Department of Community Services *and the* Disability Support Program Transformation Update

October 2016

Community Sessions

NOVA SCOTIA

Presentation Contents

1. Disability Support Program (DSP) Transformation: An Overview
2. DSP Program and the Need for Change
3. A Vision for the Disability Support Program
4. Current State and Proposed DSP Changes
5. Some Progress Highlights
6. Ongoing Communications and What's Next

DCS Transformation: An Overview

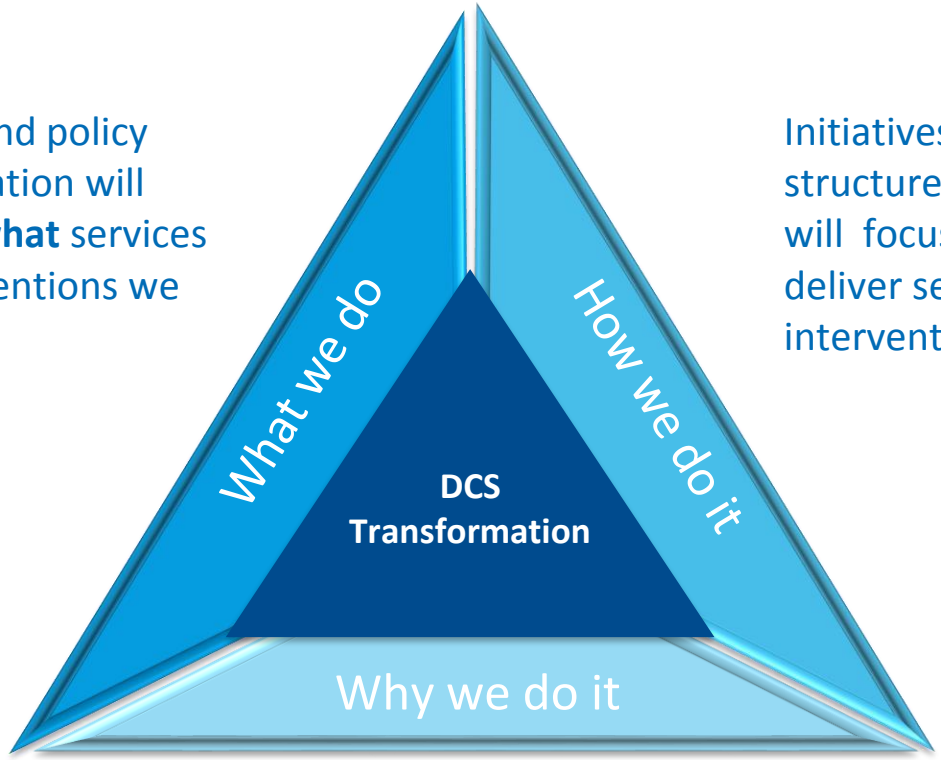
NOVA SCOTIA

Context Setting for Transformation

- DCS serves some of the Province's most vulnerable citizens, many of whom have broad and complex needs
- The world we live in today is different than it was 15 to 20 years ago when some of our programs were introduced
- We've heard from every corner of the province – from clients, families, grassroots community organizations, stakeholders and advocates and from staff – that our system and programs must change
- In Fall 2014, DCS launched a multi-year Transformation Program – our goals are ambitious but clear: More sustainable programs with better outcomes for clients

What do we mean by “DCS Transformation”?

Program and policy transformation will focus on **what** services and interventions we provide**.**



Initiatives to renew our structure and operations will focus on **how** we deliver services and interventions.

An Outcomes Framework will focus and prioritize efforts on work that will achieve better outcomes for clients.

DCS Transformation Roadmap

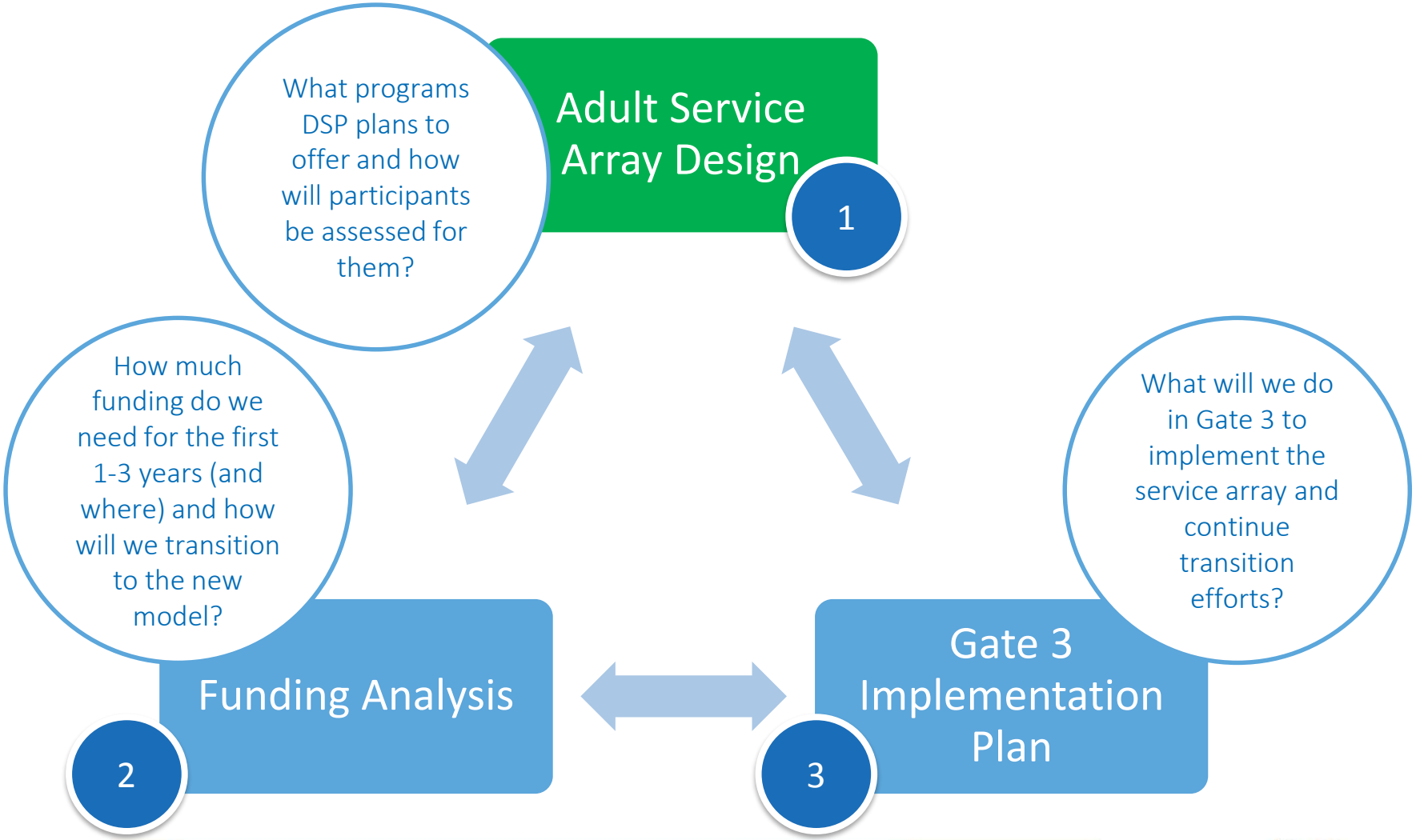
Gate (Phase) 1 – strategic direction setting & planning → Completed June 2015

Gate (Phase) 2 – detailed policy, program, delivery design. Implementation of some administrative improvements → Began in July 2015; Scheduled to be complete in January 2017

Gate (Phase) 3 – implementation → Scheduled to begin in post January 2017

NOVA SCOTIA

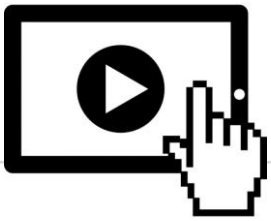
There are three Phase 2 deliverables directly related to the new Adult Service Array Design



Desired DCS Client and System Outcomes

Transforming DCS programs and services is critical in order to realize tangible improvements for all clients and for the entire system

Outcomes for Nova Scotians (Client)	Outcomes for the Department (System)
• Clients have control over their own lives • Clients are able to meet their basic needs • Clients are safe from abuse and violence • Clients are included in the community • Clients are attached to the labour market	• Supports and services are affordable and sustainable • Supports and services are delivered efficiently • System of supports and services is a balanced mix of prevention and intervention • Supports and services are accessible • DCS staff and delivery partners are empowered to make a positive difference in people's lives



DSP Program and the Need for Change

NOVA SCOTIA

DSP Current State Overview

- Serves **5,300** children, youth and adults with intellectual, physical disabilities or long term mental illness
- Delivered by **107** individual service providers, **4000+** support workers and **100+** DSP staff
- **334** licensed homes exist across the province
- Supports approx. **2000** individuals in vocational/day programs and employment supports
- Waitlist of over **1100** clients. **380** of which are currently not receiving any supports while 760 are on the waitlist for alternate supports

DSP's Residential, Community and In Home Supports Programs

Residential Facilities (1010 Clients Supported)

- Regional Rehabilitation Centres
- Adult Residential Centres
- Residential Care Facilities

Community Home (1246 Clients Supported)

- Developmental Homes
- Group Homes
- Small Options

In Home Supports (3036 Clients Supported)

- Independent Living Support
- Alternative Family Support
- Flex In Home Support

NOVA SCOTIA

A Profile of the Clients We Serve

Person Profile: Person can live an active life as a participating member of the community with intermittent support for some daily activities.

Person Profile: Person can develop skills and increase adaptive behaviours and community access with intense levels of support and structure. Benefit from a multi-disciplinary approach for responding to frequent unpredictable behaviour/safety issues.

Level 1 Support: **Minimal**	Level 2 Support: **Moderate**	Level 3 Support: **High**	Level 4 Support: **Enriched**	Level 5 Support: **Intensive**

Person Profile: Person can maintain/enhance their skills, broaden social and community networks and optimize stability of multiple/chronic health issues with high need for assistance, support and structure.

NOVA SCOTIA

A Reminder of Why DSP is Transforming

- DSP costs have been on a steady incline since 2005
- Program gaps and lack of capacity
- Current system does not provide flexibility for the changing needs of clients and demographics
- Increasing complexity in client needs. Individual cases with complex needs can cost upwards of $250K-$1M per annum
- Facility infrastructure is aging and costly to maintain

A Vision for the Disability Support Program

NOVA SCOTIA

A Vision for the Future of DSP

We believe that people with disabilities have the right to live, love, work, play, and pursue their life aspirations in their community. Community is where a person feels safe, valued for their contribution and able to pursue the life they choose.

The DSP Vision Aligns with the Roadmap

- The design of the adult service array aligns with the goals of *"Choice, Equality and Good Lives in Inclusive Communities - A Roadmap for Transforming the Nova Scotia Services to Persons with Disabilities Program"*

- The Roadmap goals relative to the the adult service array design include:

Living in the Community

- DCS will discontinue the use of larger facilities and transition individuals to smaller community settings

Individualized Funding

- DCS will expand direct funding options so individuals have greater control over the supports they receive

Employment / Day Programs

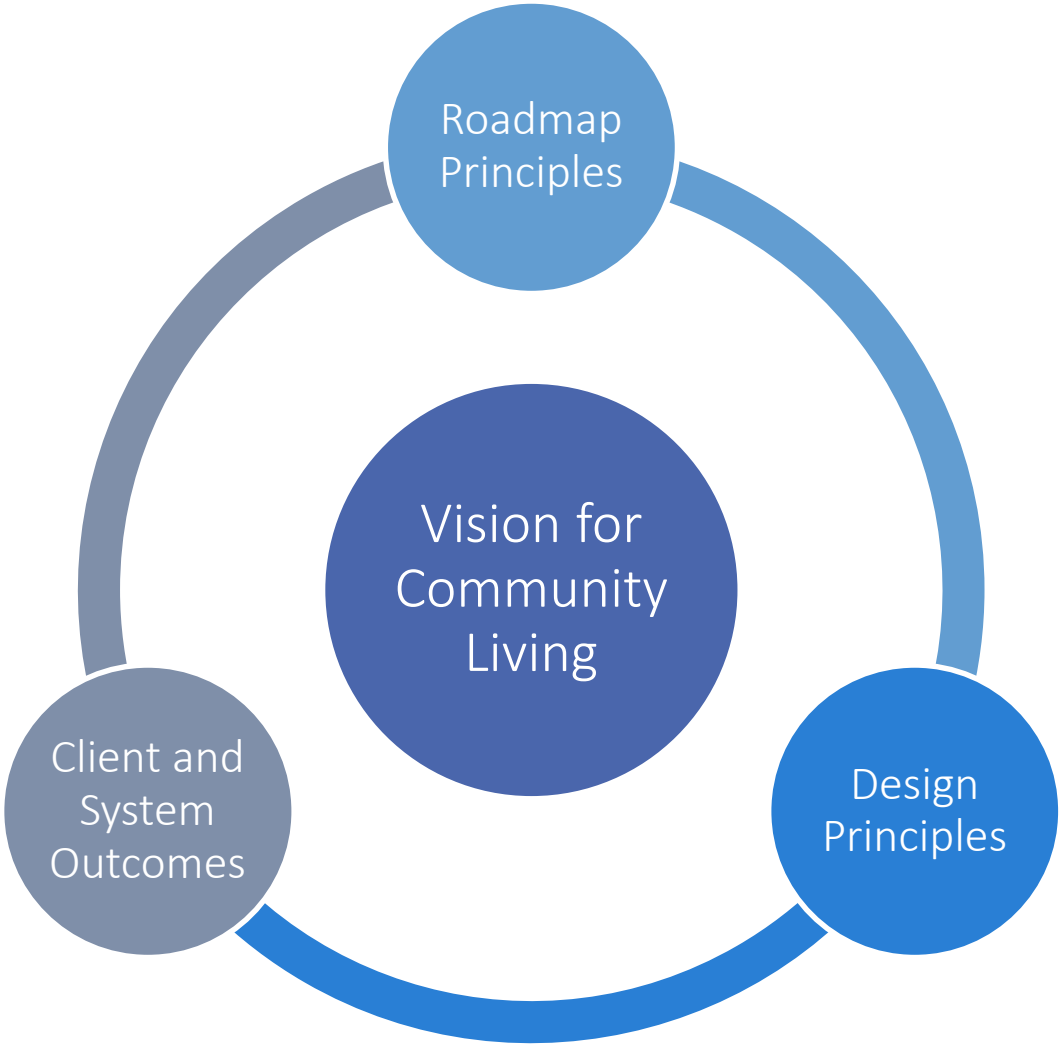
- DCS will further develop a menu of employment and day programming options that support an employment focused framework

Person Directed Planning

- DCS will provide supports and services in an efficient way that also enables choice, flexibility and person-directed planning

NOVA SCOTIA

How the DSP Vision & Recommendations were Developed

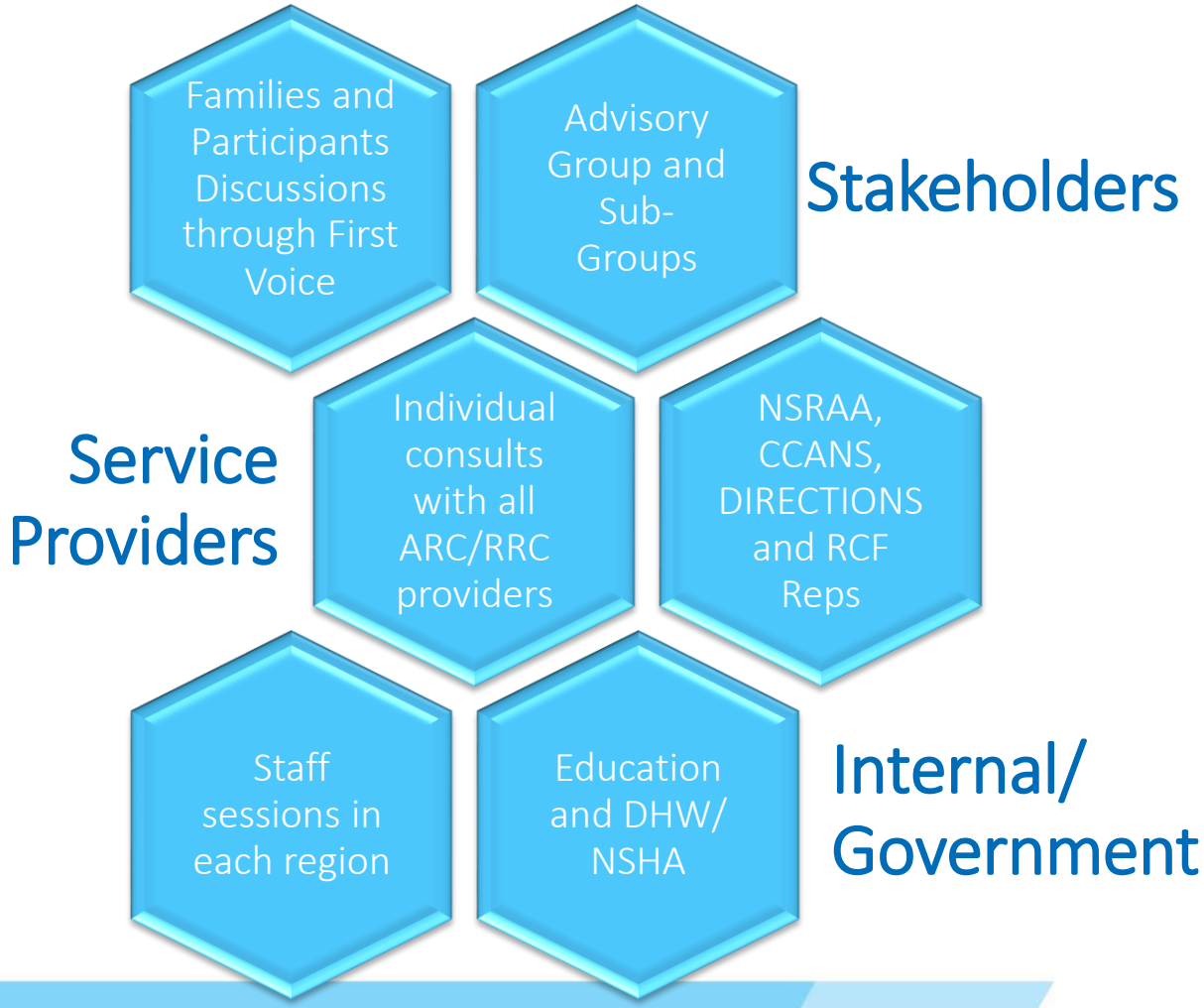


ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

An Overview of the Guiding Principles

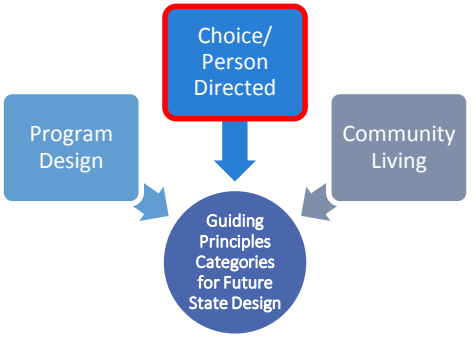
Consultation results are a key input into the design of the future array of services



ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

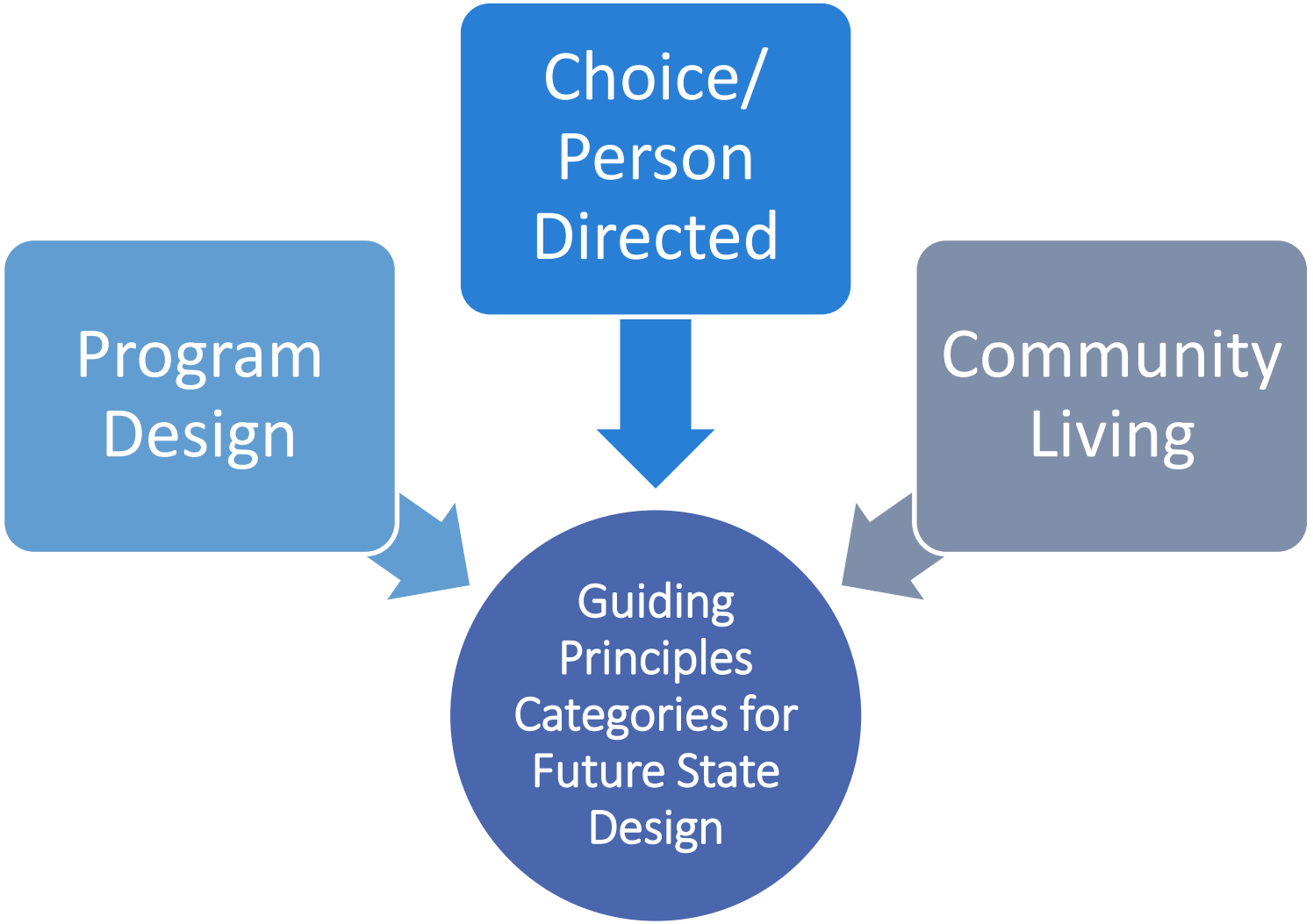
NOVA SCOTIA

DSP First Voice Discussions



NOVA SCOTIA

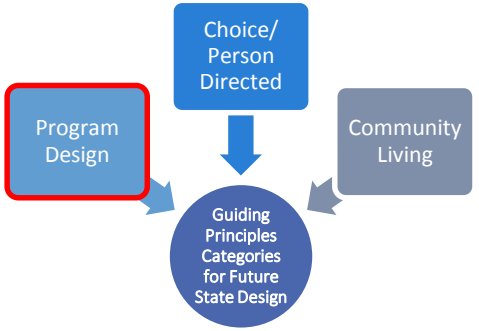
Design Principles



ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Program Design
Guiding Principles



DSP programs will have measurable standards to ensure quality services.

We will invest in community based programming for young entrants to DSP adult programs.

We will work with our partners to have health services accessed by non-disabled Nova Scotians available to Nova Scotians with disabilities.

Support allocations will be based on level of support needs.

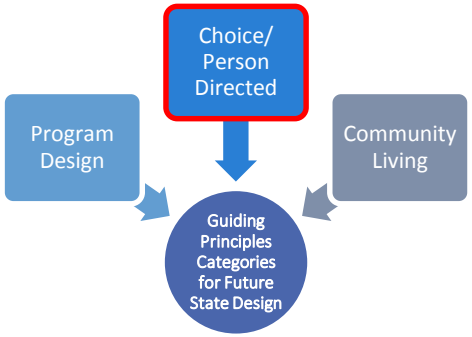
We will invest in programming to support families who have loved ones living at home.

The system will enable an integrated life in the community, not a life built fully around paid services.

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Choice/Person Directed
Guiding Principles



Planning will focus on (in-order) the supports that can be provided by:

One's self

One's family

One's community

Technology

Paid government supports

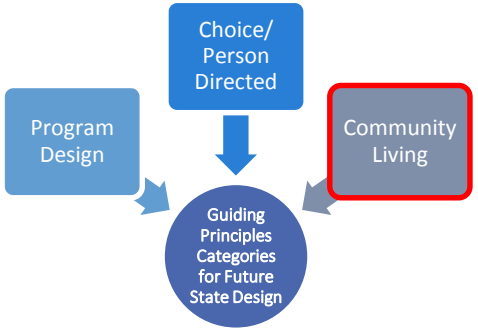
Participants will have choice regarding where they live and who they receive supports from.

The choice will be within the limits of a personal supports allocation that is individualized to participant's support needs and desired programming.

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Community Living
Guiding Principles



Every individual will have the right to their own bedroom.

New community homes will be built, for a maximum of four residents.

Existing GH/DRs of 5+ beds will not be asked to down size in the short-term.

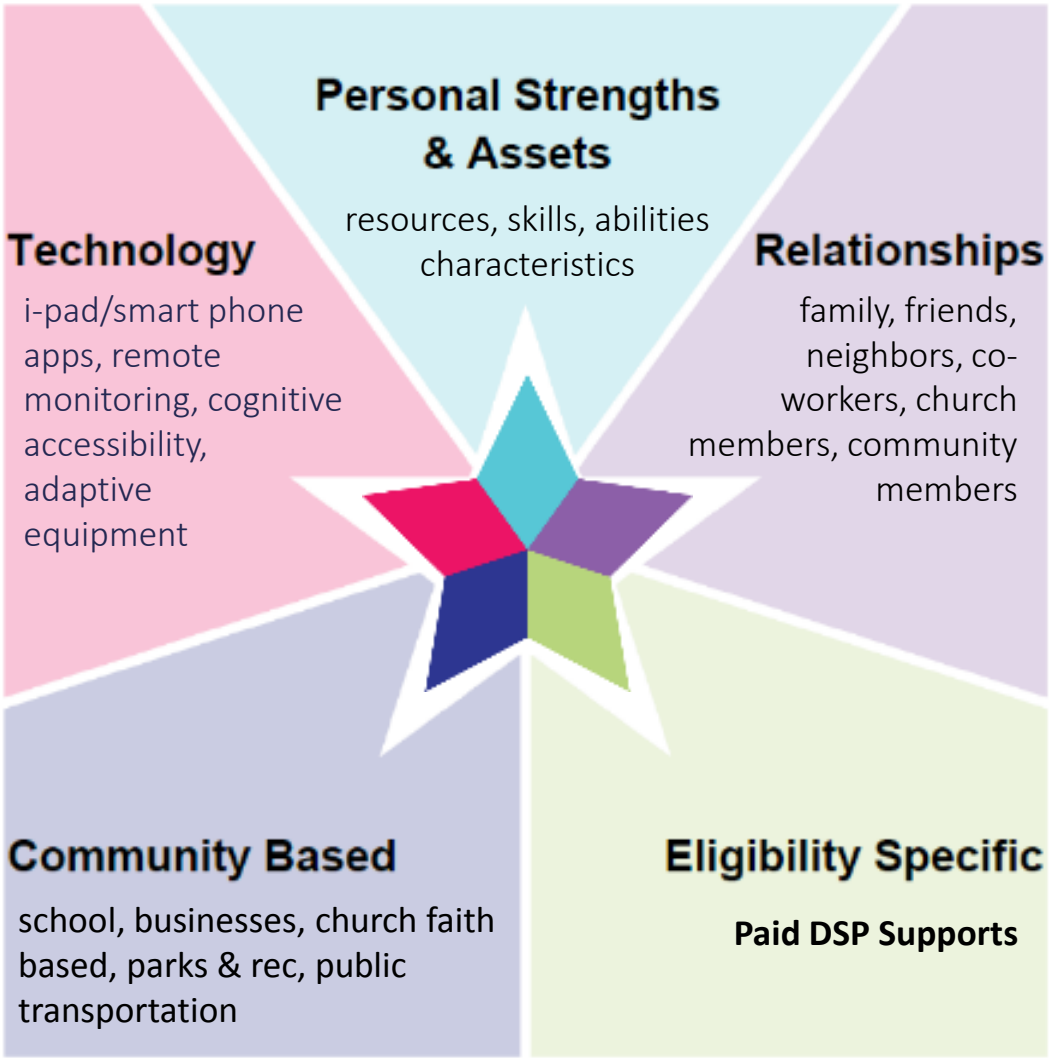
Every individual will have the opportunity to access meaningful day programing in the community.

If they so desire, participants will be supported to access day programming outside of their home.

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Creating an Integrated, Person-Centered Plan



Paid supports are just one component of a fully integrated, person-centered support plan

We want to design a system that enables people to live an integrated life in the community that is not solely focused on paid supports.

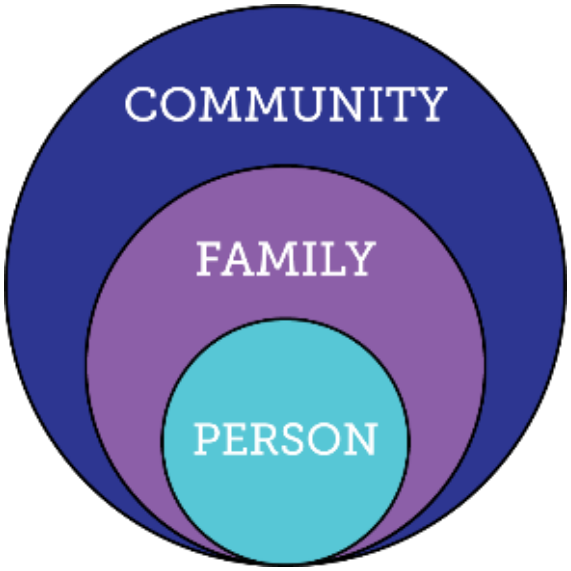
Source: http://supportstofamilies.org/

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

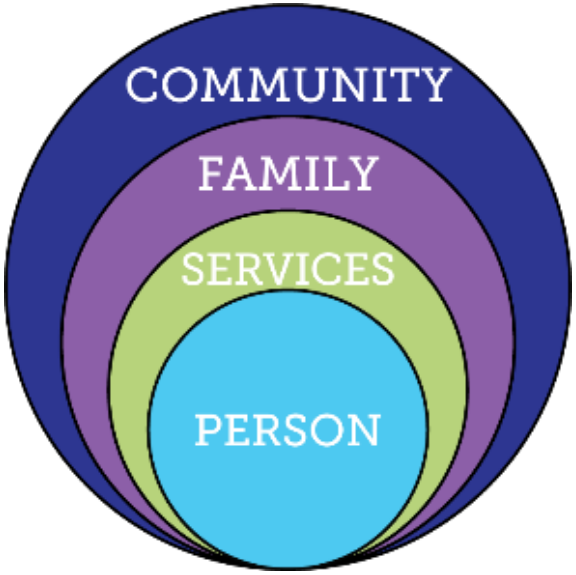
Transforming our Services and Supports

Current State



Everyone exists within the context of family and community

Transformed State



Traditional Disability Services

Integrated Services and Supports within context of person, family and community

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Current State and Proposed Changes of the Disability Support Program

NOVA SCOTIA

Current DSP Adult Service Array

In-Home and Residential Supports

Where you live

In-Home Supports

- Flex
- ILS
- AFS

Residential Supports

- Group Homes and DR I/II/III
- Small Option Homes
- RCFs
- ARC/RRCs

Day Programming and Employment Supports

What you do during the day

Living Supports

- Rec. and Leisure
- Complex Needs 1:1
- Retirement

Employment Supports

- Volunteerism
- School to Work
- Social Ent. and Pre-Employment
- Employment

Community Supports and Services

What other supports you may need

- Special Needs
- RRC Outreach Teams
- Licensed Respite Beds

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Current State Overview – Where You Live

NOVA SCOTIA

Current State Analysis – In-Home Residential

OUR MOST SIGNIFICANT ISSUES

1. Residential funding is tied to the cost of beds – not participant support needs
2. Many placements are based on urgency and can be driven by lack of capacity rather than best fit

In-Home Supports (Flex, ILS, AFS)

- Flex is a younger population
- Majority of ILS participants are LOS 1 and 2

Residential Supports (Small Options, Group Homes, Developmental Residences I-III)

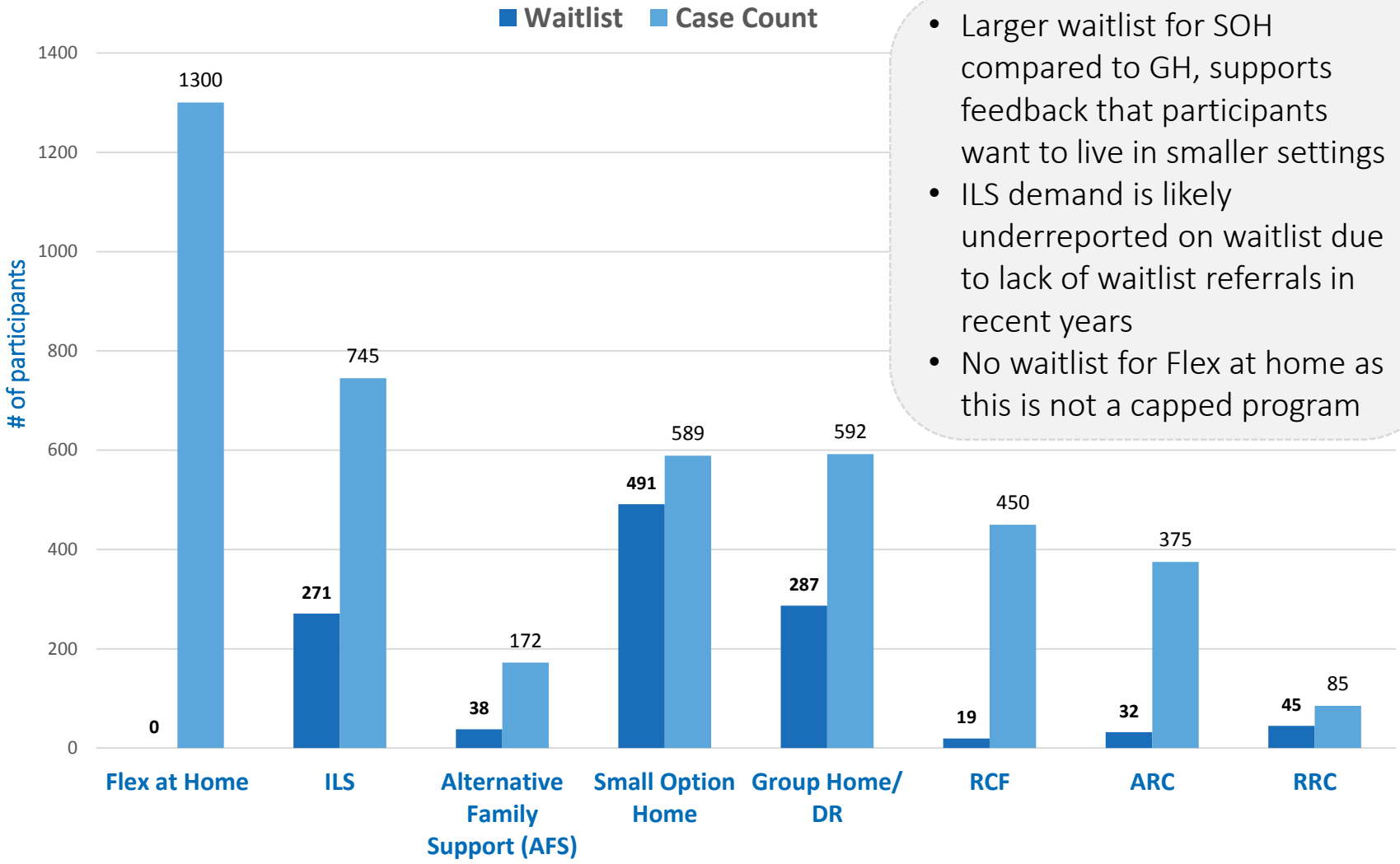
- 38% of SOH and 50% of GH/DR participants are LOS 1 and 2. These participants are likely over served.

Facility Based Supports (ARCs, RRCs, RCFs)

- The RCF population is aging and staffing levels do not support high levels of personal care
- Most ARC/RRC placements have evolved to a Long Term Care model of physical/nursing care
- RRCs have youngest age groups

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Summary of Current Program Utilization



- Larger waitlist for SOH compared to GH, supports feedback that participants want to live in smaller settings
- ILS demand is likely underreported on waitlist due to lack of waitlist referrals in recent years
- No waitlist for Flex at home as this is not a capped program

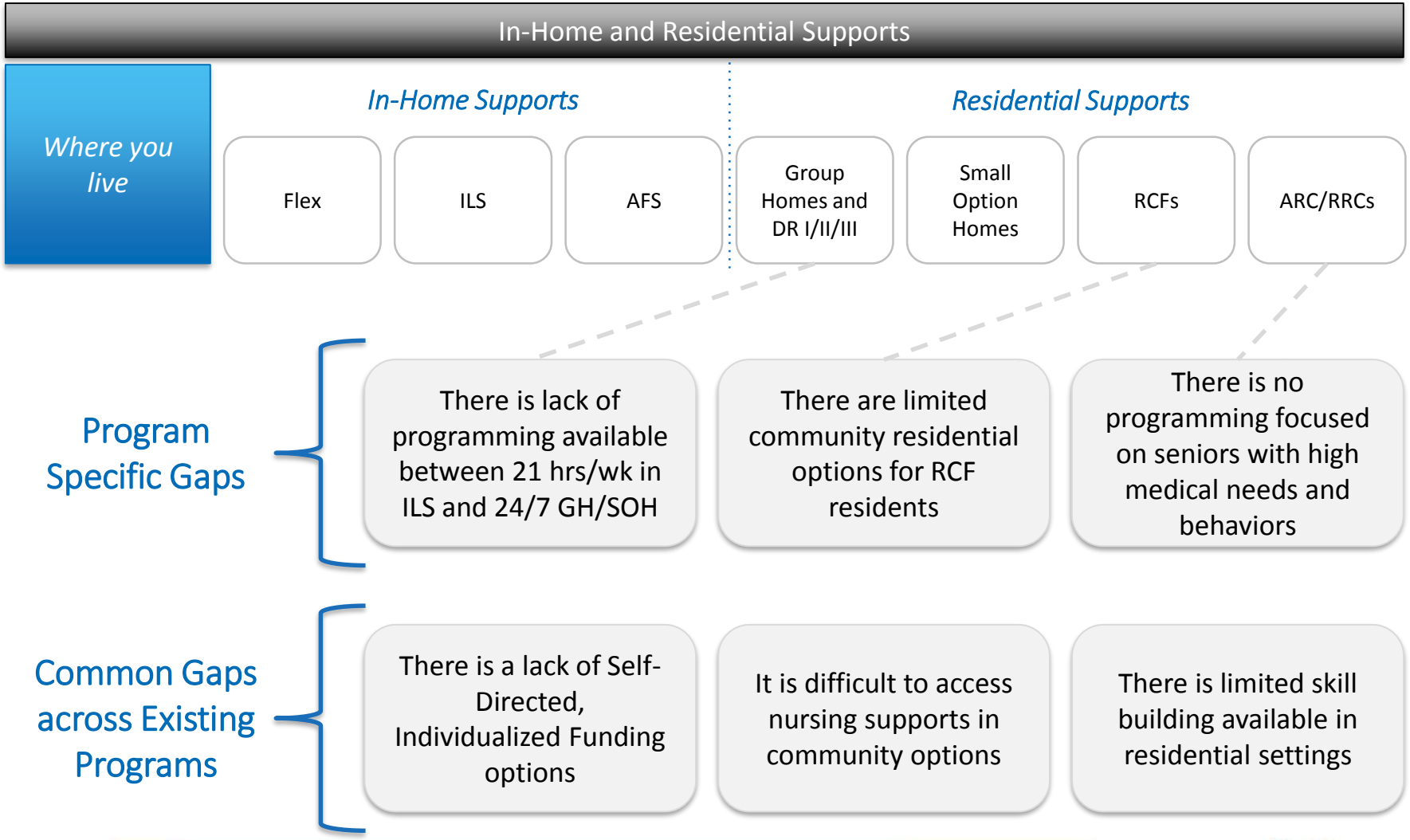
ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Gaps and Proposed Changes – Where You Live

NOVA SCOTIA

The following programming gaps were identified and are addressed in the new system design



Future State In-Home and Residential Array

Where you live

Future Array			TBD
In-Home Supports		*Residential Supports*	
Flex Living with Family Flex Independent	ILS AFS	Shared Living Supports Community Homes	Specialized Long Term Care Centres Recognized as a programing need. Program design and delivery options analysis is underway with Health Alignment Working Group
Key Changes	Closing the gap between our current limit of 21 hrs/wk in ILS and 24/7 residential homes by increasing ILS supports and implementing a Shared Living Supports program	Streamlining and individualizing our Small Option Homes, Group Homes and Developmental Residences into a single Community Homes Program	Discontinuing the use of residential facilities (except in cases where LTC is required)

NOVA SCOTIA

Summary of In-Home and Residential Program Changes

1. Continue the Flex in Home and Flex Independent Programs without change
2. Expand the existing AFS program to allow family members to provide supports for participants. Conduct further program analysis and/or evaluation to address first voice feedback
3. Expand the number of support hours available to participants in the ILS program
4. Consolidate the Small Option, Group Home and Developmental Residence Programs into the Community Homes Program
5. Implement a new Shared Living Supports Program
6. Implement a new program to support aging DSP participants with high medical needs and high behaviors issues
7. Discontinue the ARC and RRC Programs
8. Discontinue the RCF Program

Current State Overview –
What You Do During the Day

NOVA SCOTIA

Current Day Programming and Employment Supports

Living Supports *(also forms of respite)*

Employment Supports

Recreation & Leisure	Complex Needs	Volunteerism	School to Work Transition	Social Enterprise and Pre-Employment	Employment	Retirement
Crafts, games, swimming, skating, etc.	Individualized rec. or leisure at home and in community	Volunteer positions in community – food banks, churches, nursing homes, etc.	Periodic visit to Adult Service Centre to learn skills in Social Enterprise setting	Learning to load dishwasher, do laundry, prepare small meals, etc.	Providing job site coaching in partnership with businesses	Day activities such as games, music, crafts, etc.

Current state service array was developed in consultation with the DIRECTIONS Council

Includes day programming supports offered by residential providers and ARC/RRCs

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Key Themes from Current State Consults

1. We do not prioritize day programing in our participant planning and funding approaches

2. There are significant gaps in day programming options geographically

3. Participants are less concerned about where they access day programming (e.g., at ASCs) and more concerned with having choice

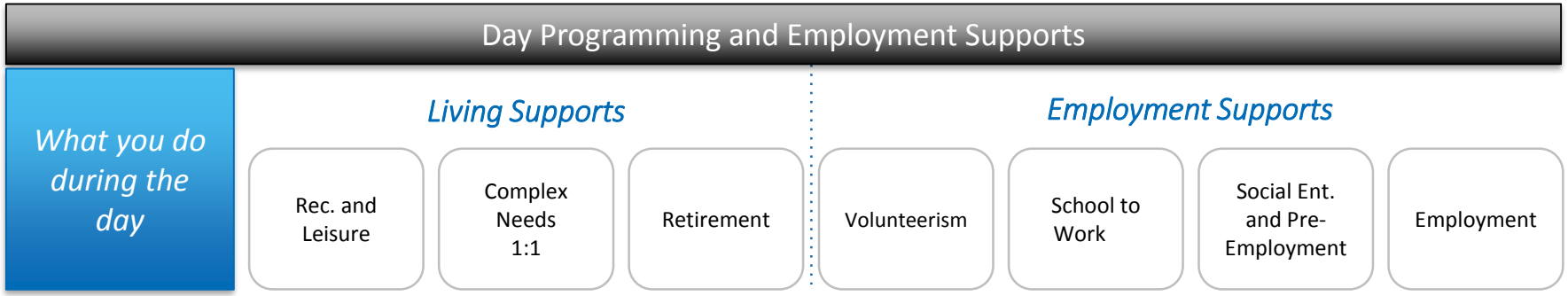
4. Lack of standards and associated monitoring hinders the quality and consistency of supports that participants receive (particularly at ASCs)

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Gaps and Proposed Changes – Employment and Day Programming

NOVA SCOTIA

The following programming gaps were identified and are addressed in the new system design



Identified Gaps

- There are no self-directed day programming funding options
- There is a lack of day programming for seniors with disabilities
- There is limited opportunity for training or networking for community groups wanted to develop programming

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Future State Day Programming/Employment Array

What you do during the day

Future Array

Living Supports

Community Day Activities

Examples:
Volunteerism
Recreation/Leisure
Community Inclusion
Complex Needs
Retirement
Skill Building

Employment Supports

Social Enterprise

Employment

Examples:
Job Preparation
Job Development
Job Coaching
Job Follow-Up

Key Changes			
	Every support and funding plan will include budget allocations for day programming/employment supports	We will fund the following types of day programming: • Community based day activities • Social Enterprise • Employment supports	Participants can choose to access day programming through ASCs or other agencies/community groups

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Summary of Recommendations

1. Ensure all participants have access to day programming by adding funding for supports to service mixes.
2. Funding the following types of day programming through service mixes:
   a) Community Day Activities
   b) Social Enterprise
   c) Employment Supports
3. Enable participants to access day programming through a variety of approved sources including ASCs, ESS and community groups (e.g. The Club at SCRI)

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Current State Overview –
Other Supports in the Community

NOVA SCOTIA

What We Offer and What We Heard

Current Supports

Special Needs Funding

- Funding up to limits designated in Special Needs policy

RRC Outreach Teams

- Multi-disciplinary outreach teams are funded at KRRC, BAC and Quest
- Teams support community participants and ARC/RRC residents

Residential Respite Beds

- Respite beds are funded in ARC/RRC facilities and SOH/GH/DRs
- Participants can access up to 60 nights/year of residential respite

Key Takeaways

- DSP's current service array focuses primarily on residential and day programming supports
- We need additional supports to compliment these core services, to enable:
  - More support for families so that participants can stay in the family home if that is where they want to live
  - An integrated support plan that leverages non-paid supports that are naturally available in the community and promote social inclusion
  - Periodically accessed supports that ensure participants can live successfully in community

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Gaps and Proposed Changes – Community Supports

NOVA SCOTIA

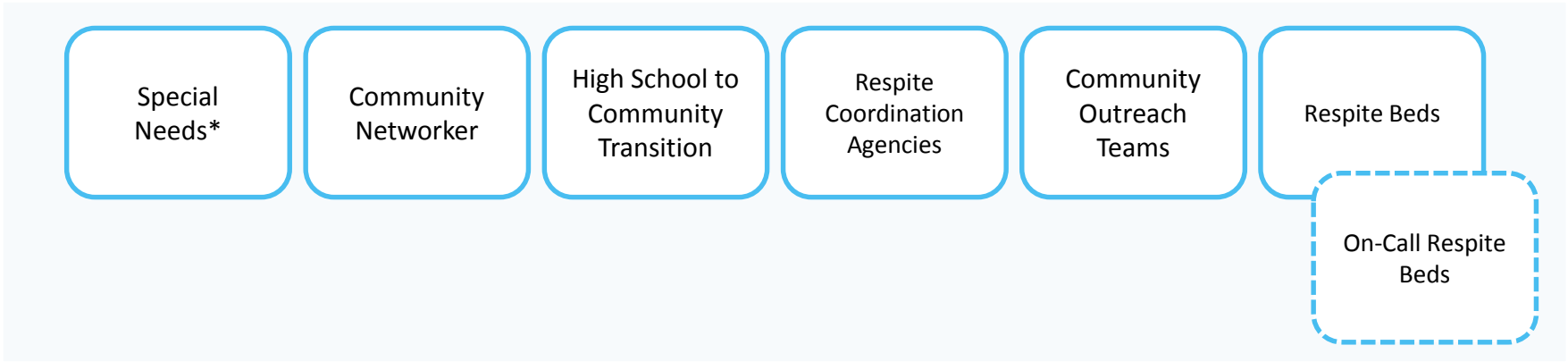
The following programming gaps were identified and are addressed in the new system design

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Future State Community Supports Array

Other supports you may need

Proposed Future Array



Key Changes	We will invest in programs that help people live inclusive and health lives in the community: • Community Networker • Respite Coordination Agencies • High School to Community Transition Planning • Multi-Disciplinary Community Outreach Teams	We will ensure that funding for special needs items like transportation does not create any barriers for participants in the community

* Special Needs are in the process of being reviewed and future recommendations therefore not included in this presentation

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Summary of Community Supports Recommendations

1. **New Program** - Implement the new Community Networker role
2. **New Program** - Implement a High School to Community Transition Planning
3. **New Program** - Implement Respite Coordination Agencies
4. **Change to Existing Service** - Implement multi-disciplinary community outreach teams with a focus on the disability sector and provide support to participants in their community setting
5. **Change to Existing Service** - Do not add respite beds directly in residential homes and ensure on-call capacity is available

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Proposed Changes –

Eligibility, Assessment and Supports Budgets

NOVA SCOTIA

A Profile of the Clients We Serve

Person Profile: Person can live an active life as a participating member of the community with intermittent support for some daily activities.

Person Profile: Person can develop skills and increase adaptive behaviours and community access with intense levels of support and structure. Benefit from a multi-disciplinary approach for responding to frequent unpredictable behaviour/safety issues.

Level 1 Support: **Minimal**	Level 2 Support: **Moderate**	Level 3 Support: **High**	Level 4 Support: **Enriched**	Level 5 Support: **Intensive**

Person Profile: Person can maintain/enhance their skills, broaden social and community networks and optimize stability of multiple/chronic health issues with high need for assistance, support and structure.

NOVA SCOTIA

Changing Our Funding Approach

Future Funding Approach

1. **Calculated based on assessed support needs and how a participant wants to live**
2. **Tied to the individual, not the bed**
3. **Always includes both in-home/residential and day programming funding**

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Program changes alone are not enough to transform the DSP system

To achieve the goals of the roadmap and truly implement a modern, sustainable, community-focused, and person-directed system, significant DSP changes are needed in:

- How we assess participants to determine their need for supports
- How we allocate the supports to participants
- How we fund the system

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Is our Assessment Tool (IASP) Valid?

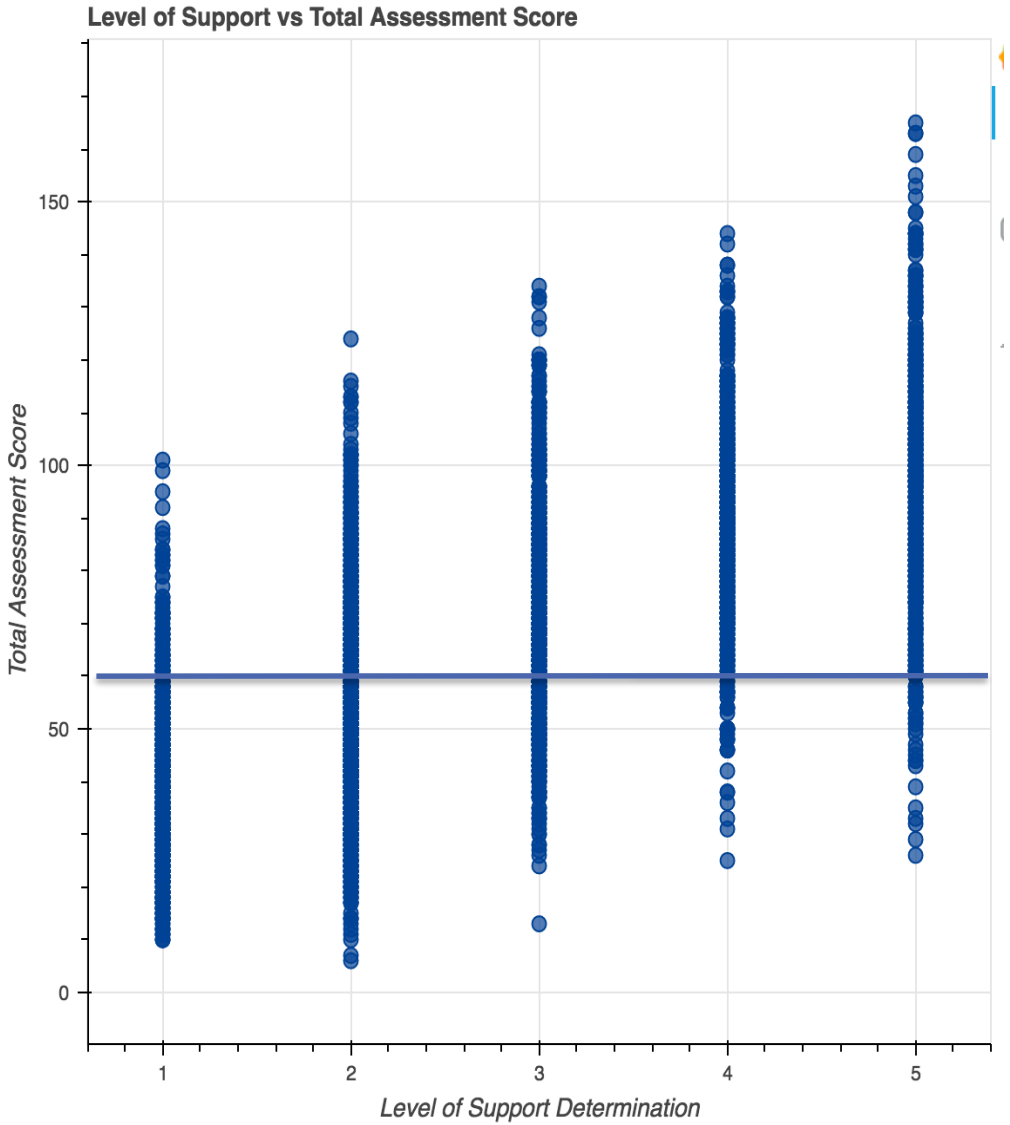
The questions/scores we use in the IASP to assess support needs, are not directly linked to the Level of Support

FOR EXAMPLE

A total assessment score of 60 has led to LOS determinations between 1 and 5

CONCLUSION

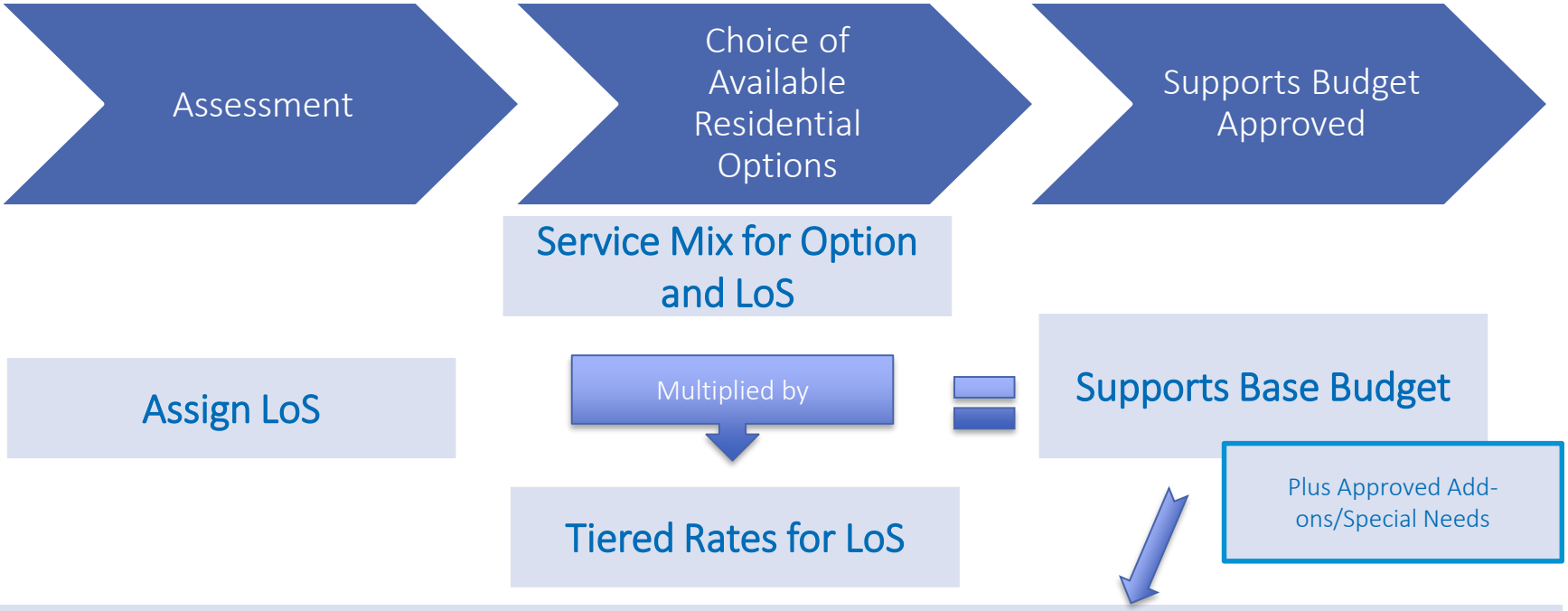
We cannot use our existing IASP and LOS framework to fairly allocate supports budgets



ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

NOVA SCOTIA

Future benefit of a valid and reliable Assessment



Budgets vary according to levels that group people from least to highest support needs.

Each level represents a certain amount of money for base services (e.g. in-home/residential and day programming/employment).

In some instances other services can be added on to get a higher personal budget allocation (e.g. transportation, infrequently accessed programs, other special needs).

Processes are implemented to address exceptional needs.

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Some Progress Highlights

NOVA SCOTIA

DSP received new investment for 16/17 to support continued transformation progress

- DSP received additional funds for 16/17 to support the participants and families we serve. **$3M** specifically for the Roadmap implementation:
  - $2.1M to support the transition of (at least 25) people from larger facilities to community based options
  - $110,000 to support five (5) participants to live independently while managing their own funds in a new program
  - $790,000 to increase the capacity of Adult Service Centres. These funds will be focused on increasing employment supports and increasing social enterprise capacity
- DSP also received base funding of **$9.9M** to address existing cost pressures of delivering its programs

The $3M investment will be utilized, evaluated and reported on to demonstrate participant outcomes and impact on the system.

Moratorium on Permanent Placements in ARC/RRCs

The Moratorium on permanent placements in ARC/RRCs became effective July 1st, 2016.

It has been rolled out in phases:

1. July 1, 2016 to June 30, 2019 a participant must have a transition plan ready within 6 months of the admission and the length of stay is 36 months.

Improvements to waitlist and placement

- All wait list information is entered into the Integrated Case Management (ICM) to:
  - Reduce workload for Care Coordinators and Wait List Designates
  - Increase data validity
  - Provide current information
  - Increase reporting accuracy
  - Increase measurement tracking (i.e. refusals/placement)

- The Coordinator of Wait List, Placement, Complex Case position was filled July 2016 to:
  - develop a Placement Policy to establish a consistent, transparent approach to providing appropriate support for applicants and participants of the DSP program;
  - develop a streamlined interim process for wait list and placement processes;
  - regularly connect with regions to discuss wait list and placement issues;
  - manage waitlist, placement, and service provider data.

- We continue to place a priority on waitlist reduction where possible

Ongoing Communications and What's Next

NOVA SCOTIA

How can you continue to stay in the loop?

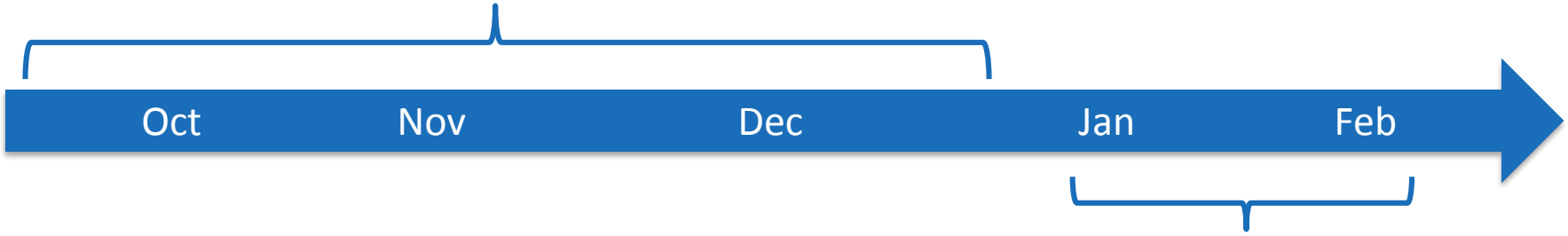
- We will continue to release a quarterly newsletter (The DSP Connection) that will include updates on where we are in the process
  - Issue #3 will be released in the Winter 2016/2017
  - All newsletters can be found at the following website: http://novascotia.ca/coms/transformation/dspconnection.asp

- If you have any questions about what you have heard today, you can also:
  - Send an email to DSP@novascotia.ca
  - Ask a Care Coordinator who can help to get your question answered
  - Submit questions or requests for additional clarification you'd like to see in upcoming newsletters

What's coming next?

Complete planning for the new DSP design to include:

- Recommendations for enhancements to existing programs and new programming for participants
- Determining capacity that we need in the system and the related costs (e.g., more small option homes, additional day programming options)



Submit the proposed new programming and capacity for decision

We will share the details with you as soon as we know more.

ALL DESIGN CONTENT IS DRAFT AND SUBJECT TO APPROVAL

Thank You for Coming Today!

Questions?

NOVA SCOTIA