with disabilities as well as increase its role in working with community.

[Read the Act](#)

[Read the News Release](#)

Building Families and Communities Act

The ***Building Families and Communities Act***, received royal assent on December 11, 2013 and came into force on January 1, 2014. This Act creates Family and Community Engagement Councils across the province by dissolving the Child and Family Services Authorities and the Persons with Developmental Disabilities Community Boards. The Act also repealed the *Persons with Developmental Disabilities Community Governance Act* and in its place created the *Persons with Developmental Disabilities Services Act*.

[Read the Act](#)

Workforce Alliance

Human Services, community agencies, families and other stakeholders came together to form a Workforce Alliance for child and family services, women's shelters, sexual assault centres, and adults with disabilities sectors.

The Workforce Alliance oversees the development and implementation of a provincial workforce strategy for the service sectors. The mandate of the Workforce Alliance is to plan, implement, monitor and evaluate the effectiveness and efficiency of short, medium and long term solutions aimed at improving outcomes for vulnerable Albertans through the development and ongoing maintenance of a stable and sustainable workforce. More information on the Workforce Alliance can be found at <http://humanservices.alberta.ca/disability-services/workforce-alliance.html>

Family Support for Children with Disabilities Service Delivery

As of April 1, 2014, the service delivery arm of the Family Support for Children with Disabilities (FSCD) program has moved into the Disability Services Division. This means that all disability programs, with the exception of the AISH program, will reside within one division.

The FSCD program will now report to the Assistant Deputy Minister through the Regional Directors of FSCD/PDD.

Provincial Disability Supports Initiatives: Brain Injury Initiatives, Community Access for People in Continuing Care and Cross Disability Support and Services Initiatives

To streamline contracting processes and support the future vision of Disability Services, the contracts which support the Brain Injury Initiatives, Community Access for People in Continuing Care and Cross Disability Support and Services have been de-centralized and supported through the PDD regions.

Employment First

The Employment First approach is intended to help more Albertans with disabilities enter the workforce and realize their full potential. Employment provides opportunities to increase income, learn new skills, demonstrate abilities, build new relationships, and have a rewarding career.

Albertans with disabilities have lower workforce participation rates than average due to a number of challenges including transportation difficulties and public perceptions.

Human Services recognizes that it cannot overcome this challenge alone and is looking for ways to encourage government, employers and communities to work together to welcome more people with disabilities into our workplaces.

Human Services released a draft Alberta Employment First Strategy for public input that received more than 13,000 visits. Human Services is now incorporating that input into a revised draft strategy that will be released for additional public input.

Human Services formed an [Employer Advisory Council](#) and a [Public Sector Employer Advisory Council](#) to provide advice and solutions to help more people with disabilities get into the workforce.

To learn more about the Employment First approach, the Alberta Employment First Strategy, and any related activities, please call 780-415-0915 or email hs.employmentfirst@gov.ab.ca.

Family and Community Engagement Councils

Since January 1, 2014, Alberta's [Family and Community Engagement Councils](#) (FCECs) are the way we connect with our communities. They help us understand where we're making a difference, where more support is needed and how we can work better together to achieve the results Albertans want and need. The FCECs:

- work with communities to identify social issues, opportunities, challenges and potential solutions
- build on the relationships, cooperative spirit and common purpose more than 31,000 Albertans developed when they created [Alberta's Social Policy Framework](#)
- involve community partners such as health advisory councils, school boards, municipalities, Aboriginal agencies, social service agencies, the private sector and other agencies or groups
- offer advice, make recommendations and report on social-based issues, needs, solutions and outcomes

Operating under the [Building Families and Communities Act](#), the Family and Community Engagement Councils:

- are made up of Albertans from all areas of interest and capabilities
- have Aboriginal co-chairs to reflect the social and cultural perspectives of First Nations, Métis and Inuit people and communities

WHAT WILL NOT BE CHANGING

Some aspects of the PDD program will not change as a result of the transformation:

- The work of PDD will remain the same – individuals will be supported to have a good quality of life. This is at the centre of everything that PDD currently does and will do in the future.
- Supports will continue to be provided to individuals who need them. While what is delivered may change, individuals will still get what they need to achieve their outcomes and reach their full potential.
- Service providers will continue to deliver supports for individuals on behalf of PDD and families will still have the option to manage supports through Family Managed Services (FMS).

- PDD staff will still be available to respond to individuals and families and assist them in navigating and planning their supports.

WHAT *WILL* BE CHANGING

The changes to the PDD program from the transformation will:

- **Establish a one-organization, one-program approach to planning and delivering services** by introducing:
 - *A One-Organization Model* – we will continue the implementation of a one organization model, including changes related to Alberta Supports, embedding case management into our common processes, and continue the move from facility-based to community-based support
 - *IT System and Initiatives* – we will implement a new information technology system to better serve individuals and better manage relationships with families and service providers
 - *Align Services to Support Needs* – we will complete Supports Intensity Scale (SIS) assessments, review and monitor the results.
 - *Strategic Procurement* – we will continue to support and build capacity with service providers to address the needs of individuals, including the introduction of a new approach for community access, and implementing an ‘Employment First’ approach for individuals with disabilities.
- **Improve PDD’s funding approaches** by introducing:
 - *Funding Resource Approach*– we will work to align supports and funding with the needs and outcomes of individuals to ensure that PDD is able to provide supports to everyone who needs them
- **Develop better ways of ensuring accountability and continuous improvement** by introducing a:
 - *Performance Management Framework and Accountability Monitoring for Service Providers* – we will incorporate desired results and outcomes for individuals into our service provider contracts
- **Lead to a more sustainable system** by:
 - Aligning ourselves with the Social Policy Framework;
 - Being innovative in how we support individuals with disabilities to reach their full potential;
 - Responding to new demands and accommodating changes in our society; and
 - Becoming more effective and efficient through continuous improvement.

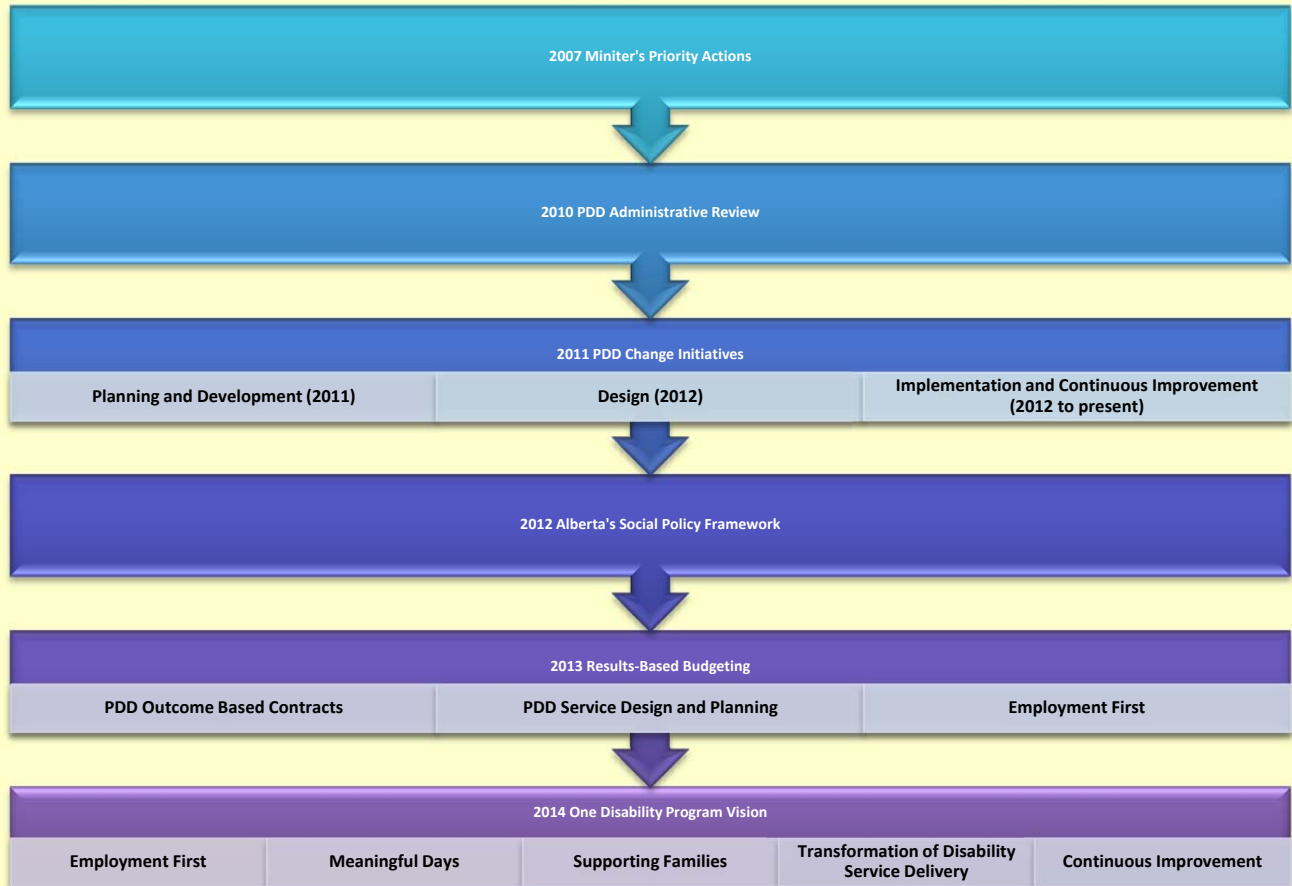
A Clear Process

TIMELINES EXTENDED

PDD has heard that time is needed to understand and adapt to the changes. As a result, we will implement these changes in a way that allows more time for individuals and families to be supported through the transition and for service providers to adapt.

Given your feedback, the remaining transformation activities will be completed over the next two years. This extension to the current timelines will allow us to involve you more in the transformation and address your concerns as we move forward.

UPDATE: Phases of Transformation



INVOLVING YOU

The following table provides a list of the transformation activities to be completed, and how we will involve you along the way.

UPDATE: Involving You			
Activity	How we will involve you	UPDATE	
		Deliverable	Timeline
Improvements to Family Managed Services (FMS)	<ul style="list-style-type: none"> We will work with you to develop the improvements to FMS and make necessary adjustments along the way We will explain what these improvements will mean for you 	<ul style="list-style-type: none"> Community Consultations 	<ul style="list-style-type: none"> Fall 2014
		<ul style="list-style-type: none"> Identify the Family Managed Services Framework for the PDD Program 	<ul style="list-style-type: none"> Fall 2014
		<ul style="list-style-type: none"> Create a Northern Family Resource Centre in Edmonton 	<ul style="list-style-type: none"> Winter 2014
		<ul style="list-style-type: none"> Develop and implement new PDD FMS Contract Template 	<ul style="list-style-type: none"> Spring 2015
		<ul style="list-style-type: none"> Create a Provincial Employee Database for FMS families 	<ul style="list-style-type: none"> Spring 2015
Transforming Community Access	<ul style="list-style-type: none"> We will work with you to develop the new approach to community access We will explain what these changes will mean for you 	<ul style="list-style-type: none"> Develop a Provincial PDD Community Access Network of stakeholders 	<ul style="list-style-type: none"> Winter 2014
		<ul style="list-style-type: none"> Community Consultations 	<ul style="list-style-type: none"> Fall 2014
		<ul style="list-style-type: none"> Develop a PDD Community Access Framework 	<ul style="list-style-type: none"> Spring 2015
		<ul style="list-style-type: none"> Implement Community Access Pilots 	<ul style="list-style-type: none"> Spring 2015

Activity	How we will involve you	UPDATE	
		Deliverable	Timeline
Transforming Employment Supports	<ul style="list-style-type: none"> We will work with you to develop the new approach to employment We will explain what these changes will mean for you 	<ul style="list-style-type: none"> Community Consultations 	<ul style="list-style-type: none"> Fall 2014
		<ul style="list-style-type: none"> Develop a Provincial PDD Employment Network of stakeholders 	<ul style="list-style-type: none"> Winter 2014
		<ul style="list-style-type: none"> Develop a PDD Employment First Framework 	<ul style="list-style-type: none"> Winter 2014
		<ul style="list-style-type: none"> Communicate a PDD Employment First Framework 	<ul style="list-style-type: none"> Winter 2014
Supports Intensity Scale (SIS)	<ul style="list-style-type: none"> We will work with you to develop the new approach to SIS We will explain what these changes will mean for you 	<ul style="list-style-type: none"> SIS Focus Groups 	<ul style="list-style-type: none"> Summer 2014
		<ul style="list-style-type: none"> PDD Provincial Advisory Committees response to findings 	<ul style="list-style-type: none"> Summer 2014
		<ul style="list-style-type: none"> Implement improvements to SIS Communicate regarding improvement strategies 	<ul style="list-style-type: none"> Summer / Fall 2014

Activity	How we will involve you	UPDATE	
		Deliverable	Timeline
Aligning Services with Needs and Outcomes	<ul style="list-style-type: none"> We will work with you to test the approach and make necessary adjustments We will explain what the process is for reviewing and reassessing your needs We will explain what aligning services to needs and outcomes means for you 	<ul style="list-style-type: none"> Community Consultations 	<ul style="list-style-type: none"> Fall/Winter 2014
		<ul style="list-style-type: none"> Refine PDD Alignment Principles 	<ul style="list-style-type: none"> Winter 2014
Funding Approach	<ul style="list-style-type: none"> We will work with you to test the approach and make necessary adjustments We will explain what the funding approach is and what it means for you 	<ul style="list-style-type: none"> Community Consultations 	<ul style="list-style-type: none"> Fall 2014
		<ul style="list-style-type: none"> Guidelines for a PDD Funding Approach 	<ul style="list-style-type: none"> Winter 2014
		<ul style="list-style-type: none"> Implementation of 2014/15 PDD Service Provider Contract Template *See Appendix A for a copy of the new Outcomes-based Contract 	<ul style="list-style-type: none"> Spring 2015
Service Provider Contracting	<ul style="list-style-type: none"> We will work with you to review our new contracts and make necessary adjustments 	Within the PDD Service Provider Contract, define administration and direct services	<ul style="list-style-type: none"> Fall 2014

Activity	How we will involve you	UPDATE	
		Deliverable	Timeline
	<ul style="list-style-type: none"> We will explain how the new contracts work and what it means for you 	<ul style="list-style-type: none"> Service Provider Consultation 	<ul style="list-style-type: none"> Ongoing
		<ul style="list-style-type: none"> Implementation of new administration and direct services definitions in 2015/16 PDD Service Provider Contract Template 	<ul style="list-style-type: none"> Winter 2014
Strategic Procurement	<ul style="list-style-type: none"> We will work with you to develop the strategy We will explain how the new strategy will work and what it means for you 	<ul style="list-style-type: none"> Community Consultations 	<ul style="list-style-type: none"> Fall/Winter 2014
		<ul style="list-style-type: none"> Develop a PDD Strategic Procurement Framework 	<ul style="list-style-type: none"> Winter 2014
		<ul style="list-style-type: none"> Examine and update PDD Performance Measurement Framework for Service Providers (Schedule E) *See Appendix A for the current Performance Management Framework 	<ul style="list-style-type: none"> Winter 2014
Performance Management Framework & Accountability Monitoring for	<ul style="list-style-type: none"> We will work with you to test the performance measures we develop and make necessary adjustments We will explain what performance measures 	<ul style="list-style-type: none"> Implement common provincial processes, approaches and resources for: <ul style="list-style-type: none"> Case management Contract 	<ul style="list-style-type: none"> Spring 2015

Activity	How we will involve you	UPDATE	
		Deliverable	Timeline
Service Providers	we will report on and when we will report on them <ul style="list-style-type: none"> We will explain what our approach to measuring performance means for you 	management <ul style="list-style-type: none"> Assessment FMS Option 	
Organizational Structure and Alignment to a One Organization Model	<ul style="list-style-type: none"> We will work to explain what the changes related to Alberta Supports and case management mean to you 	<ul style="list-style-type: none"> Implement a common needs identification and registration process 	<ul style="list-style-type: none"> Ministry target of November 2014
IT System	<ul style="list-style-type: none"> We will continue to work with Human Services in the design, development and implementation of a new IT System 	<ul style="list-style-type: none"> Quarterly updates 	

Our Communication and Engagement Strategy

In addition to involving you in activities described above, we will provide you with either in-person opportunities to connect with us or through feedback mechanisms such as our website and a dedicated email inbox. Your input will be used to review the aspects of the transformation which impact you, and to identify any adjustments before we implement the changes.

One of the most important concerns you raised is that you want to have more communication with PDD to ensure that you understand the changes that will be made and have an opportunity to provide meaningful feedback.

To this end, we have incorporated several activities to ensure that there are opportunities between now and when the transformation activities are completed for you to be engaged and communicated with on a regular basis.

We will actively engage the **PDD Provincial Self-Advocates' Advisory Committee** and the **PDD Provincial Advisory Committee**. These committees include individuals supported by PDD, families, service providers, the Alberta Association for Community Living (AACL) and the Alberta Council of Disability Services (ACDS), as well as PDD Community Board CEOs. We will ask these committees to review the changes and to help us understand how best to gather your input and feedback. We will also continue to hold regular meetings with ACDS and AACL.

We will also build on our local relationships by using existing regional self-advocate and service provider councils to share information and to obtain input. We will also establish special community-based working groups to provide advice about key issues relating to the transformation.



OUR COMMUNICATION AND ENGAGEMENT PRINCIPLES

The following principles will be applied to how we involve you:

- We will carefully plan and prepare for your involvement to ensure that it meets your needs as well as ours.
- We will encourage diversity in people, voices, ideas, and information from those that are engaged.
- We will support and encourage you to work together with us to advance the common vision.
- We will help you to listen to each other, explore new ideas and learn.
- We will be clear and open about the process and communicate the results of your involvement.
- We will ensure your involvement informs the transformation.

OUR COMMUNICATION AND ENGAGEMENT STRATEGIES

Below are examples of how we want to engage with you as we move forward on transforming PDD.

UPDATE: Our Communication and Engagement Strategies

Stakeholder	Engagement Strategy
Individuals, Families / Guardians	<ul style="list-style-type: none"> • Quarterly Associate Minister teleconferences • Ongoing face to face meetings and consultations <ul style="list-style-type: none"> • Associate Minister’s Rural Capacity Tour • Provincial SIS Focus Groups • Provincial Community Conversations • Online tools and resources • Monthly Transformation Updates on our website • Webinars, Videos and Audio updates on our website
Service Providers	<ul style="list-style-type: none"> • Quarterly Associate Minister teleconferences • Participation in committees/ consultations /working groups <ul style="list-style-type: none"> • For example: <ul style="list-style-type: none"> • Inform performance measures to be reported publicly • Provide input for publically posted service provider profiles • Resource Allocation Approach working group • SIS Focus Group participation • Etc. • Monthly Transformation Updates on our website • Webinars, Videos and Audio updates on our website
Family Managed Service (FMS) Families	<ul style="list-style-type: none"> • Quarterly Associate Minister teleconferences • Ongoing face to face meetings and consultations <ul style="list-style-type: none"> • Associate Minister’s Rural Capacity Tour • Provincial SIS Focus Groups • Provincial Community Conversations • Participation in committees/ consultations /working groups • Online tools and resources • Monthly Transformation Updates on our website • Webinars, Videos and Audio updates on our website

UPDATE: Our Communication and Engagement Strategies	
Stakeholder	Engagement Strategy
Alberta Association for Community Living (AACL) Gateway Association for Community Living Alberta Council of Disability Services (ACDS) Local Communities / Disability Community	<ul style="list-style-type: none"> • Quarterly Associate Minister teleconferences • Ongoing face to face meetings and consultations <ul style="list-style-type: none"> • Associate Minister’s Rural Capacity Tour • Provincial SIS Focus Groups • Provincial Community Conversations • Online tools and resources • Monthly Transformation Updates on our website • Leadership opportunities through Webinars, Videos and Audio updates on our website • Participation in committees/ consultations /working groups • Regular communication of status of transformation • Provide key messages and communication materials
PDD Provincial Advisory Committee PDD Provincial Self-Advocates’ Advisory Committee	<ul style="list-style-type: none"> • Involve committees to explain and validate changes • Inform and consult on key transformational frameworks, policy shifts and strategic directional setting decision points
Contract Advisory Committee	<ul style="list-style-type: none"> • Maintain existing engagement meetings
Alberta Union of Provincial Employees (AUPE)	<ul style="list-style-type: none"> • Maintain existing level of ongoing updates and communication
Michener Services Transition Steering Committee	<ul style="list-style-type: none"> • Regular meetings of Michener Cross Stakeholder Committee
All Stakeholders	<ul style="list-style-type: none"> • Regular updates from the Minister • Monthly webcasts for individuals and their families • Announcements of upcoming face-to-face regional meetings and consultations for individuals, their families and service providers to learn more and to provide input on an ongoing basis through local relationships • The website where you can share their thoughts on the changes

UPDATE: Our Communication and Engagement Strategies

Stakeholder	Engagement Strategy
	<p>in response to the regular updates and webcasts</p> <ul style="list-style-type: none"> • Specific information relating to the Support Intensity Scale (SIS) and how it will be used in service planning. This information will be shared through the monthly webcasts, regional meetings and consultations and one-on-one meetings with families and service providers

UPDATE: Consultation, Engagement and Information

PDD has acknowledged the need for time to understand and adapt to the changes being implemented. It also identified to need to involve you in the transformation and address your concerns as we move forward.

As a result, over the last few months, a core team of PDD staff travelled across the province to directly engage families, individuals, service providers and other stakeholders in critical conversations around transformation of the PDD Program. This included conversations regarding PDD Transformation and implementation of the Supports Intensity Scale (SIS).

We will also continue to use existing committees to move particular pieces of work forward. As an example, 'Improving Service Provider Contracting' will continue to be led by the PDD Provincial Contracting Advisory Committee and Introducing a New IT System for the PDD Program will continue to be led through an internal ministry committee.

Measuring Success

It is important for us to track and report on the successes throughout the transformation to share the progress we have made. This will also allow us to understand where we need to make adjustments to our plan.

We will measure the success of the transformation from two perspectives – the success of the transformation projects and the successes of the PDD program.

Success of the transformation projects will help be identified by how well we are doing at communicating and engaging you during the change.

Success of the program will be identified by how well the changes have helped to realize the vision of: *adults with developmental disabilities achieve positive outcomes which are meaningful to the individual, their family/ support network, and enable them to reach their full potential.* An important aspect of this will be to share your success stories as the changes are made.

We will report on our successes on a monthly basis through the PDD website.

In addition, we will prepare a public performance report on the success of the transformation and the PDD program on a quarterly basis and send you a copy of this. This report will help individuals and families understand what outcomes have been achieved, and will be enhanced by real-life stories of how we are achieving success.

UPDATE: Measuring Success

In moving forward on the transformation of PDD, the program has been monitoring its activity which supports the important changes occurring in PDD. These key performance indicators relate to:

- Completion of the Supports Intensity Scale interviews
- Completion of SIS reviews
- Completion of SIS Reassessments
- Completion of PDD Service Plans (as part of the new Service Design and Planning process)
- Completion of Agency Transformation Plans

Information on these measures is collected and updated on a bi-weekly basis and therefore the numbers are constantly changing. However, as an example, for the reporting period ending August 1, 2014 results indicated:

- Completion of the Supports Intensity Scale interviews = 98%
- Completion of SIS reviews = 94%
- Completion of SIS Reassessments = 33%
- Completion of Agency Transformation Plans = 98%

We will continue to monitor these measures with the goal of 100% completion across all measures and where appropriate, identify new measures to help us understand our progress to date in supporting transformation of the PDD program.

In addition, we will continue to use benchmarks for success communicated in the initial version of 'Transforming the PDD program' document (see pages 11-13).

PDD will be engaging with individuals, families, guardians, service providers and other stakeholders to define these successes as reportable performance measures.

Leading the Transformation

Given feedback from stakeholders about the need to engage them more thoroughly during the transformation, we will coordinate and manage the changes better through our PDD Community Boards and the Ministry.

We have made enhancements to our transformation governance structure based on what you have told us. Specifically, we will be involving the **PDD Provincial Self-Advocates' Advisory Committee** and the **PDD Provincial Advisory Committee** in our governance approach. These committees will provide us with an opportunity to review some of the changes and help to determine how more stakeholders can provide input. We will also use the regional service provider councils and self-advocate councils to provide their perspectives on the changes.

UPDATE: Leading the Transformation

All of the activity identified in the 'Involving You' section of this document, will require people to get the work done – and this will include getting support from PDD staff, individuals, families, service providers, FMS providers and other stakeholders as needed.

The mechanisms and processes to get this multi-stakeholder involvement are being identified right now. We know that it will be important throughout all of this work to create opportunities for stakeholders to come together at the local and provincial levels to identify specific strategies which need to be considered and then create and implement plans to achieve these strategies. Stay tuned and we hope you can join us in this important work!

Conclusions

PDD Transformation: Foundation for the Future of Disability Services in Alberta

As the review above suggests, the path that PDD has chosen for improvement is in alignment with where government wants all disability-related services to move to. However, such a change cannot occur over night and not without stakeholder consultation and engagement.

While PDD will need to be mindful of the broader picture being envisioned for disability services in Alberta, it cannot be overly distracted by it. In fact, it will be important for PDD and its stakeholders to focus and forge ahead on its transformation plan because these activities will provide the foundation for the future of disability services in Alberta.

Therefore, as PDD begins to consult and engage with its stakeholders on transforming the PDD Program, it will include pieces of the Results-Based Budgeting recommendations into discussions and position these appropriately within the context of getting 'from here to there'.

We have listened and heard your concerns about the changes we have made to date. We have taken your feedback and have used this to help inform how we will continue to move forward with transforming the PDD program.

We will work more closely with you to communicate and gather feedback on the transformation and the successes we have from individuals reaching their full potential.

In all cases, we will continue to move forward with the following in mind:

- We must engage our PDD community in an open discussion about the changes being made;
- Changes must result in better inclusion in the community and create a greater degree of independence for Albertans with developmental disabilities;
- Services must be responsive to the evolving needs of an individual over their lifespan; and
- Different approaches may be needed for rural and urban communities.

GIVE US YOUR FEEDBACK

We would like to hear from you about our plans for moving forward. To provide your feedback please get in touch with us by:

- Participating in the various community conversations taking place across the province
- Participating in the various regional and provincial tables that will get the work done
- Emailing your comments to HS.TransformationTourFeedback@gov.ab.ca
- Phoning us toll free at 310-0000, then 780-427-6446

- Contacting your local PDD Regional office
 - Calgary Region** Phone: 403-297-5011
Fax: 403-297-6420
 - Central Region** Phone: 403-340-5003
Fax: 403-340-7987
 - Edmonton Region** Phone: 780-427-2817
Fax: 780-422-6411
 - Northeast Region** Phone: 780-645-6417
Fax: 780-645-6417
 - Northwest Region** Phone: 780-538-5115
Fax: 780-538-6123



South Region - Lethbridge Office *Phone: 403-381-5777*

Fax: 403-381-5873

South Region - Medicine Hat Office *Phone: 403-529-3144*

Fax: 403-504-2190