

# The Rehabilitation Centre for Children

## 2019-2023 Strategic Plan Strengthening Our Future

REHABILITATION  
CENTRE FOR  
CHILDREN



## MISSION

Excellence in children's rehabilitation and developmental pediatrics through innovative clinical service, education, research, and technologies.

## VISION

All children and youth receiving services from the Rehabilitation Centre for Children will have the opportunity to discover and achieve their full potential.

The Rehabilitation Centre for Children (RCC) supports children and youth in realizing their potential and participating in their communities. Together, with children, youth, families and our partners, RCC delivers interdisciplinary services at SSCY Centre in Winnipeg, and in homes, schools, daycares and communities throughout the Province of Manitoba and beyond.

# VALUES

We value and respect:

## Children, Youth, and their Families

- Family centred / family driven services
- Diversity, inclusivity, cultural safety, and equity
- Advocacy for children, youth, and families
- Integrated, collaborative service delivery

## Staff and Volunteers

- Healthy and respectful workplace
- Engaged staff and volunteers

## Service Excellence

- Innovation and responsiveness
- Client safety
- Efficiency, effectiveness, and accountability
- Quality improvement
- Research and evidence informed practice



# STRATEGIC PLAN THEMES



## **Theme 1:**

**Children, Youth, and Families**

Family Centred / Culturally Safe Integrated Services

## **Theme 2:**

**Service Excellence**

Knowledge Generation & Evidence Informed Practice

## **Theme 3:**

**Organizational Effectiveness**



**Theme 1:**  
**Children, Youth, and Families**  
**Family Centred / Culturally Safe Integrated Services**

## Jordan's Principle / Truth and Reconciliation Calls to Action:

RCC will work in partnership with First Nations Communities and related organizations to achieve the vision of Jordan's Principle, to improve service delivery to First Nations Children and Families, and to support the ongoing movement towards First Nations led health services

- By 2019, RCC will have established a Jordan's Principle / TRC advisory committee and articulated an organizational response to the Truth and Reconciliation Commissions calls for action.
- By 2020, all pre-school aged children living on First Nations Communities will have access to OT, PT, and SLP services within their communities.
- By 2019, all RCC staff will have access to training to continue to develop their cultural proficiency. This will include online and experiential options for training related to cultural safety.

## Jordan's Principle / Truth and Reconciliation Calls to Action:

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- By 2020, selected pediatric assessment and follow up clinics from RCC / SSCY Centre will be delivering service in identified First Nations Communities. By 2020, enhanced support will be available at SSCY Centre for First Nations children and families who have to travel to Winnipeg to receive services.
- By 2019, RCC and partners will be offering education and training opportunities to First Nations Community staff as requested by communities including workshops, tours of SSCY Centre, student placement opportunities, etc.



## Emerging Populations:

RCC will support the development of appropriate programs and services to respond to changing trends in childhood disabilities

- By 2020, a consistent care pathway and data collection process will be in place to streamline access to services for refugee / new immigrant populations to all RCC services. A scan of current services and consultation with refugee populations and related organizations will occur as part of the development of this pathway, including review of access to interpretation and translation services and the development of a service overview document which is translated into multiple languages.
- By 2020, an integrated, interdisciplinary brain injury out-patient clinic will be operating out of RCC / SSCY Centre.
- By 2020, a consolidated Cerebral Palsy Program will be in place at RCC / SSCY Centre.
- By 2021, 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.
- By 2021, CDC / FASD will have developed an integrated model for service delivery including onsite services at RCC / SSCY centre and regional outreach diagnostic services.



## Promoting Health and Wellness, Family Engagement, and Family Centred Care:

RCC will partner with families and the community to create supportive environments that foster the promotion of health and wellness for children, youth, and their families

- RCC will continue to explore increased use of technologies to improve the access that families have to information and support regarding their child's condition and available services. This will include an evaluation of the social media pilot project and exploration of PHIA compliant solutions with respect to use of media such as email, EMR, and texting.
- RCC will continue to employ a variety of family engagement strategies to ensure family and client input into the design and delivery of services, including establishment of a youth engagement strategy, further development and expansion of the RCC / SSCY Family Network (including a plan for growth and sustainability), and continued review of Family Centred Care principles and practices throughout the Centre, including the representation of families on key committees.
- RCC will continue to expand its growth and development in the areas of Therapeutic Recreation and Wellness.

**RCC will continue to work with families and Intersectoral Partners to realize the SSCY vision for an accessible, integrated, and coordinated service system**

- By 2019, RCC, in conjunction with IWG where applicable, will have identified strategic partners to realize our mutual organizational objectives to improve the service system for children, youth, and families.
  - Examples of strategic partners may include: Indigenous Organizations, Shared Health Services of Manitoba, Child Health Psychology, MATC / Mental Health Services, CFS, DHSU, and Newcomer agencies
- Regular forums for communication will be established with strategic partners for understanding of processes, identification of opportunities, and resolution of system issues as needed.
- By 2020, all co-locating partners will have access to the EMR and to required training to support families seamlessly in their access to care.

**RCC will continue to work with families and Intersectoral Partners to realize the SSCY vision for an accessible, integrated, and coordinated service system**

- By 2020, RCC will be using a common intake and consent process throughout all departments to:
  - minimize the need for families to repeat their information
  - assist families with identifying providers and provider roles
  - provide consistent information to families upon entry into the system
  - provide families with access to information about resources and opportunities available to support their children and families.
- Signage in SSCY Centre common areas will also be reviewed to ensure families are aware that they are able to access services.
- By 2021, each client receiving service through RCC who requires a service navigator or case manager will have access to one.

## Transitions to Adulthood:

RCC will establish improved mechanisms to facilitate the transition of RCC clients who are approaching adulthood to appropriate adult services

- RCC will continue to offer transition support / navigation to clients who are approaching adulthood. Options that will be explored include:
  - parent networking / mutual support
  - a clearer transition process with mechanisms to ensure that youth do not fall through the cracks
  - designation of a transition clinic or transition coordinator attached to existing clinics
  - collection of data on transitions to inform the process.
- RCC will advocate for the establishment of specialty adult services for all RCC client populations where gaps are identified in adult services including adult multidisciplinary follow up clinics, transition to post-secondary institutions, and other gaps as identified.



**Theme 2:**  
**Service Excellence**

**Knowledge Generation & Evidence Informed Practice**

RCC will promote excellence  
in the field of pediatric  
rehabilitation through  
the promotion of:

## Technology

- By 2019, a technology committee will be established to review and provide recommendations on new technologies and use / applications for clients and staff, including the digital health technologies for clinical uses, and technologies for administrative uses, communication, research, etc. The mandate of this committee will include:
  - an external scan of technology solutions that will enhance service effectiveness and efficiency
  - an analysis of risks / benefits, costs, and funding sources will be undertaken to identify viable technology solutions for RCC
  - identification of relevant technology solutions within clinical and support areas
  - internal review of staff comfort and expertise in the use of relevant technology including the EMR will be undertaken, with education / training plans put into place as required.

RCC will promote excellence in the field of pediatric rehabilitation through the promotion of:

**Evidence informed practice and quality improvement**

- Clinical practice will be guided by evidence-informed practice. By 2020, RCC will update its framework for the ongoing identification and adoption of best practice in each clinical area. Evidence of incorporation of evidence-informed practice will be built into accountability frameworks and evaluated annually.
- RCC will engage staff in knowledge transfer activities (through use of the RCC and SSCY websites, social media, and sharing of knowledge in meetings and rounds) to ensure staff participation in evidence-informed practice. RCC will develop a range of knowledge transfer activities to share expertise between staff, families, and partners. These may include workshops, online training, mentorship opportunities, conferences, etc.



RCC will promote excellence in the field of pediatric rehabilitation through the promotion of:

**Evidence informed practice and quality improvement**

- By 2022, RCC will have completed an 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. RCC will continue to engage with CHC/CNCYR with regard to benchmarking with like facilities across Canada. A dashboard of performance against targets will be developed for all areas.
- By 2020, RCC staff will obtain full access to WRHA / U of M library system.
- RCC will continue to maintain accreditation status with Accreditation Canada and the College of Physicians and Surgeons of Manitoba (Diagnostic Imaging).



RCC will promote excellence in the field of pediatric rehabilitation through the promotion of:

**Research in the field of developmental pediatrics and pediatric rehabilitation**

- RCC will conduct priority research and quality improvement activities to provide robust data to support RCC programs, service models, and equipment provision, with the goals of responsible innovation and accountability. Indicators such as service or device usage, client outcomes, cost effectiveness, effectiveness and efficiency, and responsible innovation will be considered.
- RCC clinical staff will be encouraged / mentored to engage in research activities.

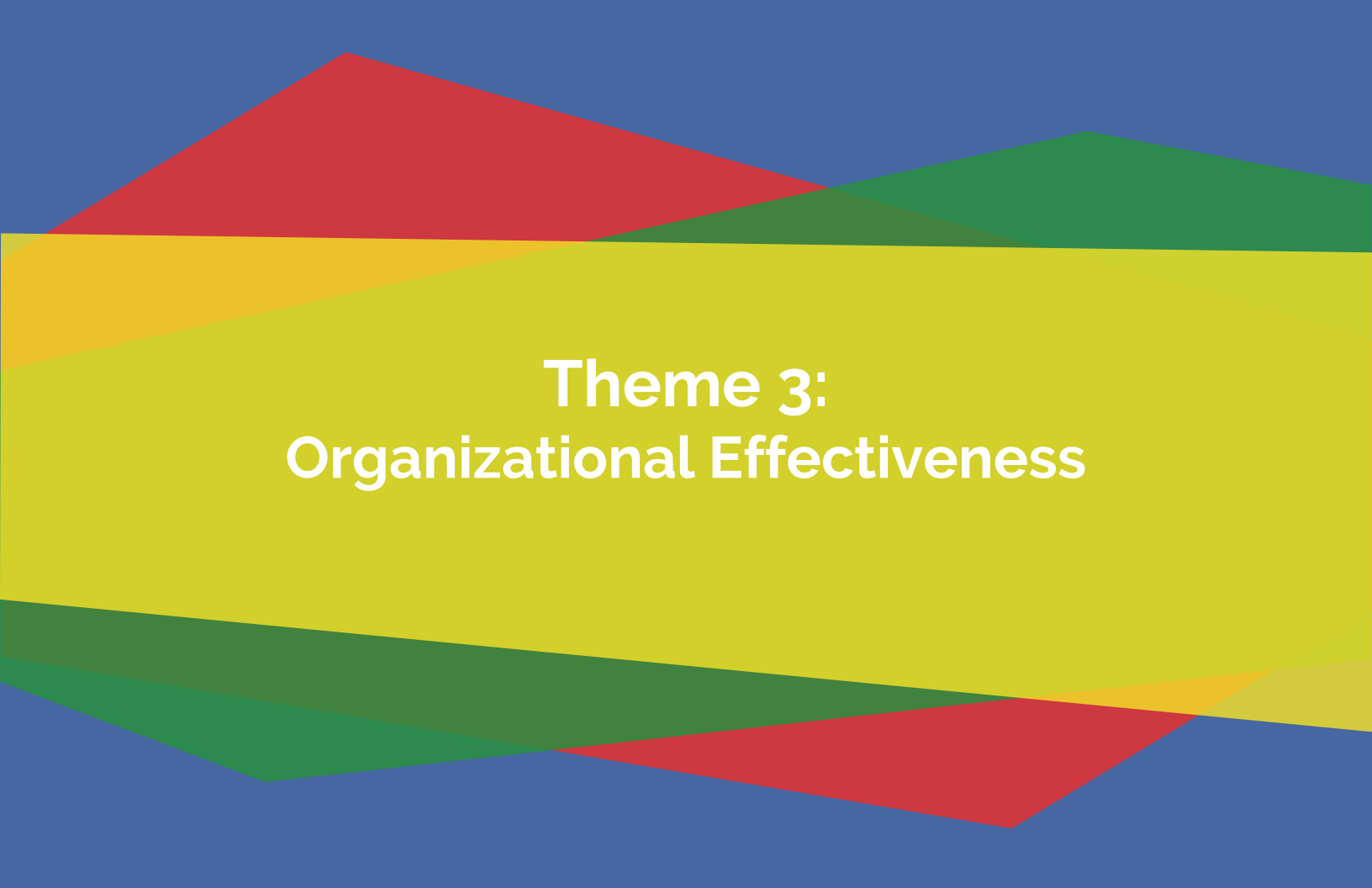


RCC will promote excellence in the field of pediatric rehabilitation through the promotion of:

**Patient safety /  
Workplace Health  
and Safety**

- Safety will be a priority for RCC staff in order to ensure the safety of our clients and staff. A patient safety plan will be developed and implemented on an annual basis. This will include cultural safety. Annual training in an area of patient safety will be provided to staff.
- RCC will operate to the highest standards of Workplace Health and Safety. This will include an emphasis on safety guidelines and training with respect to new and emerging technologies.





**Theme 3:  
Organizational Effectiveness**

RCC will continue the development of factors that will enable the achievement of these strategic goals and objectives including:

## Human Resources

- RCC 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.
- RCC will work with staff and volunteers on establishing a strong RCC identity within the context of a strong SSCY Centre / Network identity.
- RCC will continue its focus on Health and Wellness for staff and will work with SSCY Centre partners on expanding offerings in this area.
- RCC will review its staff education and training plans to ensure that appropriate training is in place to support staff in meeting strategic objectives. (e.g. Evidence Informed Practice, Family Centred Care, Cultural Safety, New Technologies, etc.) RCC will continue to enhance its Board orientation and training processes.
- RCC will adopt equal (diversity) opportunity hiring policies.
- RCC will evaluate its ongoing HR support function needs.

RCC will continue the development of factors that will enable the achievement of these strategic goals and objectives including:

## Information Systems

- By 2019, an Information Management Plan will be established, which includes:
  - the extension of the RCC Electronic Medical Record to all SSCY co-locating Partners
  - full implementation of the OPIE system in P&O and MDS
  - development and implementation of preventative maintenance software for SSCY Centre
  - technology based communication with families with respect to appointments
  - upgrade of telehealth mobile equipment
  - implementation of other technologies such as internal paging system.



RCC will continue the development of factors that will enable the achievement of these strategic goals and objectives including:

**Facility Management**

- By 2019, remaining issues with respect to HVAC will be satisfactorily resolved.
- By 2019, an accountability framework for facility management will be established that further clarifies landlord, WRHA, and RCC responsibilities and accountabilities.
- By 2020, an integrated facility wide solution for facility management, preventative maintenance, and service requests will be in place.



RCC will continue the development of factors that will enable the achievement of these strategic goals and objectives including:

## Finance

- By 2020, a framework will be developed that guides the allocation of global and discretionary funding to ensure that all departments are well resourced.
- By 2019, a review of the interface between individual departments and finance will be completed to increase the efficiency of departmental purchasing, receivables and payables. This will include an evaluation of financial support needs given the expanded service.
- By 2019, a review will be completed to ensure that all departments are running as efficiently as possible through utilization of techniques such as lean process review and partnerships to ensure sustainability and the best use of scarce resources.



# Rehabilitation Centre for Children

2019-2023 Strategic Plan approved by the  
RCC Board of Directors on December 20, 2018

[www.rccinc.ca](http://www.rccinc.ca)

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Located in SSCY Centre

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