Welcome!

DSP Transformation Engagement

October 2015

Service Provider Information Session

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Goals for the Session

The intent for today's session is to provide an overview of:

- a brief background in the DSP Program and its current challenges
- the strategic direction of DSP Transformation
- DCS Transformation objectives, process, and broader progress since Phase 1
- DSP highlights since the beginning of Phase 1
- DSP's Phase 2 Scope, Governance and Stakeholder Engagement
- DSP's Phase 2 High-level timelines and early milestones
- DSP's plan to work together with Service Providers

We also would like to engage in a conversation in some key discussions areas

DSP Background & Challenges

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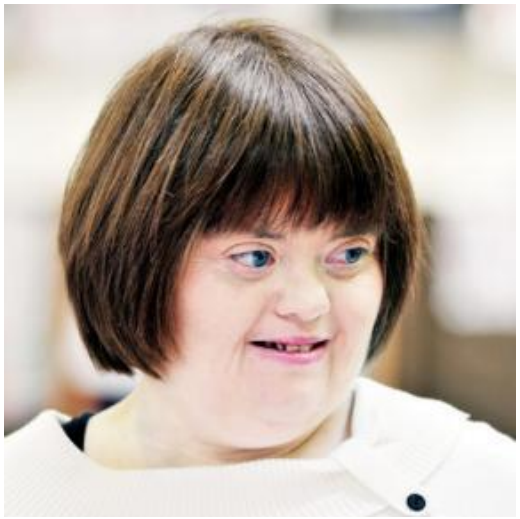
Case Study
Disabilities Support Program



- Current System:
  - No support is available through the DSP program to assist Juanita return home in a supported way
  - Juanita must remain in hospital in an acute care bed at a cost of approximately $35,000 per month ($420,000 per year)
- Future System:
  - Various options for supports could be made available
  - DSP supports could reduce costs ranging from $3,000 to $9,000 per month ($36,000 to $108,000 per year) and provide more appropriate care to Juanita.

- Current System:
  - Nancy will be remain in the Health system in an acute care bed at a cost of approximately $35,000 per month ($420,000 per year).
- Future System:
  - The transformation of the DSP program would lead us to the most appropriate options to serve clients like Nancy.
  - Example support could cost less than $15,000 per month ($180,000 per year).

Case Study
Disabilities Support Program

- Current System:
  - No appropriate supports available under DSP.
  - If supports are provided by Health, system costs could be more than $35,000 per month ($420,000 per year).
- Future System:
  - Joe could receive supports that would keep him safe at home while treating his condition.
  - Example cost to support Joe could be $3,000 per month ($36,000 per year).

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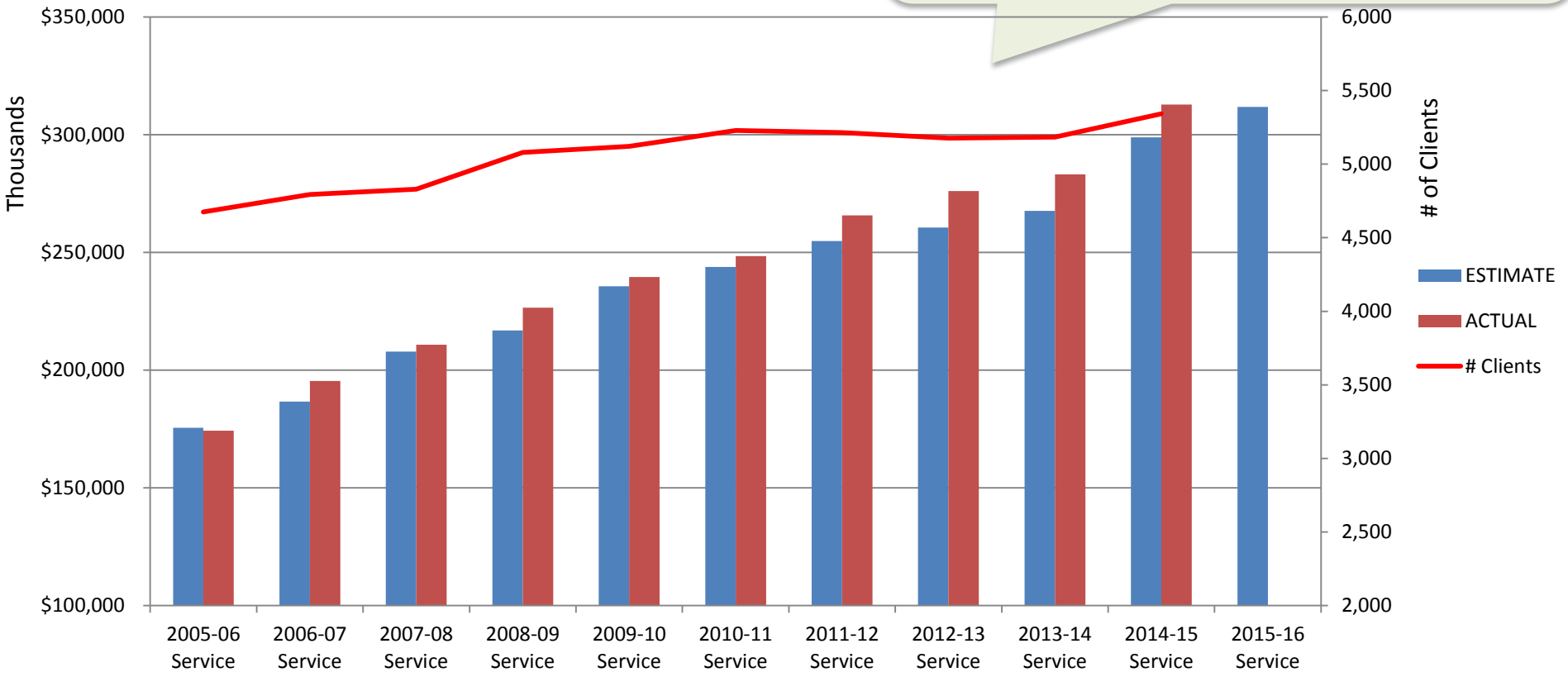
DSP costs have been on a steady incline since 2005 (80% increase)

- ✓ Cost of labour, both in price and numbers
- ✓ High cost associated with supporting individuals that have very high and specialized care needs in the community
- ✓ No significant increase in the number of clients served over the last decade



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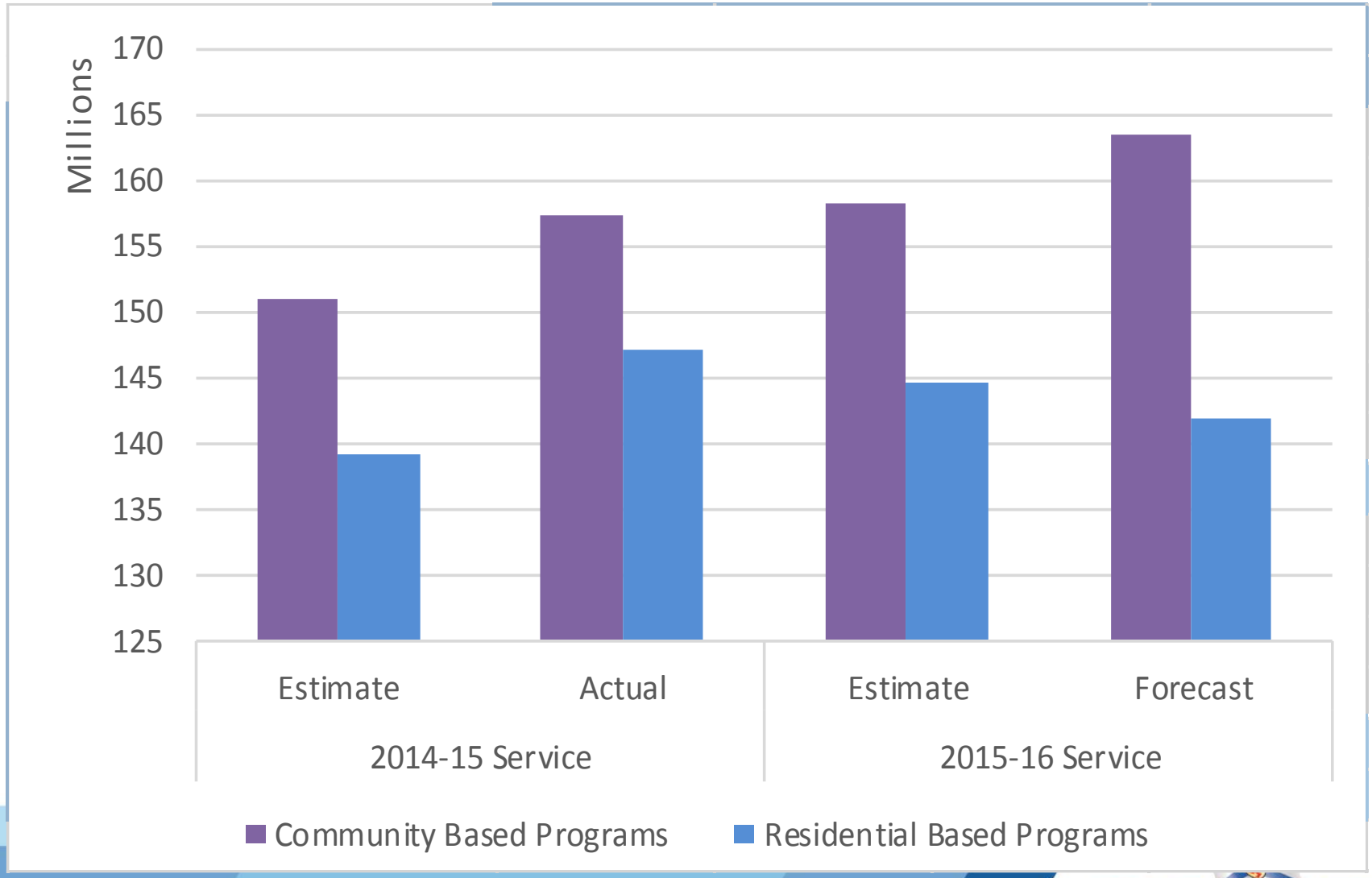
DSP Budget as of September 2015



DSP Program Descriptions

Program Name	Program Description
Direct Family Support	Financial assistance and support to eligible families who care for a family member, either a child or an adult, with a disability at home.
Small Options Homes	Provides residential support for four or fewer adults with disabilities.
The Independent Living Program	Support and services to individuals who live in their own apartment or home and require a minimal level of support, (up to twenty-one hours per week).
Alternative Family Support Program:	Home sharing opportunities with families for individuals who require varying levels of support and supervision.
Group Homes/ Developmental Residences	Younger adults with a diagnosis of intellectual disability, long-term mental illness, or physical disability. Younger adults with a diagnosis of intellectual disability or dual diagnosis.
Residential Care Facilities	Four or more ambulatory or semi-ambulatory individuals who require minimal support and supervision with routine personal-care activities, community skills and activities, and illness supervision.
Adult Residential Centres	Long-term structured supports and services to individuals with disabilities to enhance their development of interpersonal, community oriented skills, and activities of daily living.
Regional Rehabilitation Centres	Individuals with disabilities who require an intensive level of support and supervision related to complex behavioural challenges and skill development needs.
Adult Service Centres	Centres provide structured pre-vocational and vocational day programs for adults with disabilities using meaningful work as the vehicle for development in personal, social, vocational and employment skills and development.

DSP Program Statistics

Type of Facility/ Program	# of Homes	#of Beds/Clients
Alternative Family Support	125	183
Independent Living Support		745
Direct Family Support (Children & Adults)		2119
TOTAL UNLICENSED SERVICE OPTIONS	**125**	**3047**
Small Option Homes	212	648
Residential Care Facility	22	450
Adult Residential Centre	7	375
Group Homes/Developmental Residences	101	590
Regional Rehabilitation Centre	5	189
TOTAL LICENSED SERVICE OPTIONS	**347**	**2252**
GRAND TOTAL	**472**	**5,299**
Adult Service Centres (Day Programs)	30 Centres	1990

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Strategic Direction - DSP Transformation

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DSP is faced with growing challenges that impact both clients and programs

- There is no cohesive legislative or regulatory framework
- The DSP program's waitlist exceeds 1,083 with:
  - 363 people have no service at present;
  - 720 individuals receiving DSP supports are looking for a different support option;
- Sufficient services and supports that help clients live in their own homes or community are often unavailable due to lack of program capacity
- Individual cases with complex needs can cost upwards of $250K-$1M per annum. In 2014/15 there were 29 cases that cost over $250K and the cases over $250K have increased by an average of 17% in each of the last 4 years
- Participants (with and without complex needs) and family members are looking for community based options and supports
- Facility infrastructure is aging and costly to maintain

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The DSP Roadmap helped to create a path forward

PAST WORK

The NS Joint Community was formed in 2013. Membership included Community Advocacy Groups, Service Providers and Government

They developed a DSP Roadmap which was published in June 2013 to respond to DSP Program issues and create a path forward

The Roadmap was endorsed by government in the fall of 2013 and identified guiding principles which set the direction for DSP Transformation

MOVING FORWARD

The following principles will guide transformation:

- ✓ Person-focused
- ✓ Ability-focused
- ✓ Independence-focused
- ✓ Home and Community Oriented
- ✓ Accessible
- ✓ Responsive
- ✓ Sustainable

DSP will design and implement a person focused, responsive, community based and sustainable menu of supports and services

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Moving forward with DSP Transformation has created some challenges

- In some areas the Roadmap is aspirational in nature and has created some unrealistic stakeholder expectations including timing. For example:
  - Elimination of waitlists for DSP programs
  - Moving over 558 clients through the closure of the Adult Rehabilitation Centers and Regional Rehabilitation Centers
  - Provide direct funding to all clients for services and supports

The DSP Roadmap was created with stakeholder input and was endorsed by government. The Roadmap is directionally sound but there are several areas where the Department has modified strategies identified in the Roadmap.

There are some areas where DSP has modified the work identified in the Roadmap

ROADMAP DIRECTION	DSP DIRECTION	RATIONALE for DSP DIRECTION
Greater Self Direction • Replace all programs with a new single DSP Program and provide clients funding to arrange for their own services/supports • Participation in meaningful employment and community • Clients can choose the program of their choice without parameters	**Greater Self Direction** Δ Keep and enhance existing programs and introduce options to provide clients funding to arrange for their own services/supports ✓ Increase employment opportunities for those that are employable Δ Clients can choose from programs with parameters	Existing programs options meet the needs of many clients. There is a need to support clients who can live independently but do not have the ability, interest or family support to manage their own services. Parameters must be placed on program choice to ensure sustainability
Modernized Service Delivery • Phase out the use of ARCs, RRCs and RCFs including no new placements as of April 1, 2015 • Create new DSP Legislation (no timing identified)	**Modernized Service Delivery** Δ Create a new role for ARCs and RRCs and stop referrals for permanent placement to the existing ARC/RRC model by June 2016 . Continue to operate the existing RCFs. Δ Committed to New Legislation Spring 2018	Many clients are most appropriately supported and choose to live in ARCs and RRCs. RCFs are a cost effective residential option and not currently in scope. More detailed program review is required to be created the Spring 2018 DSP Legislation
Supports Provided in Community • Provide 24/7 specialized supports to individuals and families in their own homes and communities	**Supports Provided in Community** Δ Continue to provide the majority of 24/7 specialized services from facilities.	Many specialized services required by DSP clients are most efficiently delivered in a facility based setting. Specialized service providers do not exist in all areas of province and would be costly to deliver outside of facilities

Legend:
Δ Areas where roadmap work has been modified
✓ Areas where roadmap work is aligned

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DSP has a plan to increase Community Based Living and reduce reliance on larger facilities

Re-imagine the role of residential facilities

Address programming gaps and build provider capacity for specialized services

Residential Facilities

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

Transition participants as capacity and choice allows

Community Home

- Developmental Homes
- Group Homes
- Small Options

Transition participants as capacity and choice allows

Home in the Community

- Independent Living Support
- Alternative Living Support
- Direct Family Support
- Direct Living Support

Increase and enhance community programming and supports

Waitlist and new referrals for new participants to DSP (as capacity allows)

Provincial Support Pillars

Stabilization

Day/Employment Programs

Respite/Day Activities

Transformation experiences in other Provinces

Province: Ontario

Relevance to NS:

- Ontario introduced legislative reform promoting full community inclusion in 2009 for developmental disabilities

Issues/challenges:

- Community capacity was inadequate to support full community inclusion, waitlists for services and housing are significant
- November 2012 Ontario Ombudsman announced investigation services for developmental disabilities, over 800 received, prior to finalizing the report.
- In 2014 Ontario announced an investment of an additional $810 million over three years to strengthen services and increase capacity

Province: British Columbia

Relevance to NS:

- In 2005 a Crown Corporation (CLBC) was established to deliver an Individualized funding model for adults with developmental disabilities to increase capacity to respond to service demands, achieve superior quality for clients and reducing costs for government

Issues/challenges:

- A December 2011 review of CLBC indicated that instead of reducing costs, costs continued to grow
- Requests for service continued to increase and maintaining services for existing clients continued to consume most of the budget
- Review concluded transition not possible without increased funding

New Brunswick

Relevance to NS:

- NB implemented province-wide a new Disability Support Program to increase flexibility and choice of services for persons with disabilities. Developed through two regional pilot projects (2010)
- Program provides supports to adults (19 to 64) with a long-term disability who require disability-related supports

Issues/challenges:

This new program required an influx of new funding to implement

Alberta

Relevance to NS:

- Alberta announced closure of Michener Centre in March 2013 & plan to transfer residents with developmental disabilities to community homes by December
- Decision reversed in 2014, following death of 5 residents who were moved and advocacy from families to have the Centre remain open. Transferred residents were allowed to return and remaining residents could stay.

Issues/challenges:

Transitioning to community is a lengthy process and requires careful planning

DCS Transformation

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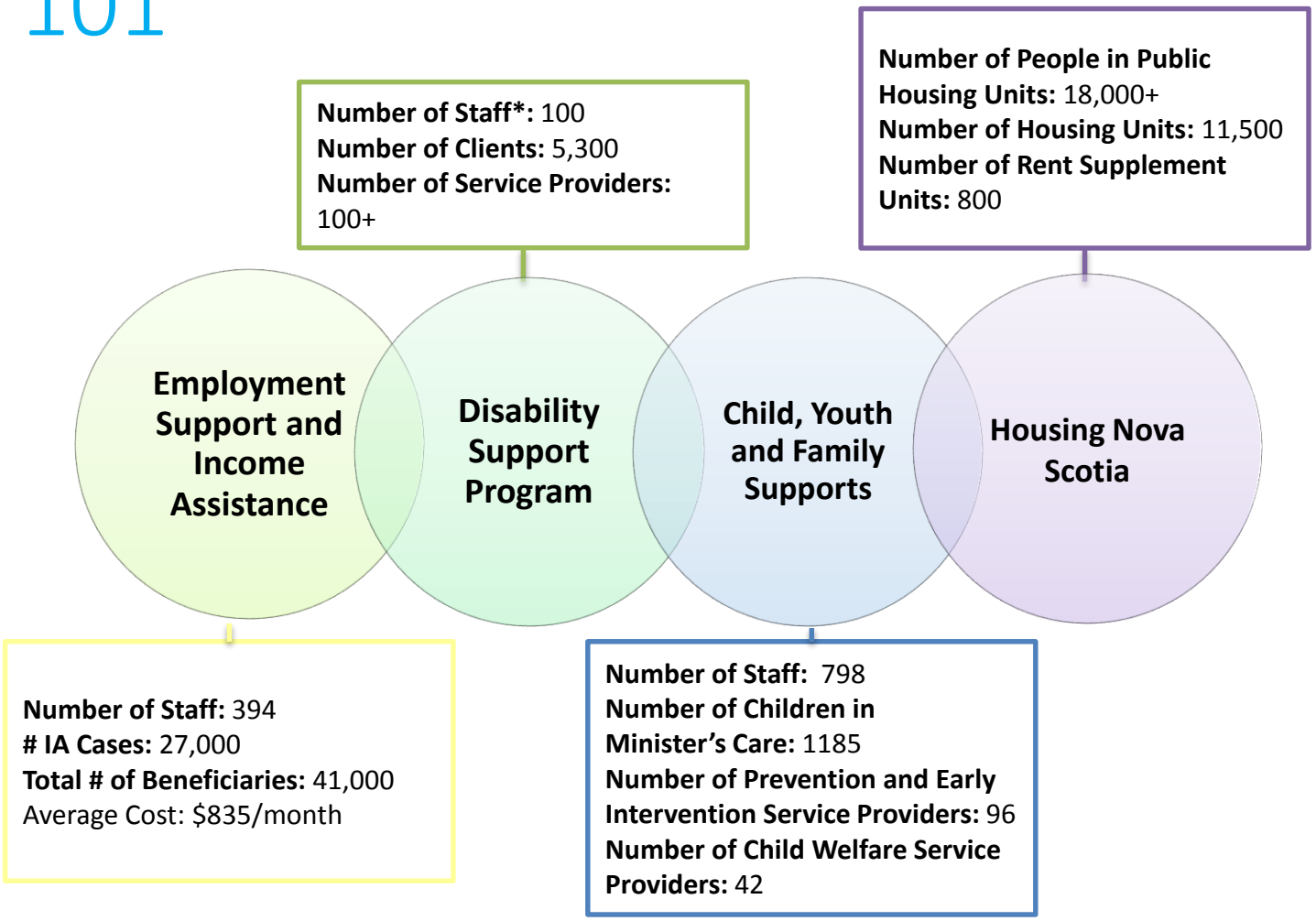
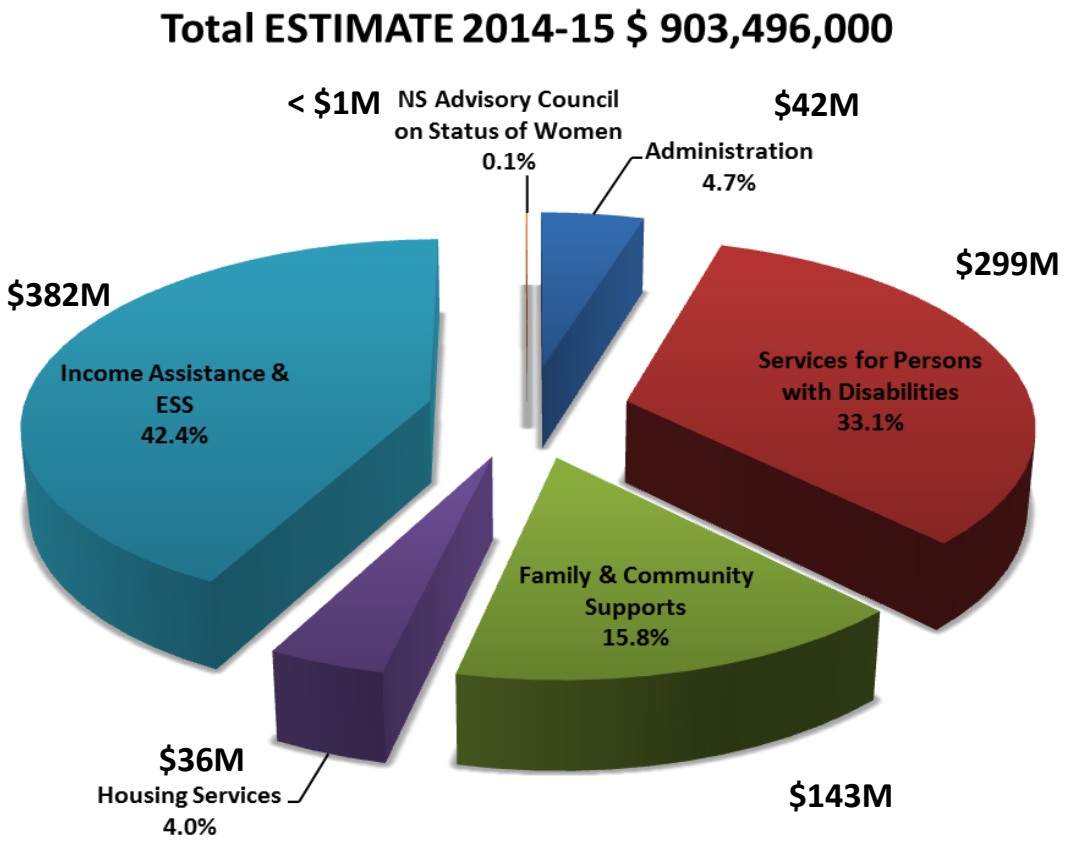
DCS 101



* Does not include service provider staff that provide direct care to clients.

14/15 DCS Estimate Breakdown



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Why do we need to transform?

1 To improve our programs and how they are delivered

- Programs may not be producing their intended results
- Difficult to measure outcomes
- Difficult for clients to navigate/understand what we offer
- Clients may receive differing levels of service quality depending on where they reside
- We have a responsibility to help clients transition off of income assistance
- As clients age, their needs change, and we need to become more responsive

2 To honor our commitments

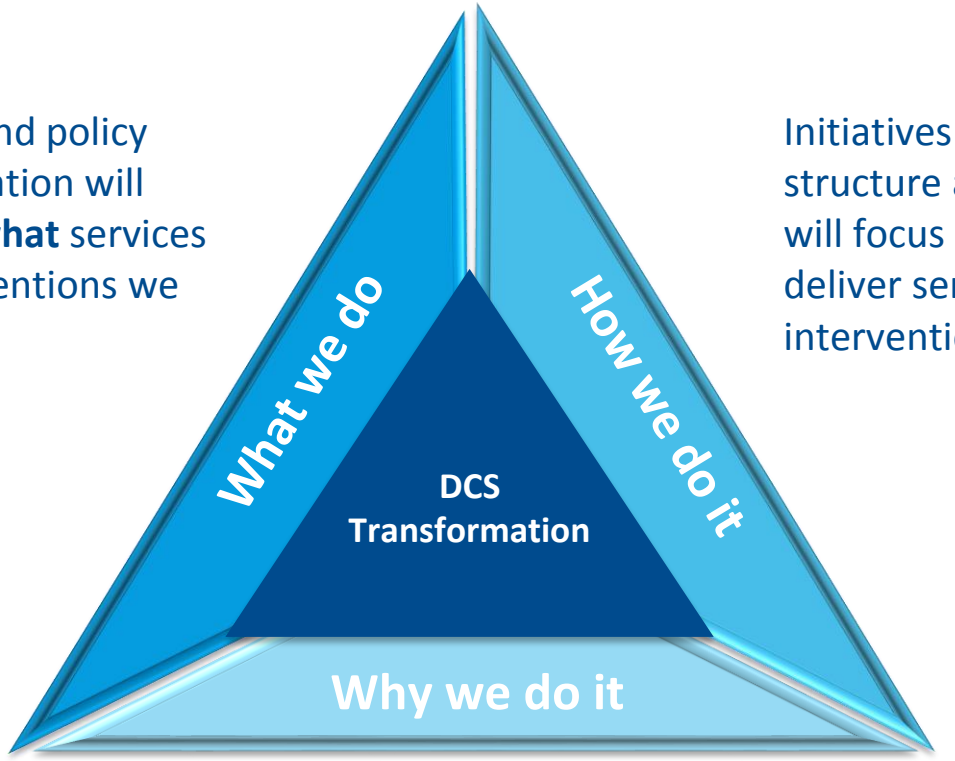
- Stakeholders are looking for evidence of the Government's commitments
- Supports provided to Nova Scotians have fallen behind other jurisdictions and best practices

3 So we can continue to support those who need us

- Nova Scotians are aging and will demand more of our services in the future
- Programs are expensive to manage and administer – we need to innovate to find better ways as we can't continue down the same path
- Research into how benefits and services are delivered not 'what' benefits are delivered

So, 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.

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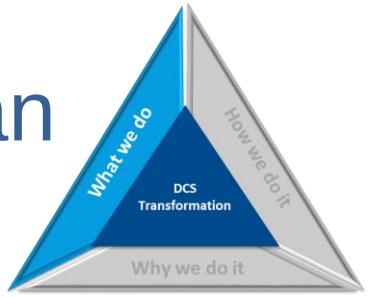
This Brings Us to the Transformation Plan



The **Benefit Reform Project** will modernize and streamline the way clients apply for programs and receive support in order to achieve job attachment and/or education outcomes, wherever possible.

Transformation for persons with disabilities will largely focus on efforts to **move away from a facility-based model of care to more individualized supports** and sustainable options which will help to **improve social and community inclusion**, as well as **job attachment**.

DCS will be focusing its efforts on **early intervention and prevention** – identifying the best ways to leverage all social supports to ensure positive outcomes for children, youth and families.

Corporately, DCS is **restructuring its operating, delivery and funding models** to enable a new, more efficient and sustainable way of client service delivery.

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DCS Transformation Process

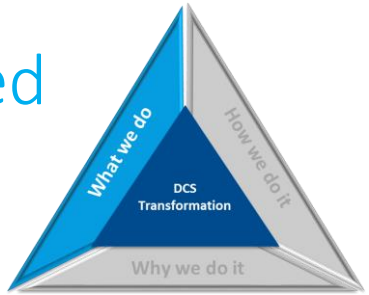
- As a part of the 2014/2015 budget planning process, budget was requested to support transformation at DCS (this includes Transformation initiatives in DSP, CYFS, ESIA and other Corporate Initiatives)
- It was the Department's preference that a multi-year/phased process be used with Treasury Board to request and gain funding approval for transformation activities.
- DCS believes this will:
  - enable ongoing engagement and communication
  - encourage collaboration
  - provide opportunities for learnings and progress to be shared
  - provide opportunities for DCS to present future phases of work
  - improve accountability
  - ensure timely approvals are obtained
- Funding was forecasted for 3 years (until March 2017)
- The department completed Phase 1 in July 2015 and was approved to continue onwards to Phase 2. DSP is in the beginning stages of Phase 2.

What are the desired outcomes of a transformed system?

The outcomes have laid the foundation for the DSP Strategic Direction. Measures and targets will monitor and track the progress and success of Transformation

Outcomes for Nova Scotians	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

Some highlights from what was accomplished in the DCS in Phase 1 Transformation?



- ✓ Developed a **Project Transformation office**, named the Transformation Support Unit (TSU)
- ✓ **Modernized Operating Model Development:** Identified a new operating model, which resulted in an updated regional organizational structure that enhances internal process and services delivered to clients. Additionally, communications (internal and external) have occurred regarding the updated model
  - ✓ An interim plan was developed to mitigate risks and carry the organization through the summer during the detailed analysis phases
- ✓ **Corporate Outcomes Measurement Framework:** Developed an organizational readiness assessment, change management strategy and plan, and departmental outcomes and framework
- ✓ **Public Awareness/Education Strategy:** Finalized public engagement recommendation for public awareness/education strategy
- ✓ **Internal Control Framework:** Finalized Internal Control Framework
- ✓ **Amendments to the *Children and Family Services Act (CFSA)*:** Seeking improvements to the Child Welfare system

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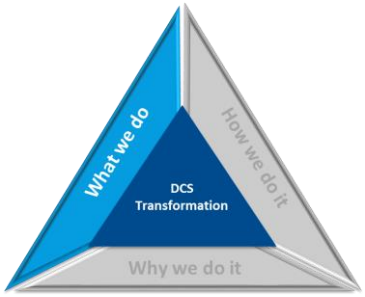
What was accomplished in the DCS in Phase 1 Transformation?



- ✓ **Family Support Framework (Prevention-Early Intervention, Protection and In Care Continuum)**: promotes and sustains effective parenting and ensures that young people are protected from abuse and neglect, and receive the care essential for their well being
- ✓ **Dialogue with Foster Parents Recommendation – After Hours Support; Reimbursement Process:** Addressing regional discrepancies, expands the scope of services provided by emergency duty to include after hours support, and creates a buddy system
- ✓ **Sexual Violence Strategy:** Implemented the Sexual Violence Strategy year two activities.
- ✓ **Community Residential Plan**: Created a plan that identifies the plan to redesign residential facilities, identify innovative housing options and plan the transition of clients to appropriate settings.
- ✓ **Updated Care Coordinator Position, Training, and Development Plan:** Created a plan to restructure the role of the Care Coordinator to enable greater emphasis on person-focusd case management support
- ✓ **DSP Legislation:** Created a plan for legislation that reflects the updated system
- ✓ **DSP Funding Models:** Created a transition plan for the updated funding models
- ✓ **ILS Supports:** Developed a plan to enhance ILS Supports

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Highlights to date from DSP Transformation

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As of Sept 1/15 DSP placed 62 clients in community based options

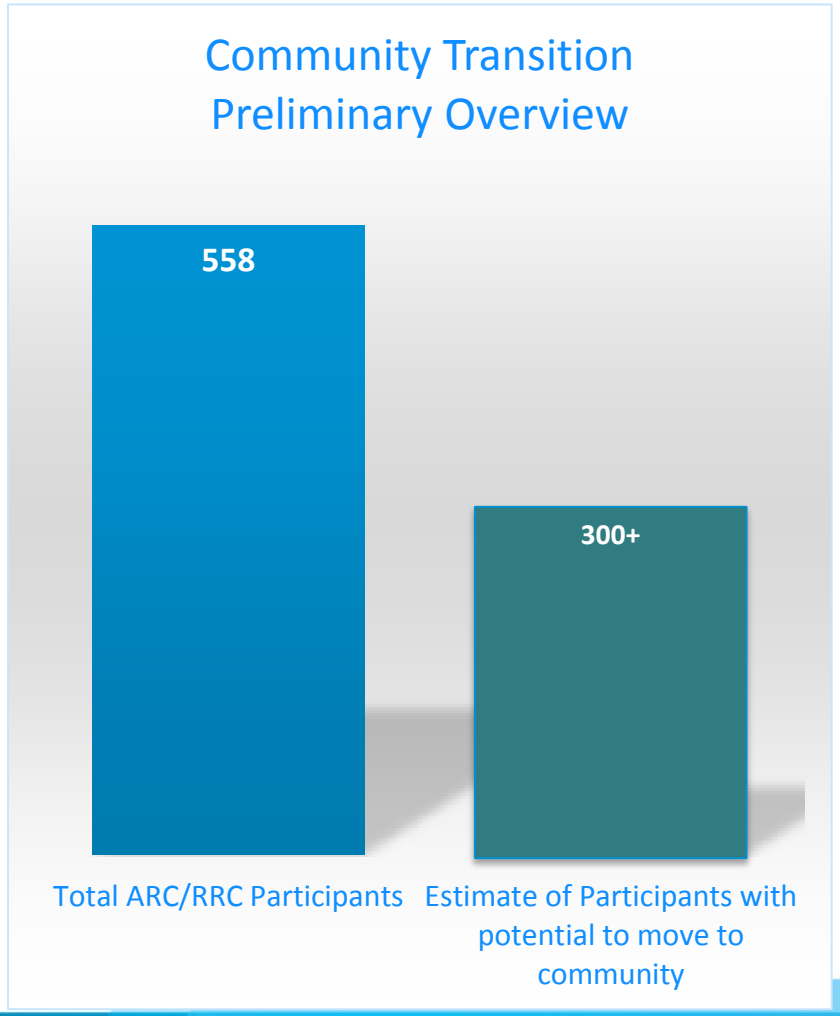
Considerable effort was made to make placements in 2 of DSP's front end community based programs.

Investing in front end programs like these is the most economical, sustainable and person centered way to create capacity in DSP which benefits the Government system as a whole

Overview of Placements:

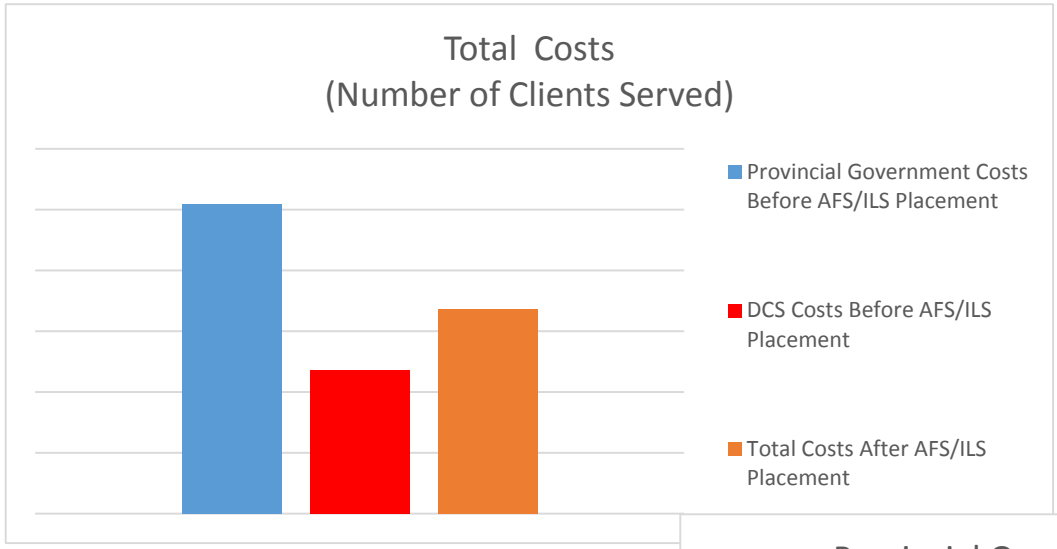
- **ILS** (Independent Living Support) – provides support to individuals who are able to live in their own home or apartment
    - **52** individuals placed with an average monthly per case cost of **$2,935**
- **AFS** (Alternative Family Support) – home sharing program, for up to two non-related participants
    - **10** individuals placed with an average monthly per case cost of **$1,840**

We are identifying more clients who may be able to transition to community options

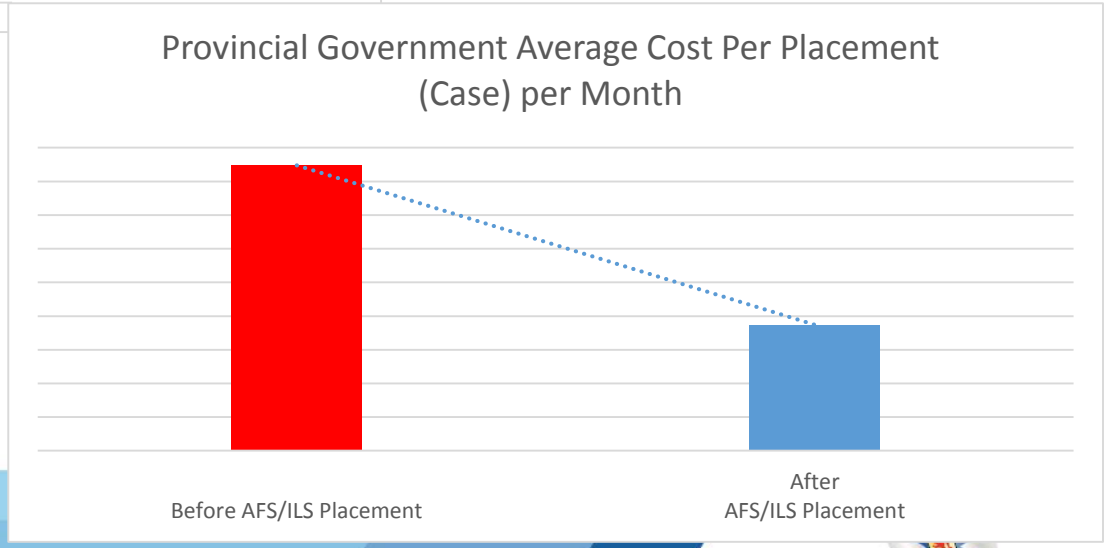


- The working group has estimated over 300 may have the potential to move to the community.

Case Study : There are Cost Savings When Clients are Transitioned into Community Programs



- The Alternative Family Support (AFS) and Independent Living Support (ILS) programs have demonstrated that cost savings and improved client outcomes are achieved when clients are provided appropriate services/supports in community



*Results are based on a small number of client transitions

We are stabilizing our service providers

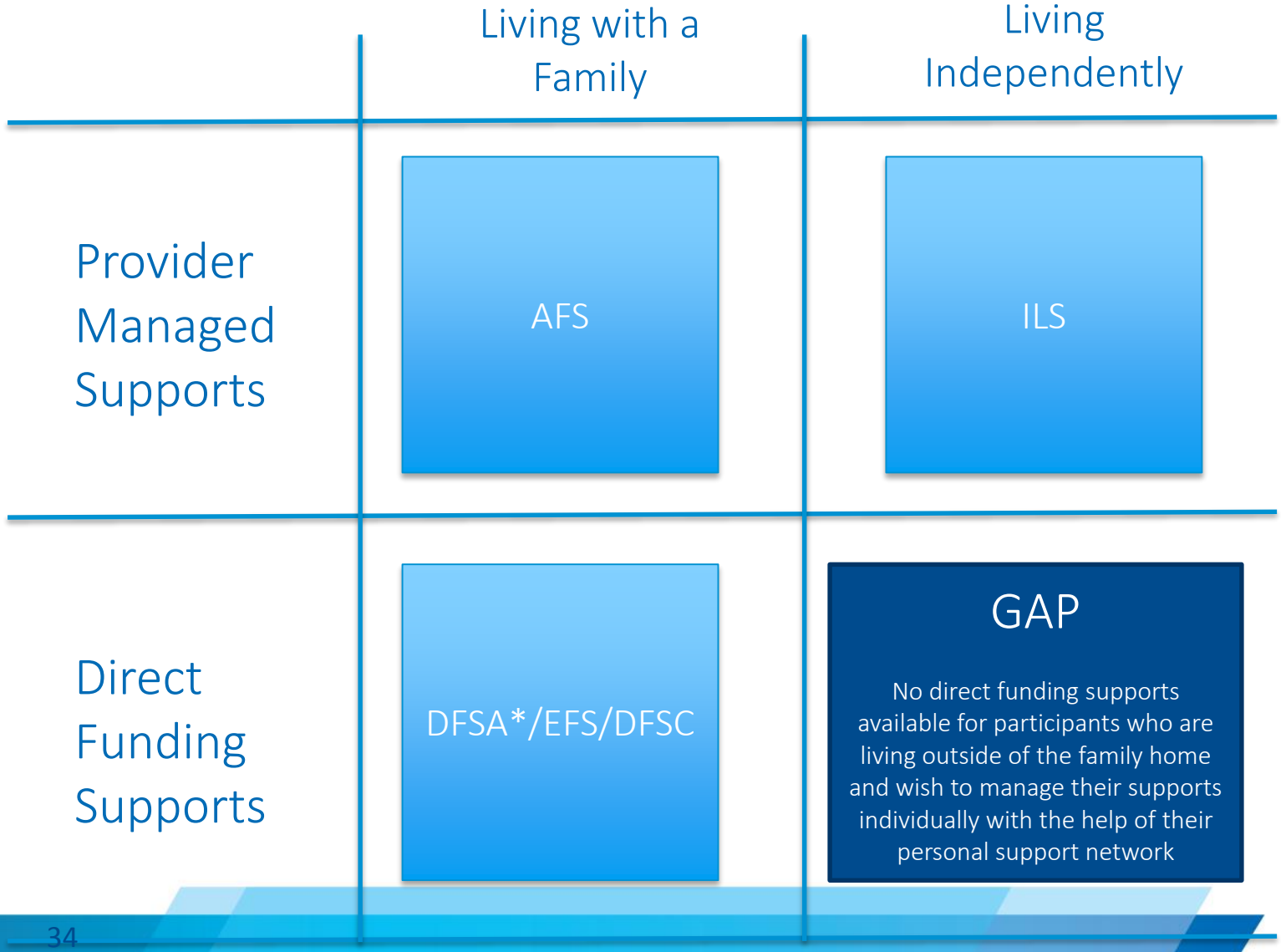
Objectives

- Recommend solutions to alleviate short term cost pressures and stabilize the Residential Service Provider sector
- Implement interim DSP funding measures with DSP Service Providers

Approach & Progress

- Residential Service Provider leadership, DSP program and DCS finance staff are working together to analyze and develop solutions to the prioritized list of funding issues identified in Phase 1

We have identified and are implementing programming where Gaps exist



*In the late fall receipts will not be required for DFSA clients receiving less than $500/month – this will impact 700+ clients

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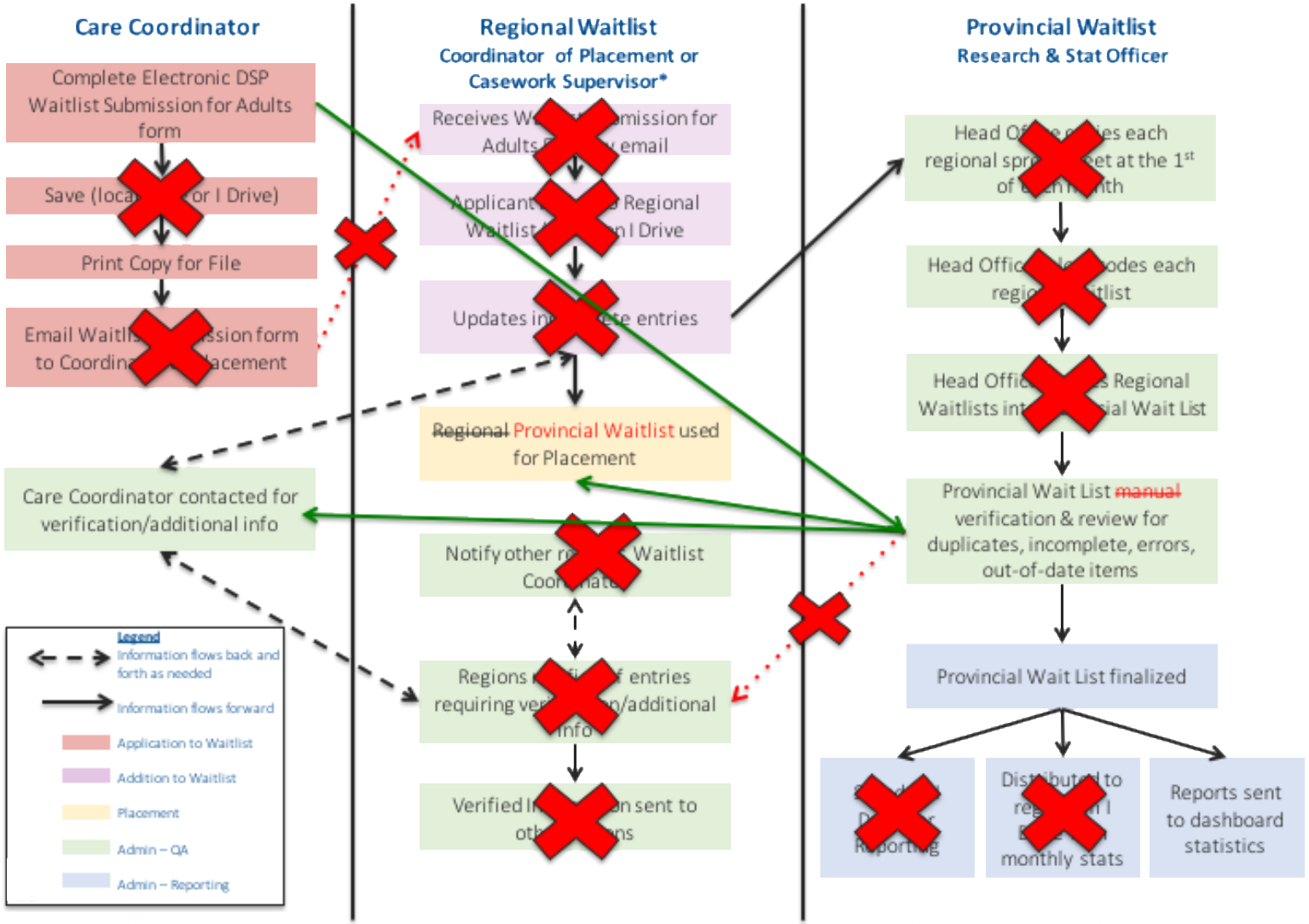
We are streamlining our processes to make our delivery more efficient



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Phase 2 Scope & Governance and Stakeholder Participation

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A Review of Phase 2 Scope

Community Residential Design Project
- Redesign of ARC/RRC's and community support needs (supports, capacity, housing, etc.)
- Identification of clients that can transition to the community
- Front-end policy renewal and development/training of additional tools/processes

Plan and Implement Modifications to the Care Coordinator Role
- Streamlined and consistent processes for special needs policy and billing
- ICM and Process training

Perform Regulation Changes to the Social Assistance Act **and Continue Analysis for DSP Legislation**
- Changes to the Social Assistance Act regulations
- Progress on the New DSP Legislation to be introduced Spring 2018

Plan and Implement Modifications to the Adult Service Centres
- Opportunities for improving and expanding social enterprise within the ASC's
- Increasing awareness around employment for persons with disabilities in the Public Sector

Implementation of Assessment and Placement Functionality in ICM
- Implementation of Assessment, Placement and Quickcard functionality within ICM

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A Review of Phase 2 Scope (con't)

DSP/DHW Service Alignment
- Development and implementation of a framework/plan to appropriately place clients in DCS and DHW programs

DSP Waitlist Business Process Review
- Streamlined process and improvement the quality/security of data in the DSP waitlist
- Identification of requirements for supporting technology

Implement Interim DSP Funding Measures with DSP Service Providers
- Recommendations to address critical financial issues identified by DSP service providers

DSP Finance – New Funding Model for Front End Community Programs & Supports
- Develop new funding models to support the Front End Community Programs and Supports

Accessibility Legislation
- Develop an RFL for Accessibility Legislation
- Develop and implement an education and awareness plan
- Develop a plan to transition the DPC

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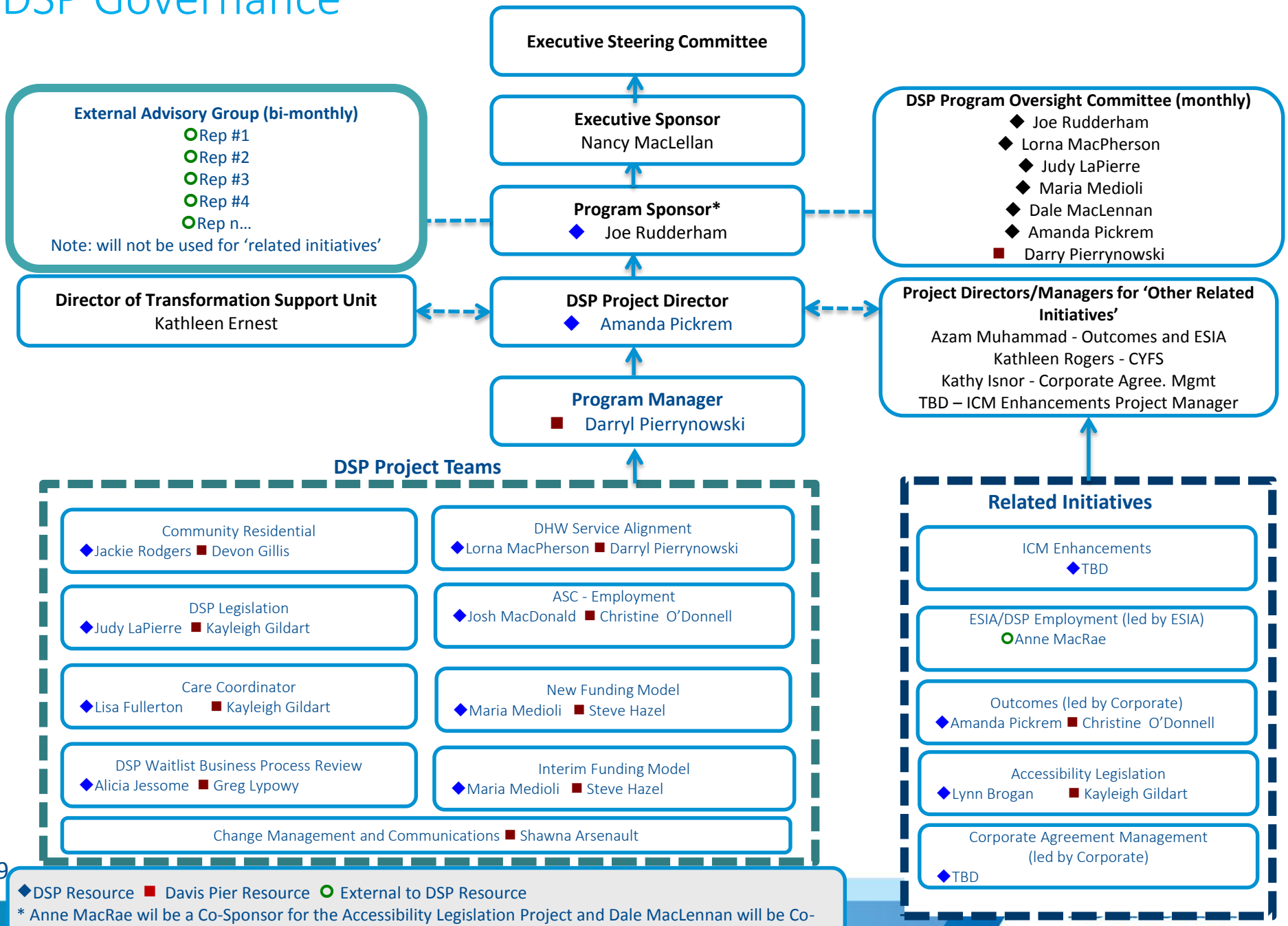
DSP Governance



◆DSP Resource ■ Davis Pier Resource ○ External to DSP Resource

* Anne MacRae wil be a Co-Sponsor for the Accessibility Legislation Project and Dale MacLennan will be Co-Sponsor for the Funding Model Projects

DSP Transformation Advisory Group

- DSP built into the Governance for Phase 2 a stakeholder Advisory Group
- It is expected that the Advisory Group will meet bi-monthly and will:
  - Be a forum where DSP can share its system design progress and ask for feedback and input
  - Provide input on key strategic directions
  - Be a champion for messages/progress throughout the sector
- The Advisory Group will be chaired by the Executive Director of DSP
- The first Advisory Group orientation meeting is planned to happen October 2, 2015
- The Advisory Group membership includes:
  - Cathy Deagle-Gammon – Directions Council for Vocational Services Society
  - Emily Duffett - First Voice Representative
  - Alice Evans, Respite Partnership
  - Joe Haverstock – ARC/RRC Association
  - Wendy Lill - Former Joint Advisory Committee
  - Lynn Cheek - Executive Director, Mental Health and Addictions, DHW
  - Ruby Knowles - Executive Director, Continuing Care, DHW
  - Nancy MacLellan - Associate Deputy Minister, DCS
  - Joe Rudderham* - Executive Director, Disability Support Program, DCS

Objectives and progress on engaging and communicating to our stakeholders

- Increase the level of awareness for the DSP transformation through proactive and regular communications. This will provide stakeholders with a clear understanding of project goals and objectives. Our communication progress so far for DSP Phase 2 includes:
  - ✓ The Phase 2 communications plan for DSP is currently in development
  - ✓ Our first internal and external communications on DSP Phase 2 was released in early September
  - ✓ An Transformation Internet/intranet site has been created to provide up to date and timely information relevant for our staff and stakeholders
- Provide integrated communications to internal and external stakeholders through collaboration across other Transformation work streams
  - ✓ The department maintains a corporate transformation calendar to manage and streamline opportunities for all external communications
- Engage stakeholders in the change by soliciting their input early on and demonstrate how input will be used to inform direction. Stakeholders have already been engaged as part of our DSP Phase 2 work:
  - ✓ Service Provider Associations have met to begin addressing financial stabilization issues
  - ✓ DHW and DCS are developing a Statement of Work together for the DHW/DCS Alignment Project
  - ✓ The Executive Director of DSP will be doing a DSP Transformation Roadshow for all Service Providers and staff in early October 2015

The Path Forward – Phase 2

Timelines and Milestones

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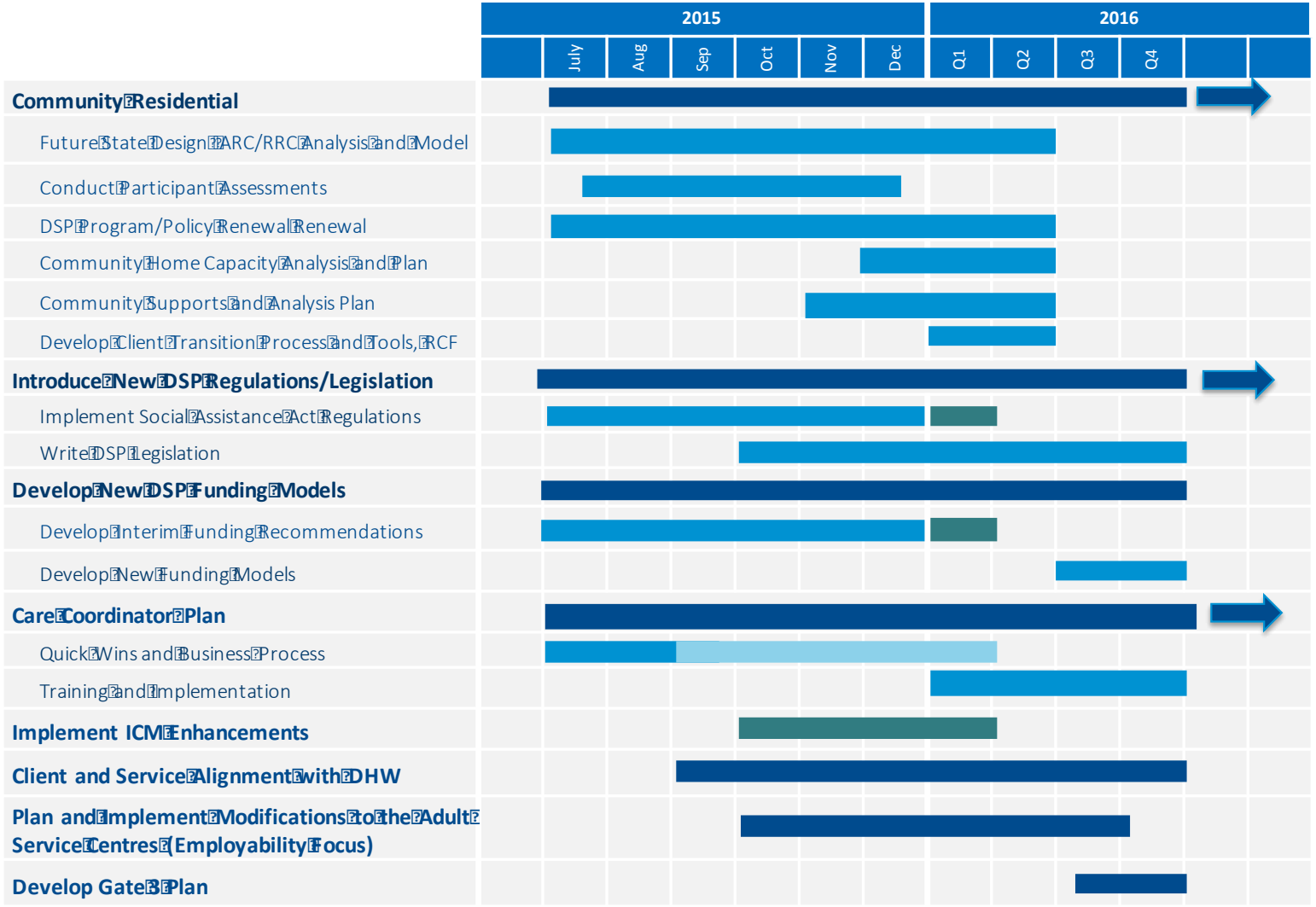
Phase 2 Project Timeline



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DSP Phase 2 - Key Milestones (4 months)

Milestone*	Description	Milestone Date
Project Charter Completed	Completion of the Phase 2 Project Charter	August 2015
DSP Waitlist Project Recommendations Complete	Recommendations for improvement in the current process to manage the DSP Adult Waitlist.	August 2015
Establish DSP Advisory Group and Hold First Advisory Group Meeting	Send invites, select membership and develop a terms of reference for the first Advisory Group meeting.	September 2015
Integrated DSP Phase 2 Communication Plan Complete	An integrated communication plan for internal and external stakeholders.	September 2015
Established Waitlist Implementation Plan	Developed an approved waitlist implementation plan based upon endorsed Executive recommended approach.	September 2015
Deputy approved ToR and SoW for DCS/DHW Alignment Project	Integrated DCS/DHW team will develop and submit an agreed upon Terms of Reference and Statement of Work for both departmental Deputy Ministers to approve for continued commitment and support.	October 2015
Established plan to implement opportunities for social enterprise within the ASC's and to eliminate barriers in the Public Sector	An implementation plan designed which outlines DCS's role in navigating increased opportunities for Adult Service Centers in the area of Social Enterprise. Will also focus on opportunities and implementation to identify barriers to increase persons with disabilities in the public sector.	October 2015
Implementation of flexible receipts for current DFSA participants	Implementation of the first portion of the Flex program, providing DFSA participants with flexibility regarding funding and decreasing manual effort to review receipts	October 2015
DSP Participant Transition Process Complete	Standardized process and tools for transitioning participants to community.	November 2015
ICM training needs analysis and training plan complete	Assessment and training plan to ensure care coordinators are fully utilizing ICM functionality (Implementation to be coordinated with other training initiatives)	November 2015

Working Together

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Working Together – Guiding Principles

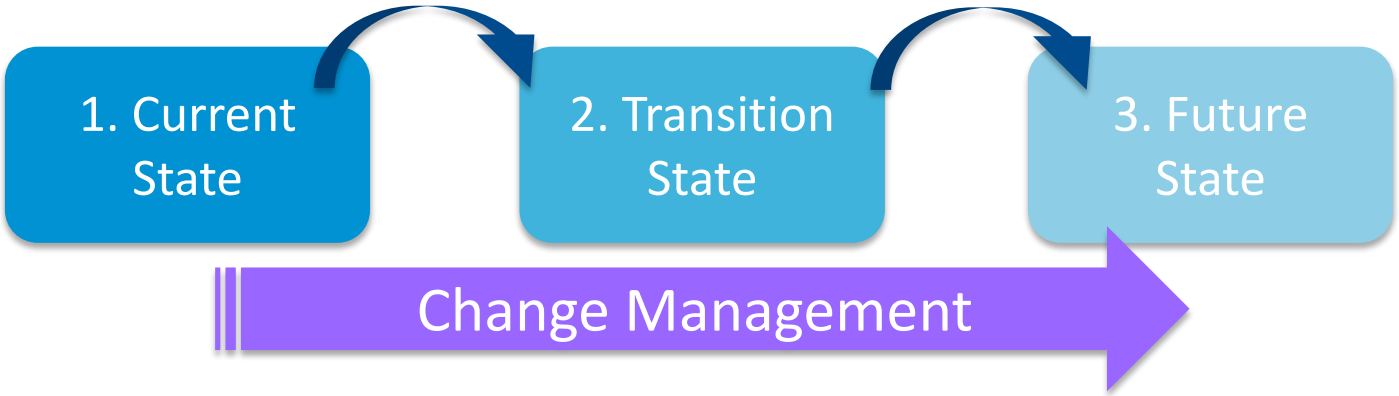
- Many of the work streams that we have for Phase 2 will require the input, advice and expertise many staff and stakeholders. For example:
  - Participation in workshops/meetings to provide input on specific issues
- We are committed to be as proactive as possible in communicating our project requirements so you know what to expect from us and when
- We are committed to adjusting our proposed approaches to accommodate the competing priorities of the DCS Transformation
- We will be respectful of your time both in engaging and updating you
- Our preferred communication forum is face to face especially early on in the project. We will need to balance this with the cost of travel so will also utilize other forms of communication as required.
  - The DCS Transformation website will provide up to date information on the progress. http://novascotia.ca/coms/transformation/

Change management and what this means for you

- DSP Transformation has multiple streams of work – all with their own 'change impacts' (whether impacts to people, processes, programs, or systems)
- In many cases, these change impacts affect people in some capacity (e.g. our clients, our clients' families, our staff, other interested parties)
- ***Change Management*** is a structured process to manage this 'people side' of change to achieve the desired outcomes of the Department. Some questions we need to ask ourselves include:
  - Do our stakeholders understand **why change must occur**?
  - **What are the change impacts** associated with the change?
    - For example, how will a change to a program affect our clients? Our staff? Other stakeholders?
  - **How can we best communicate** with all our stakeholders to keep them informed and engaged in the journey?

Change management and what this means for you, cont'd

- A change management strategy/plan will support moving the Department from its current state (how things are done today), through a transition state, to the desired future state



What does successful change management mean to DSP Service Providers?

You feel engaged in the change process and we are working collectively towards a common objective, realizing benefits and delivering results

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Upcoming Service Provider Engagement Dates by Core Working Groups

What	Who	When
Phase 1 of Participant Assessments. As part of our efforts to identify participants with the desire and ability to transition to the community we are completing participant assessments to support ARC/RRC system planning. Approximately 350 assessments will be completed in this Phase.	• ARC/RRC Service Providers may be engaged by Care Coordinators during this process.	October to December 2015 (ongoing)
ARC/RRC System Planning and Design. In this phase of work we are designing the future state of the ARC/RRCs in the province. We will be engaging the facilities to better understand opportunities for each of these facilities as part of the design process.	• ARC/RRCs through the ARC/RRC Association and with each ARC/RRC Service Provider individually.	Beginning in November 2015
Community Homes and Specialized Support Design and Planning. To support increased community living, we will engage service providers to plan for the required supports and capacity for community housing, respite, short-term stabilization and nursing/medical supports.	• ARC/RRC Service Providers • Community Based Service Providers through their respective associations • Community Based Associations and Non-Profits	Beginning in December 2015
Interim Funding Model. In this phase we will continue to work with financial experts and key representatives from across the DSP Residential Service Provider Associations to analyze the prioritized list of funding issues with an aim to sustain and stabilize program funding challenges during transformation.	• ARC/RRC Association • CCANS • NSRAA	Ongoing. The group was initiated in Phase 1 and will continue until December 2015.
DSP Waitlist and Placement. DSP is improving the administrative processes related to waitlist management and modernizing the technology to support client placements. Opportunities to improve communication and process with service providers are included in this Phase.	• Residential Service Providers	Beginning November 2015

Discussion Topics

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Your Ideas are Important to us!

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Discussion Topic #1

What do you think are the benefits to reducing the reliance on larger facilities?

Specifically for:

- *Clients*
- *Service providers*
- *DCS*
- *The Community*

Discussion Topic #2

What do you think are the challenges to reducing the reliance on larger facilities?

Specifically for:

- *Clients*
- *Service providers*
- *DCS*
- *The Community*

Discussion Topic #3

How should we be communicating DSP Transformation Updates?

Specifically for:

- *Clients and Family Members*
- *Service Providers*

Discussion Topic #4

What are you most excited about for DSP Transformation?

Thank You For Your Support of DSP Transformation to Date!

Questions or Comments can be directed to:

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