



# STRATEGIC PLAN 2017-2022

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## MISSION, VISION, VALUES

### Mission



The John McGivney Children's Centre provides family-centered holistic care to the community, enriching the lives of children and youth with special needs by helping them reach their full potential.

### Vision

We are a centre of hope, support and inspiration for children and youth with special needs and their families; working together toward a future of participation, acceptance, and opportunities.

In 2022, we will see the following in place to support our long-term vision:

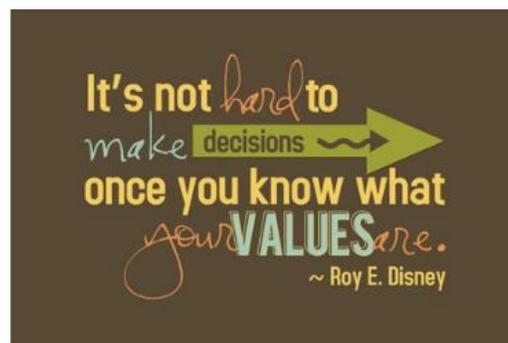
- **Renowned Leader and Centre of Expertise:** A place known for its innovation, partnership and expertise in providing solutions for children and families
- **Holistic Family Experience:** A place where families play a role in their children's development, the development of the organization, and the pursuit of excellence in services
- **Collaborative Community Partner:** A place where families, partner agencies and the community work together to continually improve the lives of children
- **Technology-advanced Care:** A place where technology supports children, families and staff with partnerships to explore options to improve their quality of life
- **Positive Supportive Environment:** A place known for its supportive environment for families, children and staff
- **Empowering Staff Excellence:** A place that brings together a dynamic group of skilled professionals using collaborative and innovative approaches to service excellence
- **Remove Barriers:** A place that identifies barriers, their impact, and solutions to remove them
- **Creative Unconstrained Progress:** A place where the focus is always on the possible to find solutions to problems and to provide new opportunities



## Values

Our Values guide the work of the Centre:

- **Accountability:** We accept responsibility for our actions and decisions and demonstrate commitment to accomplish work in an ethical, efficient and cost effective manner
- **Collaboration:** We work together as an organization with families and our partners to support and achieve shared goals in the best interest of children, families and the community
- **Quality:** We provide services that meet the emerging needs of our clients and seek new opportunities to improve services
- **Resourcefulness:** We apply creative, innovative and collective knowledge to find answers for opportunities and challenges
- **Respect:** We value diversity and equity, and treat people with fairness, courtesy and impartiality
- **Transparency:** We operate in a manner that makes it easy for others to appreciate and understand our actions as an organization



## STRATEGIC GOALS

The following is a summary of the strategic goals that will guide the organization over the next three to five-year period.

### 1. Family-Centred Care



The Centre will provide a family focused approach to services in order to support families and their children. To enable the transition to a family centered care model, we will focus on two strategies: one on engaging families and the other on building a family-centred care model. The following is our early thinking on the two strategies.

#### ➤ Strategy – Engaging Families

We will create a structure and community that engages families in all aspects of the organization. The work will enable families to have an active role in how services are designed, delivered and evaluated.

Our ideas for this strategy include:

- Family-Centred Care Committee
- Assign a family concierge to help navigate care plans - external resources
- Family focus groups to advise on needs and wants
- Parent survey to determine and rank barriers to implement treatment or therapy

End Point	Measurement(s)
The strategy should accomplish the following results: <ul style="list-style-type: none"> <li>• Engaging families in decision making</li> <li>• Involved families in service planning</li> <li>• Evaluating input</li> </ul>	The following measurements will be used for the strategy: <ul style="list-style-type: none"> <li>• All families will have similar opportunities to be involved in decision making</li> <li>• All committees will have family participants, the Board of Directors, along with internal and external committees</li> </ul>

#### ➤ Strategy - Building a Family-Centred Service Model

We will transition our organization from a child-centered model of care to a family-inclusive model of care that looks at the family and their children holistically. Our approach, coupled with a family engagement strategy, will enable families and staff to work together in the best interest of children.

Our ideas for this strategy include:

- Share stories of success both internally and externally
- Public Relations PSAs
- Bring in high profile speakers to increase awareness
- Define scope - Who? Why?
- Good news stories to build brand (Positive PR)

End Point	Measurement(s)
The strategy should accomplish the following results: <ul style="list-style-type: none"> <li>• Training for families, staff, board, volunteers on FCC and solution-focused coaching</li> <li>• Completed training - increased family engagement, increased achievement of agreed upon goals</li> </ul>	The following measurement will be used for the strategy: <ul style="list-style-type: none"> <li>• Training all new families and 25% of existing families in three years</li> </ul>

2. Growing a Community Culture



The Centre will have a collaborative role in the community. To support the transition to developing a community culture, we will focus on two strategies; one on refining and building our brand and the other on investing in our people. The following is our early thinking on the two strategies.

➤ Strategy - Building Our Brand

We will reposition our role in the community by shifting from a treatment centre to community where families and children with special needs can experience what it is like to be a child supported by families, staff expertise and other children.

Our ideas for this strategy include:

- Building on the recommendations from the consultation report on family centred care
- Creating a brand that is easy to understand for the community and staff
- Providing opportunities for the community to see and understand who we are and what we accomplish with our expertise
- Building a reputation in our community for more than just a treatment centre

End Point	Measurement(s)
The strategy should accomplish the following results: <ul style="list-style-type: none"> <li>• Update website for easy access for staff and members of the community</li> <li>• Well-defined brand supporting a community, family and staff focus</li> <li>• Connections with key strategic partners in the community</li> </ul>	The following measurements will be used for the strategy: <ul style="list-style-type: none"> <li>• Traffic on the Centre website sorted by time periods and requests</li> <li>• Consultation feedback on draft brand and identify work</li> </ul>

➤ Strategy - Investing in Our People

We will refine and further develop opportunities to invest in our people. As technology and clinical standards change, we will provide the tools, training and opportunities to support, develop and enable our staff to demonstrate the unique and valuable skills they bring to the community.

Our ideas for this strategy include:

- Human Resources
- Volunteers
- Students
- Organizational design
- Tuition assistance policy for staff
- More interdisciplinary team models of service
- Staff to develop an annual professional development plan
- Organized "Thank you program for staff"

End Point	Measurement(s)
The strategy should accomplish the following results: <ul style="list-style-type: none"> <li>• A tuition assistance program (as documented by policy and utilization)</li> <li>• A professional development plan supported by policy and resources</li> </ul>	The following measurements will be used for the strategy: <ul style="list-style-type: none"> <li>• Policies pertaining to a tuition assistance program</li> <li>• A professional development plan</li> <li>• Annual staff survey that measures staff engagement</li> </ul>

### 3. Engaging in the Service Transformation Agenda



The Centre will be a leader in supporting the government and the community through the province wide transition of services for children and families. In order to be an active participant in the service transition within Ontario, we will focus on two strategies: one on leveraging our connections and expertise at the local and provincial levels of government policy, the second on developing a comprehensive strategy to influence change with key strategic partners. The following is our early thinking on the two strategies:

#### ➤ Strategy - Leveraging Connections and Expertise

We will establish and maintain relationships with strategic partners within our immediate community and the province. We will explore opportunities to work together to find new and innovative ways to provide services, explore opportunities and develop policy that makes a difference for families.

Our ideas for this strategy include:

- Work with local and specialty hospitals (telemedicine)
- Liaise with universities for research into Best Practice Standards
- Partner with technical entrepreneurs (e.g., WEtech Alliance)
- Explore R & D partnerships,
- Utilize the talents of students,
- Access grants and other funding opportunities,
- Partner with other service providers (share space, expand,)
- Identify opportunities for sharing of spaces

End Point	Measurement(s)
The strategy should accomplish the following results: <ul style="list-style-type: none"> <li>• SNS effectively implemented</li> <li>• Coordinated service delivery</li> <li>• Established R &amp; D project partnerships</li> </ul>	The following measurements will be used for the strategy: <ul style="list-style-type: none"> <li>• Documented and approved SNS</li> <li>• Minimum of two R &amp; D partnerships with outcomes linked to JMCC's strategy</li> </ul>

#### ➤ Strategy - Influencing Change with Key Partners

We will work with our strategic partners to build a strategy of influencing change to support families and children in the community. Our collective work will emphasize known research, best practice and quality standards to support policy changes and funding enhancements that make a significant difference for service delivery.

Our ideas for this strategy include:

- Advocate for flexible inter-ministry funding
- Build upon our leadership role within the Special Needs Strategy
- Identify and remove barriers
- Increase advocacy through government relations and media training for board/management

End Point	Measurement(s)
The strategy should accomplish the following results: <ul style="list-style-type: none"> <li>• A written clarification of responsibility and funding structure with key ministries that impact families and their children</li> <li>• A strong presence with our provincial</li> </ul>	The following measurements will be used for the strategy: <ul style="list-style-type: none"> <li>• Number of families and children served with defined indicators linking to the funding and program supports from each funding ministry</li> <li>• Alignment of accreditation standards with</li> </ul>

<p>association, the Ontario Association of Children’s Rehabilitation Services (OACRS) in advocacy to government for support both to children and to young adults as they transition past the age of 18 years</p>	<p>services models used to support families and children</p> <ul style="list-style-type: none"> <li>• Annual policy report illustrating the link between government programs and Centre services</li> </ul>
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#### 4. Becoming an Innovation Hub of Learning and Practice



The Centre will be a place of learning, innovation and best practices. To support the implementation of a learning hub model the Centre will drive innovation and empower technology.

##### ➤ Strategy - Driving Innovation

We remain committed to the art and science of innovation. Our organization will seek out opportunities to explore, experiment and prototype meaningful innovations that can improve the organization, governance, staff development and service delivery.

Our ideas for this strategy include:

- Innovation round table with rewards
- Publication of staff developed data/research
- Innovation inventory
- Workshops on creative thinking and increased risk taking and change management
- Empower employees to bring forward ideas to improve services and programs
- Define our limits and encourage freedom from within
- Think tank idea harvesting

<p style="text-align: center;"><b>End Point</b></p> <p>The strategy should accomplish the following results:</p> <ul style="list-style-type: none"> <li>• Increased efficiency</li> <li>• Empowered employees</li> <li>• Creative solutions for families</li> </ul>	<p style="text-align: center;"><b>Measurement(s)</b></p> <p>The following measurements will be used for the strategy:</p> <ul style="list-style-type: none"> <li>• Number of innovative ideas generated annually</li> <li>• Start at %<sup>1</sup> of staff</li> </ul>
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##### ➤ Strategy - Empowering Technology

We are dedicated to finding technology solutions to support families, clients and our staff to enable a transparent yet helpful framework for information sharing, decision making and change.

Our ideas for this strategy include:

- A clinician driven work plan app for family
- Partnership with an app design firm (research)

<p style="text-align: center;"><b>End Point</b></p> <p>The strategy should accomplish the following results:</p> <ul style="list-style-type: none"> <li>• Real time ability for families to understand and assess their child’s plan of care</li> <li>• Ongoing technology development</li> </ul>	<p style="text-align: center;"><b>Measurement(s)</b></p> <p>The following measurement(s) will be used for the strategy:</p> <ul style="list-style-type: none"> <li>• Generation of a work plan application with annual review</li> </ul>
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<sup>1</sup> The starting percentage will be confirmed through the consultation process