

The Rehabilitation Centre for Children

Strategic Plan

“Living Our Values”

2014-2018

**Approved by RCC Board of Directors
December 19, 2013**

Mission

The Rehabilitation Centre for Children supports children and youth in Manitoba and surrounding areas in achieving their goals and participating in their communities.

Together, with children, youth, families and our partners, we promote excellence in children’s rehabilitation and developmental pediatrics through innovative clinical service, education, research and technologies.

Vision

All children receiving services from the Rehabilitation Centre for Children will have the opportunity to reach their full potential. All families and caregivers will have easy access to the knowledge, services and resources that they need to support their children in discovering this potential.

Values

We value and respect:

Children, Youth and their Families

- Family Centred Philosophy and Practice
- Inclusive Communities
- Diversity and Cultural Proficiency
- Equity and fairness in Service Provision

Service Excellence

- Innovation and flexibility
- Quality Improvement
- Research and Learning Environments
- Evidence Informed Practice
- Client Safety

Partnerships and Service Integration

- Integrated Service Delivery
- Authentic Partnerships and Collaboration
- Advocacy for Children, Families and Systems

Staff and Volunteers

- Healthy and Respectful Workplace
- Accountability
- Teamwork

THEME 1: CHILDREN, YOUTH AND THEIR FAMILIES

Goal	Objectives	Operating Actions
<p>1.1 Emerging Populations: The Rehab Centre for Children will support the development of appropriate programs and services to respond to changing trends in childhood disabilities</p> <p>1.2 Family Centred Care/Cultural proficiency: The Rehabilitation Centre for Children will continue to develop its capacity to deliver family centred and culturally proficient care.</p> <p>1.3 Promoting Health and Wellness: The Rehabilitation Centre for Children will partner with families and the community to create supportive environments that foster the promotion of health and wellness for children with disabilities/ special needs and their families</p> <p>1.4 Transitions to Adulthood: The Rehabilitation Centre for Children will establish improved mechanisms to facilitate the transition of RCC clients who are approaching adulthood to appropriate adult services.</p>	<p>1.1.1 By 2018 all families of children with complex medical needs in RCC clinics will have access to enhanced clinical and/or psychosocial supports, service navigation and care coordination as required.</p> <p>1.1.2 By 2018, access to diagnostic and follow up services for FASD will be timely and available within all RHAs through the Manitoba FASD Network.</p> <p>1.1.3 By 2018, RCC will have increased its contribution to the range of treatment options available through intersectoral partners to families of children with autism.</p> <p>1.1.4 RCC will continue its exploration of improved models of care for clients from northern and rural areas.</p> <p>1.2.1 RCC will continue to improve the access that Families have to information and support regarding their child’s condition and available services.</p> <p>1.2.2 By 2016 RCC will have developed a new work plan for cultural proficiency that will include expanded diversity training for all staff which will include culture and disability.</p> <p>1.2.3 RCC will continue to employ a variety of family engagement strategies to ensure family and client input into the design and delivery of services.</p> <p>1.3.1 RCC will continue to expand its growth and development in the areas of Therapeutic Recreation and Wellness programming including the exploration of the need for sibling support programming.</p> <p>1.3.2 By 2018 RCC will have established a youth advisory council.</p> <p>1.4.1 By 2016 RCC will have evaluated the implementation of critical pathways for transitions to adult services for targeted RCC client populations (Spina Bifida, Muscular Dystrophy, ATC).</p> <p>1.4.2 RCC will continue to offer transition support/navigation and will advocate for the establishment of specialty adult services for all RCC client populations where gaps are identified in adult services. This may include the establishment of specialty adult clinics and other allied health services.</p>	

THEME 2: SERVICE EXCELLENCE: KNOWLEDGE GENERATION & EVIDENCE INFORMED PRACTICE

Goals	Objectives	Operating Actions
<p>2.0 The Rehabilitation Centre for Children will promote excellence in the field of pediatric rehabilitation through the promotion of:</p> <p>2.1 Evidence informed practice and quality improvement:</p> <p>2.2 research in the field of pediatric rehabilitation and</p> <p>2.3 patient safety initiatives.</p>	<p>2.1.1 Clinical practice at the Rehabilitation Centre for Children will be guided by the best evidence.</p> <p>2.1.2 By 2018 RCC will have completed evaluation of RCC multidisciplinary clinics against Canadian guidelines where available and will continue to work towards the completion of formal program evaluation of core programs.</p> <p>2.1.3 By 2015 RCC will be participating with Canadian Network of Child and Youth Rehabilitation (CN-CYR) partners in a national minimum data set for pediatric rehabilitation.</p> <p>2.1.4 By 2017 RCC will have adopted a framework for outcome measurement for therapy programs and will be using the results of the MOST database for evaluation and planning.</p> <p>2.1.5 RCC will continue to enhance its offerings with respect to on line resource information for staff and partners – including on line access to research.</p> <p>2.2.1 RCC will continue to be a leader in the advancement of research in the field of pediatric rehabilitation. Priority areas for research will include outcomes of what RCC directly does with clients ie. programs, service models and equipment.</p> <p>2.2.2 RCC will explore the development of a pediatric rehabilitation rounds.</p> <p>2.3 By 2018, the Rehabilitation Centre for Children will have continued its efforts to operate in an environment that promotes the highest standards of safety for RCC clients both within the centre and in the community in keeping with the Required Organizational Practices as articulated by Accreditation Canada.</p>	<p>2.1.1 Evidence Informed Practice</p> <ul style="list-style-type: none"> - A process for establishing evidence-informed practice tools is in place for RCC. - Access to appropriate resources are in place to guide the development, use and evaluation of evidence-informed practice tools. - All clinicians are involved in setting priorities and developing and implementing evidence-informed practice tools through structured and ad hoc committees. - Evidence-informed practice tools are in place for activities which are high-risk, high-volume, high-cost or high-priority to families and clinicians. - Evidence-informed practice tools are readily accessible to clinicians and partners. - A process is in place for regular review of evidence-informed practice tools.

THEME 3: PARTNERSHIPS & SERVICE INTEGRATION

Goal	Objectives	Operating Actions
<p>3.0 The Rehabilitation Centre for Children will work with families, and Intersectoral Partners to realize the SSCY vision.</p> <p><i>SSCY Vision: To work with intersectoral partners and families to develop and implement an accessible, coordinated and integrated planning, delivery and evaluation system, using co-location as a starting point, to maximize the effectiveness and efficiency of service delivery for children and youth with special needs in Winnipeg and Manitoba.</i></p>	<p>3.1 By 2015 we will be co-located with our SSCY partners in the new SSCY facility on Notre Dame.</p> <p>3.2 By 2016 we will have completed the implementation of change management strategies in order to ensure a smooth transition for RCC clients, families, staff and partners to the new facility. This will include specific attention to ensuring that the core values and work cultures of each co-locating partner are understood and respected. This will further include education for co-locating staff on each other’s services and roles.</p> <p>3.3 By 2017 we will have completed the development, with our intersectoral partners, of operating structures and guidelines for management of a new site. This will include access for clients and service providers to an up to date list of name, contact information, role, scope of practice of each service provider/team member at SSCY.</p> <p>3.4 By 2015 we will have 5million dollars in committed pledges through the SSCY capital campaign.</p> <p>3.5 By 2016 we will be participating in an integrated centralized intake and client registration system with other SSCY partners through the use of the electronic medical record.</p> <p>3.6 By 2015 we will have established a SSCY Family Advisory Council that is integrated with the RCC family council.</p> <p>3.7 By 2016 RCC facility based rehab services and clinics will be integrated with other SSCY co-locating services where appropriate.</p> <p>3.8 By 2018 each client receiving services at SSCY who requires one will have an assigned service navigator or case manager.</p> <p>3.9 By 2017, a review will be completed of the system for equipment distribution including the integration of equipment pools between RCC and Family Services and the exploration of the feasibility of satellite locations for picking up equipment to ease travel for families.</p>	

THEME 4: ENABLING FACTORS: STAFF, VOLUNTEERS & TECHNOLOGY

Goals	Objectives	Operating Actions
<p>4.0 Continued development of factors that will enable the achievement of these strategic goals and objectives including:</p> <p>4.1 Human Resources 4.2 Information Systems 4.3 Other</p>	<p>4.1 Human Resources : The Rehabilitation Centre for Children will provide a safe, healthy and positive work environment for staff and volunteers and will be a “workplace of choice” for staff. The RCC Human Resources plan will be revised as necessary to enable achievement of both this objective and the RCC strategic plan.</p> <p>4.2 Information Systems</p> <p>4.2.1 By 2014 the RCC Electronic Medical Record will be transferred to the E health Data Centre in the Air Canada Building</p> <p>4.2.2 By 2014 the RCC Electronic Medical Record will be extended to Child Development Clinic and SSCY Central Intake</p> <p>4.2.3 By 2016 the EMR will be extended to other SSCY Partners as appropriate</p> <p>4.2.4 By 2015 the OPIE system will be fully implemented in P&O</p> <p>4.2.5 Bu 2016 an information management committee will be established to review and provide recommendations on new technologies and use/applications for clients and staff including the use of technologies for clinical uses, communication, advertising, advocacy, research etc. (ie. ipads, social media, expanded website for staff and families.)</p> <p>4.3 Other</p> <p>4.3.1 By the end of 2015 state of the art equipment will be in place in the new building for x-ray, the shop areas and other areas as needed.</p>	

