



# Transforming the PDD Program

October 2013

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## 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 your ongoing involvement and feedback through various PDD consultations.

### ALBERTA'S SOCIAL POLICY FRAMEWORK

Alberta's Social Policy Framework was developed over the course of six months in 2012, during which more than 31,000 Albertans participated in a two-phase engagement process that brought together Aboriginal Elders, business leaders, communities, non-profit organizations, service delivery agencies, municipalities, elected officials and Government of Alberta staff.

The result—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 will help 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 have been incorporated into the overall PDD transformation.

## 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:

- 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, we announced the next stages of our overall transformation at the same time that Budget 2013 / 14 was released. The result was significant negative reaction and concerns expressed by you. 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 implementation plan. The document is intended to provide you with an understanding of 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.

***As a first step in the process, we are requesting your feedback on this document. You can find out how you can provide your input at the end of the document.***

## 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 will achieve 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.*

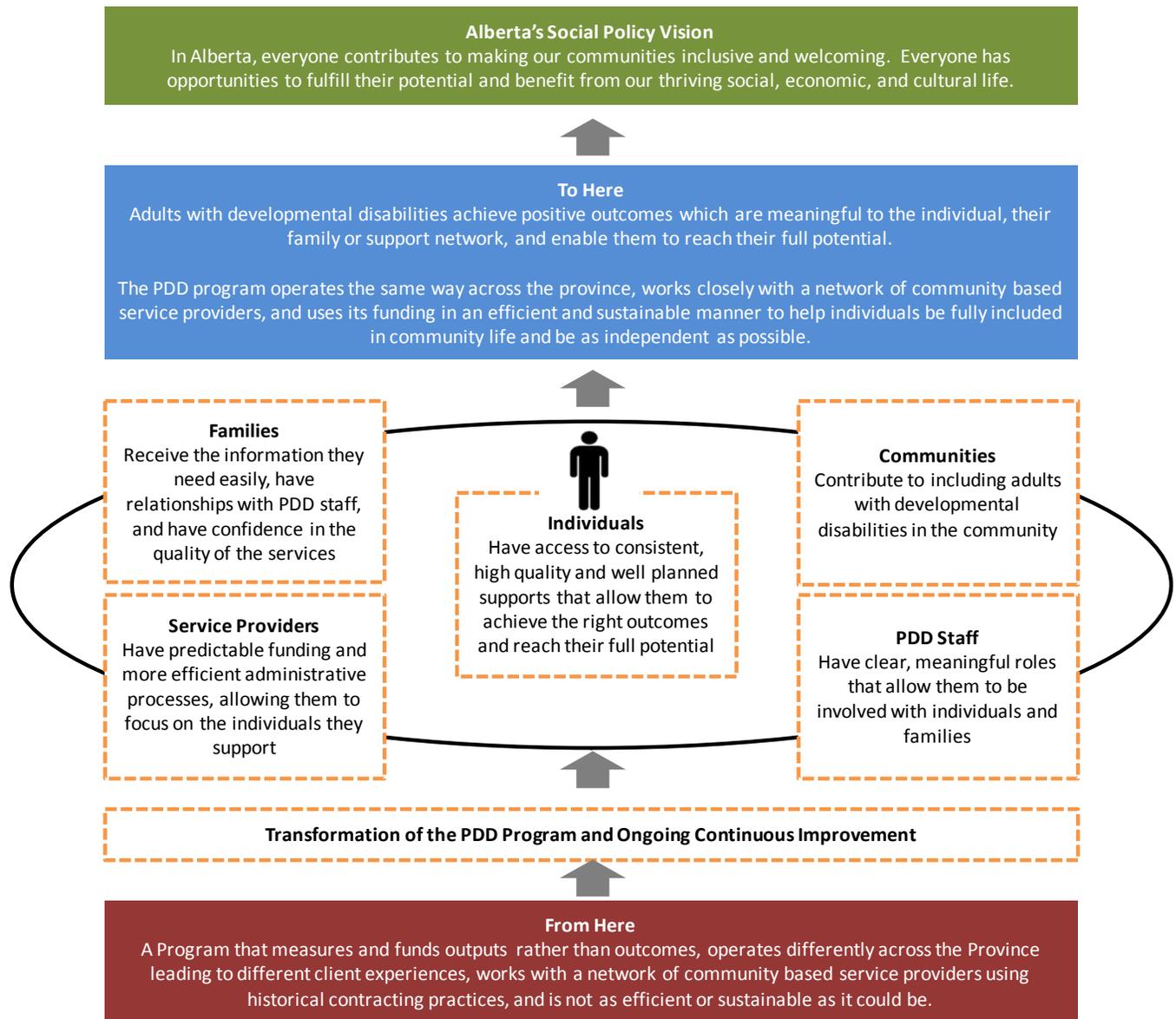
PDD will also achieve the following vision from the transformation of the system:

*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.

How the PDD program will be transformed by the changes to realize successes for individuals, families, communities, service providers and PDD staff is illustrated on the following page.



**Successes to Date**

To date, the following accomplishments have occurred from the changes made:

- We created **one webpage entry 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 **webpage 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.
- As of October 1, 2013 approximately 77% of individuals have been **assessed using the Supports Intensity Scale**.
- 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.

In addition, we have made significant progress on the remaining planned changes.

#### 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 Model* – 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 continual improvement.

#### 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.

#### A Clear Process

#### TIMELINES EXTENDED

PDD has heard your concerns that more 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.

## INVOLVING YOU

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

Activity	How we will involve you
<b>Funding Resource Model</b>	<ul style="list-style-type: none"> <li>• We will work with you to test the approach and make necessary adjustments</li> <li>• We will explain what the funding resource model is and what it means for you</li> </ul>
<b>Service Provider Contracting</b>	<ul style="list-style-type: none"> <li>• We will work with you to review our new contracts and make necessary adjustments</li> <li>• We will explain how the new contracts work and what it means for you</li> </ul>
<b>Strategic Procurement</b>	<ul style="list-style-type: none"> <li>• We will work with you to develop the strategy</li> <li>• We will explain how the new strategy will work and what it means for you</li> </ul>
<b>Aligning Services with Needs and Outcomes</b>	<ul style="list-style-type: none"> <li>• We will work with you to test the approach and make necessary adjustments</li> <li>• We will explain what the process is for reviewing and reassessing your needs</li> <li>• We will explain what aligning services to needs and outcomes means for you</li> </ul>
<b>Performance Management Framework &amp; Accountability Monitoring for Service Providers</b>	<ul style="list-style-type: none"> <li>• We will work with you to test the performance measures we develop and make necessary adjustments</li> <li>• We will explain what performance measures we will report on and when we will report on them</li> <li>• We will explain what our approach to measuring performance means for you</li> </ul>
<b>Improvements to Family Managed Services</b>	<ul style="list-style-type: none"> <li>• We will work with you to develop the improvements to FMS and make necessary adjustments along the way</li> <li>• We will explain what these improvements will mean for you</li> </ul>
<b>Organizational Structure and Alignment to a One Organization Model</b>	<ul style="list-style-type: none"> <li>• We will work to explain what the changes related to Alberta Supports and case management mean</li> </ul>

Activity	How we will involve you
	to you
<b>IT System</b>	<ul style="list-style-type: none"> <li>We will explain what the new IT system means for you</li> </ul>
<b>Transforming Community Access</b>	<ul style="list-style-type: none"> <li>We will work with you to develop the new approach to community access</li> <li>We will explain what these changes will mean for you</li> </ul>
<b>Transforming Employment Supports</b>	<ul style="list-style-type: none"> <li>We will work with you to develop the new approach to employment</li> <li>We will explain what these changes will mean for you</li> </ul>

### Our Communication and Engagement

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 involvement 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 ACTIVITIES

Below are examples of ways we want to engage with you as we move forward on the transformation of PDD.

Stakeholder	Potential Engagement Strategy
<b>Individuals, Families / Guardians</b>	<ul style="list-style-type: none"> <li>• Minister letter updates</li> <li>• Ongoing face to face meetings and consultations</li> <li>• Online tools</li> <li>• Monthly CEO updates</li> <li>• Regularly scheduled bi-monthly update conference calls</li> </ul>
<b>Service Providers</b>  <b>Family Managed Service (FMS) Families</b>	<ul style="list-style-type: none"> <li>• Engage in committees/ consultations on projects</li> <li>• Opportunities to provide input into the publicly reported results</li> <li>• Monthly conference calls/ pulse checks</li> <li>• Ongoing face to face meetings and consultations</li> </ul>
<b>Alberta Association for Community Living (AACL)</b>  <b>Gateway Association for Community Living</b>  <b>Alberta Council of Disability Services (ACDS)</b>  <b>Local Communities / Disability Community</b>	<ul style="list-style-type: none"> <li>• Ongoing committee meetings and one-on-one meetings               <ul style="list-style-type: none"> <li>- Regular communication of status of transformation</li> </ul> </li> <li>• Provide communication materials to help members understand the changes and communicate with their members about the changes</li> </ul>

Stakeholder	Potential Engagement Strategy
<p><b>PDD Provincial Advisory Committee</b></p> <p><b>PDD Provincial Self-Advocates' Advisory Committee</b></p>	<ul style="list-style-type: none"> <li>• Ongoing communication with committees to explain and validate changes</li> </ul>
<p><b>Contract Advisory Committee</b></p>	<ul style="list-style-type: none"> <li>• Maintain existing engagement meetings</li> </ul>
<p><b>Alberta Union of Provincial Employees (AUPE)</b></p>	<ul style="list-style-type: none"> <li>• Maintain existing level of ongoing updates and communication</li> <li>• Monthly meetings with joint management and union representatives</li> </ul>
<p><b>All Stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Regular updates from the Minister;</li> <li>• Webcasts for individuals and their families;</li> <li>• 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;</li> <li>• The website where you can share their thoughts on the changes in response to the regular updates and webcasts; and</li> <li>• 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.</li> </ul>

## Measuring Success

It is important for us to track and report on the successes throughout the transformation to let you know of 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.

## Leading the Transformation

Given feedback from stakeholders and 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.

## Conclusions

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:

- Submitting your comments on the [PDD Transformation web page](#)
- Phoning us toll free by dialing 310-0000 and then dial 780-427-6446
- Contacting your local PDD Regional Community Board

**Calgary Region**

*Phone: 403-297-5011  
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*Phone: 403-340-5003  
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**Edmonton Region**

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