

Moving Forward with Common Goals: Achieving Our Vision for Community Disability Services in Collaboration with the Government of Alberta

ABOUT ACDS

ACDS is a not-for-profit network of close to 150 community disability sector members, representing almost 85% of agencies funded by the PDD program. Our members employ over 13,000 people to provide supports to almost 11,000 adults with developmental disabilities across Alberta.¹

Since our origin in 1973 as the Alberta Association of Rehabilitation Centres, we have been seen as a trusted and respected partner, collaborating with the Government of Alberta and community allies to strengthen services and advocate for policies to benefit

Albertans with developmental disabilities and the Community Disability Services (CDS) sector.

Our Vision People with disabilities live full lives as citizens supported by a vibrant network of services in their communities

Our Mission To be the collective voice of our members, advancing excellence and best practices, advocating for effective public policy, and championing professional disability services

ABOUT THIS DOCUMENT

We believe there is strong alignment between the current United Conservative Party (UCP) government's goals to make Alberta the best place to live and our own vision for vibrant communities where all citizens are safe, healthy, connected and valued.

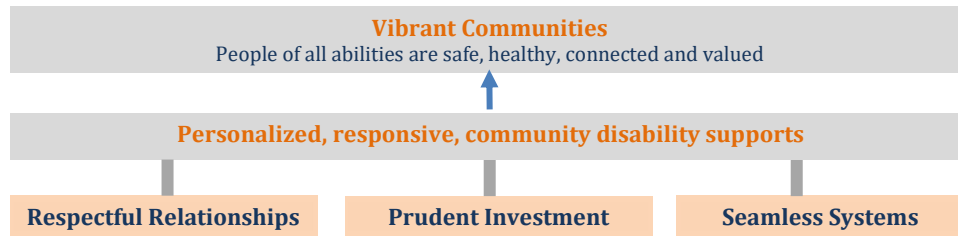
This document outlines how ACDS' guiding principles and recommendations for maximum impact (originally

presented to the 2018 PDD Program Review panel) align with the UCP's social priorities as expressed in the party's 2019 election platform.²

Through collaboration, we can support the UCP government to achieve its important commitment to make life better for vulnerable Albertans.

ACDS VISION AND FRAMEWORK FOR IMPACT

Vibrant communities thrive when all citizens feel safe, healthy, connected and valued. The Community Disability Services (CDS) sector facilitates the citizenship of Albertans with disabilities by providing essential personalized supports. We believe three guiding principles are the foundational pillars necessary to achieve our vision for vibrant communities and quality services with maximum impact.



GUIDING PRINCIPLE 1: RESPECTFUL RELATIONSHIPS

The delivery of government mandated supports by contracted agencies thrives when the relationship is built on a common vision, shared values and principles, and a foundation of trust.

- Maximizing the impact of this partnership requires shared vision and values, genuine commitment to collaborative problem-solving, timely access to information, transparency in decision-making, role clarity, and the reasonable allocation of accountability across the partners.

GUIDING PRINCIPLE 2: PRUDENT INVESTMENT

Investing in community disability services has high returns. It benefits the individuals receiving services, the people who support them, their communities, and the provincial economy. It saves public funds by helping people become contributing citizens, creates employment, establishes resources in communities, reduces risk, and strengthens the social fabric.

- Maximizing the impact and value of this investment requires supporting the real costs of community services, encouraging innovation, promoting a culture of continuous improvement, and fostering the development of a highly-skilled, professional workforce.

GUIDING PRINCIPLE 3: SEAMLESS AND INTEGRATED SYSTEMS

The lives of individuals with disabilities intersect with multiple programs and service, and are shaped by a broad range of policy areas. These intersections provide natural opportunities to leverage efficiencies and effectiveness.

- Maximizing the impact of these opportunities requires intentionally designing integrated systems, providing seamless access and transitions, and taking into consideration how changes in one area might impact other area

ALIGNMENT OF ACDS RECOMMENDATIONS AND UCP GOALS

GUIDING PRINCIPLE 1: RESPECTFUL RELATIONSHIPS

ACDS RECOMMENDATIONS

A shared vision

We recommend that the Alberta Government collaborate with the community disability services sector to articulate a shared vision, common values, and a cohesive plan for quality supports to achieve the full citizenship of individuals with disabilities

Permanent forums for dialogue

We recommend that the Alberta Government establish permanent forums for ongoing dialogue with the community disability services sector to identify issues, develop policies, and solve problems

Charter of Engagement

We recommend that the Alberta Government engage with ACDS to draft a Disability Services Charter of Engagement with a common vision, well-defined rules of engagement, and a commitment to transparency

Open portal for disability data

We recommend that the Alberta Government provide comprehensive information about PDD and related programs, including demographic projections, service usage and waitlists, funding, and regional profiles

Contracting framework

We recommend that the Alberta Government work with community disability services to develop consistent and transparent contracting processes, and to streamline reporting and evaluation protocols

ALIGNMENT WITH UCP GOALS

The UCP has expressed that “the government should do more to help Albertans with disabilities” and promised to “enact policies that support the desires, dignity and choices of Albertans with disabilities” (p.77) ²

The UCP has committed to ongoing dialogue by establishing the Disability Advisory Forum. We look forward to the forum convening in Fall 2019³

The UCP has committed to engage with ACDS by establishing the Service Provider Partnership Committee to serve as a link between ACDS and Alberta Community and Social Services ³

The UCP ratified a resolution for a “more comprehensive data policy” where government information and data are made more readily accessible in digital formats (p.11)⁴

The UCP has promised to reduce bureaucratic burdens in the nonprofit sector, such as those associated with renewal obligations, including moving to five-year agreements (p.73)²

GUIDING PRINCIPLE 2: PRUDENT INVESTMENT

ACDS RECOMMENDATIONS

Flexible, responsive funding model

We recommend that the Alberta Government provide predictable and sustainable funding through long-term, flexible, inflation-adjusted contracts that reflect the full costs associated with providing quality supports

ALIGNMENT WITH UCP GOALS

The UCP has promised to “expand civil society efforts” and “be a champion of civil society groups” (p.73);² this commitment must ensure that community organizations are properly resourced to solve complex social problems

GUIDING PRINCIPLE 2: PRUDENT INVESTMENT

ACDS RECOMMENDATIONS

Innovation Fund

We recommend that the Alberta Government set aside annual funding to support community disability service providers to pilot, evaluate, share, and scale up innovative, successful service models and approaches

Comprehensive human resource strategy

We recommend that the Alberta Government collaborate with community disability services, post-secondary institutions and community training providers to develop a comprehensive HR strategy, that includes sustainable funding for compensation, training, and professional standards designation for all community disability workers regardless of employment context (service providers and FMS)

ALIGNMENT WITH UCP GOALS

The UCP has promised to create a \$20 million Civil Society Fund to support innovative programs delivered by community groups (p.73)²

The UCP understands that diverse strategies are needed to address Alberta's needs for a skilled workforce, e.g., increasing post secondary choices (p.62), supporting alternative models such as apprenticeship (p.63), and assisting new Canadians to upgrade skills (p.41).² The UCP recognises the vital role community organizations play in delivering government mandated services (p.73),² and we expect it to lead in developing a vibrant workforce for our sector.

GUIDING PRINCIPLE 3: SEAMLESS AND INTEGRATED SYSTEMS

ACDS RECOMMENDATIONS

Broader eligibility and improved assessment

We recommend that the Alberta Government expand the PDD eligibility criteria to include individuals who may otherwise fall through the cracks, and provide adequate resources to community disability service providers to meet these increased demands

Program and Systems Access

We recommend that the Alberta Government review areas of overlap or barriers between PDD and other systems and programs to ensure people with development disabilities can access appropriate systems outside PDD seamlessly and effortlessly

Disability-based analysis

We recommend that the Alberta Government review all government policies, programs, and initiatives to assess and address their potential impact on individuals with disabilities

ALIGNMENT WITH UCP GOALS

The UCP has committed to review PDD eligibility (p.78),² and taken one of the first steps to do so by engaging the disability community in the first Disability Advisory Forum to be convened in Fall 2019³

The UCP has promised to reduce red tape in every sector (p.24). The UCP has also promised to review systems (e.g., health care) to reduce duplication, maximize effectiveness, and improving outcomes (p.56).² We expect the same careful review of the PDD program so that individuals with disabilities can have world-class system of supports

The UCP has promised to “enact policies that support the desires, dignity, and choices of Albertans with disabilities” (p.77)²

Guiding Principle 1 - Respectful Relationships

ISSUE 1: A SHARED VISION

CONTEXT

Time and time again, through various engagement processes—whether these are driven by members of the community disability sector or government-initiated community consultations as part of program reviews such as this one—we consistently hear that there is a lack of a common and overarching vision for supports for Albertans with disabilities.

The PDD program states as its mission: “to support adults with developmental disabilities to be included in community life and to be as independent as possible.”⁵ However, there is no articulation of what that looks like. What do inclusion and independence mean for PDD? Are these definitions the same as what individuals receiving PDD supports or their families would consider inclusion and independence? What are the resources and support strategies necessary to achieve these goals in the community? How are individuals with complex needs best supported to live inclusively in community in a way that honours and protects human rights and balances the safety of individuals, community disability workers and community members?

In addition to a clear, collaboratively developed vision statement that all stakeholders agree on, there is a need for a clear articulation of the shared values underpinning this vision. Values demarcate the line between what cannot and will not be undermined to achieve the vision, and other areas where there may be room for negotiation or compromise. What are these most fundamental values? What will it take to uphold these values regardless of shifting economic pressures or competing visions of society?

The answers to these questions are necessary prerequisites for shaping the policies, programs, funding levels, contractual obligations and accountability mechanisms for government-mandated, community-based supports for Albertans with disabilities.

Currently, however, there is an overwhelming sense that there is no commonly understood vision or a coherent plan. In the daily lives of service providers, this manifests as inconsistencies in processes, confusion around goals and outcomes, and ever-shifting accountability requirements.

RECOMMENDATION

A shared vision We recommend that the Alberta Government collaborate with the community disability services sector to articulate a shared vision, common values, and a cohesive plan for quality supports to achieve the full citizenship of individuals with disabilities

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Guiding Principle 1 - Respectful Relationships

ISSUE 2: COLLABORATION AND MEANINGFUL ENGAGEMENT

CONTEXT

Since the advent of the community disability services sector, the relationship between government and service agencies has been mixed, at times closely collaborative while at other times, reflecting its largely transactional and contractor-vendor basis.⁶

The result is an uneven landscape, creating barriers to meaningful engagement across the PDD program. In some regions, communication between agencies and PDD staff is absent, infrequent, or involves people without decision-making authority. In other regions, PDD staff inform service providers of changes and developments, but provide little direction or support to address the resulting implications or issues. Some service providers feel that even when PDD does include them, the process is not collaborative: agendas are set

and conversations are top-down, driven by government and its needs and priorities rather than bottom-up, driven by individuals or those responsible for supporting them. In most cases, this results in service providers having to be reactive to changes, rather than working proactively with PDD to develop effective strategies.

Unless there is a strong, embedded culture of collaboration, meaningful engagement requires intentionally created structures, mechanisms and processes. For these to function in ways that can build trust over time, there needs to be a clear framework articulating the common vision, goals, and mutually agreed upon rules of engagement.

RECOMMENDATIONS

Permanent forums for dialogue We recommend that the Alberta Government establish permanent forums for ongoing dialogue with the community disability services sector to identify issues, develop policies, and solve problems

Charter of Engagement We recommend that the Alberta Government engage with ACDS to draft a Disability Services Charter of Engagement with a common vision, well-defined rules of engagement, and a commitment to transparency

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Guiding Principle 1 - Respectful Relationships

ISSUE 3: INFORMATION AND TRANSPARENCY

CONTEXT

There are numerous inconsistencies in the sharing of information, across the full range of service delivery.

- Demographic projections of people expected to need disability supports in the future are not available, restricting the ability to plan
- Accurate data about individuals in services and on waitlists is also not available to service providers
- There are regional differences in funding processes and expectations, including how contracts are awarded, what costs are included, how these are calculated, and what outcomes and reporting standards are expected. Service providers describe the contracting process as “convoluted and cumbersome,” one that changes depending on the PDD staff and their relationships with the service provider or the family advocate.
- Complete information about individuals moving from one service provider. It appears that full disclosure is not occurring in some instances, especially for individuals with complex needs.

Service providers generally have good working relationships with PDD staff, characterised by mutual respect and recognition that we are all working toward the same goals. However, systemic constraints, by design or otherwise, are creating information barriers, resulting in suspicion and distrust. Without shared understanding of the needs and realities of the system and program, community can not engage in shared solutions with government.

The solution, as suggested previously, is to create intentional structures to enhance information exchange and transparency. These include making available PDD information on the government’s open data portal to a much greater extent, and developing a comprehensive framework to guide and streamline contracting decisions and processes, much like what was proposed by the Agency and Human Services Procurement Advisory Table (2016).⁷

RECOMMENDATIONS

Open portal for disability data We recommend that the Alberta Government provide comprehensive information about PDD and related programs, including demographic projections, service usage and waitlists, funding, and regional profiles

Contracting framework We recommend that the Alberta Government work with community disability services to develop consistent and transparent contracting processes, and to streamline reporting and evaluation protocols

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Guiding Principle 2 – Prudent Investment

ISSUE 1: REALISTIC AND RESPONSIVE FUNDING

CONTEXT

Funding community disability services to deliver government-mandated supports is an investment that strengthens local communities and benefits the economy. To maximize its impact requires treating it like a valued investment: ensuring contributions keep up with inflation, addressing real costs, and being responsive to changing needs and pressures.

Inflation and economic pressures

Despite significant increases to the PDD program over time, funding to community agencies has not kept pace with inflation or recognized other economic pressures. The historical lag in funding impacts the entire organization, but manifests most acutely in the chronic, decades-long issue of low staff wages.

Administrative and indirect costs

Contracts do not consider all the costs associated with running sound and sustainable organizations. Funding for these costs has not increased since 2014. This alone equates to 5.75% erosion in funding based on the inflation over the past 4 years.⁸

Contracts also do not cover indirect costs associated with providing quality supports. These include time and costs associated with submitting service proposals, getting to know the individual, consulting specialists and professionals, developing community relationships to optimize the individual's participation opportunities, arranging service review meetings, and navigating bureaucratic processes for changing services.

Service providers are forced to fund these costs by reducing expenses, pulling from other internal resources, and seeking additional revenues. These activities impose significant stress on services and divert energy from providing quality care.

Paperwork and accountability

Accountability pressures have increased significantly over time. Prescriptive and stifling processes of oversight and micromanagement, manifested through an overload of paperwork, have become a necessary part of service provision. These are not funded, nor is it clear what purpose they serve.

RECOMMENDATIONS

Flexible, responsive funding model We recommend that the Alberta Government provide predictable and sustainable funding through long-term, flexible, inflation-adjusted contracts that reflect the full costs associated with providing quality supports

ALIGNMENT WITH UCP GOALS

The UCP has promised to “expand civil society efforts” and “be a champion of civil society groups” (p.73);² this commitment must ensure that community organizations are properly resourced to solve complex social problems

Guiding Principle 2 – Prudent Investment

ISSUE 2: SUPPORTING INNOVATION

CONTEXT

There have been numerous initiatives in the past to support community disability service providers to implement innovative service models and try new concepts. However, these typically have ended with little to show for any lasting impact.

Service providers feel that there is no support for wide-scale implementation of successful projects, or for sharing knowledge and learnings from these projects more broadly.

The Achieving Better Outcomes Initiative (ABOI) was cited as one such example of a promising initiative which ended before any dissemination or impact could be achieved.⁹

Initiated by PDD, ABOI began with then Minister of Seniors and Community Supports, Hon. Greg Melchin hosting a day-long brainstorm session in May 2007 with PDD stakeholders to identify innovative ideas to

achieve better outcomes for individuals. From as many as 52 ideas presented, 10 priority projects were eventually supported.

At the end of 2008, the Advisory Committee's final report showed that many of the priority projects had achieved positive outcomes. The Committee recommended PDD to: (i) continue to invest in innovation; (ii) commit to implementing the successful projects, and (iii) invest in sharing the learnings from the projects. However, for reasons unknown, the initiative was discontinued.

One example of the many innovative practices that community disability service providers develop to provide quality supports can be found in the Appendix.

RECOMMENDATION

Innovation Fund We recommend that the Alberta Government set aside annual funding to support community disability service providers to pilot, evaluate, share, and scale up innovative, successful service models and approaches

ALIGNMENT WITH UCP GOALS

The UCP has promised to create a \$20 million Civil Society Fund to support innovative programs delivered by community groups (p.73)²

Guiding Principle 2 – Prudent Investment

ISSUE 3: COMPREHENSIVE HUMAN RESOURCE STRATEGY

CONTEXT

Human resource issues have been the top concern for community disability service providers for over two decades. Issues revolve around recruitment and retention challenges related to the intractable gap in compensation between public sector employees and community-based staff, closure of post-secondary disability programs, training burden that agencies have consequently been forced to bear, and lack of access to training to support individuals with increasingly complex and specialized needs. There is also a need for a formal system that recognizes the qualifications of staff in a way that is comparable across organizations.

Compensation

Compensation for frontline staff has been below market value for a long time compared to similar jobs in other sectors, such as nursing, homecare, and teaching aides. Compensation is also lower for other positions compared to their counterparts in the public and private sectors. Despite this, funding contracts have not provided any wage increases for five years.

According to Alberta Labour's Alberta Wage and Salary Survey (AWSS),¹⁰ the overall average hourly wage in 2017 for all occupations in non-profit social service organizations was \$23.59, compared to \$27.09 in the for-profit sector and \$37.64 in the public sector (p.7). Occupations classified as care providers (NOC-44) had an average hourly wage of \$19.49 in the non-profit social services sector, compared to \$26.30 in the public sector, a differential of 35% (p.8).

The 2017 ACDS Annual Workforce Survey¹¹ reported the average hourly wage in 2017 for all positions at \$21.06, ranging from \$18.73 in the South region to \$22.26 in North West (p.25). Frontline hourly wages started at \$13.60 and topped off at \$33.00 for workers supporting individuals with complex needs (p.26).

These numbers do not consider benefits, which generally tend to be better in the public and private

sectors than in the non-profit sector. Nor do they reveal wage compression issues caused by increases in minimum wage without concurrent increases in raises for staff earning more than minimum wages.

In 2017, overall turnover in Alberta's community disability sector was 23.9%, and as high as 32.8% in the South region and 36.6% in Central (p.28). Turnover was highest for Community Disability Service Workers at 31.7% province-wide (p.34).¹¹

Recruitment and turnover costs are not adequately recognized in funding contracts. Turnover also has a significant impact on the quality of life of individuals receiving services.¹²

Post-secondary programs

Low wages and demanding work have made the sector less attractive to post-secondary students. Expected wages are insufficient to justify the costs of certificate, diploma or degree programs in disability studies. Since 2008, nine post-secondary disability programs have been discontinued in Alberta due to low enrollments. As older workers retire or reduce their work, service providers have few qualified young people to hire.

Training

New staff often need training in the most basic skills in this sector. This includes the range of mandatory technical training, and imparting the values for supporting individuals with disabilities to achieve citizenship and full participation. In addition, the growing number of aging individuals and individuals with complex needs has expanded the scope of training, including the need for specialized training in medical supports and technical skills such as patient lifting, transfer as well as mental health and addictions.

Access to training varies greatly. Although basic and mandatory training are readily available, often through train-the-trainer programs and local community

partners, specialized training opportunities in rural areas and in the remote northern locations are either not available or expensive. In addition, staff are increasingly diverse in background creating cultural and language challenges in traditional training mechanisms.

The cost for training staff is a real and considerable issue. Costs include course fees, travel expenses, staff pay, and coverage for people who are away at training. In addition, there is the cost of recertification of some courses. In some cases, there is duplication of resources as staff who work for more than one agency often repeat their training (e.g., medications administration) with their different employers.

Training is also needed for agency leaders and Boards. In recent years, large numbers of senior executives have started to retire, creating a leadership gap in many organizations. Executive leadership and Board governance training are both needed as the sector witnesses a churn in these positions.

The inadequate funding in the sector has created a vicious cycle of recruiting untrained and inexperienced workers, providing core training, and then losing to higher paying jobs once they are trained and qualified.

Time to train staff impacts directly on service provision and quality of life of individuals in service. Staff who are not properly qualified can result in poor support, or create a safety risk for individuals, staff and public.

Certification

Service providers have a difficult time assessing credentials of workers as most new workers do not have formal disability service qualifications when they enter the field, and different organizations and training bodies have different competency criteria. There is a call for a formal professional designation for positions in the community disability sector. Two mechanisms that can support the implementation of this already exist and need to be supported to achieve widespread adoption: (i) the ACDS Workforce Classification System, which identifies in great depth the competency criteria for each position, and (ii) ADWA's worker certification process currently being piloted.

Human resource issues in the sector are chronic and urgent. Addressing them requires a comprehensive strategy encompassing wages, training, and development of the workforce.

RECOMMENDATION

Comprehensive human resource strategy We recommend that the Alberta Government collaborate with community disability services, post-secondary institutions and community training providers to develop a comprehensive HR strategy, that includes sustainable funding for compensation, training, and professional standards designation for all community disability workers regardless of employment context (service providers and FMS)

ALIGNMENT WITH UCP GOALS

The UCP understands that diverse strategies are needed to address Alberta's needs for a skilled workforce, e.g., increasing post secondary choices (p.62), supporting alternative models such as apprenticeship (p.63), and assisting new Canadians to upgrade skills (p.41).²

The UCP recognises the vital role community organizations play in delivering government mandated services (p.73),² and we expect it to lead in developing a vibrant workforce for our sector

Guiding Principle 3 – Seamless and Integrated Systems

ISSUE 1: ELIGIBILITY CRITERIA

CONTEXT

Community disability service providers have mixed feelings about changing the PDD eligibility criteria.

A question of resources

The minority are unsure, or not in favour of changing the criteria. They feel that other ministries and programs that have mandated responsibility to provide supports to people who are not in the PDD program should be properly resourced so that people do not fall through the cracks. They also feel that there needs to be a multi-ministry discussion to ensure there is a clear distinction of responsibility and enough resources to meet the responsibilities if there are any changes.

Broader criteria and a better tool

The majority favour expanding the criteria to include individuals who have received supports in the past through the Family Supports for Children with Disabilities (FSCD) program, or who need supports to cope despite having an IQ higher than 70, e.g., individuals with FASD or on the autism spectrum. These individuals typically fall through the cracks and could be accommodated within the PDD program.

Those in favour of broader criteria would like a better tool to assess ability to function in the community, not just IQ or the functional abilities currently measured.

Improved assessment process

The assessment process is lengthy and excludes people who may know the individual the best. There are too few professionals to do the assessments, which results in a long time to access PDD supports or to appeal the decision. One suggestion is an intake panel that includes people with a prior support relationship with the individual, e.g., FSCD and agencies that provided supports before the individual turned 18 years old, for a more holistic assessment of eligibility.

Cross-ministry barriers

Different programs have different criteria and approaches. Individuals eligible under FSCD may lose supports the day they turn 18 years of age. If a person is eligible for PDD but also needs mental health supports, accessing the latter is not automatic. When programs operate in silos, navigating these become challenging, resource intensive, and may create a crisis for the individual and potential risk in the community.

It is important that people do not fall through the cracks. However, we must ensure that service providers are adequately and sustainably funded to support individuals who may not have accessed their services in the past. This means additional resources including funding, proper staff training, and more seamless and consistent cross-ministry connections.

RECOMMENDATION

Broader eligibility and improved assessment We recommend that the Alberta Government expand the PDD eligibility criteria to include individuals who may otherwise fall through the cracks, and provide adequate resources to community disability service providers to meet these increased demands

ALIGNMENT WITH UCP GOALS

The UCP has committed to review PDD eligibility (p.78),² and taken one of the first steps to do so by engaging the disability community in the first Disability Advisory Forum to be convened in Fall 2019³

Guiding Principle 3 – Seamless and Integrated Systems

ISSUE 2: SEAMLESS ACCESS AND TRANSITION

CONTEXT

Like all Albertans, individuals with disabilities encounter and are impacted by a wide range of programs and systems such as income supports, health, justice, housing and seniors. As well, the scope of supports that agencies need to provide has expanded as individuals with disabilities are living longer and participating in the community in more diverse ways. In addition, many individuals with disabilities receiving community-based supports have complex, and in some cases increasingly ultra-complex, behavioural and medical support needs.

The parallel system

For individuals with complex needs, the intersections with certain systems and policy areas are more frequent, intense, and demanding than most other individuals in service. The costs of these transactional interactions are borne by PDD. As the number of people with complex and ultra-complex needs increase, the cost of this parallel system will keep burgeoning.

A number of supports that should be available to people with disabilities through existing programs are

instead being provided by duplicate processes within PDD, creating a “parallel system.” There is a risk of financial inefficiency, or even gaps if one system believes the other is covering off responsibilities.

There are significant differences across government departments. Interactions are often incongruent, with each program having its own access criteria, processes, and service protocols. Many programs have been designed without intentional consideration of their impact on individuals with disabilities. Individuals receiving supports may experience these programs in different ways than what they are accustomed to, or what might be optimal for their needs.

Although these intersections provide challenges, they also offer natural opportunities to leverage efficiencies and effectiveness. Designing intentionally integrated systems, with seamless access and transitions, and addressing how changes in one area might impact others can maximize the impact of these opportunities.

RECOMMENDATIONS

Program and systems access We recommend that the Alberta Government review areas of overlap or barriers between PDD and other systems and programs to ensure people with development disabilities can access appropriate systems outside PDD seamlessly and effortlessly

Disability-based analysis We recommend that the Alberta Government review all government policies, programs, and initiatives to assess and address their potential impact on individuals with disabilities

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Vision

People with disabilities live full lives as citizens supported by a vibrant network of services in their communities

Mission

ACDS is the collective voice of our members, advancing excellence and best practices, advocating for effective public policy, and championing disability services