

The Future of Independent Unencumbered Facilitation and Person-directed Planning in Ontario:

What is at Stake?

Families for a Secure Future Inc.

Submission to:

**Ontario Ministry of Community and Social Services
Developmental Services Branch
Person-Directed Planning Consultation**

Prepared by the:

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Who We Are:

Families for a Secure Future is a provincial, Independent Unencumbered Facilitation and Person-Directed Planning Organization in Ontario. It is dedicated to serving adults with developmental disabilities and assisting them to take up their full citizenship in the community. It is a family governed, provincial, not for profit charitable organization that is based on building networks of support for both individuals and their families. These networks help the individual and their family to take the next step towards community engagement and to secure plans for the future.

Our focus is on providing independent unencumbered facilitation and person-directed planning to individuals within the context of their family and friends and to act as a resource to family members in local Family Groups. There are currently 7 Family Groups in three regions of the province, Durham, Peel and Guelph-Wellington. Forty six individuals and their families are being supported through Families for a Secure Future. We are committed to building leadership and capacity among individuals and their families through our ongoing support and provincial leadership training series.

What we Stand for:

- **Relationships are a significant safeguard for the future**
People need support to participate and build relationships in their lives. We set out to build over time, relational safeguards for both the individual and their family.
- **We are committed to assisting individuals to build a supportive decision making context in their lives where they are helped to make key decisions.**
- **We are committed to supporting individuals to re-imagine their lives and to rethink what is possible.**
We support individuals to hold a dream for their lives and make it known to others.

- **We are committed to helping each individual to develop their voice**
We believe that everyone has a voice by indicating their preferences and their will. We assist the individual to find and or develop their voice and in so doing begin to shape and direct their lives.
- **We are committed to doing whatever it takes for the individual to become a contributing member of their community and to take up their adult roles.**
- **We are committed to building capacity**
Our primary role is to help individuals and families to figure out what is the most pressing at any one time and what is their next step in addressing the need. We help families foster resilience and build capacity.
- **We believe that personal transformation and change involves families' not just individuals**

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History of Independent Unencumbered Facilitation and Person-Directed Planning in Ontario

Transformation of the Sector:

In early 2006, the Ontario Government and the Minister of Community and Social Services undertook a process to transform the developmental disability sector and update the Developmental Disabilities Act. This effort was directed at increasing choices in the way people who have a developmental disability and their families/caregivers receive supports by making direct funding available to those who wish a greater voice and more active role in how services are provided, when, where, and by whom. The overall goal was one of promoting social inclusion. These reforms are expected to provide funding and supports that are more flexible and individually tailored so that people who have a developmental disability and their families can either purchase what they need directly from independent contractors, use existing agency programs, or a combination of both.

The new system is expected to offer individualized services and supports that are designed to balance appropriate supervision, especially for those who are most at risk, with the right to self-determination, privacy and confidentiality. It is designed to have direct mechanisms for holding service providers accountable to the people using their services and the province for the quality and outcome of the supports they provide. It is also meant to create more equity and access within the system through creating standard eligibility, assessment portability and prioritization protocols.

In order for persons with developmental disabilities, their family and friends to really direct their lives and take up their citizenship in a meaningful way they need support to make choices and access opportunities in their community. Under the new Social Inclusion Act, independent unencumbered facilitation and person-directed planning has been proposed as one of three person-directed planning approaches being made available to individuals and their families.

Person-directed planning is defined in the new legislation as:

“Services and supports to assist persons with developmental disabilities in identifying their life vision and goals and finding and using services and supports to meet their identified goals with the help of their families or significant others of their choice.”

What was needed?:

Once the new legislation was passed it became imperative to put an infrastructure in place that makes it possible to respond to individuals and their families as they enter the developmental disability service system. It was recognized that individuals and their families/friends cannot effectively participate in the new system without having ongoing facilitation and planning supports. Families advocated that for individuals and their families to imagine a better future and to know how to negotiate the system and take the next steps within a framework that is free of conflicts of interest they would need access to independent unencumbered facilitation and person-directed planning supports.

In order to be able to offer equitable access to independent unencumbered facilitation and person-directed planning (IUPP) across the province the Ministry undertook several initiatives in order to better understand what distinguished it from other forms of person-directed planning and to know how best to expand the existing capacity across the province.

From those Ministry led initiatives it was discovered that:

1. There were already several existing IUPP organizations in Ontario:

- That had measurable experience and expertise in designing and negotiating services and supports within the sector
- That arose out of a unique community development process in local and regional settings
- That were led and driven by the individuals and families being served
- That were knowledgeable at training, mentoring and apprenticing Facilitators
- That had their own mechanisms of accountability to the individual and family as well as to the government
- That had a coherent definition of the role of Facilitator
- That had built on person centred planning approaches from around the world
- That had a fairly consistent ethical framework already based on valued social roles; self determination; social inclusion and supported decision making;
- That brought individuals and their families together to learn and build capacity
- That focussed on creating citizenship through community inclusion and building relationships
- Whose Facilitators were informally connected provincially through a provincial Facilitators network?
- That these organizations were able to deal with individuals who had complex needs and complex family situations.
- That a trusting ongoing relationship is at the core of Facilitator's role and efficacy

- That within families there is a fluctuating demand for IUF that ranges from intense to minimal depending on the individuals needs at any given time. That Facilitators need to be available to respond over time to the fluctuating need.

2. There were several emerging IUF initiatives across Ontario:

- That were beginning to engage individuals and families in learning about what is possible through IUF
- That were applying for start up grants to create their own community development process.
- That were learning from existing IUF organizations
- That were informally connected provincially through the Ontario Independent Facilitation Network
- That were slowly building capacity to offer Facilitation but that needed mentoring and apprenticeship opportunities

3. Infrastructure Support was Necessary for Sustainability

- That for the organizations to be able to offer ongoing support they required infrastructure support

What is at Stake?

We are now at a critical juncture in the province of Ontario as it relates to the implementation of the Social Inclusion Act. The Act specifies that individuals and their families will be given the option of choosing Independent Unencumbered Facilitation and Person-Directed Planning supports in order to build a meaningful life in their community and to take up their citizenship. Independent Facilitation is one of the three choices of Person Directed Planning that will be offered to individuals and their families. Promoting social inclusion and citizenship are indeed identified as two of the guiding principles of the legislation. For true citizenship to be pursued on behalf of vulnerable adults there needs to be a determined effort on the part of all of the stakeholders to sit down together to formulate enabling policy and to determine key investments on the part of government. There is a lot at stake.

Families are eager to assist the government in determining how to forge a coherent policy framework that will work well across the province. More urgently they are interested in developing “workable policy” that acknowledges what has already been learned by independent unencumbered facilitation and person-directed planning organizations within the province as well as anticipating and integrating knowledge that will emerge through ongoing innovation in the future. They believe that the development of this kind of “workable” policy needs to follow a slow and steady course in order to incorporate vital lessons along the way.

The MCSS has undertaken several initiatives over the past four years in an effort to better understand how person centred planning could be incorporated into the broader service system and how it might help to transform the system. The focus of the research has rightly been on studying the impact of various support models. The pilot study that was undertaken has added to our collective knowledge about how each of the Person Centred Planning models serve individuals and their families. The innovative funding initiative contributed to our collective appreciation of the need to continue to examine how to build a community of practice among Facilitators and those they serve. .

There has also been significant effort made on the part of existing Independent Unencumbered Facilitation and Person-Directed Planning Organizations in Ontario to share the knowledge and expertise they have gained over the last fifteen years. As one of these organizations, Families for a Secure Future, has worked diligently to share the knowledge and expertise we have generated over the past 11 years. The experience of independent unencumbered facilitation and person-directed planning organizations in other jurisdictions also brings knowledge to bear on the benefits of families having access to unencumbered supports that can be custom fit to an individual’ particular needs and wishes. Most importantly, families in particular, have accumulated a tremendous amount of shared knowledge as to “what works” and “what doesn’t”.

Our families believe that there are critical differences in the outcomes and benefits derived from various forms of Person Centred Planning. They have come to believe that independent unencumbered facilitation and person-directed planning is key to making direct funding a valuable and workable mechanism for pursuing community engagement with their sons and daughters. Without independent unencumbered facilitation and person-directed planning support they would be far less likely to be willing to choose direct funding. They want to be able to choose the kinds of services and supports that make the most sense for their son or daughter and be able to constantly evaluate whether each arrangement continues to be the best fit. Experienced families realize that they need facilitation support to design and create custom solutions and negotiate existing services and supports. They believe that without independent unencumbered facilitation and person-directed planning their sons and daughters would be less able to shape and direct their own lives and contribute to their communities. It is essential for building a supported decision making context for their sons and daughters lives.

For individuals and their families, independent unencumbered facilitation and person-directed planning addresses the need they have for sustained and ongoing support for taking the next step and planning for the future. The support that individuals receive in broadening their social networks and learning how to make supported decisions is invaluable to them in carving out a rich and secure future for themselves. This degree of self determination would not be possible without the ongoing facilitation support they receive through independent unencumbered facilitation and person-directed planning .

Our families are committed to ensuring that these positive outcomes are well understood and sought after in any policy development process that is undertaken by the Ministry. More importantly, they insist that these transformative elements of independent unencumbered facilitation and person-directed planning are not lost in the implementation process. For most of these families having sustained and ongoing access to independent unencumbered facilitation and person-directed planning supports has been of utmost importance in stabilizing and enriching their son or daughters life; averting crises and creating safeguards. .

In family governed organizations there is a centrality to learning together about what works and what doesn't in regard to Facilitation. Individuals, families and facilitators work together to form a vision of what is possible and what is desirable. Through this kind of collaboration and joint action outcomes are shaped out of the relationships and commitments that have been nurtured within the organization. Forming this kind of community of interest and values is key to this work if lives are to be transformed in a way that is sustainable. We have learned that families benefit greatly by coming together in intimate family groups where they can learn together and offer one another concrete supports over time. These family groups help each family understand how essential it is to broaden their relationships and help build their son or daughters social network. They come to understand the need for working with the local community and fostering partnerships. Membership in family

groups is a primary safeguard for families because it increases their capacity for dealing with the day to day challenges they face and for reaching out in times of need. It is critical for the Ministry to understand the role that Independent Facilitation plays in helping to strengthen families individually and collectively within a community development framework.

It is currently an established aim of the Ministry of Community and Social Services to figure out in the short term how to ensure that person-directed planning evolves “in such a way as to provide consistency in the planning experience across Ontario (i.e. common service delivery standards), while allowing for individualized implementation that reflects the unique needs and circumstances of the person”. In the long term, the Ministry aims to assist transfer payment agencies and private providers/contractors that offer person-directed planning services and supports to develop policies, procedures and practices that meet Ministry standards. (Person-Directed Planning Policy Guideline Consultation Overview by Ministry of Community and Social Services; Winter 2010 revised January 2011 Community and Developmental Services Branch).

Members of Families for a Secure Future would wholeheartedly advise the government to proceed slowly in developing standards, consistency and capacity across the province. It is their hope that policy can emerge alongside practice so that families can have input each step of the way. As partners they are interested in working with the government to “learn as they go” so that each stage will benefit from shared reflection and analysis.

While developing the Person-Directed Policy Guidelines and moving towards implementation, our families urge the Ministry to keep in mind **what is at stake** if thorough attention and consideration is not given to the following:

Without Adequate and Timely Investments:

Existing Knowledge and Expertise will be Lost

There is already a number of Independent Unencumbered Facilitation and Person-Directed Planning Organizations in the province that have for over a decade developed extensive expertise and generated knowledge about how individuals and families are best served through independent and unencumbered supports. They have also focused their practice on building community capacity and responsiveness by offering training and building partnerships. These organizations must be acknowledged as “best practices” and invited to contribute to the development of policy and guidelines in this area. As well, they must be consulted throughout the implementation process. Partnerships between these organizations and MCSS can maximize the

benefits of these learnings. It may also be beneficial for these organizations to take part in the ongoing piloting of innovative approaches.

Without substantive and timely financial investment in the existing Independent Unencumbered Facilitation and Person-Directed Planning Organizations within the province, the existing knowledge and expertise will be lost. Independent Unencumbered Facilitation and Person-Directed Planning Organizations are not sustainable over the long run without core funding. Existing Independent Unencumbered Facilitation and Person-Directed Planning Organizations are in jeopardy of being weakened by lack of funding and/or diminished funding. These organizations need stable funding so that they can strengthen their base and be in the position of expanding their capacity.

Agency-based settings that are gearing up to offer funded planning supports already have extensive infrastructure support and core funding available to them. This is not equally true for Independent Unencumbered Facilitation and Person-Directed Planning Organizations.

It is a critical time to ensure that independent unencumbered facilitation and person-directed planning becomes a truly viable option for families by funding those organizations that already exist and are providing ongoing support to families. Emergent organizations across the province will need to look to these organizations for expertise and mentoring in the short and mid-term, while they develop their own expertise. Government investments should not be aimed solely at supporting the development of emerging organizations at the expense of those already demonstrating a commitment to the core values of independent unencumbered facilitation and person-directed planning.

Independent unencumbered facilitation and person-directed planning organizations cannot be expected to base their funding on a “fee for service” model. A “fee for service” model is contingent on families being willing and able to pay from their direct funding allocations. Experience from Passports demonstrates that families are reluctant to give up direct support for planning support. The direct support dollars are so minimal that it becomes an undesirable tradeoff. There are very few families that can afford to pay over and above their direct funding allocations for this kind of ongoing support. From the experience of Families for a Secure Future, “fee for service” greatly limits the kinds of support that is offered to an individual. Supports become sporadic and focused more on “emergency kinds of interventions” rather than proactive ones. Rather than stabilizing a family and building its capacity to continue to act as primary caregivers it puts them at risk of going into crisis.

Recommendations:

1. Initial investments and funding priority be given to existing Independent Unencumbered Facilitation and Person-Directed Planning Organizations that have a proven track record, are working out of the Ministry's values and principles and need funding in order to sustain and expand on best practices.
2. That this funding include not only infrastructure support but also ongoing core funding for staff to make it possible to offer ongoing support to families

Support will not be Ongoing

Individuals and their families that choose direct funding and are essentially choosing to create their own safeguards over time. Families are not relying solely on any one agency to create a whole life for their son or daughter or to create suitable safeguards. Individuals and their family and friends set out to broaden the planning context for themselves so that they can have help to think differently about the future and what it might hold. Essentially, they enter into a lifelong process of figuring out what works and what doesn't, given the individual's particular gifts and vulnerabilities. They engage others in an ongoing relationship so that the individual can become more capable of directing his or her life and making decisions to the degree possible.

This approach to building a meaningful life requires ongoing support and facilitation from an experienced Facilitator that is committed to building a relationship of trust over time. While the level of ongoing support is highly variable, individuals and families need to know that independent unencumbered facilitation and person-directed planning supports are not subject to time restrictions and that there is no threat of being discharged from the service. Sufficient funding is necessary to provide ongoing facilitation support over time. Agencies providing services and supports are not forced to place time restrictions on how long an individual is able to access a particular service. Independent unencumbered facilitation and person-directed planning organizations likewise should not have to discharge individuals and their families based on frequency of access.

Evaluation of the efficacy of independent unencumbered facilitation and person-directed planning supports must not be based on the quality of a single written plan or the number or length of interventions. Evaluation of independent unencumbered facilitation and person-directed planning support needs to be designed to look at the nature of the relationships in a person's life, individual and family resilience; capacity building and the nurturing and fostering of ongoing movement forward towards a better life.

Key to moving forward in a person's life is having support that is highly individualized and relevant to the individual and his or her entire family. The facilitation aspect of the role is equally, if not more important to individuals than planning functions. The role of an independent facilitator cannot be simplified and reduced down to the development of a "written plan". This is a real danger moving forward given the direction and impact of the latest pilots undertaken by MCSS through the Labour Market Initiative.

Recommendation:

3. Ensure that IUFP Organizations are funded in such a way as to provide adequate and ongoing support to individuals and their families through facilitation.

Facilitators will not be experienced enough to deal with the complexity

Adults with developmental disabilities and their family members are often facing complex life situations that defy simple solutions. There are numerous strains placed on the individual and their family as they face the daily obstacles that are posed by society. Independent Facilitators develop an ongoing relationship with families so that the individual's needs can be understood within the broader context of their lives, their family and friends. Facilitators need to be available to support the individual within the family context in a way that is highly relevant, responsive and timely. They need to be very skilled in negotiating and brokering services and supports within a broader system and in helping individuals to create complex and individualized supports. They must also be capable of mediating conflictual situations in a variety of contexts.

For Facilitators to be skilled enough to deal with the complexity of the work they need to have a broad background and learn the "craft" alongside experienced Facilitators that act as mentors and/or teachers over time. The main safeguard for being able to demonstrate and gain relevant experience is to apprentice with an experienced Facilitator. Apprenticeships would include training, mentoring, and jobshadowing over a designated period of time preferably within an Independent Unencumbered Facilitation and Person-Directed Planning Organization.

Facilitators also need to be committed to their own growth and development and stay abreast of changes and new initiatives within the field. By being part of a "community of practice" with other Facilitators they can share knowledge and experience over time. Opportunities for being part of a "community of practice" at the local, regional and provincial level need to be

fostered and nurtured by leading Independent Unencumbered Facilitation and Person-Directed Planning Organizations. .

To ensure that Facilitators “do no harm” it is paramount for them to be part in some way of a broader organization that is committed to the values and principles of independent unencumbered facilitation and person-directed planning . Independent Unencumbered Facilitation and Person-Directed Planning Organizations are able to put in place various safeguards for orienting, training, mentoring and evaluating Facilitators over time.

Our families believe from their experience, that Independent Unencumbered Facilitation and Person-Directed Planning Organizations that are family governed provide an added safeguard in that decision makers can draw on their personal experience to ensure a coherent application of the principles. It is understood that there will a number of Independent Unencumbered Facilitation and Person-Directed Planning Organizations funded by MCSS that are equally able to derive their vision and mission from the values and principles laid out in the Person-Directed Planning and Policy Guideline Consultation Overview paper by MCSS and that the diversity of approaches is not only healthy but advisable..

Furthermore, Facilitators need concrete ways to demonstrate their accountability to those they serve in a way that is measurable over time. Our families believe that accountability belongs at the local level and needs to be clearly demonstrated and evaluated within Independent Unencumbered Facilitation and Person-Directed Planning Organizations.

Additionally, due to the length of time it takes for independent unencumbered Facilitators to gain experience and the skill it takes to be successful, it is vital that they be adequately compensated for the work. This compensation should be on par with the compensation of managers and senior managers within developmental disability agencies considering their experience base. If they are not compensated adequately, skilled applicants will not be drawn into the field and retention will become a significant problem.

Recommendations:

4. Independent Facilitators affiliate themselves with a local IUFPP Organization that is funded by MCSS and accountable to a family governed board for the purpose of ensuring that there are safeguards in place for offering apprenticeships that include orientation, job shadowing, training, evaluation and mentoring.
5. That MCSS identify several “best practice” IUFPP organizations that can offer apprenticeships and mentoring to those interested in learning the craft.
6. That there be a diversity of approaches to creating IUFPP Organizations across Ontario that arise out of a community development process in local communities. That these organizations demonstrate their commitment to the values and principles already identified by MCSS and other “best practice” organizations in the province.
7. That independent unencumbered facilitators be actively and freely engaged in a range of learning and development activities derived partly from membership in a “community of practice” at local, regional and provincial levels. This is above and beyond any apprenticeship that they enter into for the purpose of gaining hands on experience with individuals and families.
8. That independent unencumbered facilitators be adequately compensated.

Without taking the time to learn from practice:

Arbitrary Standards will be Applied Across the Board

There is a real risk that independent unencumbered facilitation and person-directed planning organizations will be expected to adhere to standards that are applicable for the most part to agency settings. The third party requirements that have been written to apply primarily to residential service providers should not be directly applied to IUPF organizations. It is not clear whether or to what extent the Ministry is expecting that private provider/contractors providing independent unencumbered facilitation and person-directed planning supports would be subject to identical standards as it related to the quality assurance directives applied to agencies. This standard of practice is not necessary and should not be a requirement by the Ministry.

Due to the nature of the work with individuals and their families it is understood that there must be secure systems in place to handle confidentiality and privacy concerns. As well, there must be adequate safeguards in place to deal with human resource practices and notification of suspected abuse. IUPF organizations should be expected to design and maintain a system of tracking protocols; it does not have to be identical to those in agency settings. In addition, IUPF organizations should not be required to participate in abuse prevention and reporting and abuse training

There is grave concern that once the system is fully underway that there will be unequal access to information about IUPF. Families are concerned that the supports offered by IUPF organizations will be treated by service navigators at the Developmental Service Ontario Centres, as a “last resort” referral option. It is vital to the principle of equity and fairness that IUPF organizations be offered as a viable and desirable option to any and all individuals and their families. Families worry that these organizations will be viewed as suitable if and only if the situation is considered dire and requires a high level of sophistication on the part of the Facilitator, where the family is considered difficult by the system, and/or where the individual has complex needs and or is viewed by the system as most in need or at risk...

It is critical that safeguards be put in place to ensure that independent unencumbered facilitation and planning supports are not reserved for those most in need and that they be equal access to all individuals and their families.

Probably the most crucial objection among families at this time is the desire to create a formal provincial body that would set and oversee standards and research related to independent unencumbered facilitation and person-directed planning. The accountability for practice among Facilitators belongs at the level of each local IUPF organization and should not be viewed as a

provincial responsibility. Ongoing training, mentoring and apprenticing belong at the local and regional level among experienced peers. Research should be based in practice at the local and regional level and approached from an action research basis. Government innovations funding ought to be directed at local and regional grassroots initiatives.

There is already a Provincial body, the Ontario Independent Facilitation Network that is aimed at developing a provincial “community of practice” where Facilitators can learn and grow together. This organization has been committed to showcasing best practices and networking for over the past six years. It is dedicated to the values, principles and ethics of IUFP and helps members to deepen their practice. It honours and encourages the diversity of approaches within the province and understands the need for emerging organizations to grow out of a community development process. Regional “community of practice” networks have already arisen out of this provincial organization. Efforts must be directed at funding and sustaining the work of this organization. At this time in the province as practice evolves it is seen as ill advised to set up any kind of arms length professional watch dog organization what would be mandated to oversee standards and practice.

Recommendations:

9. That in order for IUFP organizations to enter into a service contract with the Ministry they should be required to provide satisfactory documentation regarding human resource practices; notification of suspected abuse protocols and service record maintenance, confidentiality and privacy protocols. They should not be required to meet the standard protocols required of developmental service agencies.
10. The Ministry should not set any “caseload” requirements or ratio formulas that would dictate who is eligible for receiving IUFP.
11. Support the work of the Ontario Independent Facilitation Network and to recognize the work that it is doing in regard to sustaining a provincial network and “community of practice”.

Summary of Recommendations:

1. Initial investments and funding priority be given to existing Independent Unencumbered Facilitation and Person-Directed Planning Organizations that have a proven track record, are working out of the Ministry's values and principles and need funding in order to sustain and expand on best practices.
2. That this funding include not only infrastructure support but also ongoing core funding for staff to make it possible to offer ongoing support to families
3. Ensure that IUFP Organizations are funded in such a way as to provide adequate and ongoing support to individuals and their families through facilitation.
4. Independent Facilitators affiliate themselves with a local IUFP Organization that is funded by MCSS and accountable to a family governed board for the purpose of ensuring that there are safeguards in place for offering apprenticeships that include orientation, job shadowing, training, evaluation and mentoring.
5. That MCSS identify several "best practice" IUFP organizations that can offer apprenticeships and mentoring to those interested in learning the craft.
6. That there be a diversity of approaches to creating IUFP Organizations across Ontario that arise out of a community development process in local communities. That these organizations demonstrate their commitment to the values and principles already identified by MCSS and other "best practice" organizations in the province.
7. That independent unencumbered facilitators be actively and freely engaged in a range of learning and development activities derived partly from membership in a "community of practice" at local, regional and provincial levels. This is above and beyond any apprenticeship that they enter into for the purpose of gaining hands on experience with individuals and families
8. That independent unencumbered facilitators be adequately compensated.
9. That in order for IUFP organizations to enter into a service contract with the Ministry they should be required to provide satisfactory documentation regarding human resource practices; notification of suspected abuse protocols and service record maintenance, confidentiality and privacy protocols. That they should not be required to meet the standard protocols required of developmental service agencies.

10. The Ministry should not set any “caseload” requirements or ratio formulas that would dictate who is eligible for receiving IUPP.
11. Support the work of the Ontario Independent Facilitation Network and to recognize the work that it is doing in regard to sustaining a provincial network and “community of practice”.

Families for a Secure Future Endorses the Following Documents:

Rationale for Independent Planning and Facilitation in Ontario:
Why MCSS Should Move Quickly to Implementation. 2006;
The Individualized Funding Coalition for Ontario.

Transformation of Developmental Services: Expanding the Possibilities for
Citizenship. 2007; A Signature Paper Developed by The Individualized Funding
Coalition for Ontario

Independent Unencumbered Facilitation and Person-directed Planning in
Ontario: The Threat of Bureaucratization. Durham Association for Family Respite
Services.