

DISABILITY SUPPORT PROGRAM

REGIONAL CLOSURE SPECIALIST FACILITY CLOSURE GUIDEBOOK

HUMAN RIGHTS REVIEW AND REMEDY FOR THE FINDINGS OF SYSTEMIC
DISCRIMINATION AGAINST NOVA SCOTIANS WITH DISABILITIES

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.

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SECTION 1:

OVERVIEW, CLOSURE STRATEGIES, AND CURRENT STATE

INTRODUCTION

ABOUT THE FACILITY CLOSURE GUIDE

The Facility Closure Guide was developed as a result of the Remedy to support a consistent institutional closure processes across the province in alignment with the provincial closure strategy.¹ Utilizing the Facility Closure Guide, Regional Closure Teams and Service Providers are expected to collaboratively move forward with a shared comprehensive framework.

To facilitate the closure strategy, this guide is comprised of the following three sections:

SECTION 1: OVERVIEW, CLOSURE STRATEGIES, AND CURRENT STATE

Section 1 provides a high-level overview of the Remedy, the Disability Support Program, the Department of Opportunities and Social Development, and the Facility Closure Guide itself to ensure the reader will have a full understanding of relevant subject matter. This section also provides detailed information about the current state of DSP congregate residential facilities (also known by the Remedy as institutions), an overview of the developed closure and phase out plans for various types of facilities included in the Remedy, a summary of the new Occupancy Funding Model, and an overview of the key actors who are instrumental in the closure of DSP facilities. These key actors are a part of the Disability Support Program, internal government partnerships, service providers, and sector organizations.

TOPIC(S) COVERED:

- **Introduction:** Provides an overview of what the Facility Closure Guide is, how it is to be used, and guiding principles and expectations from a cultural change perspective to be successful. This section also provides an overview of the Remedy and the Remedy targets.
- **DSP Institutional Facilities:** Provides a current state of DSP institutional facilities and placements within them. This section also provides facility profiles, which will help gain further understanding of the landscape.
- **Developed Closure Plans:** Provides an overview of the approved closure strategy and methods. The nuances and differences between each facility type in terms of their approaches is included. ARC, RRC, and RCF is outlined, and a placeholder is indicated for group homes and developmental residences when they are assessed in 2026.
- **Roles & Responsibilities in Facility Closure:** Identifies key actors within DSP, internal government partnerships, service providers, and service provider organizations who are instrumental in the closure of facilities. Their roles and responsibilities are clearly outlined, and partner bios are included for familiarization.

¹ Mr. Eddie Bartnik and Dr. Tim Stainton, “Human Rights Review and Remedy for the Findings of Systemic Discrimination Against Nova Scotians with Disabilities,” last modified April 24, 2023, <https://novascotia.ca/coms/disabilities/human-rights-remedy-dsp-final-report.pdf>

SECTION 2: FACILITY CLOSURE PROCESS

Section 2 covers the key roles and responsibilities, steps, and requirements involved in each of the three phases of the facility closure process. The facility closure process focuses on the closure of DSP congregate residential facilities as required by the Remedy. Section 2 outlines in detail the administrative tasks and responsibilities to ensure that Service Providers are supported through this period of change and, that participants are fully moved out into Remedy aligned supports. Details about the community transition process for participants can be found in the Community Transition Guide.

TOPIC(S) COVERED:

- **Phases of Closure and Requirements:** Provides full details on the tasks and responsibilities for each key role identified to implement the facility closure process, including information on legal, regulatory, financial, staffing, unions, and other compliance or implications throughout the closure process.

SECTION 3: KEY DOCUMENTATION & TEMPLATES

Section 3 provides all reference materials, templates, and other documentation needed to support the facility closure process.

TOPIC(S) COVERED:

- **Supporting Documentation:** Provides supporting documents that would assist in the facility closure process such as organizational structures, reporting templates, and other pertinent information.

KEY TERMS AND ACRONYMS

Below is a list of key terms and acronyms that are relevant to understanding the Transition Guidebook, the Remedy, and the Disability Support Program (DSP).

As part of implementing the Remedy, some terms and programs listed here will be phased out or redefined over time. The language associated with current and new programs will continue to evolve as we work towards supporting life in the community.

A

Accommodation under the CRPD, refers to necessary and appropriate modification and adjustments not imposing an undue hardship, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms. Accommodation seeks to eliminate barriers in the workplace, allowing an employee, with a physical or mental disability, the opportunity to apply their skills and abilities in the workplace.

Adult Capacity and Decision-Making Act (ACDMA) is Nova Scotia legislation for adults who cannot make some or all decisions for themselves and allows another person to make some important decisions for them.

Adult Residential Centre (ARC) is a facility funded under the Disability Support Program to provide support to participants who need high levels of supervision and structured supports to enhance the development of their interpersonal, community oriented and activities of daily living skills to support their transition to a community-based option. Staffing is provided 24 hours/7 days a week.

Alternate Family Support Program (AFS) provides an approved, private family home, where support is provided for up to two persons who are not related to the AFS provider. Participants may receive varying levels of support with activities of daily living, and routine home and community activities.

B

Board of Inquiry is an independent administrative tribunal conducted separate and apart from the Nova Scotia Human Rights Commission. The Board of Inquiry Chair is the adjudicator and is appointed after the complaint has been referred to a Board of Inquiry by the Board of Commissioners.

C

Community Living Facilitator (CLF) is a role reporting to the Regional Hubs. This role would focus on new and innovative support option development, such as, Homeshare recruitment, identifying innovative housing options in the open market and supporting users and families to develop bespoke options.

Community Outreach Assessment Support and Treatment Team (COAST) is a clinical team within Nova Scotia Health that provides services for persons with both intellectual disability and co-occurring mental illness issues. These services include, assessments and recommendations, short-term treatment and support, collaboration with family physicians and other community health care providers to facilitate the recovery of individual clients.

Community Transition Program (CTP) is a facility with an integrated care approach between the Department of Opportunities and Social Development Disability Support Program and Nova Scotia Health designed to address the needs of individuals experiencing mental and physical health issues and behavioural challenges that are impacting their ability to live successfully in the community.

Community-Based Living refers to housing and support options that enable people with disabilities to live in their own homes or in the community rather than in institutions. This model emphasizes independence, inclusion, and the ability to make choices about where and with whom to live. It supports individuals in accessing services and participating fully in community life on an equal basis with others.

Complex Case refers to situations requiring collaboration of inter-departmental and other resources to address the support needs of a DSP applicant/participant. Particularly when their support needs cannot be met by one of the levels of support provided in programs under the mandate of OSD, Seniors and Long-term Care or the Nova Scotia Health Authority.

Continuing Care provides a range of home and community care, and long-term care services administered and delivered by Nova Scotia Health and funded by the Department of Seniors and Long-Term Care.

Convention on the Rights of Persons with Disabilities (CRPD or UNCRPD) is an agreement under the United Nations that sets out principles that countries must use to ensure that disabled people have the same rights as everybody else. The CRPD was ratified by Canada in March 2010.

D

Day Activity/Programming refers to social, recreational, educational, and vocational/employment activities that individuals with disabilities participate in. These may include organized activities under programs funded by DSP, such as My Days.

Department of Opportunities and Social Development (OSD) is one of the Departments of the Government of Nova Scotia. OSD delivers a wide range of social services to Nova Scotians, including the Disability Support Program (DSP); formerly known as the Department of Community Services.

Developmental Residence (DR) provides 24-hour residential support and supervision for four (4) or more persons with intellectual disabilities who need moderate support with activities of daily living and high support with routine home and community activities.

Direct Family Support for Children (DFSC) is a program offered by DSP that provides funding to families to support their child with an intellectual or physical disability at home.

Disability Support Program (DSP) is a division under the Nova Scotia Department of Opportunities and Social Development providing support and services to eligible individuals with disabilities.

DSP Applicant is a person with a disability, who applies for financial assistance and support from DSP.

DSP Participant is a person with a disability who has undergone financial and functional assessments, is determined eligible for the DSP, and receives support and services offered through DSP.

F

First Voice refers to the views and ideas of individuals with lived experience, in this case, of disability. Also, that there is an expectation that first voice individuals are involved in and play a primary role in decision making processes that involve them. Families, and others in close support networks, also have a valuable voice given their lived experience. Family voice is important but does not supplant the need for first voice.

G

Group Home (GH) provides licensed residential living supports for individuals with disabilities offered under DSP. Locations support 4-12 individuals.

H

Homeshare refers to a program or arrangement where community members share their home and provide support to individuals with disabilities who choose to live with them. This can also include arrangements where support is provided in the individual's own home, offering flexibility and ensuring the living arrangement aligns with the person's preferences and needs.

I

Income Assistance Program (IA) is a division under the Nova Scotia Department of Opportunities and Social Development providing financial support to eligible Nova Scotia's in financial need.

Independent Living Support (ILS) is a community-based option offered by DSP that offers support (up to 31 hours per week) through and approved service provider for individuals to live independently in community.

Individualized Funding (IF) refers to direct allocations to individuals with disabilities (or families where appropriate) to be used to purchase services and support directly. Funding connects to each person's individual person-directed plan and disability related need.

Intensive Planning and Support Coordinator (IPSC) is a role using person centred planning to support individuals to set up or connect with individualized supports and services across domains (housing, community inclusion/employment, health etc. as well as generic community and informal supports). They are responsible to support those returning to community from institutional facilities, new people entering the system with significant support needs, and those facing major or complex transitions or changes in support needs or wishes.

L

Local Area Coordinator (LAC) is a role which provides individual planning and coordination supports in local communities across the region to individuals who identify as having a disability and those currently in the system with less complex needs and support arrangements. This includes those waiting to enter the system, persons with disabilities who may not qualify 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 would be based in communities across the regions and have a strong emphasis on individual, family and community capacity building and partnerships with local services.

M

Multidisciplinary Teams are clinical teams currently operating out of DSP institutions that provide consultative services offering assessment and recommendation, particularly to address behavioural concerns, to individuals living in community.

N

Nova Scotia Health (NSH or NSHA) is a Health Authority that operates hospitals, health centres and community-based programs providing health services to Nova Scotians and some specialized services Atlantic Canadians.

NSH or NSHA, see Nova Scotia Health

O

Office of Addictions and Mental Health (OAMH), is an office under the NS Department of Health and Wellness responsible to fund mental health and addictions services (outpatient, inpatient and crisis support) and work with community partners on programs for youth and adults, including programs for pre-school age children with autism and children, youth and adults impacted by sexual violence.

P

Person Directed Planning (PDP) is a service contracted by OSD with community organizations that offers individuals with disabilities the chance to work one-to-one with a facilitator to discover their values, dreams and goals and support to connect to community resources that align with their goals.

Personal Directives Act (PDA) is legislation that allows Nova Scotians to create a personal directive relating to personal care decisions and name a delegate if they should become incapable of making personal care decisions in the future. The PDA also provides a hierarchy of statutory decision makers for decisions relating to health care, placement in a continuing care home, or home care services for individuals who are incapacitated and have not named someone to make decisions for them.

R

Reconciliation refers to efforts of Canadians, individually and collectively, to advance reconciliation and renew the relationship with Indigenous peoples, based on recognition of rights, respect, cooperation and partnership.

Regional Closure Teams include a Regional Closure Specialist (**RCS**), Intensive Planning and Support Coordinators (**IPSC**) and a Community Living Facilitator focused on supporting individuals with disabilities in institutional care to plan and transition to community supports.

Regional Hub refers to the new main hubs located in each region as the primary resource point for individuals and families seeking disability supports, for facility closure projects and liaison with clinical services and other government programs.

Regional Rehabilitation Centres (RRC) refers to a DSP facility that provides support to participants who need a range of support including those with significant behavior challenges. An RRC provides both rehabilitation and developmental programs to participants to support their transition to a community-based option. Staffing is provided 24 hours a day, 7 days a week.

Residential Care Facility (RCF) is a facility that provides participants with residential living support, minimal support with their activities of daily living, routine home and community activities. Participants are provided with limited direct support/supervision and generally do not have major medical or behavioral support needs.

S

School leavers refer to youth with disabilities preparing to leave the school system and are planning for valued roles, community life and supports after graduation.

Self-Managed Care is a program that provides funding to people with physical disabilities to hire their own care providers. The program is funded through the NS Department of Seniors and Long-term Care.

Seniors and Long-Term Care (SLTC) is one of the Departments of the Government of Nova Scotia. Seniors and Long-Term Care oversees long-term care facilities and homecare agencies throughout the province.

Service Provider An organization or person that is contracted to provide support services to participants in the Department of Opportunities and Social Development DSP.

Service Request List (SRL) is a record of the eligible DSP applicants and participants waiting for a DSP service or program.

Shared Services combines the services of DSP and programs offered through SLTC to provide support in community for individuals with high personal care and nursing.

Silo refers to the effect of individual government departments working independently with limited contact with each other rather than collaboratively aligning their work and efforts.

Small Option Home (SOH) provides residential home support for three to four participants with varying types of disability.

Social Assistance Act is Nova Scotia law regulating the provision of social assistance in the province. Statutory Entitlement refers to a benefit provided by law.

Supervised Apartments Program (SAP) is a legacy program of the Disability Support Program where DSP participants are supported by a service provider to live independently.

Supported Decision Making (SDM) is the right to use support to make decisions. Supported decision making provides the supports and accommodations an individual needs to express their decisions, will and preferences. These supports may be human support, technical aids/devices to assist with communication or other forms of support.

Support Network refers to the group of people, including family, friends, and community members, who provide emotional, physical, and practical support to an individual with a disability. The support network plays a crucial role in helping the individual navigate daily challenges, make important life decisions, and achieve their personal goals. It is an essential component of a person-directed approach to care and support.

T

Temporary Shelter Arrangements (TSA) are ad hoc arrangements where individuals are supported, typically 1-1 by service provider staff. This option is only considered by DSP in emergency situations and when all other options have been exhausted.

The Disability Rights Coalition (DRC) is one of the parties that filed a complaint against the Province of Nova Scotia (NS) for the failure to provide persons with disabilities the supports and services they need to live in the community. The DRC is an advocacy group made up of people with disabilities, their friends and family members and dedicated professionals.

W

Wind-Up (legal term) refers to closing the operations of an organization, selling off assets, paying off any debts, and distributing any remaining assets to the owners. Once the wind-up process is complete, the dissolution step comes into play and when the organization under law ceases to exist.

ABOUT THE DEPARTMENT OF OPPORTUNITIES AND SOCIAL DEVELOPMENT (OSD)

The Department of Opportunities and Social Development helps people live more independent and healthier lives by providing a range of social services. OSD is responsible to work with organizations across the province to administer social programs, including employment support and skills training, income assistance, affordable housing and youth and family supports.²

OSD is also responsible for child protection services, the foster care system, and disability support programs. The Department of Opportunities and Social Development has approximately 1,500 staff in 30 offices across the province.

RESPONSIBILITIES

- Helping to make sure that children receive care essential for their wellbeing.
- Providing employment support and income assistance
- Working with other departments and community housing organizations to provide supports for people who are experiencing homelessness.
- Providing programs to help youth at risk.
- Managing the Nova Scotia Child Benefit Program, which helps low-income families with the cost of raising children.
- Helping to create inclusive opportunities for people with intellectual disabilities, long-term mental illness and physical disabilities to live more independent and self-reliant lives.
- Working with the Nova Scotia Advisory Council on the Status of Women to make sure that issues affecting women (like equality and fairness) are part of government's planning.

PRIORITIES

- Helping individuals living with disabilities become more independent through increased community-based programming.
- Providing employment support, skills training and funding for post-secondary education to help people get the skills and experience they need for work.
- Improving the way the department supports people in need.
- Working with partners and communities to find ways to reduce poverty and address homelessness throughout the province.
- Working with partners to support recommendations and plans from the Restorative Inquiry on the Nova Scotia Home for Colored Children
- Continuing to expand placement options for children and youth in the child welfare system.
- Completing a review of the foster care program to inform changes that will help recruit and retain the next generation of foster families.

² "Department of Community Services," accessed February 23, 2024, <https://beta.novascotia.ca/government/community-services>

ABOUT THE DISABILITY SUPPORT PROGRAM (DSP)

The Disability Support Program provides assistance to persons in need under the mandate of the Social Assistance Act.³ It provides support to children, youth, and adults with intellectual disabilities, long-term mental illness and physical disabilities in a range of community-based, residential and vocational/day programs. DSP support options range from supporting families who care for a family member with a disability in their own home, to living independently with support, to licensed 24-hour residential support. The goal of the DSP is to support participants at various stages of their development and independence through a range of programs and to promote a participant's independence, self-reliance, security, and social inclusion.⁴

For further information on DSP and its transition towards implementing Human Rights Remedy go to <https://www.dsp-transformation.ca>

USE OF THE FACILITY CLOSURE GUIDE

This is an internal guiding document that focuses on the administration of established closure strategies for existing Disability Support Program congregate residential facilities and lays out the processes, expectations, and procedural roles.

The Regional Closure Specialist should use this guide as their primary source of information to implement the closure strategy in their region and guide their Regional Closure Teams throughout the process along with ongoing advisement provided by the Provincial Closure Lead throughout facility closure progression. The accompanying Community Transition Guide focuses on the process of transitioning participants to community and is used by internal and external resources to ensure successful transitions. More information related to the roles involved can be found in the *Roles & Responsibilities* section.

The Facility Closure Guide provides a framework and best practices for institutional closures – each region and/or facility has its unique nuances, circumstances, and environments, that need to be considered by the Regional Closure Specialist during the implementation of institutional closures.

This is a new process for everyone, and this guide will continue to be updated to support continuous learning and improvement for how to best approach facility closures. As new information is learned, be sure to share your feedback so that it can be added to the guide for future implementations.

³ *Social Assistance Act*, Revised Statutes of Nova Scotia 1989, c. 432, <https://nslegislature.ca/sites/default/files/legc/statutes/socialas.htm>

⁴ Nova Scotia Department of Community Services, *Disability Support Program Policy*, s. 1.0, https://novascotia.ca/coms/disabilities/documents/Disability_Support_Program_Policies.pdf

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. Regional Closure Specialists are expected to facilitate the closure strategy and be champions for change in how persons with disabilities are perceived and treated.

The Disability Support Program's Shared Values were developed by the DSP Advisory Committee to guide the implementation of the Remedy and provide the foundations for interacting with each other while implementing the Remedy.⁵ These values must be shared collectively and are expected to be upheld throughout the facility closure process.

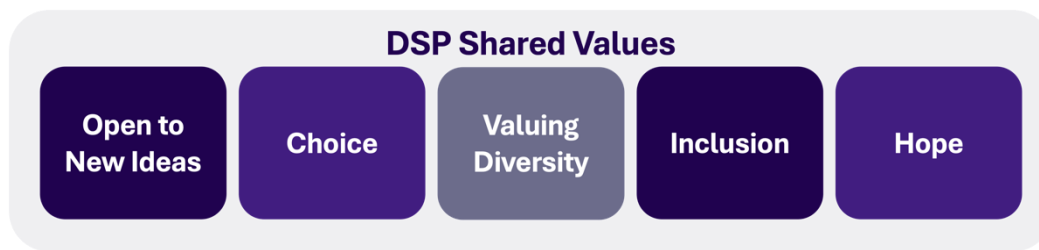


Figure 1: The DSP Shared Values

Below are explanations as to what these values mean and what they look like in practice.

SHARED VALUE 1: OPEN TO NEW IDEAS

WHAT IT MEANS

- Creativity
- Open-mindedness
- Imagine better
- Flexibility
- Innovation

WHAT IT LOOKS LIKE

- 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

⁵ John Cox et al., "Shared Values" (presentation, Rebuilding Hope Conference 2023, multiple locations, NS, November 4, 2023).

SHARED VALUE 2: CHOICE

WHAT IT MEANS

- 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

WHAT IT LOOKS LIKE

- 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

SHARED VALUE 3: VALUING DIVERSITY

WHAT IT MEANS

- Celebrating differences
- Intersectionality
- Respect and acknowledge others' uniqueness
- Recognize and own your biases (prejudices)

WHAT IT LOOKS LIKE

- 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 4: INCLUSION

WHAT IT MEANS

- Citizenship
- Contribution
- Belonging
- Social responsibility
- Same as everybody else
- Promoting and supporting accessibility and inclusion of existing programs, not segregation or separate programs

WHAT IT LOOKS LIKE

- 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

SHARED VALUE 5: HOPE

WHAT IT MEANS

- Optimistic
- Positive
- Kindness
- Continued success

WHAT IT LOOKS LIKE

- Thinking good things will happen
- Looking for the good things
- Being kind of each other
- Doing more good things

ABOUT THE REMEDY FOR THE FINDINGS OF SYSTEMIC DISCRIMINATION AGAINST NOVA SCOTIANS WITH DISABILITIES

BACKGROUND

On August 1, 2014, three individuals and the Disability Rights Coalition filed a complaint against the Province of Nova Scotia (NS) for the discriminatory failure to provide persons with disabilities the supports and services they need to live in the community. The complaint highlighted the failures as systemic discrimination - not just against the three complainants, but against all people with disabilities in NS who had been denied their right to live in community, and as a violation of their fundamental human rights. On October 6, 2021, the NS Court of Appeal agreed. The Court of Appeal Decision found that there is systemic discrimination in Nova Scotia against persons with disabilities in the provision of social assistance. The Disability Rights Coalition (DRC) and the Department of Opportunities and Social Development through the Disability Supports Program, then initiated a Review process with independent experts Eddie Bartnik (Australia) and Prof Tim Stainton (British Columbia) to develop and recommend a Remedy that will end this discrimination and change the way that supports are provided in Nova Scotia.⁶

DRC and OSD summarized the four (4) grounds of discrimination through the Remedy:

1. **Unnecessary Institutionalization** (both in purpose-built institutions for persons with disabilities as well as other institutional settings such as psychiatric hospitals)
2. **Right to assistance** when in need denied to eligible persons with disabilities
3. **Community of choice:** people often ‘placed’ in settings distant from their families/friends
4. Frequent, indefinite, extended **delays in the provision of assistance** (waitlists) for qualified, eligible applicants and recipients despite statutory entitlement

⁶ Mr. Eddie Bartnik and Dr. Tim Stainton, “Human Rights Review and Remedy for the Findings of Systemic Discrimination Against Nova Scotians with Disabilities,” last modified April 24, 2023, <https://novascotia.ca/coms/disabilities/human-rights-remedy-dsp-final-report.pdf>

REMEDY KEY DIRECTIONS

Six (6) key directions were identified as the pillars of the proposed Remedy:⁷

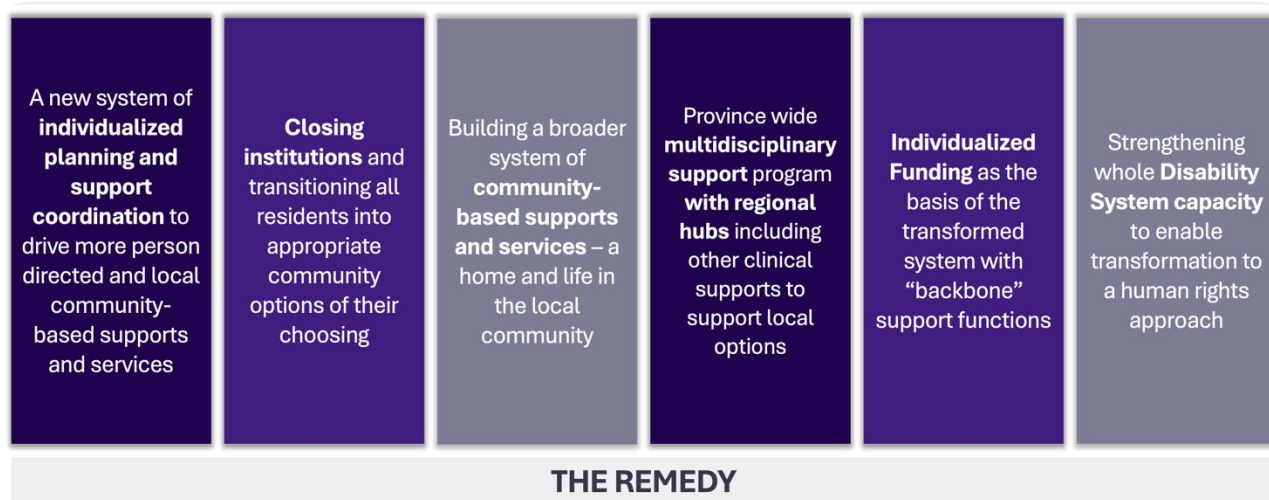


Figure 2: The 6 Key Directions of the Remedy

1. A new system of **individualized planning and support coordination** to drive more person directed and local community-based supports and services.
2. **Closing institutions** and transitioning all residents into appropriate community options of their choosing.
3. Building a broader system of **community-based supports and services** – a home and life in the local community.
4. Province wide **multidisciplinary support program with regional hubs** including other clinical supports to support local options.
5. **Individualized Funding** as the basis of the transformed system with “backbone” support functions.
6. Strengthening whole **Disability System capacity** to enable transformation to a human rights approach.

⁷ Mr. Eddie Bartnik and Dr. Tim Stainton, “Human Rights Review and Remedy for the Findings of Systemic Discrimination Against Nova Scotians with Disabilities,” last modified April 24, 2023, <https://novascotia.ca/coms/disabilities/human-rights-remedy-dsp-final-report.pdf>

REMEDY COMMUNITY TRANSITION TARGETS

The Remedy papers outline transition targets over 5 years, with Year 1 beginning in June 2023.⁸ There are two sets of targets for closing these institutions: the closing of Adult Residential Centres, Regional Rehabilitation Centres, and Residential Care Facilities, followed by the closing of Group Homes and Developmental Residences.

The targets for transiting DSP participants from ARCs, RRCs, and RCFs are as follows:

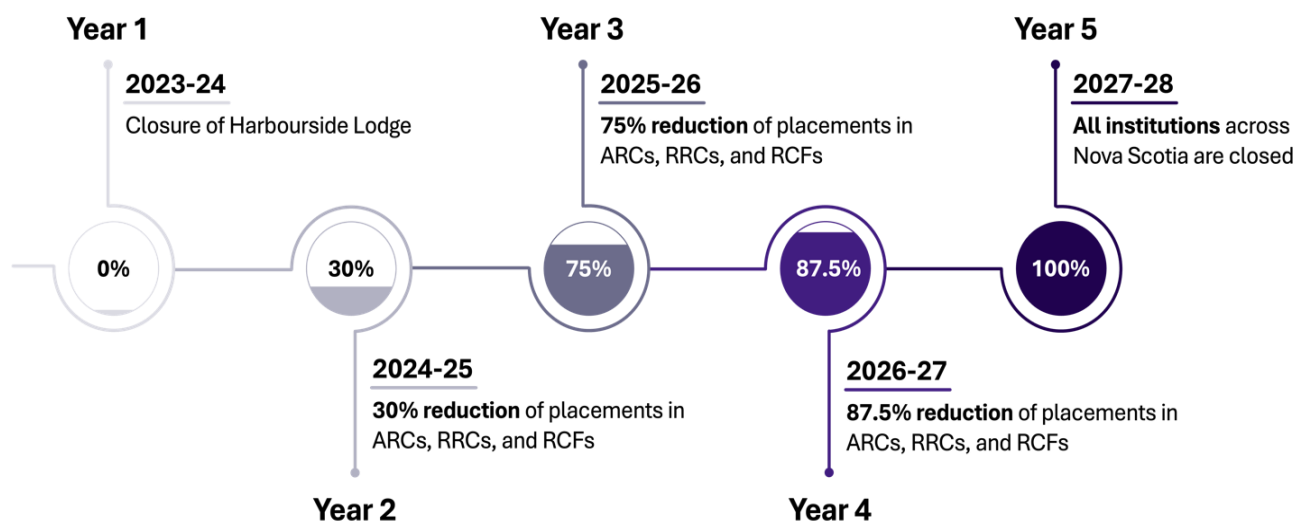


Figure 3: Outline of the Remedy Targets

The targets for closure of Group Homes and Developmental Residences are as follows:

- **Early Year 5 (May 2027):** 50% reduction of placements in GHs and DRs
- **End of Year 5:** All DSP congregate residential facilities across Nova Scotia are closed or have transitioned their services in alignment with the Remedy

⁸ Mr. Eddie Bartnik and Dr. Tim Stainton, “Human Rights Review and Remedy for the Findings of Systemic Discrimination Against Nova Scotians with Disabilities,” last modified April 24, 2023, <https://novascotia.ca/coms/disabilities/human-rights-remedy-dsp-final-report.pdf>

SECTION RECAP: INTRODUCTION

This part of Section 1 provides background information about the Department of Opportunities and Social Development (OSD), the Disability Support Program (DSP), and the Remedy to add further context to why the Facility Closure Guide was developed. The section also provides an overview of the Facility Closure Guide, how it is to be used, what it is comprised of, and guiding principles to follow throughout the closure process. The 5-year Community Transition targets for institutions are also covered, with the requirement that all DSP congregate residential facilities are closed by Year 5 of the Remedy.

KEY TAKEAWAYS

- The guide was developed to support Regional Closure Teams and Service Providers in closing institutional facilities in alignment with the closure strategy.
- Each region likely has unique circumstances to consider; the guide is only meant to provide a framework to support the closure process as consistently as possible.
- Regional Closure Specialists are expected to be champions for cultural change and to support the DSP Shared Values throughout the closure process.
- All DSP congregate residential facilities, also known as institutions, including Adult Residential Centres (ARCs), Regional Rehabilitation Centres (RRCs), Residential Care Facilities (RCFs), Group Homes (GHs), and Developmental Residences (DRs) must be closed (or transitioned to a facility that is in alignment with the Remedy) by the end of Year 5.

DSP CONGREGATE RESIDENTIAL FACILITIES

OVERVIEW & CURRENT STATE

This section provides information about the Disability Support Program (DSP) congregate residential facilities, also known in the Remedy as institutions. The goal of this section is to support the understanding of the landscape of DSP congregate residential facilities in Nova Scotia. Institutional placements have been on the decline as DSP progressed on Transformation initiatives; the data in this section is current as of 2023.

CONGREGATE RESIDENTIAL FACILITIES AND LEVELS OF SUPPORT

The Remedy identified five (5) types of DSP institutions in Nova Scotia that are required to be closed. Each congregate residential facility has its own unique characteristics but also shares similarities. One key characteristic is the level(s) of support (LOS) the facility is designated to accommodate based on the *DSP Level of Support Policy*.⁹

Outlined levels of support (see below) are assessment levels that have informed past DSP Policies and levels of support. For information on the new DSP Support Levels, refer to the InterRAI assessment and EFAC role.

A level of support is the amount and type of support an applicant/participant requires. An applicant/participant's level of support is assessed in a manner intended to maximize the person's independence, self-reliance, security, and social inclusion. DSP has five (5) levels of support available in the program:

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

While facilities are designated certain levels of support based on policy, the placements vary across the province based on the number of participants at each level of support and the capacity of the facilities in each region. This has resulted in several facilities having placements at all levels of support.

⁹ Nova Scotia Department of Community Services, *Disability Support Program Level of Support Policy*, s. 7.0, https://novascotia.ca/coms/disabilities/documents/Disability_Support_Program_Policies.pdf

CONGREGATE RESIDENTIAL FACILITIES FACILITY TYPES

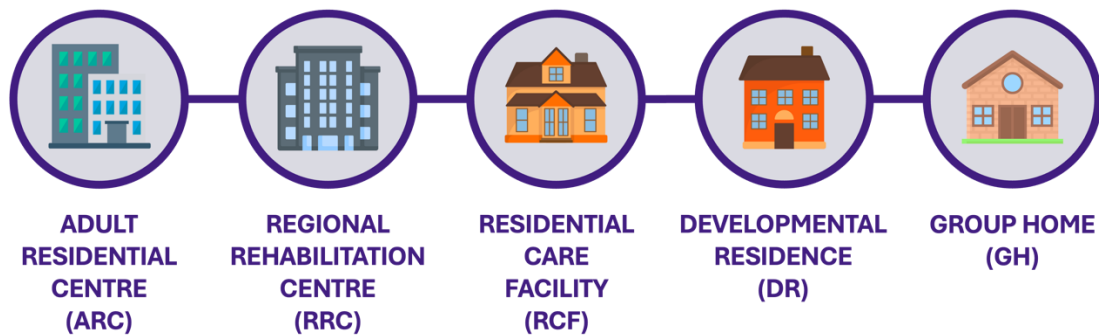


Figure 4: Types of DSP institutional facilities

ADULT RESIDENTIAL CENTRE (ARC)

An Adult Residential Centre provides support to participants who need high levels of supervision and support in their activities of daily living, and routine home and community activities. An ARC provides structured support and services to enhance the development of a participant's interpersonal, community oriented and activities of daily living skills to support their transition to a community-based option. Staffing is provided 24 hours a day, 7 days a week.

KEY CHARACTERISTICS

- **Medium** (20-50 placements) to **large** (>50 placements) in size
- Provides **high** (level 3) to **enriched** (level 4) support based on *LOS Policy*
- Staffing model is for **24/7 support**

REGIONAL REHABILITATION CENTRE (RRC)

A Regional Rehabilitation Centre (RRC) provides support to participants who need a range of support in activities of daily living, routine home and community activities and need high levels of support with severe/multiple behaviour challenges. An RRC provides both rehabilitation and developmental programs to participants who require an intensive level of support and supervision related to complex behavioural challenges and skill development needs to support their transition to a community-based option. Staffing is provided 24 hours a day, 7 days a week.

KEY CHARACTERISTICS

- **Medium** (20-50 placements) to **large** (>50 placements) in size
- Provides **intensive** (level 5) support based on *LOS Policy*
- Staffing model is for **24/7 support**

RESIDENTIAL CARE FACILITY (RCF)

A Residential Care Facility (RCF) provides participants with residential living support, minimal support with their activities of daily living, and routine home and community activities. Participants are provided with limited direct support/supervision and generally do not have major medical or behavioral support needs.

KEY CHARACTERISTICS

- **Small** (<20 placements) to **medium** (20-50 placements) in size
- Provides **minimal** (level 1) support based on *LOS Policy*
- Staffing model is for **minimal supervision**

DEVELOPMENTAL RESIDENCE (DR)

A Developmental Residence (DR) provides 24-hour residential support and supervision for four or more persons with intellectual disabilities who need moderate support with activities of daily living and high support with routine home and community activities. Developmental Residences provide program supports which emphasize the development of participant's interpersonal, self-care, domestic and community-oriented skills.

There are three categories of Developmental Residences:

- **DRI** – for participants with a moderate to severe intellectual disability who require supervision or support to perform most of their activities of daily living and who do not present with persistent behavioral challenges.
- **DRII** – for participants with a severe intellectual disability who have challenges performing most of their activities of daily living and may have a chronic health problem or a physical disability, and who rarely present with persistent behavioral challenges toward others but may present with persistent behavioral issues towards themselves (e.g., hitting oneself, self-stimulating behavior).
- **DRIII** – for participants with intellectual disabilities who present with persistent behavioral challenges towards others and themselves that impact most of their activities of daily living or instrumental activities of daily living.

KEY CHARACTERISTICS

- **Small** (<20 placements) in size
- **DRI**: provides **high** (level 3) support based on *LOS Policy*
- **DRII**: provides **enriched** (level 4) support based on *LOS Policy*
- **DRIII**: provides **enriched** (level 4) to **intensive** (level 5) support based on *LOS Policy*
- Staffing model is for **24/7 support**

GROUP HOME (GH)

A Group Home (GH) provides participants with residential living support, learning, and assistance with their activities of daily living, and routine home and community activities. A Group Home focuses on enhancing a participant's skill development.

KEY CHARACTERISTICS

- **Small** (<20 placements) in size
- Provides **high** (level 3) to **enriched** (level 4) support based on *Level of Support Policy*
- Staffing model is for **minimal supervision**

DSP CONGREGATE RESIDENTIAL FACILITY COMPARISON

The table below compares various facility characteristics to highlight similarities and differences between institutional facility types based on placement and level of support data gathered as of **August 28, 2023**. Please note that the Average Participant Level of Support indicated in the table is based on the average LOS for each type of facility from that timeframe.

CATEGORY	ARC	RRC	RCF	DR	GH
Size (S: < 20, M: 20-50, L: >50)	M-L	M-L	S-M	S	S
Average Participant Level of Support	High	Intensive	Minimal	High	Moderate
Staffing Complement	24/7 Support	24/7 Support	Minimal Supervision	24/7 Support	Minimal Supervision

Figure 5: Comparison table of DSP Institutional Facilities

BREAKDOWN OF DSP CONGREGATE RESIDENTIAL FACILITIES

OVERVIEW

As of August 28, 2023, there were **136 active Disability Support Program congregate residential facilities in Nova Scotia¹⁰** with **1360 total placements** distributed across the province. Below is the regional breakdown of these facilities and their distribution of placements as of **August 28, 2023**. For more recent placement data, it is recommended to engage the DSP Placement Coordinator, Data Analysis and Intelligence, and/or your Regional Hub Manager to obtain updated information.

ADULT RESIDENTIAL CENTRES (ARC)

As of August 28, 2023, there were a total of **6 active Adult Residential Centres** across the province with a total of **294 placements** within the facilities. Regional distribution details of facilities and placements from that timeframe are outlined below.

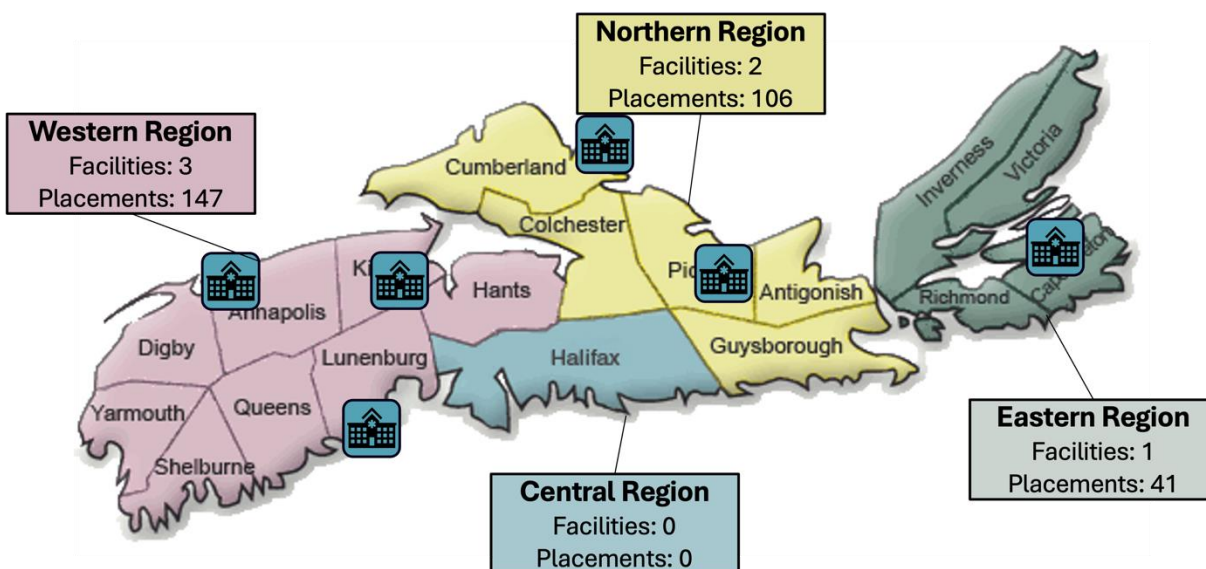


Figure 6: Regional distribution of ARC facilities and placements in Nova Scotia

			Kings (ARC) – 61
		Sunset – 63	REL – 56
	BAC (ARC) – 41	Riverview – 43	The Meadows – 30
Central Region	Eastern Region	Northern Region	Western Region

Figure 7: Placement distribution by ARC facility across regions

¹⁰ Data is as of Summer, 2023. Harbourside Lodge was removed from the data as it was closed in 2023.

REGIONAL REHABILITATION CENTRES (RRC)

As of August 28, 2023, there were a total of **3 active Regional Rehabilitation Centres** across the province with a total of **162 placements** within the facilities. Regional distribution details of facilities and placements from that timeframe are outlined below.

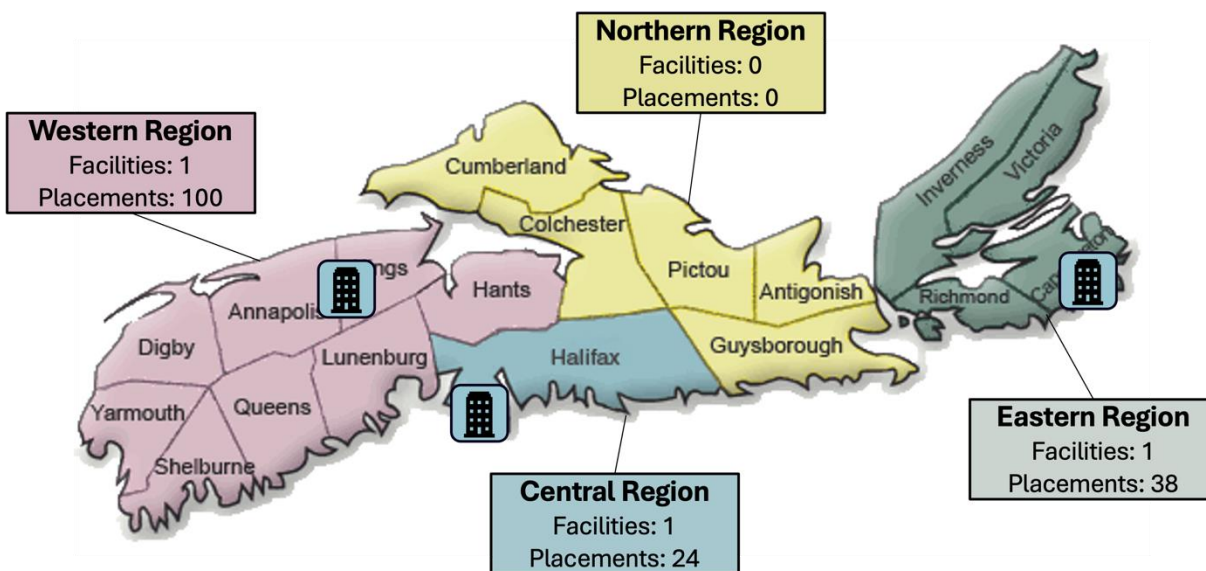


Figure 8: Regional distribution of RRC facilities and placements in Nova Scotia

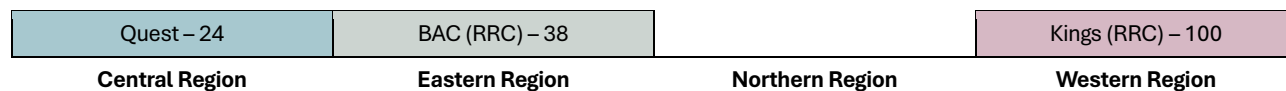


Figure 9: Placement distribution by RRC facility across regions

As of August 28, 2023, there were a total of **20 active Residential Care Facilities** across the province with a total of **341 placements** within the facilities. Regional distribution details of facilities and placements from that timeframe are outlined below.



Figure 11: Placement distribution by RCF facility across regions

DEVELOPMENTAL RESIDENCES (DR)

As of August 28, 2023, there were a total of **51 active Developmental Residences** across the province with a total of **257 placements** within the facilities. Regional distribution details of facilities and placements from that timeframe are outlined below.

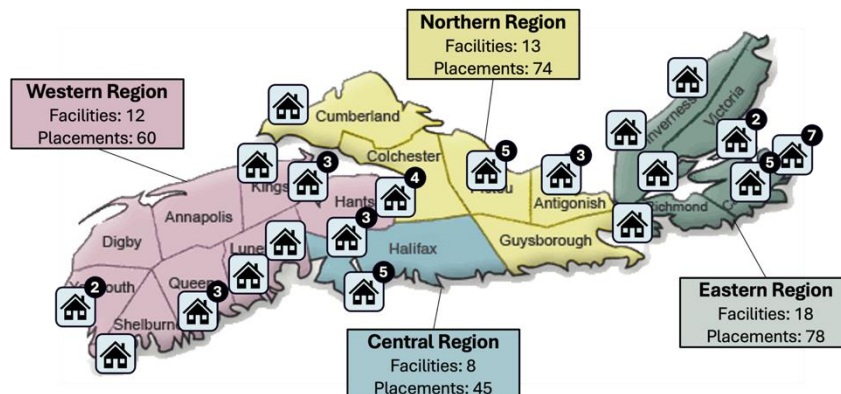


Figure 12: Regional distribution of DR facilities and placements in Nova Scotia

	RCCB (Coady) – 8		
	ROC – 5		
	RCCB (King) – 5		
	RCCB (Barrington) – 5		
	Korban House – 5		
	CBRS (River Ryan) – 4	Riverview (B. Haven) – 8	
	RCCB (Deerfield) – 4	Riverview (Thomas) – 8	Rainforth House – 8
	Bayside House – 4	Hope & Dixie House – 7	YACRO (Clements) – 6
	Harbourview Home – 4	HCRS (MacBeth) – 7	Gibson House – 6
	RCCB (G. Whitney) – 4	CRSS (Willow) – 7	SASI Barrington – 5
L'Arche Halifax – 9	CBRS (Pellatt) – 4	CACL (College) – 6	YACRO (Arcadia) – 5
RRSS (Abbott) – 6	RCCB (Marlborough) – 4	Osbourne House – 5	CLA (Wolfville) – 5
RRSS (Basinview) – 6	CBRS (Lameys) – 4	Riverview (S. Valley) – 5	CLA (Cornwallis) – 5
RRSS (Robert Allen) – 6	CBRS (Arthur) – 4	Terry House – 5	REL (Evergreen) – 5
RRSS (McDougall) – 6	CBRS (Nicklewood) – 4	Covenant House – 5	QASL (Queen) – 5
RRSS (Pleasant) – 5	RCCB (MacAulays) – 4	Jackson House – 4	QASL (Allen House) – 4
YACRO (Rockmanor) – 4	CBRS (Durnford) – 3	HCRS (Spring Garden) – 4	CLA (Canning) – 4
Wynn Castle – 3	Cap Rouge – 3	Kokochi House – 3	QASL (Stone Hill) – 2
Central Region	Eastern Region	Northern Region	Western Region

Figure 13: Placement distribution by DR facility across regions

GROUP HOMES (GH)

As of August 28, 2023, there were a total of **47 active Group Homes (GHs)** across the province with a total of **286 placements** within the facilities. Regional distribution details of facilities and placements from that timeframe are outlined below.

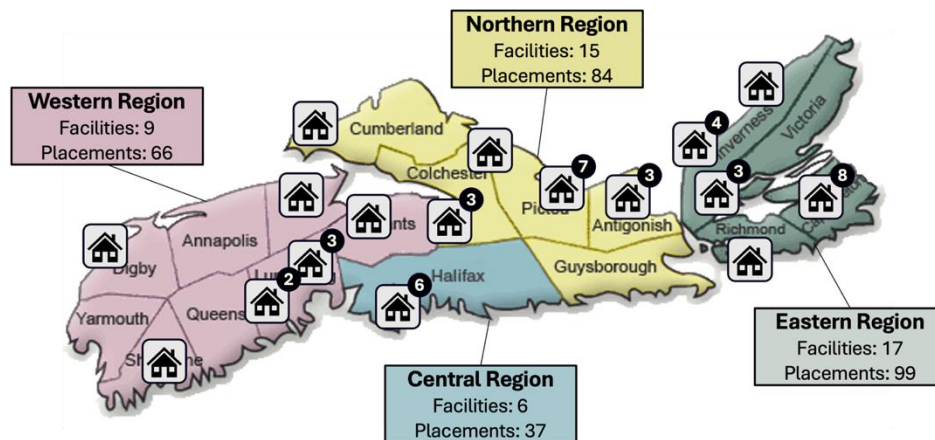


Figure 14: Regional distribution of GH facilities and placements in Nova Scotia

	MacDonald Hall – 12		
	Cornerstone U. Prince – 9		
	CBCH (Beechwood) – 8	Sky View – 9	
	RCCB (George) – 8	Driftwood Cottage – 9	
	CBCH (Kenwood) – 7	Heatherton – 8	
	Corinthian House – 7	Lantz RP (Highway) – 7	
	Chemoi – 7	Lynk House – 7	
	Waycobah – 5	CRSS (Rupert) – 7	
	CBCH (Terrace) – 5	Evergreen Ridge – 6	La Maison Jerome – 10
	CBCH (Byng) – 5	Jubilee House – 5	CLAS (Kentville) – 9
	Taigh Gradhach – 5	Parkview – 4	King's Meadows – 9
HFIL (NS) – 8	Ceilidh House – 4	McCully House – 4	Rose – 7
RRSS (Oxford) – 7	Unity House – 4	HCRS (Washington) – 4	Church House – 7
RRSS (Vernon) – 6	Port Hood – 4	HCRS (Hollis) – 4	SASI – 7
MCH (Joseph Howe) – 6	Koster Huis – 4	HCRS (St Bernard) – 4	Baker House – 6
MCH (Woodlawn) – 6	Ni'Kinen House – 3	HCRS (Emmanuel) – 3	Hamilton House – 6
MCH (Young) – 4	Riverside House – 2	CCH (Vincent) – 3	Fernwood – 5
Central Region	Eastern Region	Northern Region	Western Region

Figure 15: Placement distribution by GH facility across regions

SECTION RECAP: DSP CONGREGATE RESIDENTIAL FACILITIES

This section shares insights into the current state of Disability Support Program congregate residential facilities across the province to provide an understanding of the current residential landscape. The different types of DSP congregate residential facilities were covered with an explanation of each as well as a comparison between all types to identify similarities and differences between them. A breakdown of facility and placement distributions across regions was also provided.

KEY TAKEAWAYS

- The 5 types of DSP congregate residential facilities, or institutions, as identified by the Remedy to be closed are Adult Residential Centres (ARCs), Regional Rehabilitation Centres (RRCs), Residential Care Facilities (RCFs), Developmental Residences (DRs), and Group Homes (GHs).
- Although the facilities have been designated to accommodate certain levels of support (LOS) per the *Level of Support Policy*, they all have a mix of placements from minimal to intensive due to capacity and established placements over time.
- The types of facilities and number of placements in each facility vary widely across regions.

DEVELOPED CLOSURE & PHASE OUT PLANS

OVERVIEW

This section provides information on the closure and phase out plans for Disability Support Program congregate residential facilities, within the required transition targets as identified in the Remedy. It is key to note that this represents the closure plans of congregate living facilities as required by the Remedy, Service Provider organizations will independently determine their future operations.

The goal of this section is to support Regional Closure Teams and Service Providers in understanding what each closure and phase out plan entails and how the closure or phase out of DSP congregate residential facilities will be achieved within the required timelines.

ADULT RESIDENTIAL CENTRES & REGIONAL REHABILITATION CENTRE CLOSURE STRATEGY

The ARC/RRC Provincial Closure Strategy aims to establish clear closure timelines based on facility occupancy size, while supporting participant transitions to the community over the Remedy timeline with the necessary supports.



Figure 16: Closure timelines by facility size

The ARC/RRC Provincial Closure Strategy:

- **Prioritizes** individual determination and participant agency in the community transition process.
- **Focuses** on initiating closure/transition activities across all institutions in year two.
- **Sets** closure timelines around the institution's size/number of occupants through years two to five.
- **Allows** for a substantial number of community transitions in year two, allowing for extended community transitions to occur in years 3-5 if needed.
- **Promotes** equity across institutions by starting all closures simultaneously allowing for provincial coordination across regional teams.

ESTABLISHED ARC/RRC APPROACH

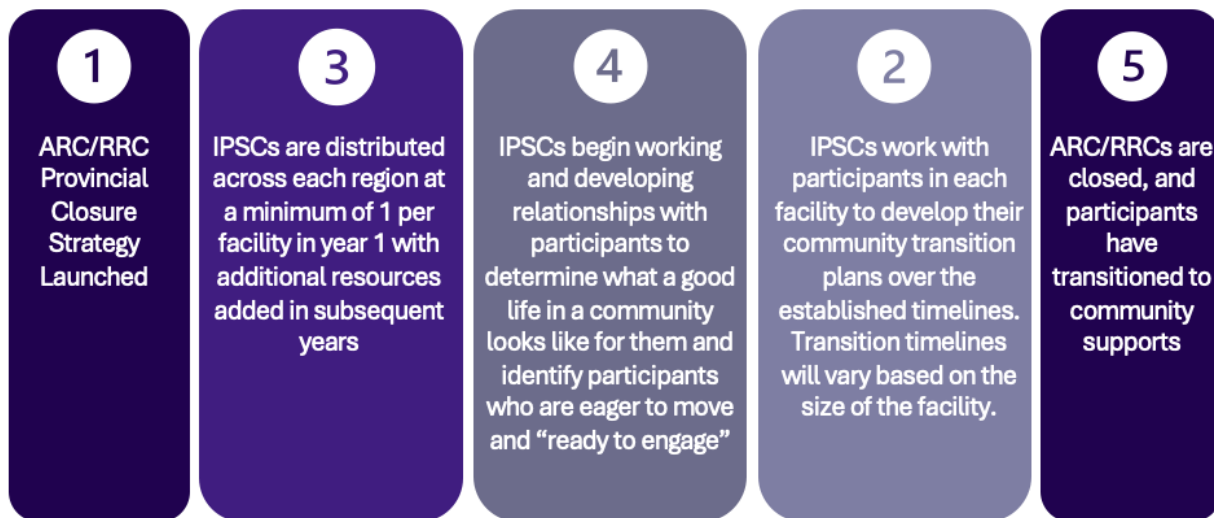


Figure 17: ARC/RRC Provincial Closure Strategy approach

The ARC/RRC Provincial Closure Strategy follows an approach where Intensive Planning and Support Coordinators (IPSCs) are distributed in a way that every congregate residential facility can start supporting community transitions at the same time. IPSC distribution will fluctuate as participants transition into the community to support the effective closure of the facilities within the targeted timelines.

The approach is as follows:

1. The ARC/RRC Provincial Closure Strategy launched.
2. IPSCs are distributed across each region (a minimum of one per facility, with additional resources added in subsequent years).
3. IPSCs begin working and developing relationships with participants to determine what a good life in community looks like for them and identify participants who are eager to move and “ready to engage”.
4. IPSCs work with participants and their support networks within each facility to develop their community transition plans over the established timelines. Transition timelines will vary based on the size of the facility.
5. All ARC/RRCs are closed, and all participants have transitioned to community.

ARC/RRC CLOSURE TIMELINES









		12-Month Transition Timeline	24-Month Transition Timeline	36-Month Transition Timeline	Extended Transition Timelines
	Harbourside 22 Residents <small>Closed July 2023</small>				
	Quest 21 Residents	Target Timeframe	Extended Transitions		
	Sunset 53 Residents	Target Timeframe		Extended Transitions	
	Meadows 31 Residents	Target Timeframe		Extended Transitions	
	REL 43 Residents	Target Timeframe		Extended Transitions	
	Riverview 29 Residents	Target Timeframe		Extended Transitions	
	BAC 70 Residents	Target Timeframe			Extended Transitions
	KRRC 148 Residents	Target Timeframe			Extended Transitions
Legend:					
Central Region Facility					
Western Region Facility					
Northern Region Facility					
Eastern Region Facility					
Expected Community Transitions:		184 Community Transitions	211 Community Transitions	61 Community Transitions	Outstanding Transitions

Figure 18: ARC/RRC Provincial Closure Strategy closure timelines

In alignment with the approach, the closure timelines account for all facilities beginning the closure process at the same time. The above timeline outlines the number of expected annual transitions with a targeted completion of participant transitions in Year 4 – allowing for any delays or extensions in transitions to be completed in Year 5 if needed.

RESIDENTIAL CARE FACILITIES PHASE OUT STRATEGY

The RCF Phase Out Strategy frames transition timelines across a regional level. The established approach considers Service Delivery capacity by recognizing collective regional placements/transitions that are occurring in Adult Residential Centres, Regional Rehabilitation Centres, and Residential Care Facilities. By identifying the total number of placements in the regions, the approach aims to prioritize Intensive Planning and Support Coordinator (IPSC) distribution in regions with proportionately lower ARC/RRC placements, which would optimize service delivery time and resources.

Contrasting with the ARC/RRC Provincial Closure Strategy, the transition timelines for the RCFs are based on regional placements rather than on individual facilities, allowing for IPSCs to work across a region, rather than within a singular facility. It will be important for the Regional Closure Specialist to work with RCF Service Providers to understand if they are willing and able to expand their services to align with Remedy requirements and continue to support Disability Support Program participants, which may provide some placement opportunities for DSP participants in the future.

The RCF Phase Out Strategy:

- **Prioritizes** initial IPSC distribution in regions with proportionately lower ARC/RRC placements, which would optimize service delivery time and resources.
- **Bases** transition timelines for the RCFs on the collective regional placements rather than on timeframes for individual facility closure.
- **Enables** IPSCs to prioritize planning and assistance for participants who are prepared to initiate the transition process.
- **Sets** clear phase-out timelines across regions, while starting all closures simultaneously allowing for provincial coordination.
- **Allows** for a substantial number of community transitions in years 2-3, allowing for extended community transitions to occur in years 3-5 if needed.

ESTABLISHED RCF APPROACH

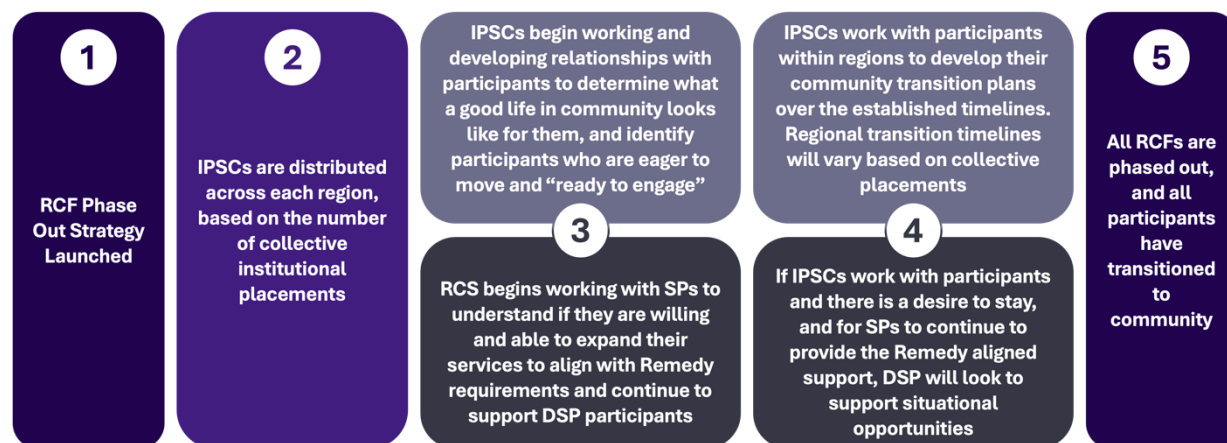


Figure 19: RCF Phase Out Strategy approach

The RCF Phase Out Strategy follows an approach where IPSCs are distributed across each region proportional to how many participants reside in ARC/RRC facilities in that region. In this approach, there is an opportunity for facilities to potentially evolve their services to align with Remedy requirements based on Service Provider willingness and participant desire to stay, so a separate stream will run parallel to the IPSC transition work, which is indicated in the graphic above.

The approach is as follows:

1. The RCF Phase Out Strategy is launched
2. IPSCs are distributed across each region, based on the number of collective institutional placements
3. IPSCs begin working and developing relationships with participants to determine what a good life in community looks like for them and identify participants who are eager to move and “ready to engage”
and
The RCS begins working with Service Providers to understand if they are willing and able to expand their services to align with Remedy requirements and continue to support DSP participants
4. IPSCs work with participants within each facility to develop their community transition plans over the established timelines. Transition timelines will vary based on the size of the facility
and
If IPSCs work with participants and have a desire to stay, and for Service Providers to continue to provide the Remedy aligned support, DSP will look to support situational activities
5. All RCFs are phased out, and all participants have transitioned to community

RCF PHASE OUT TIMELINES

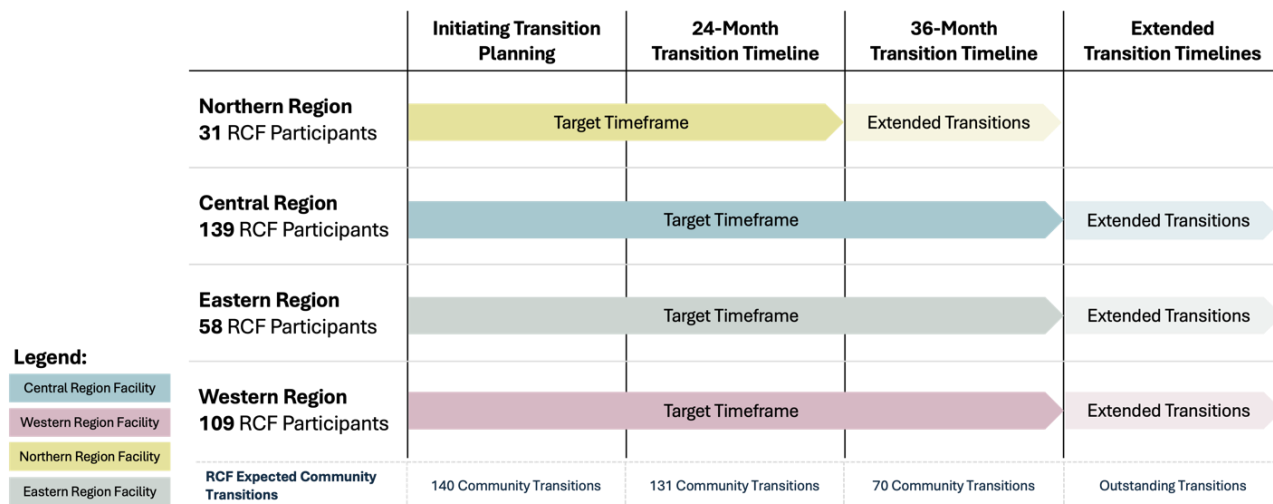


Figure 20: RCF Phase Out Strategy phase out timelines

In alignment with the approach, the timelines account for all regions beginning the process at the same time but with varying distribution of IPSCs based on the number of participants residing in ARC/RRCs. The above timeline outlines the number of expected annual transitions with a targeted completion of participant transitions in Year 4 – allowing for any delays or extensions in transitions to be completed in Year 5 if needed.

DEVELOPMENTAL RESIDENCES (DR) & GROUP HOMES (GH)

Developmental Residences and Group Homes will be assessed in 2026.

FACILITY CLOSURE STRATEGY COMPARISON

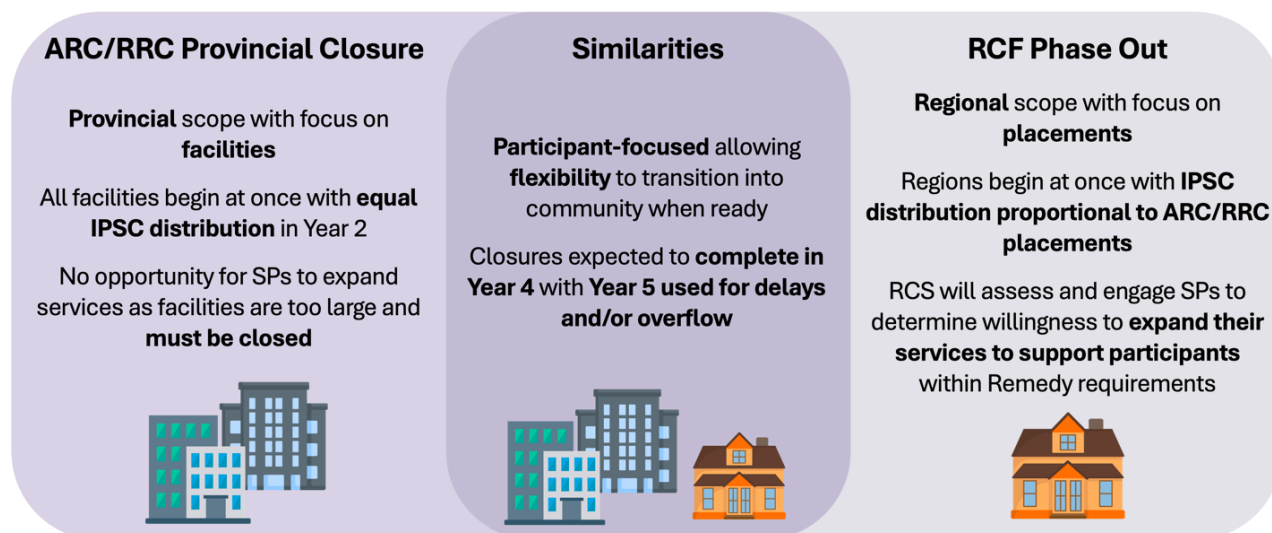


Figure 21: Comparison of the ARC/RRC Provincial Closure Strategy and RCF Phase Out Strategy

Disability Support Program congregate residential facilities have both unique attributes and similarities, and their respective strategies reflect that. Both strategies are participant-focused and allow flexibility for participants who are ready to transition to community early. They also allow for Year 5 overflow, with all transitions planned to be completed by Year 4.

The ARC/RRC Provincial Closure Strategy's scope is provincial with a focus on the facilities while the RCF Phase Out Strategy's scope is regional with a focus on the placements. Both strategies begin simultaneously, the ARC/RRC strategy begins with equal Intensive Planning and Support Coordinator distribution while the RCF strategy distributes the IPSCs proportional to ARC/RRC placements.

Finally, ARC/RRC facilities must be closed as their size is too large to meet the requirements for supporting participants in accordance with the Remedy. Conversely, the RCF strategy includes Regional Closure Specialist assessment of Service Providers to determine their willingness to expand their services to support participants within Remedy requirements, and there may be circumstantial opportunities to convert current RCF infrastructure to align with Remedy requirements and participant choice when done through providing robust planning and person centered determination.

OCCUPANCY FUNDING MODEL & STAFFING ASSESSMENTS

OCCUPANCY FUNDING MODEL OVERVIEW

The Occupancy Funding Model provides standard and transparent funding for Service Providers as facilities are phased out under Remedy requirements. The goal is not to reduce funding in the first year, but rather to establish a level of sustainable funding and clear financial processes.

The Model:

- Provides Service Provider's capacity to make individual decisions about staffing and organizational needs, ensuring that the organizations have steady support throughout the transition timeline.
- Introduces a flexible grant-based approach to align and standardize funding as DSP congregate living facilities are phased.
- Will be coordinated by the Regional Closure Specialists with direct support from the DSP placement coordinator, OSD finance and DSP specialists, and other staff as required.
- Is built on a repeatable staffing assessment process, aimed at providing stability for DSP Service Providers and clarity for DSP in coordinating staffing assessments.
- Integrates assessments which will be conducted annually (every 12 months) by Regional Closure Specialists. This standardizes the process and timeline for Service Providers.

In supporting facility closure efforts, a key role of the Regional Closure Specialist is to coordinate Staffing Assessments to inform the established DSP Occupancy Funding Model. The updated funding model aims to provide stability to Service Providers as participants transition out of facilities and into community-based support.

DEVELOPED FUNDING STREAMS

There are three key funding streams which inform the Occupancy Funding Model. The Regional Closure Specialist will work with OSD Finance and Service Provider leadership to clearly outline these funding streams specific to the baseline of the facility.

OCCUPANCY FUNDING STREAM	KEY CONSIDERATIONS	INCLUDED GROUPS
Variable Staffing Streams	<p>Based on the needs of participants and the facility, and the staffing/facility reassessments conducted by the RCS the funding envelop for the noted variable staffing streams will likely change throughout the closure timeline the facility.</p> <p>During direct care staffing changes, administrative funding will also be adjusted based on the % change to direct care positions (reversal of the Administrative Funding currently provided to facilities)</p> <p>The annual staffing assessments will ensure adequate coverage and funding support be provided based on individual facility needs.</p>	<p>Direct Care Staff (e.g., <i>Residential Rehabilitation Worker, Residential Rehabilitation Worker Relief, Nights Asleep/Awake, Residential Care Workers, Supervisors of Residential Care</i>)</p> <p>Allied Health Support Staff (e.g., <i>Behavioral Interventionist, Laboratory, Registered Dietitian, Occupational Therapist, Physio Assistant, Physiotherapist, Psychology, Social Worker</i>)</p> <p>Utility/Operational Staff (e.g., <i>Environmental Coordinator and Facility Safety Positions, Food Service Positions, Facilities and Maintenance Positions</i>)</p> <p>Administrative Staff (e.g., <i>Human Resource Positions, Accounting and Finance Positions, Administrative Support and Clerical Positions, Information Technology Positions, Scheduling Coordination Positions</i>)</p>
Fixed Management Funding and Fixed Operational Funding Streams	<p>The RCS will conduct initial assessments in phase one to determine fixed grant funding for both the facility management positions (Based on current fixed administrative positions) and ongoing facility operational costing (e.g., Insurance, Heating/Electricity, Taxes)</p> <p>The funding for these streams will be fixed until the facility closes or operates under Remedy requirements.</p>	<p>Fixed Management Funding (e.g., <i>Administrator / Executive Director / CEO, Director of Programming, Director Corporate / CFO, Education Coordinator, Quality and Risk Management Coordinator</i>)</p> <p>Fixed Operational Funding (e.g., <i>Insurance, Heating/Electrical, Bank Charges, Board Expenses/Fees, Cable, Cleaning Supplies, Dues/Fees, Taxes, Environmental Services/Contracts</i>)</p>
Community Funded Streams	<p>The RCS will conduct an assessment in Phase One to determine community-based support positions that need to be relocated to their respective DSP funding source.</p> <p>Community-funded positions will only be assessed during the initial staffing and facility review in Phase 1.</p>	<p>This includes community-funded positions, funded through facilities envelopes, that are currently providing part-time or full-time community-based support services. (e.g., <i>part-time/full-time positions that may be incorrectly funded under the facility envelope that need to be re-assigned to the proper funding stream</i>)</p>

OCCUPANCY FUNDING MODEL: ESTABLISHED PROCESS

The Occupancy Funding Model is built around three key phases, which are shared below.

PHASE 1: INITIAL STAFFING REVIEW

- The RCS will work alongside OSD Finance and Service Provider Leadership to determine positional streams and the potential separation of community-based positions from the facility funding envelope.
- The RCS conducts initial staffing assessments based on the established funding streams to confirm the baseline grant funding for staffing and operational streams.
- The end of Phase One will result in a clearly defined facility funding envelope, that can be re-assessed on an annualized basis.

PHASE 2: STAFFING/FACILITY RE-ASSESSMENTS

- Upon the annualized assessment trigger, the RCS will conduct facility staffing and occupancy assessments with the support of OSD Finance to determine the updated funding envelope for the Facility.
- The staffing assessments will ensure that adequate staffing coverage and funding support are provided against the occupancy and participants' support needs of the facility.
- The RCS can initiate staffing assessments before the annual trigger if significant occupancy and staffing changes occur. Rationale to be provided to the PCL and approval required.
- Phase Two will be repeated on an annualized basis until all participants transition out of the facility and into Remedy-aligned supports.

PHASE 3: FACILITY CLOSURE

- All participants move out into Remedy-aligned supports and the facility closes. This results in the conclusion of the Occupancy Funding Model for the facility being phased out, and at this time participants will be accessing Individualized Funding to fund their required supports.

Please reference section 3 of the facility closure for staffing assessment templates and other documentation to support the Occupancy Funding Model.

SECTION RECAP: CLOSURE & PHASE OUT PLANS

This section provides information on the closure and phase-out plans for Disability Support Program congregate residential facilities, or institutions, across the province to gain further insight on the timing of closures. A summary of the strategies, process, and timelines, along with assumptions and benefits, are included in the plans. Alongside the strategies, the Occupancy Funding Model was also reviewed, which is an integral component to ensuring sector stability during the transition process.

KEY TAKEAWAYS

- There are currently two provincial strategies: the ARC/RRC Provincial Closure Strategy and the RCF Phase Out Strategy.
- The two strategies are connected in that the strategy for Residential Care Facilities utilizes Adult Residential Centre and Regional Rehabilitation Centre placements to determine how work is initially distributed.
- While the ARC/RRC Provincial Closure Strategy focuses on the facility, the RCF Phase Out Strategy focuses on regional placements.
- The Occupancy Funding Model aims to support Service Providers by providing a new grant funding model informed through standardized staffing assessments.

ROLES & RESPONSIBILITIES IN FACILITY CLOSURE

OVERVIEW

In order to ensure that the facility closure process is successful, it is important to understand the key actors that are involved in facility closure and what their responsibilities are throughout. These roles are found within the Disability Support Program, the Department of Opportunities and Social Development as a whole, intergovernmental partnerships, service providers, and sector organizations.

This section provides an overview of the key actors in each area along with a high-level overview of their responsibilities in the facility closure process.

KEY ACTORS IN FACILITY CLOSURE

DISABILITY SUPPORT PROGRAM

DSP EXECUTIVE DIRECTOR

- Oversees the operational activities of DSP
- Oversees the overall Remedy Portfolio to ensure targets are met
- Provides strategic direction and approvals for the Remedy Portfolio

PROVINCIAL CLOSURE LEAD (PCL)

- Reports to the Executive Director
- Provides guidance to the Regional Closure Specialists (RCS) and ensures implementation is meeting expectations across regions
- Responsible for the closure and transition of facilities across Nova Scotia

REGIONAL CLOSURE SPECIALIST (RCS)

- Reports to and provides regular updates to the Provincial Closure Lead
- Key member of the Regional Hub and Provincial Closure teams
- Coordinates facility closures and supports the successful transition of DSP participants within their region
- Provides leadership, direction, consultation, and support in promoting and implementing the regional closure strategy
- Oversees the Community Living Facilitator and collaborates with Intensive Planning and Support Coordination teams during the transition process
- Supports Regional Hub Staff, Service Providers, Senior Leadership within institutions, organizational leadership, and boards through the transition and closure processes

COMMUNITY LIVING FACILITATOR (CLF)

- Creates and facilitates opportunities that support seamless transitions from institutions to the community
- Operates within a framework of practice that supports connecting individuals with disabilities and their support networks to the communities they are transitioning into, while concurrently leading the creation of innovative community living arrangements and support options within these communities
- Works with provincial and municipal level government partners, service providers and others to facilitate and enable transitions of DSP participants from institutions to communities by ensuring supports are in place (e.g., related to housing, employment, transportation, recreation, leisure, etc.)

REGIONAL HUB MANAGER (RHM)

- Leads the development, operations, and sustainability of their assigned Regional Hub
- Accountable for ensuring the delivery of quality support to individuals with disabilities and their support networks, and the implementation of key remedy targets
- Responsible for human resource management of several staff teams throughout the region and operational planning within a geographic area of the province
- Coaches, mentors, and supervises staff teams to understand new approaches to working alongside individuals with disabilities, their support networks, and communities to build their capacity, resilience and citizenship

INTENSIVE PLANNING AND SUPPORT COORDINATOR (IPSC)

- Uses a person-centred approach to provide intensive individualized planning and support coordination to Disability Support Program (DSP) participants returning to community from a congregate residential facility and participants whose support needs require a complex, coordinated response
- Familiarizes themselves with individuals and tailors the available supports to respond to their situation, but within a defined and consistent practice framework of shared beliefs, values, principles, and practices
- Leads in collaborating with clinical and allied health partners, mainstream services, and local communities to foster system wide partnerships that enable capacity and resiliency to elevate self-direction and inclusive citizenship

LOCAL AREA COORDINATOR (LAC)

- Provides individual planning and coordination supports in local communities across the region to individuals who identify as having a disability and those currently in the system with less complex needs and support arrangements. Persons with disabilities who may not qualify 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
- Based in communities across the regions and have a strong emphasis on individual, family and community capacity building and partnerships with local services

ELIGIBILITY, FUNDING AND ASSESSMENT COORDINATOR (EFAC)

- Enables access to Disability Support Program (DSP) funding for eligible individuals with disabilities and their families.
- Serves as a key resource for applicants looking for more information on the Disability Support Program (DSP)'s eligibility requirements and details on its funding processes.
- Uses a person-centred approach to determine funding eligibility
- Conducts multidimensional needs assessments for eligible individuals and families
- Determines and allocates funding based on DSP policy and its Service Group Framework
- Evaluates ongoing funding requests.

TEAM LEAD

- Leads a range of dedicated, specialized staff in day-to-day operations, including IPSCs and LACs.
- Provides regular reporting to the Regional Closure Specialists on transition status updates.
- Coaches, mentors, and supervises their teams to understand new approaches to working alongside individuals with disabilities, their support networks, and communities to build their capacity, resilience, and citizenship.

DSP REGIONAL PROGRAM SPECIALIST

- Builds and maintains relationships with Service Providers and their overall operations, and community organizations in their region.
- Serves as a subject matter expert in their region from a facility, cultural, and community perspective.
- Provides ongoing support to Care Coordinators who are continuing to support in the existing service provision system.
- Assists in the facilitation of collaborative sector relationships with the Regional Closure Specialist (RCS) during the closure process.
- Advises and supports the RCS as they develop their Disability Support Program (DSP) and regional knowledge throughout the closure process.

DSP CASEWORK SUPERVISOR

- Provides direct and clinical supervision on a variety of matters related to the Disability Support Program (DSP) to their team consisting of Social Workers, Counsellors, and administrative supports.
- Provides guidance and expertise to support their team with difficult, complex cases.

DSP CARE COORDINATOR

- Responsible for individual support planning, coordination and implementation of programs and services, ongoing case management, as well as monitoring and discharge planning of individuals with disabilities within the Disability Support Program (DSP) within the current service provision system.
- Serves as a source of expertise for DSP participants currently in congregate residential facilities throughout the closure and transition process.
- Works with the IPSC to support the goal of participant transitions.

DEPARTMENT OF OPPORTUNITIES AND SOCIAL DEVELOPMENT (OSD)

OSD LEGAL

OSD Legal provides consultation on legal matters related to the facility closure process. Their key responsibilities include assisting in the development of the initial closure agreement letter to Service Providers, reviewing Service Providers' wind-up plan for compliance, assessing relevant documentation throughout the closure process, and offering guidance and support to the RCS during the closure process.

OSD FINANCE

OSD Finance is responsible for supporting and advising on the financial activities related to facility closure. Key responsibilities include ensuring that facility budgets are paid out, conducting annual audits, supporting the RCS during the Occupancy Funding Assessment process with Service Providers, and facilitating the final audit to receive surplus funds from the Service Provider as facilities close.

SERVICE PROVIDER SUPPORTS (SPS)

Service Provider Supports is responsible for supporting Service Providers and connecting them to relevant resources. Their key responsibilities include arranging relevant 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 guidance and support to the RCS throughout the closure process.

SPS AGREEMENTS

SPS Agreements, also known as Corporate Agreements Management (CAM), is responsible for coordinating and developing agreements as needed throughout the facility closure and transition process. Key responsibilities include developing and/or updating Service Level Agreement (SLA) documentation for Service Providers, updating termination of agreement dates as facilities are closed, and providing guidance and support to the RCS throughout the closure process.

OSD LABOUR RELATIONS

Labour Relations is responsible for ensuring Service Providers transition their staff in alignment with relevant labour laws and collective agreements. Their key responsibilities include assisting in the development of transition and/or severance plans in collaboration with DSP, and relaying relevant staffing updates to unions as required. Additionally, they provide guidance and support to the RCS throughout the closure process.

INTERGOVERNMENTAL PARTNERSHIPS

DEPARTMENT OF MUNICIPAL AFFAIRS AND HOUSING (DMAH)

The **Department of Municipal Affairs and Housing** provides programs, grants, and funding to help Nova Scotians access safe housing and expand housing opportunities throughout the province. DMAH also offers services and guidance to developers and community groups launching housing development initiatives. As facilities close, some DSP organizations may inquire with DMAH to understand available funding for expanding accessible housing or support for new developments. Housing is a key underpinning of successful transitions, so collaborating with DMAH will be crucial for the success of the Remedy.

DEPARTMENT OF SENIORS AND LONG-TERM CARE (SLTC)

The **Department of Seniors and Long-Term Care** supports the well-being of older adults. Seniors and Long-term Care oversee long-term care facilities and home care agencies throughout the province. In connection to DSP, there is an overlap of participant demographics between DSP and SLTC, and as facilities close, there may be some cases where older participants transition to long-term care support. DSP is currently piloting a joint support program with SLTC called Shared Services.

DEPARTMENT OF HEALTH AND WELLNESS (DHW)

The **Department of Health and Wellness** oversees healthcare throughout the province to assist people in maintaining and improving their health. DHW funds healthcare services and ensures that high-quality health services are accessible. Access to primary care is a key concern when discussing community transition and closure initiatives. Understanding regional DHW initiatives may be beneficial in creating sustainable community transitions and supporting closures. DSP will continue to expand our partnership with DHW through the new Allied Health Director Role.

OFFICE OF MENTAL HEALTH AND ADDICTIONS (OMHA)

The **Office of Addictions and Mental Health** collaborates with the Nova Scotia Health Authority (NSHA), IWK Health Centre (IWK), and community partners to offer mental health and addiction education, prevention, treatment, and recovery programs. It's important to note that a key demographic within the DSP population consists of mental health support consumers. DSP will continue to expand our partnership with OAMH through the new Allied Health Director Role.

SERVICE PROVIDERS

Service Providers provide needed services and supports to Disability Support Program participants. Each Service Provider has their own operational structure depending on their needs. It is expected that Service Providers will designate a Closure & Transition Lead specifically for the Remedy to serve as a liaison and coordinator of activities between the Regional Closure Specialist and Service Provider.

Below is a high-level overview of potential Service Provider positions that are involved in the closure process, though they may vary across facilities:

- Executive Director / Chief Executive Officer
- Designated Closure & Transition Lead
- Director of Care / Programming
- Director of Finance / Chief Financial Officer
- Facilities Management / Coordinator
- Community Transition Coordinator

SECTOR ORGANIZATIONS

DIVERSE ABILITIES NOVA SCOTIA (DANS)

Diverse Abilities Nova Scotia is a membership-based association comprised of organizations from across the province that utilize their collective leadership, knowledge, and expertise to develop evidence-informed solutions and work collaboratively to enhance quality of life and foster community inclusion for persons with disabilities. DANS represents ARC/RRC organizations across Nova Scotia which are required to close under the Remedy.

CONTINUING CARE ASSOCIATION OF NOVA SCOTIA (CCANS)

The **Continuing Care Association of Nova Scotia** is comprised of professionals with a wide range of skills and experience in health care and business. As an organization, CCANS and their Board of Directors work to represent the interests of continuing care across Nova Scotia. CCANS includes DSP Service Providers that provide residential-based care. CCANS does not represent for-profit providers.

NOVA SCOTIA RESIDENTIAL AGENCIES ASSOCIATION (NSRAA)

The **Nova Scotia Residential Agencies Association** is a coalition of non-profit (and some for-profit) residential agencies that serve persons with disabilities across the province. NSRAA includes representation from DSP Service Providers who offer Small Option Homes, Residential Care Facilities, Group Homes, Developmental Residences, and Independent Living Supports.

INCLUSION NOVA SCOTIA

Inclusion Nova Scotia promotes the capacity and contributions of individuals with intellectual disabilities as integral members of society. Their efforts focus on strengthening community capabilities to foster inclusivity for all, while also raising awareness about the rights to quality living in communities. This includes emphasizing supported housing and employment opportunities through resource creation. DSP has partnered with Inclusion Nova Scotia to support various public engagement initiatives.

HEALTH ASSOCIATION OF NOVA SCOTIA (HANS)

Health Association Nova Scotia is a not-for-profit, non-government, membership-based association representing organizations along the full continuum of care and whose mandates positively contribute to the social determinants of health. HANS includes representatives from DSP Service Providers that provide residential-based care.

DIRECTIONS COUNCIL

DIRECTIONS Council for Vocational Services Society is a not-for-profit organization representing 32 member agencies throughout Nova Scotia. The Council's mandate is to assist and support member organizations in the delivery of services that promote the abilities and inclusion of persons with disabilities in the everyday activities of their community. DIRECTIONS consists of DSP Service Providers that provide day programming and vocational support and services to DSP participants, which is a key component of community living.

AUTISM NOVA SCOTIA

Autism Nova Scotia is a community-based organization that builds understanding, acceptance, and inclusion for Autistics/individuals on the autism spectrum and their families through leadership, advocacy, education, training, and programming across the lifespan. Autism Nova Scotia works to collaborate with Autistic individuals, families, government and other stakeholders to build awareness, acceptance and inclusion for our province's autism community.

PEOPLE FIRST – NOVA SCOTIA CHAPTER

People First of Canada is a national non-profit organization for people with an intellectual or developmental disability. People First supports individuals to reclaim their right to be recognized as full citizens. People First works together to educate and influence communities and government to ensure that all persons with intellectual disabilities are fully included and supported to live as equal citizens in Canada. DSP has worked alongside People First to advise on government initiatives.

SECTION RECAP: ROLES & RESPONSIBILITIES IN FACILITY CLOSURE

This section provides insight into the various key actors that are involved as a part of the facility closure process. Roles and responsibilities were covered for those in the areas of DSP, OSD, intergovernmental partners, service providers, and sector organizations. Breaking down these roles helps to provide a clear understanding of the complexities of facility closure and the Remedy and highlights the importance of communication and transparency throughout.

KEY TAKEAWAYS

- Beyond the Disability Support Program and the Department of Opportunities and Social Development, there are other intergovernmental partners that are connected to the Remedy who are key to the support of participants and Service Providers through the closure process.
- Service Providers may have different operating models and staffing from each other, and it is important to understand each one to ensure effective collaboration and communication as the closure process progresses.
- It is crucial to understand sector organizations and to collaborate with key community partners as they represent sector interests and have valuable insight and expertise to share.

SECTION 2:

Facility Closure Process

PHASES OF CLOSURE AND REQUIREMENTS

OVERVIEW

The Facility Closure process is composed of three (3) phases with accompanying stages for each: the **Initiating Closure & Community Transition Phase**, the **Facility Closure & Transition Phase**, and the **Wind-Up Phase**. This section will detail the key roles and responsibilities, steps, and requirements involved in each phase. The facility closure process focuses on the closure of DSP congregate residential facilities within the timelines set by the Remedy, which involves ensuring administrative tasks are completed and residents have fully moved out. It does not include the formal closure of the building itself.



* Estimated timelines only. All DSP congregate residential facilities **must be closed** by the end of Year 5 (March 31, 2028), per the Remedy.

KEY PARTNERS & RESPONSIBILITIES

The following key partners will be involved in activities throughout the facility closure process. They are primary resources and will coordinate together to successfully champion the closure of facilities and the transition of participants within expected timelines while meeting the expectations of the Human Rights Remedy. Below is an overview of the key partners involved in the process.

REGIONAL CLOSURE SPECIALIST (RCS)

The **Regional Closure Specialist (RCS)** is responsible for coordinating the closure and transition of all DSP institutions in their region. They serve as the primary contact for the Service Provider's designated Closure & Transition Lead throughout the process. Key responsibilities include:

- Leading the management and implementation of the regional closure strategy in their assigned region, ensuring alignment with provincial goals and Remedy targets
- Monitoring and evaluating closure activities and community transitions, promptly addressing any challenges that arise
- Providing expert guidance for Remedy interpretation and program delivery, ensuring compliance with relevant legislation, regulations, policies and standards, and advocating for improvements
- Balancing Remedy-related timelines with DSP participants' needs to facilitate successful transitions
- Championing the facility closure process and transition of persons with disabilities into community using person-directed approaches
- Building and maintaining positive relationships with Service Providers and stakeholders
- Facilitating the Occupancy Funding Model Staffing Assessment with the Service Provider on an annual basis (or ad hoc if deemed necessary)
- Delivering consistent and transparent messaging throughout the entirety of the closure process to support closure activities
- Facilitating the development and confirmation of Service Provider closure plans and ensuring the Closure Agreement is signed and adhered to
- Gathering Service Provider data and delivering quarterly reports to the Provincial Closure Lead outlining progress of the facility closure process in their region
- Facilitating regular contact with intergovernmental departments to ensure consistency and transparency across government
- Providing regular updates to key stakeholders throughout the closure process
- Providing supervision of the Community Living Facilitator (CLF)

SERVICE PROVIDER

The **Service Provider** is responsible for the closure of their facility and transition of participants and staff in line with established expectations. Their designated Closure & Transition Lead will be responsible for coordinating closure activities with Service Provider leadership and staff as well as the RCS. Key responsibilities include:

- Providing regular updates and data to the RCS throughout the closure process
- Ensuring the Service Provider's closure activities align with the agreed upon expectations and timelines
- 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

PROVINCIAL CLOSURE LEAD (PCL)

The **Provincial Closure Lead (PCL)** is responsible for the oversight of facility closures and community transitions across the province. They have an understanding of the progress across each region and provide guidance and support to the Regional RCS and the provincial closure team. Key responsibilities include:

- Coordinating closure and deinstitutionalization efforts across Nova Scotia
- Reviewing quarterly reporting from all regions on the process of facility closure activities
- Meeting regularly with the provincial closure team to ensure they are supported
- Serving as the point of contact for escalation of issues when needed
- Providing updates to the DSP Executive Director on progress of facility closures and transitions across the province as required
- Delivering consistent and transparent messaging throughout the process
- Working with key stakeholders to implement provincial strategies as required to support the facility closure and transition process
- Facilitating regular contact with intergovernmental departments to ensure consistency and transparency across government

DSP REGIONAL PROGRAM SPECIALIST

The **DSP Regional Program Specialist** has existing relationships with Service Providers and community organizations in their region and would be considered subject matter experts in their area. They are responsible for helping facilitate collaborative sector relationships with the RCS and for advising the RCS as they develop their DSP and regional knowledge. Key responsibilities include:

- Ongoing building and maintaining of relationships with the Service Providers' overall operations (if applicable)
- Ensuring a smooth transition of relationships to the RCS for facilities that are set for closure
- Providing support to the RCS throughout the closure process
- Providing ongoing support to Care Coordinators who are continuing to support in the existing service provision system

OSD FINANCE

Department of Opportunities and Social Development (OSD) Finance is responsible for supporting financial activities of the facility closure process. Key responsibilities include:

- Ensuring facility budgets are paid out and audit templates are provided for a Special Purpose Audit Report on an annual basis
- Supporting each of the Regional Closure Specialists during the annual Occupancy Funding Assessment process with Service Providers and re-calculating and issuing budgets as a result of the process
- Providing advisement on the final audit and receiving surplus funds from the Service Provider as facilities close
- Providing guidance and support to the RCS throughout the closure process and other duties as needed

OSD LEGAL

Department of Opportunities and Social Development (OSD) Legal consults on legal matters related to the facility closure process. Their expertise may be used for:

- Assisting in the development of the initial Closure Agreement letter to Service Providers
- Reviewing Service Providers' wind-up plan to ensure compliance
- Reviewing relevant documentation as needed throughout the closure process
- Providing guidance and consultancy to the Regional Closure Specialist throughout the closure process

SERVICE PROVIDER SUPPORTS (SPS)

Service Provider Supports (SPS) consults with the DSP for the education of Service Providers and connections to relevant resources. Their expertise may be used for:

- Working collaboratively with the Regional Closure Specialist to arrange relevant sessions for Service Providers throughout the closure process
- Assisting in connecting Service Providers to relevant resources that could help support facility closure and transition activities
- Providing guidance and consultancy to the RCS throughout the closure process

SPS AGREEMENTS

Service Provider Support (SPS) Agreements, also known as Corporate Agreements Management (CAM), is responsible for coordinating and developing agreements as needed throughout the facility closure and transition process. Key responsibilities include:

- Developing and/or amending Service and/or Operational Level Agreements (SLA/OLA) documentation for Service Providers, as needed
- Supports annual audits with the Service Provider per SLA agreements
- Updating termination of agreement dates as facilities are closed
- Providing guidance and support to the Regional Closure Specialist throughout the closure process and other duties as needed

LABOUR RELATIONS

Labour Relations consults on matters related to labour, providing expertise to ensure Service Providers are transitioning their staff in alignment with relevant labour laws and collective agreements. Their expertise may also be used for:

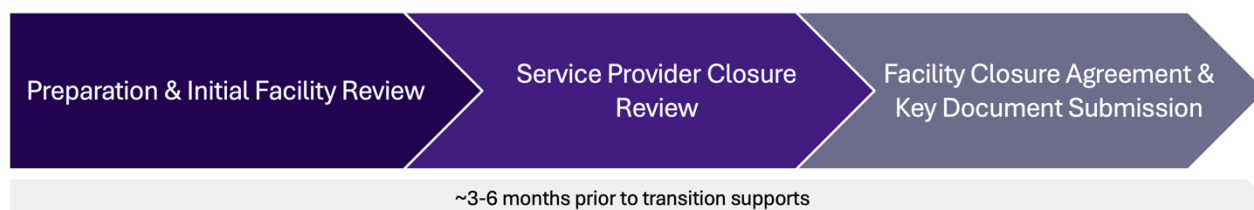
- Assisting in the development of transition and/or severance plans in collaboration with the Disability Support Program
- Updating staffing information for facilities, receiving staff status updates, and coordinating any relevant staffing updates to unions, as needed
- Providing guidance and consultancy to the Regional Closure Specialist throughout the closure process

PARTICIPANTS & SUPPORT NETWORKS

Participants and their support networks: The participant is at the center of the transition process. Their needs and choices guide every decision as an IPSC works to support them in establishing their support and transition plan which matches their vision for the future. Family and friends provide emotional and potentially practical support and guidance during the transition for the participant and are an important part of the support network. As a Regional Closure Specialist, you will be communicating with participants and their support networks on a regular basis to share key Remedy messaging or to address any questions and concerns that may arise during this period of change. It is important to take the time to listen and learn from these groups to gather a clear understanding of their perspectives and the changes they are experiencing.

PHASE 1: INITIATING CLOSURE PHASE

Phase 1 of facility closure primarily focuses on the Regional Closure Specialist and their preparation to initiate conversations with the Service Provider(s) followed by baseline conversations and planning for closure. This involves ensuring that expectations and processes are clearly articulated and understood between parties and that the Service Provider's Closure Plan is documented, reviewed, and agreed upon. During phase 1, the RCS will also work to conduct the initial Occupancy Review Staffing Assessment and facilitate the submission of key Service Provider documentation. The work that is completed as a part of this phase will help set the stage for the proceeding phases, allowing for the opportunity for a smooth transition and closure of facilities in accordance with the Remedy requirements and timelines.



REQUIRED DOCUMENTATION

Before phase 1 begins, the following required documentation should be gathered and reviewed. The associated deliverable report/assessment templates can be found in Section 3.

NAME	TYPE	OWNERSHIP	DOCUMENT USE
Service Provider Profile	Reference Information	RCS is responsible for reviewing the documentation provided by SPS	Provides a high-level overview of each specific Service Provider to assist the RCS with planning
Infrastructure Condition Review (Template)	Deliverable Report	Service Provider is responsible for filling out the report and submitting it to DSP	Provides insight into the current state of their facility's infrastructure, highlighting short- and long-term repair and maintenance needs
SWOT Analysis	Deliverable Report	Service Provider is responsible for filling out the template ahead of planning meeting with the RCS	Provides a high-level analysis of the facility's strengths, weaknesses, opportunities, and threats that will assist with closure planning
Occupancy Funding Model Staffing Assessment (Template)	Reference Information	RCS and Service Provider are responsible for reviewing the documentation	Outlines the new Occupancy Funding Model staffing assessment process and steps

Asset Review (Template)	Deliverable Report	Service Provider is responsible for filling out the template and submitting it to DSP	A listing of all government and non-government owned assets over \$5000 within the facility and plans for the transfer of assets, if applicable
Closure Plan (Template)	Deliverable Report	RCS is responsible for filling out the template	Outlines key requirements, expectations, and timelines for the Service Provider to close and transition their facility, in alignment with the facility's support needs.
Closure Agreement (Template)	Service Provider Contract	RCS is responsible for filling out the template	A contract that outlines closure requirements and expectations that must be signed jointly between the RCS and Service Provider prior to the beginning of Phase 2
Quarterly Reporting (Template)	Deliverable Report	RCS is responsible for filling out the template from data gathered from the Service Provider	A report that contains relevant progress update data that is submitted to the PCL on a quarterly basis

The documentation listed will be used throughout the facility closure process.

STAGES & KEY STEPS

STAGE 1: PREPARATION & INITIAL FACILITY REVIEW

This stage is for the Regional Closure Specialist to familiarize themselves with the congregate residential facilities in their region that are designated to be closed and arrange introductory meetings to gather additional insight.

REGIONAL CLOSURE SPECIALIST (RCS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Holds an initial meeting with the DSP Regional Program Specialist and Service Provider Supports to level-set and define the key responsibilities and phases for the facility closure process	N/A
2	Reviews the relevant Service Provider Profiles and available information (including rate reports, placement data, annualized budgets, ownership and organizational structure, infrastructure projects underway, and mortgage documents)	Service Provider Profile
3	Gathers updated placement data from the DSP Placement Coordinator and Data Analysis and Intelligence	N/A
4	Reviews key contacts for the closure process in their region and sets up initial introduction meetings with internal DSP staff to gain further understanding on specific facility information	N/A
5	Works with the Service Provider, in coordination with the Provincial Closure Lead and DSP Regional Program Specialist, to schedule a series of initial meetings in alignment with the organization's needs that will include all relevant stakeholders to ensure full understanding and transparency.	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Coordinates with the RCS to identify key stakeholders in their organization and schedule initial meetings	N/A
2	Identifies the facility's Closure & Transition Lead who will be in regular contact with the RCS to support closure initiatives	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides an overview of facility information to the RCS as needed	N/A
2	Facilitates initial internal and external meetings with the RCS to support and expand regional contacts for the RCS	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Ensures the RCS has access to the current rate reports and facility funding profiles on the SharePoint site for review by the RCS	N/A
2	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides current Service and/or Operational Level Agreements (SLA/OLA) and any other relevant documentation for the RCS to review	N/A
2	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on labour matters as needed	N/A

STAGE 2: SERVICE PROVIDER CLOSURE REVIEW

This stage focuses on the Regional Closure Specialist (RCS) and Service Provider relationship and preparing the Service Provider's facility for closure. The RCS will meet with the Service Provider closure/transition lead and Service Provider leadership teams, to ensure they are informed of the Remedy timelines and closure process and that any questions or concerns are addressed. The Service Provider will be given documentation outlining key steps in the closure process, including role expectations.

REGIONAL CLOSURE SPECIALIST (RCS)		
ID	TASK	ASSOCIATED DELIVERABLE
1	Makes initial contact with the Service Provider and provides them with the Facility Closure Guide and initial letter for the Closure Plan and Service Provider expectations. Overview the roles and expectations for the Service Provider and their stakeholders throughout the closure timeline and address initial questions and/or concerns	Closure Plan
2	Facilitates initial introductory meeting(s) alongside the PCL and DSP Regional Program Specialist	N/A
3	Works with the Service Provider to understand the Service Provider's vision, concerns, considerations, and future state plan in alignment with the Remedy. RCS to ensure there is understanding of how the Service Provider is affected by the facility closure to determine supports needed and help them envision a future pathway	N/A
4	Informs Service Provider of the Service Development Transition fund and overviews the application package	N/A
5	Provides a package of relevant resources to the Service Provider (e.g., SPS toolkits, SPS business planning documents)	N/A
6	Conducts the initial Occupancy Funding Assessment process with the Service Provider. As the initial Occupancy Funding Model Assessment will take significant effort to coordinate and review, the RCS will need to work alongside the Service Provider, OSD Finance, DSP Specialists and DSP Placement Coordinator to conduct the review. The Occupancy Funding Model process and template can be found in Section 3	Occupancy Funding Model Staffing Assessment
7	Communicates future pathways and funding opportunities with the Service Provider that may be available to provide transitional support to redevelop/renovate existing infrastructure, if deemed appropriate	N/A
8	Shares the Community Transition Guide with the Service Provider and discusses the key elements of supporting sustainable transitions	N/A
9	Works with the Service Provider to schedule regular meetings to check on progress and get updates on the facility closure process	N/A
10	Addresses and escalates Service Provider questions and/or feedback to appropriate groups as needed	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides the closure/transition lead contact information to the RCS and attends initial meeting(s)	N/A
2	Receives information and details about the Occupancy Funding Grant that will result from the staffing assessment process, goes through the funding alignment process with the RCS, and provides required documentation to support the occupancy funding assessment	Occupancy Funding Model Staffing Assessment
3	Takes inventory of all assets over \$5000, identifies if they are owned by the facility or by government, then submits the asset review to the RCS. The asset review template can be found in Section 3	Asset Review Template
4	Completes an Infrastructure Condition Review of the current facility (current state, key capital investments, any infrastructure concerns) and submits the report to the RCS. The Infrastructure Condition Review template can be found in Section 3	Infrastructure Condition Review

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Attends initial meeting(s) alongside the RCS and regional DSP Regional Program Specialist for each facility	N/A
2	Reviews submitted asset review and Infrastructure Condition Review reports for each facility	N/A
3	Provides guidance and support to the RCS as needed	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Works with the RCS and Service Provider to establish relationships with the relevant closing facilities	N/A
2	Attends initial introductory meeting(s) alongside the RCS and PCL	N/A
3	Escalates any Service Provider considerations and/or concerns to the RCS as needed	N/A
4	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Attends introductory meeting(s) alongside the RCS as needed	N/A
2	Supports the RCS during the Occupancy Funding Model Staffing Assessments and calculates the funding changes to the facility based on staffing recommendations that are completed as a part of the assessment	Occupancy Funding Model Staffing Assessment
3	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Coordinates with RCS and SPS Agreements should questions arise from the Service Provider around Service/Operational Level Agreements (SLA/OLA)	N/A
2	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Attends introductory meeting(s) alongside the RCS as needed	N/A
2	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on labour matters as needed	N/A

STAGE 3: FACILITY CLOSURE AGREEMENT & KEY DOCUMENT SUBMISSION

This stage is where key documentation is developed, finalized, and submitted to the Disability Support Program (DSP) in relation to the facility's closure plan and their agreement to align with DSP values and expectations as well as the Remedy requirements during the closure process. This is a critical step in this phase that will ensure the next phase is executed as smoothly as possible.

REGIONAL CLOSURE SPECIALIST (RCS)		
ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews the Closure Plan with the Service Provider (including the SWOT analysis and incorporating it into the plan) and receives acknowledgement from the Service Provider on the details including timelines and key steps required for their facility	Closure Plan
2	Reviews the No New Admissions Policy and discusses the scope of facility transition opportunities with the Service Provider and what is expected on their end	N/A
3	Reviews system enablers and scope of new DSP supports and services that the Service Provider can expect to see as community supports are established and different opportunities are launched	N/A
4	Shares key facility closure and community transition messaging documentation with the Service Provider	N/A
5	Populates the Closure Agreement for the facility which will include expectations, timelines, updated Service and/or Operational Level Agreements (SLA/OLA), and other agreed upon items for the facility to close (e.g., DSP support for staff transitions, severance plans if fully closing, and sessions requested)	Closure Agreement
6	Attaches the asset list and Closure Plan submitted by the Service Provider to the Closure Agreement	Closure Agreement
7	Reviews the agreement with the Service Provider and the agreement is signed by both parties and the PCL	Closure Agreement
8	Provides a copy of the Closure Agreement to the Service Provider and the Provincial Closure Lead	Closure Agreement
9	Should any changes be required in the Closure Agreement, the RCS is to meet with the Service Provider to discuss amendments to the agreement and amend the Closure Agreement prior to any action being taken, with PCL approval	Closure Agreement
10	Communicates changes to the Closure Agreement to relevant stakeholders as soon as possible	Closure Agreement
11	Brokers and escalates Service Provider questions and/or feedback to appropriate groups as needed	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews the Closure Plan details and new content with the RCS	Closure Plan
2	Acknowledges the Closure Plan including timelines and key steps required for their facility as well as plans for transfer of assets	Closure Plan
3	Reviews and circulates key messaging / FAQs to staff within the facility as required	N/A
4	Reviews and signs the Closure Agreement with the RCS and PCL	Closure Agreement
5	Communicates any changes to the Closure Agreement with the RCS and receives approval prior to executing the change	Closure Agreement

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews and signs facility Closure Agreement as the provincial OSD representative and approve any changes to the Closure Plan throughout the process	Closure Agreement
2	Provides guidance and support to the RCS as needed	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides the annualized grant funding letter with established budget to the Service Provider based on the results of the Occupancy Funding Model Staffing Assessment conducted by the RCS	Occupancy Funding Model Staffing Assessment
2	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Works with the RCS and the Service Provider to amend Service and/or Operational Level Agreements (SLA/OLA) to be included in the Closure Agreement	Closure Agreement
2	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on labour matters as needed	N/A

PHASE 1: CONCLUSION

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 Remedy and DSP values. The Regional Closure Specialist will have acquired the appropriate documentation (i.e., Asset Review Document, Infrastructure Condition Review, jointly signed Closure Agreement) and conducted the Occupancy Funding Staffing Assessment with the Service Provider before beginning Phase 2.

The Closure Agreement (see Section 3 for the template) outlines the responsibilities and accountability during the closure process and will be referenced to ensure ongoing adherence and to establish expectations for facility closure.

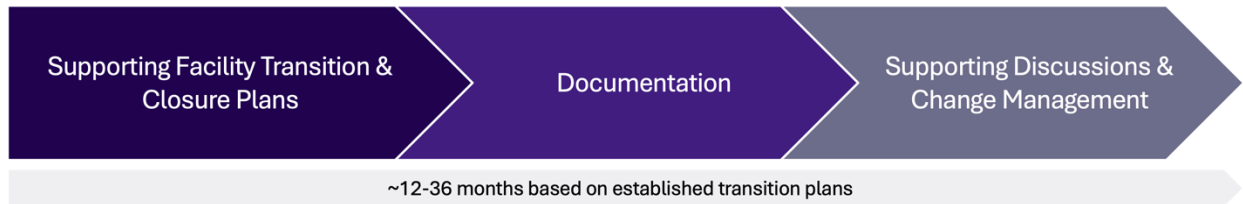
NOTES & CONSIDERATIONS

PHASE 2: FACILITY CLOSURE & TRANSITION

Phase 2 of facility closure focuses on actively facilitating the closure and transition plans for the Disability Support Program (DSP) congregate residential facilities. **This section in the guidebook will only reference the administrative transition and closure tasks.** (please refer to the Transition Guide for any participant transition activities and tasks)

Throughout this phase, the Regional Closure Specialist will be in regular contact with the Service Provider's Closure & Transition Lead to ensure that closure activities are progressing as expected and are in alignment with both the Closure Plan activities and timelines, and the Remedy requirements and timelines. If barriers or timeline risks to transition/closures are encountered, the RCS will work with the Provincial Closure Lead and Community Living Facilitator (CLF) to address situations as they arise.

Any changes or delays in Phase 2 must be communicated to all relevant parties immediately to ensure issues are mitigated and the closure is complete prior to the end of Year 5 (March 31, 2028) per the Remedy timelines.



REQUIRED DOCUMENTATION

Before phase 2 begins, the following required documentation should be gathered and reviewed. The associated deliverable report/assessment templates can be found in Section 3.

NAME	TYPE	OWNERSHIP	DOCUMENT USE
Occupancy Funding Model Staffing Assessment	Reference Information	Regional Closure Specialist and Service Provider are responsible for reviewing the documentation	Outlines the new Occupancy Funding Model staffing assessment process and steps
Closure Agreement	Service Provider Contract	RCS and Service Provider are responsible for ensuring adherence to the agreement	A Service Provider contract that has been reviewed and signed jointly between the RCS and Service Provider that outlines expectations, the Closure Plan, key requirements, and closure timelines
Quarterly Reporting Template	Deliverable Report	RCS is responsible for filling out the template from data gathered from the Service Provider	A report that contains relevant progress update data that is submitted to the Provincial Closure Lead on a quarterly basis
Wind-Up Checklist	Deliverable Report	Service Provider is responsible for following the guidance of the document	Outlines key steps to formally close the facility after all closure and transition activities have been completed

STAGES & KEY STEPS

STAGE 1: SUPPORTING FACILITY TRANSITION & CLOSURE PLANS

This stage kicks off the active closure and transition activities for facilities and focuses on ensuring transparency and alignment to the Closure Agreement throughout the process. Frequent communications with key stakeholders outlining the facility closure progress take place throughout this stage.

REGIONAL CLOSURE SPECIALIST (RCS)		
ID	TASK	ASSOCIATED DELIVERABLE
1	Ensures that key messaging is communicated to Service Providers as needed to ensure transparency	N/A
2	Meets with the Community Living Facilitator (CLF) regularly to support transition and community housing expansion opportunities	N/A
3	Meets with Intensive Planning and Support Coordinator (IPSC) facility teams regularly to understand their experiences and how transition planning is going across facilities, documents any key barriers or considerations that need to be addressed	N/A
4	Meets with the Provincial Closure Lead on a regular basis to address any barriers that arise and bring forward key items to discuss	N/A
5	Collaborates with the DSP Regional Program Specialist and Service Provider Supports to ensure transparency and that everyone is up to date on closure timelines and activities	N/A
6	Compiles closure and transition data from Service Providers and IPSCs and sends out facility closure progress reports to the PCL on a quarterly basis, highlighting any points at which expected progress has fallen behind	Quarterly Reporting Template
7	Reminds the Service Provider about the annual audit and the occupancy funding staffing assessment as they approach	N/A
8	Coordinates with SPS agreements, OSD Finance and the Service Provider to initiate the annual audit	N/A
9	Conducts annual Occupancy Funding Staffing Assessment on an annual and/or ad hoc basis, if deemed appropriate by the PCL and enough staffing attrition is noted in the facility prior to the next annual assessment	Occupancy Funding Model Staffing Assessment
10	Supports the Service Provider in navigating future state staffing and service opportunities that align with Remedy requirements	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Initiates the Closure Plan and supports participant transition activities per the agreement parameters	Closure Agreement
2	Provides staffing numbers to RCS on a quarterly basis	Quarterly Reporting Template
3	Provides transition progress data and facility placement information to the RCS on a quarterly basis	Quarterly Reporting Template
4	Conducts annual audits with OSD Finance	N/A
5	Conducts Occupancy Funding Model Staffing Assessments with the RCS	Occupancy Funding Model Staffing Assessment
6	Requests sessions as needed and actively engages with SPS and the RCS to understand potential session opportunities	N/A

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews quarterly facility closure and transition progress reports, provides updates to OSD leadership as required	N/A
2	Facilitates monthly provincial touch points with regional closure teams	N/A
3	Coordinates with other departments on a regular basis to ensure transparency in the closure process	N/A
4	Provides guidance and support to the RCS as needed	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Calculates new budgets for facilities based on the results of the Occupancy Funding Model Staffing Assessment conducted by the RCS	Occupancy Funding Model Staffing Assessment
2	Develops and provides special purpose audit templates to SPS Agreements to support their annual audits with the Service Provider	N/A
3	Reviews annual audits completed by the Service Provider	N/A
4	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Facilitates sessions as needed with facility staff	N/A
2	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Develops Service/Operational Level Agreement (SLA/OLA) renewals for Service Providers as needed	Closure Agreement
2	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews quarterly staffing numbers from Service Providers	N/A
2	Liaises between unions and DSP as needed	N/A
3	Provides guidance to the RCS on labour matters as needed	N/A

STAGE 2: DOCUMENTATION

This stage focuses on the documentation that will be circulated and/or submitted throughout Phase 2 to ensure they are completed. Further detail on each document's format and flow can be found in the **Supporting Documentation** section of this guide.

REGIONAL CLOSURE SPECIALIST (RCS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Meets with the Service Provider to review what is expected in the upcoming phase of closure and provides them with a wind-up checklist that aligns with the organization's needs as they get closer to the closure of the facility and are supporting the final series of transitions	Wind-Up Checklist
2	Facilitates initial discussions about the Service Provider's plan following wind-up completion, if applicable, and updates OSD Legal for awareness if needed	Wind-Up Checklist
3	Provides updated Occupancy Funding Model review and documentation to Service Provider and the PCL	Occupancy Funding Model Staffing Assessment

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Completes and submits annual audit documentation facilitated by OSD Finance	N/A
2	Reviews and confirm the transition and severance plan for staff is accurate within the Closure Agreement	Closure Agreement
3	Reviews Service/Operational Level Agreement (SLA/OLA) renewals as needed	Closure Agreement
4	Shares final wind-up/handoff plan and materials, if applicable and willing to share, to the RCS 3 months before wind-up begins	Wind-Up Checklist
5	Reviews and familiarizes with the wind-up checklist ahead of Phase 3	Wind-Up Checklist

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews and approves documentation as required	N/A
2	Provides guidance and support to the RCS as needed	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Facilitates the special purpose audit report and reviews the Service Provider's completed audit report	N/A
2	Ensures the RCS has continued access to the Rate Letter SharePoint site and ensures the most current occupancy funding grant documentation is made available	Occupancy Funding Model Staffing Assessment
3	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews the Service Provider's final wind-up/handoff plan if needed	Wind-Up Checklist
2	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides current Service and/or Operational Level Agreements (SLA/OLA) and any other relevant documentation for the RCS to review	Closure Agreement
2	Provides Service/Operational Level Agreement (SLA/OLA) renewals to Service Providers if needed	Closure Agreement
3	Supports Service Provider audits on an annual basis	N/A
4	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Reviews the Service Provider transition and severance plans for staff if needed	Closure Agreement
2	Provides guidance to the RCS on labour matters as needed	N/A

STAGE 3: SUPPORTING DISCUSSIONS & CHANGE MANAGEMENT

This stage outlines steps taking place that support the discussions and change management activities occurring during Phase 2.

REGIONAL CLOSURE SPECIALIST (RCS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Updates SPS Agreements with new funding/staffing changes on an annual basis for tracking purposes	N/A
2	Notifies appropriate internal departments and regional hubs of any changes affecting them	Closure Agreement
3	Regularly refers to the Closure Agreement to ensure that the closure process remains in alignment with the Closure Plan and the Remedy	Closure Agreement
4	Provides key OSD messaging and Remedy updates to the Service Provider and regional partners to ensure that the sector is aligned with OSD goals	N/A
5	Collaborates and connects with other RCSs to ensure consistency and transparency across regions	N/A
6	Escalates questions and/or considerations as needed to the PCL	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Informs the RCS of any staff changes and changes to the Closure Plan promptly	Closure Agreement
2	Ensures the Closure Plan is up to date throughout the closure process and that transitions are on track within the designated timeline and in alignment with the Remedy	Closure Agreement

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Notifies appropriate internal departments and regional hubs of changes affecting them	N/A
2	Provides guidance and support to the RCS as needed	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides an overview of facility information to the RCS	N/A
2	Facilitates initial internal and external meetings with the RCS to expand regional contacts and DSP supports for the RCS	N/A
3	Maintains and supports relationships with other Service Provider operations and updates the RCS with Service Provider questions or concerns as needed	N/A
4	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides amended Service and/or Operational Level Agreements (SLA/OLA) and any other relevant documentation for the RCS to review	N/A
2	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides high level updates to unions as needed	N/A
2	Provides guidance to the RCS on labour matters as needed	N/A

PHASE 2: CONCLUSION

At the end of Phase 2, all activities from the Facility Closure process will be complete, and all participants will have been successfully transitioned out of facilities into the appropriate supports as per the Remedy transition requirements. The wind-up checklist and wind-up plan, where applicable, will be implemented in Phase 3.

NOTES & CONSIDERATIONS

PHASE 3: WIND-UP PHASE

Phase 3 of facility closure focuses on the formal closure of the Disability Support Program (DSP) congregate residential facility where all financial and asset obligations will be resolved, and the building is no longer a licensed DSP institution. It is key to note that wind-up and final closure experiences may vary across institutions as facilities will close. However, some organizations will continue to exist and offer support services in alignment with the Remedy. It is important for the RCS to support Service Providers in navigating this phase. This phase of facility closure is required to be completed within the designated timeline defined for each facility per their Closure Agreement. Any delays to those timelines must not go beyond the Remedy timeline of March 31, 2028.



REQUIRED DOCUMENTATION

The following required documentation will be shared and/or used during Phase 3. The associated deliverable report/assessment templates can be found in Section 3.

NAME	TYPE	OWNERSHIP	DOCUMENT USE
Closure Agreement	Service Provider Contract	RCS and Service Provider are responsible for ensuring adherence to the agreement	A Service Provider contract that has been reviewed and signed jointly between the RCS and Service Provider that outlines expectations, the Closure Plan, key requirements, and closure timelines
Quarterly Reporting Template	Deliverable Report	RCS is responsible for filling out the template from data gathered from the Service Provider	A report that contains relevant progress update data that is submitted to the PCL on a quarterly basis
Wind-Up Checklist	Deliverable Report	Service Provider is responsible for following the guidance of the document	Outlines key steps to formally close the facility after all closure and transition activities have been completed
Closure Audit	Deliverable Report	Service Provider is responsible for completing the audit	A final audit supported by SPS Agreements requiring a final audit to be submitted to OSD Finance

STAGES & KEY STEPS

STAGE 1: SUPPORTING FACILITY/DSP SERVICE WIND-UP

This stage focuses on the wind-up activities that are required to take place prior to the formal closure of facilities. Wind-up activities in this stage should not take place until participant and staff transitions have been completed. Key to note that wind-up activities will vary from organizations who plan to continue to provide DSP support services.

REGIONAL CLOSURE SPECIALIST (RCS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Communicates the wind-up process and expectations with the Service Provider	Wind-Up Checklist
2	Ensures the Service Provider is still in possession of the wind-up checklist provided in phase 2	Wind-Up Checklist
3	Facilitates a follow up discussion with the Service Provider about what the plan is for after wind-up, if willing to share, and updates OSD Legal if needed	Wind-Up Checklist
4	Provides documentation and communicates with Service Provider that their Service/Operational Level Agreement (SLA/OLA) has been terminated	Closure Agreement
5	Communicates wind-up checklist and facilitates wind-up activities as required with the Service Provider	Wind-Up Checklist
6	Supports the Service Provider in navigating future expansion opportunities alongside the Provincial Closure Lead	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Discusses future expansion opportunities with the RCS and PCL	N/A
2	Initiates the transfer and closeout of assets from the facility	Wind-Up Checklist
3	Performs the final audit for OSD with the support of SPS Agreements	Closure Audit
4	Completes activities/tasks for the severance and/or transition of staff	Wind-Up Checklist
5	Completes activities/tasks for financials and provides any surplus funds back to the department	Wind-Up Checklist
6	Initiates the handoff/transition plan for the facility	Wind-Up Checklist
7	Submits the final audit report to OSD Finance	Closure Audit

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Discusses future expansion opportunities with the Service Provider alongside the RCS	N/A
2	Provides guidance and support to the RCS as needed	N/A

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Assists in the realignment of the primary coordination and contact role for the Service Provider from the RCS to the DSP Regional Program Specialist	N/A
2	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides the final audit template to SPS Agreements	Closure Audit
2	Confirms the receipt of surplus funds from Service Provider	Wind-Up Checklist
3	Reviews the final audit report from the Service Provider and submits to OSD leadership	Closure Audit
4	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Reaches out to the Service Provider to realign the relationship based on their new focus, if they are continuing to support DSP participants	N/A
2	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Updates the termination of Service/Operational Level Agreement (SLA/OLA) date(s) for the Service Provider and provides any final documentation required to the support wind-up process	Wind-Up Checklist
2	Supports the signing of new service/operational contract(s) with the Service Provider if needed	N/A
3	Supports the Service Provider in completing their final audit	Closure Audit
4	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on labour matters as needed	N/A

STAGE 2: STAKEHOLDER UPDATES

This stage outlines key stakeholder updates that must be completed during the wind-up process to ensure that all parties are adequately informed of progress.

REGIONAL CLOSURE SPECIALIST (RCS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides update of the status of staff to Labour Relations	Wind-Up Checklist
2	Informs SPS Agreements of the termination of Service/Operational Level Agreement (SLA/OLA) date(s)	Wind-Up Checklist
3	Informs OSD Legal that the wind-up is completed, and that the facility is closed from a DSP perspective	Wind-Up Checklist
4	Inform OSD Licensing of facility closure for their records	N/A

SERVICE PROVIDER

ID	TASK	ASSOCIATED DELIVERABLE
1	Informs the RCS when staff activities are complete	Wind-Up Checklist
2	Informs the RCS when wind-up activities are complete	Wind-Up Checklist
3	Keeps the RCS apprised of the final audit status and other timelines	Closure Audit

PROVINCIAL CLOSURE LEAD (PCL)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance and support to the RCS and the Service Provider as needed	N/A
2	Informs OSD leadership on facility closure and updates Remedy tracking and transition targets	Wind-Up Checklist

DSP REGIONAL PROGRAM SPECIALIST

ID	TASK	ASSOCIATED DELIVERABLE
1	Assists the Service Provider in navigating future service transition opportunities	N/A
2	Provides support to the RCS as needed	N/A

OSD FINANCE

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on financial matters as needed	N/A

OSD LEGAL

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on legal matters as needed	N/A

SERVICE PROVIDER SUPPORTS (SPS)

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS as needed	N/A

SPS AGREEMENTS

ID	TASK	ASSOCIATED DELIVERABLE
1	Provides guidance to the RCS on agreement matters as needed	N/A

LABOUR RELATIONS

ID	TASK	ASSOCIATED DELIVERABLE
1	Updates unions when staff activities have been completed and provides updates for the status of staff status updates as necessary	N/A
2	Provides guidance to the RCS on labour matters as needed	N/A

PHASE 3: CONCLUSION

At the end of Phase 3, all activities to close the facilities will be completed and the institution will be formally considered closed as a part of the Remedy requirements. Going forward, if the Service Provider continues to offer support and services for the Disability Support Program (DSP) they will coordinate and engage with the DSP Regional Program Specialist.

NOTES & CONSIDERATIONS

SECTION RECAP: PHASES OF CLOSURE AND REQUIREMENTS

This section expands on the Facility Closure Approaches Overview section and outlines detailed tasks and responsibilities for various key roles to facilitate the closure of Disability Support Program (DSP) congregate residential institutions. Once all tasks have been completed across all phases, the closure of Adult Residential Centres (ARCs), Regional Rehabilitation Centres (RRCs), and Residential Care Facilities (RCFs) will be formally closed per the Remedy.

As DSP continues to progress on the Remedy requirements planning for the transition and closure of Group Homes and Developmental Residences will initiate in 2026.

KEY TAKEAWAYS

- The phases of the closure process are clearly outlined from initiation to wind-up with accompanying tasks
- All relevant roles and departments are broken down by their involvement and responsibilities in each phase
- The RCS is responsible for coordinating the closure of facilities along with the Transition & Closure Lead designated for each Service Provider

SECTION 3:

Appendix Documents

TEMPLATE OVERVIEW

The following section provides key templates that will support the Regional Closure Specialist throughout the established closure phases. The templates will play a key role in tracking against closure metrics and ensuring consistency in closure efforts across Nova Scotia.

The templates in the section the following section include:

- ARC/RRC Quarterly Service Provider Report
- RCF Quarterly Service Provider Report
- Asset Review Template
- Decision Request Form
- Infrastructure Condition Review

Key to note that the Staffing Review Templates which support the Occupancy Funding Model along with the Closure Agreement are not included in the template review due to their technical requirements that will be specific to each organization. SPS Agreements and OSD Finance will support Regional Closure Specialists in actioning those required deliverables.

ARC/RRC QUARTERLY SERVICE PROVIDER REPORT

This form is to be filled in by the **DSP Service Provider**, who will provide quarterly updates on the status of participant transitions and staffing updates. This completed form will be submitted to the **Regional Closure Specialist**.

SERVICE PROVIDER	
NAME OF FACILITY/UNIT	
NAME	
PHONE	
EMAIL	
REPORTING PERIOD (MM/DD/YYYY)	<div> <div>/</div> <div>/</div> <div>to</div> <div>/</div> <div>/</div> </div>

PARTICIPANT UPDATES

Please fill in the number of participants in each category to the best of your ability.

For occupancy changes in the unit please note whether there has been an increase (+) or a decrease (-) in unit occupancy.

PARTICIPANT DETAILS

Quarterly Reporting

Total DSP Participants at the beginning of the quarter living in facility

Total DSP Participants at the end of the quarter living in facility

Occupancy changes in Unit A (if applicable)

Occupancy changes in Unit B (if applicable)

Occupancy changes in Unit C (if applicable)

Occupancy changes in Unit D (if applicable)

Occupancy changes in Unit E (if applicable)

Occupancy changes in Unit F (if applicable)

Occupancy changes in Unit G (if applicable)

Occupancy changes in Unit H (if applicable)

ADDITIONAL INFORMATION

Please add any notes, comments, and/or other relevant details about the participant information provided. Please provide any additional context on occupancy changes to units within the facility that have occurred as participants transition to community support.

STAFFING UPDATES

Please fill in the number of staff in each category and timeframe.

Note: Please only include the numbers for the end of the quarter.

STAFF DETAILS		
	Quarterly Reporting	Baseline FTEs (Filled out by DSP)
Total FTEs upon quarter submission		
# of Admin Staff FTEs		
# of Frontline Support Staff FTEs		
# of Allied Health Staff FTEs		
# of Operations Staff FTEs		
# of Leadership Staff FTEs		
Total FTEs at the end of the month		

ADDITIONAL INFORMATION
<div>Please add any notes, comments, and/or other relevant details about staffing changes</div> <div></div>

ACKNOWLEDGEMENT

I have reviewed the information provided above and certified, to the best of my knowledge, that the information above is true, complete, and accurate.

NAME	
TITLE	
DATE	

FOR DSP USE ONLY

REPORT STATUS	
APPROVED BY	
SIGNATURE	
DATE	

RCF QUARTERLY SERVICE PROVIDER REPORT

This form is to be filled in by the **DSP Service Provider**, who will provide quarterly updates on the status of participant transitions and staffing updates. This completed form will be submitted to the **Regional Closure Specialist**.

SERVICE PROVIDER	
NAME OF FACILITY/UNIT	
NAME	
PHONE	
EMAIL	
REPORTING PERIOD (MM/DD/YYYY)	<div> <div>/</div> <div>/</div> <div>to</div> <div>/</div> <div>/</div> </div>

PARTICIPANT UPDATES

Please fill in the number of participants in each category to the best of your ability.

PARTICIPANT DETAILS

Quarterly Reporting

Total DSP Participants at the beginning of the quarter living in facility

Total DSP Participants at the end of the quarter living in facility

ADDITIONAL INFORMATION

Please add any notes, comments, and/or other relevant details about the participant information provided.

STAFFING UPDATES

Please fill in the number of staff in each category and timeframe.

Note: Please only include the numbers for the end of the quarter.

STAFF DETAILS	
	Quarterly Reporting
	Baseline FTEs (Filled out by DSP)
Total FTEs upon quarter submission	
# of Admin Staff FTEs	
# of Frontline Support Staff FTEs	
# of Operations Staff FTEs	
# of Leadership Staff FTEs	
Total FTEs at the end of the month	

ADDITIONAL INFORMATION
<div>Please add any notes, comments, and/or other relevant details about staffing changes</div> <div></div>

ACKNOWLEDGEMENT

I have reviewed the information provided above and certified, to the best of my knowledge, that the information above is true, complete, and accurate.

NAME	
TITLE	
DATE	

FOR DSP USE ONLY

REPORT STATUS	
APPROVED BY	
SIGNATURE	
DATE	

ASSET REVIEW TEMPLATE

This form is to be filled in by the **DSP Service Provider**, who will provide an overview of government-funded assets in their facility and future planned use. This completed form will be submitted to the **Regional Closure Specialist**.

This asset review aims to gain an understanding of the government-funded assets currently in use at your facility. As we prepare for the closures of facilities as required by the Remedy, it is important to account for all equipment to ensure they are utilized effectively and aligned with community-based supports moving forward. By assessing how assets can be repurposed or redeployed, we can ensure that valuable resources continue to serve the community, allowing for a smoother transition and enabling the proactive planning necessary to meet evolving Remedy service needs as facilities close.

SERVICE PROVIDER INFORMATION

SERVICE PROVIDER	
NAME OF FACILITY	
NAME	
PHONE	
EMAIL	

ASSET REVIEW

Please list all portable assets (greater than \$5000.00) related to service delivery and client support funded by the Department of Opportunities and Social Development. Complete the attached table to the best of your ability. If you have any questions about assets or their requirement to document, please reach out to your Regional Closure Specialist.

ID	ASSET NAME / DESCRIPTION	MODEL / SERIAL #	APPROX. VALUE	PLAN AFTER CLOSURE
1			\$	<div><input type="checkbox"/> Leave at Facility</div> <div><input type="checkbox"/> Transfer to Provider</div> <div><input type="checkbox"/> Transfer to Participant</div> <div><input type="checkbox"/> Sell / Dispose</div> <div><input type="checkbox"/> Other</div> <div>Comments:</div>
2			\$	<div><input type="checkbox"/> Leave at Facility</div> <div><input type="checkbox"/> Transfer to Provider</div> <div><input type="checkbox"/> Transfer to Participant</div> <div><input type="checkbox"/> Sell / Dispose</div> <div><input type="checkbox"/> Other</div> <div>Comments:</div>
3			\$	<div><input type="checkbox"/> Leave at Facility</div> <div><input type="checkbox"/> Transfer to Provider</div> <div><input type="checkbox"/> Transfer to Participant</div> <div><input type="checkbox"/> Sell / Dispose</div> <div><input type="checkbox"/> Other</div> <div>Comments:</div>

SUMMARY & COMMENTS

If you have any additional comments or details to share concerning the assets stated above, please share them in the box below.

--

ACKNOWLEDGEMENT

I have reviewed the information provided above and certified, to the best of my knowledge, that the information above is true, complete, and accurate.

NAME	
TITLE	
DATE	

FOR DSP USE ONLY

REPORT STATUS	
REVIEWED BY	
DATE	

DECISION REQUEST FORM

This form is to be filled in by the **Regional Closure Specialist** on behalf of the Service Provider and used for special requests and/or exceptions for situational changes. This completed form is to be submitted to the **Provincial Closure Lead** for review and decision.

SERVICE PROVIDER INFORMATION

SERVICE PROVIDER	
NAME OF FACILITY	
NAME	
PHONE	
EMAIL	

REQUEST DETAILS

Please fill in the details of the request to the best of your ability.

REQUEST OR EXCEPTION	
REQUESTED BY	
ON BEHALF OF	
URGENCY	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High
REQUEST DESCRIPTION	
ALIGNED WITH THE REMEDY?	<input type="checkbox"/> Yes <input type="checkbox"/> No
SERVICE PROVIDER RATIONALE / JUSTIFICATION	
(RCS ONLY) COMMENTS / RECOMMENDATION	

ACKNOWLEDGEMENT

I have reviewed the information provided above and certified, to the best of my knowledge, that the information above is true, complete, and accurate.

NAME	
TITLE	
DATE SUBMITTED	

FOR PCL USE ONLY

DECISION	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected <input type="checkbox"/> More Info Needed
REASON / NOTES	
REVIEWED BY	
SIGNATURE	
DATE	

INFRASTRUCTURE CONDITION REVIEW

This form is to be filled in by the **DSP Service Provider**, who will provide an overview of the status of the facility and any infrastructure considerations that may impact service delivery over the course of the Remedy closure timeline. This completed form will be submitted to the **Regional Closure Specialist**.

Documenting infrastructure considerations is important to support DSP Service Providers over the planned Remedy closure timeline of congregate facilities, as these factors can directly affect the ability to continue safe operations and provide support services for DSP participants.

Infrastructure considerations should note the impact on health and safety risks, as well as the facility's ability to sustain services during the closure period. Examples of critical infrastructure issues might include significant structural damage or major system failures, such as plumbing or electrical hazards that pose immediate safety concerns. High-priority issues could involve wear and tear on essential systems like heating, ventilation, or accessibility features that, if left unaddressed, might disrupt services. Medium-priority considerations could include minor repairs that are manageable but could escalate if neglected, such as roof leaks or flooring issues. Low-priority concerns may involve cosmetic or non-urgent repairs that do not currently impact daily operations but could affect long-term facility use.

Please complete the information below to the best of your ability and understanding. There is no requirement to seek professional services or opinions on infrastructure matters to fill out this form.

SERVICE PROVIDER INFORMATION

SERVICE PROVIDER	
NAME OF FACILITY	
NAME	
PHONE	
EMAIL	

INFRASTRUCTURE CONSIDERATIONS

Document any potential infrastructure considerations and future required repairs to the facility that may impact operational ability over the Remedy transition timeline.

INFRASTRUCTURE CONSIDERATION	
SHORT DESCRIPTION	
URGENCY	<input type="checkbox"/> Critical <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
TYPE OF REPAIR	<input type="checkbox"/> Immediate Repair <input type="checkbox"/> Planned Maintenance <input type="checkbox"/> Replacement
ESTIMATED COST	\$
COMMENTS	

ACKNOWLEDGEMENT

I have reviewed the information provided above and certified, to the best of my knowledge, that the information above is true, complete, and accurate.

NAME	
TITLE	
DATE	

FOR DSP USE ONLY	
REPORT STATUS	
REVIEWED BY	
DATE	