

DISABILITY SUPPORT PROGRAM

FACILITY CLOSURE GUIDEBOOK

FOR DSP PARTNERS

UNITED NATIONS CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES – ARTICLE 19

To understand the importance of successful transitions into community please review article 19 of the *United Nations Convention on the Rights of Persons with Disabilities*:

ARTICLE 19 – LIVING INDEPENDENTLY AND BEING INCLUDED IN THE COMMUNITY

States Parties to the present Convention recognize the equal right of all persons with disabilities to live in the community, with choices equal to others, and shall take effective and appropriate measures to facilitate full enjoyment by persons with disabilities of this right and their full inclusion and participation in the community, including by ensuring that:

- a) Persons with disabilities have the opportunity to choose their place of residence and where and with whom they live on an equal basis with others and are not obliged to live in a particular living arrangement;
- b) Persons with disabilities have access to a range of in-home, residential and other community support services, including personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community;
- c) Community services and facilities for the general population are available on an equal basis to persons with disabilities and are responsive to their needs.

TABLE OF CONTENTS

ABOUT THE FACILITY CLOSURE GUIDE	1
REMEDY GUIDING PRINCIPLES & SHARED VALUES	1
ROLES & RESPONSIBILITIES IN FACILITY CLOSURE	4
PHASES OF CLOSURE AND REQUIREMENTS.....	6
OVERALL SERVICE PROVIDER RESPONSIBILITIES.....	6
PHASE 1: INITIATING CLOSURE AND COMMUNITY TRANSITIONS.....	7
PHASE 1: SERVICE PROVIDER KEY RESPONSIBILITIES & EXPECTATIONS	7
NEXT STEPS.....	8
PHASE 2: FACILITY CLOSURE AND TRANSITION PLANS	9
PHASE 2: SERVICE PROVIDER KEY RESPONSIBILITIES AND EXPECTATIONS	9
NEXT STEPS.....	10
PHASE 3: FACILITY WIND-UP	11
PHASE 3: SERVICE PROVIDER KEY RESPONSIBILITIES & EXPECTATIONS	11
STAFFING TRANSITIONS.....	11
NEXT STEPS.....	11

ABOUT THE FACILITY CLOSURE GUIDE

The Facility Closure Guide was developed by the Department of Opportunities and Social Development (OSD) to support partners and service providers as we transform the disability support system in Nova Scotia. The transformation includes closing large-scale institutions and supporting Nova Scotians with disabilities to live in the community of their choice.

This guide outlines the roles, responsibilities and expectations of government, partners, and support networks as facilities close and residents transition to supported community living. It provides a framework to support institutional closures using evidence-based and best-practice approaches. It ensures a consistent approach across the province and a safe, predictable experience for people with disabilities and their loved ones.

We have built flexibility into this process so it can be responsive to the unique needs of each region, community, facility and individual. When situations arise that require a tailored approach, DSP Regional Closure Specialists will work directly with service providers to find a solution that makes sense.

This is a new process for everyone, and there will be many learnings along the way. This guide is expected to evolve over time. We are committed to continuous improvement and encourage all partners to share their experiences and work in partnership with their Regional Closure Specialists to ensure that improvements can be made while we work towards meeting the Remedy Human Right requirements.

REMEDY GUIDING PRINCIPLES & SHARED VALUES

As we are on this journey together, we must remember it is more than just closing institutions, it is about championing cultural change to better support persons with disabilities and promote inclusion in communities across Nova Scotia. Service providers have always led by example as champions for change in their communities, and the Remedy gives this work added significance.

The DSP Advisory Committee developed the Disability Support Program's Shared Values to serve as guidance for implementing the Remedy and as a foundation for interacting with each other while implementation takes place. These values are expected to be remembered and used throughout the facility closure process. For more details about the Shared Values, please see Appendix.



Figure 1: The DSP Shared Values

The table below provides explanations as to what the established DSP Shared Values mean and what they look like in practice.

SHARED VALUE	WHAT IT MEANS	WHAT IT LOOKS LIKE
Open to New Ideas	<ul style="list-style-type: none"> • Creativity • Open-mindedness • Imagine better • Flexibility • Innovation 	<ul style="list-style-type: none"> • Using our imagination to do something new and different • Being ready to accept and explore new thoughts and opinions • Dreaming of a better world • Being open to change
Choice	<ul style="list-style-type: none"> • Self-determination • Empowerment • Person-directed • Co-design • Personal ownership • Control over • First voice • You decide who supports you and how and who you live with • Respecting choice even if you don't agree with it, allowing dignity of risk 	<ul style="list-style-type: none"> • Persons with disabilities making choices and decisions about their own life • Persons with disabilities being strong and confident to make decisions • Persons with disabilities having a say in what happens in their life • Working together with others to plan and make choices • Persons with disabilities being responsible for our own decisions • Persons with disabilities managing and deciding things • Persons with disabilities' stories, needs, and preferences being important • Persons with disabilities choosing the people who help them and deciding where and with whom they live • Others accepting persons with disabilities' choices, even if they don't agree, as long as it's safe
Valuing Diversity	<ul style="list-style-type: none"> • Celebrating differences • Intersectionality • Respect and acknowledge others' uniqueness • Recognize and own your biases (prejudices) 	<ul style="list-style-type: none"> • Being happy and proud that everyone is unique in their own way • Knowing that people's race, gender, culture, and other parts that make up their identity impact their lives and experiences • Respecting and acknowledging that we are all special in our own way • Being aware of our own judgments about others and take responsibility for them

SHARED VALUE	WHAT IT MEANS	WHAT IT LOOKS LIKE
Inclusion	<ul style="list-style-type: none"> • Citizenship • Contribution • Belonging • Social responsibility • Same as everybody else • Promoting and supporting accessibility and inclusion of existing programs, not segregation or separate programs 	<ul style="list-style-type: none"> • Persons with disabilities being a part of the community, just like everyone else • Persons with disabilities doing things that help our community • Persons with disabilities feeling part of a community • Taking care of and helping others in our community • Persons with disabilities having the same opportunities and rights as everyone • Persons with disabilities accessing the same programs and supports as everyone else
Hope	<ul style="list-style-type: none"> • Optimistic • Positive • Kindness • Continued success 	<ul style="list-style-type: none"> • Thinking good things will happen • Looking for the good things • Being kind of each other • Doing more good things

ROLES & RESPONSIBILITIES IN FACILITY CLOSURE

To ensure the facility closure process is successful, it is important to understand the key roles involved in facility closure and their responsibilities are throughout. These roles are found within the Disability Support Program (DSP), the Department of Opportunities and Social Development as a whole, intergovernmental partnerships, and DSP service providers.

This section offers a high-level overview of responsibilities in the facility closure process. For more information on specific roles or if you have any questions, please contact your Regional Closure Specialist.

SERVICE PROVIDER CLOSURE & TRANSITION LEAD

The **Closure & Transition Lead** is designated by the Service Provider to liaise regarding closure activities with the Regional Closure Specialist for their region. They will meet with the Regional Closure Specialist regularly, provide regular reporting data, and keep up to date on key messaging to pass on as needed. They also support the facility in meeting closure activities within agreed upon timelines, including providing access to Intensive Planning and Support Coordinators for individual planning and coordination activities.

REGIONAL CLOSURE SPECIALIST (RCS)

The **Regional Closure Specialist** coordinates facility closures within their region in collaboration with service providers and partners. They are champions for the regional closure strategy and serve as the primary contact for service providers. Support Service Providers and IPSCs to enable successful transitions for DSP participants.

PROVINCIAL CLOSURE LEAD (PCL)

The **Provincial Closure Lead** oversees the facility closure process as well as the community transition process on a provincial level, coordinating with Regional Closure Specialists to understand progress in each region. They provide additional guidance to the Regional Closure Specialists and will meet with service providers and partners as needed to ensure implementation is on track and in line with Remedy expectations.

COMMUNITY LIVING FACILITATOR (CLF)

The **Community Living Facilitator** develops and facilitates opportunities that support transitions from facilities into community. They help connect individuals with disabilities and their support networks to their new communities, while concurrently leading the creation of innovative community living arrangements and support options in collaboration with partners and stakeholders.

INTENSIVE PLANNING AND SUPPORT COORDINATOR (IPSC)

The **Intensive Planning and Support Coordinator** provides intensive individualized planning and support coordination to participants whose support needs require a complex and coordinated response using a person-centred approach. They ensure they are familiar with those individuals and their support network and tailor the available supports to their situation within a defined and consistent practice framework of shared beliefs, values, principles, and practices.

LOCAL AREA COORDINATOR (LAC)

Local Area Coordinator (LAC) is a role which provides individual planning and coordination supports locally in communities across the region to individuals who identify as having a disability and those currently in DSP with less complex needs and support arrangements. This includes those waiting to enter DSP, persons with disabilities who may not be eligible for DSP but are seeking information and assistance to connect with their community and non-funded services, and those seeking less complex changes to their support array. LACs are based in local communities and work to identify and build community capacity to welcome and include people with disabilities as valued and contributing citizens.

ELIGIBILITY, FUNDING AND ASSESSMENT COORDINATOR (EFAC)

Eligibility, Funding and Assessment Coordinator (EFAC) supports the determination of eligibility for DSP funding, applying DSP's eligibility policy, and leveraging supportive decision-making practices to empower program participants and applicants. The EFAC reviews and analyzes various sources of information and collaborates with healthcare professionals to conduct comprehensive multidimensional needs assessments for individuals and families who meet DSP funding criteria. EFACs will coordinate the assessment and funding process for participants to allow them to access individualised funding.

SERVICE PROVIDER SUPPORT MANAGERS (SPS)

Service Provider Support Managers are responsible for supporting service providers and connecting them to relevant resources. Their key responsibilities include arranging information sessions and training for service providers throughout the closure process, assisting in connecting service providers to resources that could support facility closure and transition activities, and providing ongoing guidance and support to the Regional Closure Specialist throughout the closure process.

SERVICE PROVIDER SUPPORTS (SPS) AGREEMENT OFFICERS

SPS Agreement Officers, also known as Corporate Agreements Management (CAM), are responsible for supporting Service Providers in the development and maintenance of agreements and contracts. They also support the annual audit process and ensure agreements remain up to date.

PHASES OF CLOSURE AND REQUIREMENTS

The Facility Closure process is composed of three (3) phases with accompanying stages. There are specific roles, responsibilities, and expectations for service providers in each phase of the facility closure process, outlined below.



Figure 2: Phases of Facility Closure and Related Stages

OVERALL SERVICE PROVIDER RESPONSIBILITIES

Service providers will be heavily involved in activities throughout the facility closure process. Their designated Closure and Transition Lead will work with the Regional Closure Specialist and the service provider's leadership and staff to champion the successful closure of their facilities and the transition of participants within confirmed timelines while meeting the expectations of the Human Rights Remedy. Key service provider responsibilities throughout the facility closure process include:

- Implementing the facility's closure plan, ensuring timelines are met and work aligns with the expectations of the Remedy
- Providing regular updates and data to the RCS throughout the closure process
- Supporting participants to access IPSC planning and coordination which can include:
 - Scheduling meetings with IPSCs
 - Supporting participants throughout then process
 - Providing transportation support
- Ensuring key documentation is populated and/or distributed to relevant parties throughout the closure process
- Communicating any changes or delays to planned tasks that could affect timelines or expectations
- Supporting participant transitions to community-based supports such as Home Share

1. **Wind-Up** refers to closing the operations of a facility, selling off assets, paying off any debts, and distributing any remaining assets. Key to note it is expected that organizations will continue to exist and offer support services in alignment with the Remedy once the facility has closed,

PHASE 1: INITIATING CLOSURE AND COMMUNITY TRANSITIONS

Phase 1 of facility closure is a foundational planning stage. Work done in this phase sets the stage for a smooth closure and transition process. Each service provider will appoint a Closure and Transition Lead to oversee the facility's closure and ensure timelines and reporting requirements are met. They will attend introductory meetings with the Regional Closure Specialist to review timelines and requirements, and ensure all documentation is complete and reporting requirements are met.

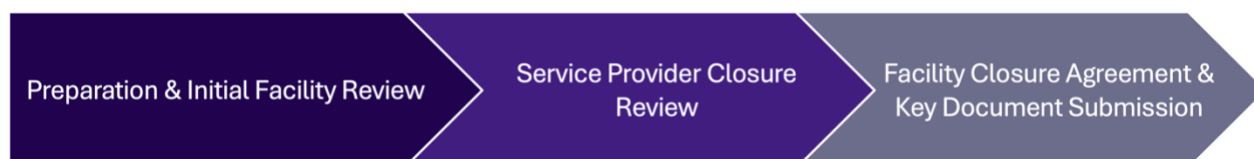


Figure 3: Phase 1 Stages

PHASE 1: SERVICE PROVIDER KEY RESPONSIBILITIES & EXPECTATIONS

- Identify a Closure and Transition Lead and key internal partners (e.g., finance, human resources, maintenance) that will be involved in the facility closure process
- Work with the Regional Closure Specialist to review the closure agreement, roles, and expectations for the facility closure process and sign the agreement
- Review the DSP Closure Strategy and closure timelines for the facility
- Work with the Regional Closure Specialist to schedule introductory meeting(s) with key partners including key staffing positions involved with supporting closure initiatives
- Complete the facility infrastructure and assets review templates and return to the Regional Closure Specialist
- Work with the Regional Closure Specialist to review the Occupancy Funding Model to understand the new funding process for the facility and participate in the Occupancy Funding Staffing Assessment
- Conduct future planning sessions with the Regional Closure Specialists to understand future opportunities and funding that can assist in the evolution of services
- Share regular progress updates and information with leadership and staff

NEXT STEPS

At the end of Phase 1, the service provider will have been fully informed of the expectations and plan for facility closure in alignment with the expectations and values of the Remedy. The service provider will have provided the Regional Closure Specialist with the appropriate documentation (i.e., asset review, infrastructure review, Occupancy Funding Staffing Assessment) and jointly signed closure agreement before beginning Phase 2.

Note: Be sure to ask questions and provide feedback so the Regional Closure Specialist and OSD can support your organization along this journey.

PHASE 2: FACILITY CLOSURE AND TRANSITION PLANS

Phase 2 of facility closure focuses on implementing closure and phase out plans for congregate residential facilities. Throughout this phase, the Regional Closure Specialist will work with the Closure and Transition Lead and leadership within the service provider's organization to ensure closure activities are progressing as expected and in alignment with Remedy requirements and timelines. This phase also includes monitoring for potential risks and barriers and working with the Regional Closure Specialist to mitigate and resolve them, while supporting participants as they work with IPSCs to transition to community.

Note: This section in the guidebook only covers administrative process and closure tasks. A separate guide supports the participant community transition process.

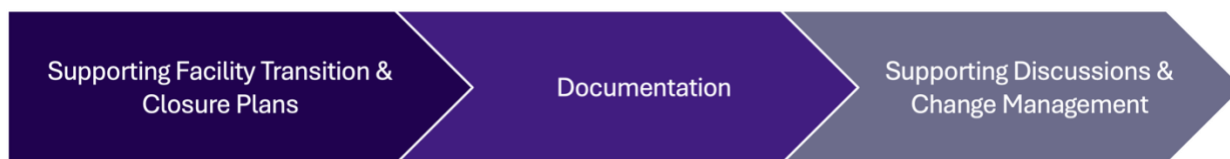


Figure 4: Phase 2 Stages

PHASE 2: SERVICE PROVIDER KEY RESPONSIBILITIES AND EXPECTATIONS

- Initiate and coordinate facility closure activities per the closure agreement
- Provide regular updates to service provider staff and leadership to support transparency and alignment with the closure agreement
- Provide the Regional Closure Specialist with reporting updates on a quarterly basis along with transition progress data and facility occupancy data (templates provided)
- If applicable review and confirm the staff transition and severance plans
- Work with the Regional Closure Specialist and Service Provider Supports Agreements Officer to conduct annual financial audits and submit to OSD
- Work with Regional Closure Specialist to renew Service Level Agreements and/or Operational Level Agreements (SLA/OLAs) as needed
- Work with the Regional Closure Specialist to conduct Occupancy Funding Model Staffing Assessments at a minimum frequency of once a year
- Discuss future community expansion opportunities with the Regional Closure Specialist and Provincial Closure Lead, if applicable
- Actively engage with the Regional Closure Specialist to provide updates, ask questions, share future plans, and/or request sessions with Service Provider Support Managers
- Identify potential issues, barriers and risks that may impact closure timelines and/or participant transitions and work with the Regional Closure Specialist to mitigate and resolve them
- Support participants to access IPSC planning and coordination throughout the transition process
- Review and understand the wind-up checklist provided by the Regional Closure Specialist to be used in Phase 3

NEXT STEPS

At the end of Phase 2, the facility closure process will be complete, and all participants will have been successfully transitioned to community living with appropriate supports. The wind-up checklist, where applicable, will be implemented in Phase 3.

Note: OSD is available to support throughout this process. The Regional Closure Specialist can help navigate many topics, including future staffing and service opportunities that align with the Remedy.

PHASE 3: FACILITY WIND-UP

Phase 3 focuses on the regulatory and reporting requirements which involve the legal, accounting and other professionals to ensure all financial and asset obligations are met and resolved, and the building is no longer a licensed OSD institution.

It is key to note that wind-up and final closure experiences may vary across institutions. It is expected that organizations will continue to exist and offer support services in alignment with the Remedy, especially where they may already have a broader service footprint in the community.



Figure 5: Phase 3 Stages

PHASE 3: SERVICE PROVIDER KEY RESPONSIBILITIES & EXPECTATIONS

- Initiate the transfer and closeout of assets from the facility as documented in the Asset Review
- Identify and advance community expansion opportunities in partnership with the Regional Closure Specialist and Provincial Closure Lead, if applicable
- Complete wind up financial activities and provide any outstanding surplus to OSD
- Work with Service Provider Supports Agreement Officer and the Regional Closure Specialist to ensure final audit requirements are met and the final report is submitted
- Ensure obligations are met to staff as per individual transition plans or severance agreements if applicable
- Initiate handoff and/or transition plan for the facility, if applicable

STAFFING TRANSITIONS

Note: DSP is committed to supporting Service Providers with guidance on staffing transitions as the Remedy closure timeline progresses. Regional Closure Specialists will offer connections to relevant resources and insights on staffing transitions and union considerations, as models of support evolve.

NEXT STEPS

At the end of Phase 3, all facilities will be closed. OSD will continue to support service providers offering community-based supports that are aligned with the requirements of the Remedy.