

# **REHABILITATION CENTRE FOR CHILDREN (RCC) STRATEGIC PLAN 2024-2028**

## **MISSION**

RCC supports children and youth in discovering their potential and engaging in their communities, through excellence in innovative clinical services, assistive technologies, education, and research.

We authentically engage with children, youth, families, and First Nations, Inuit, Métis, Newcomers, and other partners across Manitoba and beyond, with a focus on equity, diversity, inclusion and belonging.

## **VISION**

All children and youth, with their families, reach their full potential and pursue their dreams, in accepting, inclusive communities.

## VALUES

RCC embraces the **SEVEN SACRED TEACHINGS** with gratitude to Elder Mary Wilson and Grandmother Helen Settee for their teachings.

### **1. COURAGE (BEAR): TO FACE LIFE WITH INTEGRITY**

#### **Demonstrate Accountability (Excellence and Safety)**

Act in the best interest of clients and families and support/empower children and youth. In collaboration with staff, partners, and funders, engage in continuous quality improvement, and the responsible use of the organization's resources.

### **2. HONESTY (MASABE): HONESTY IF FACING A SITUATION IS TO BE BRAVE**

#### **Collaborate Authentically**

Value all voices and insights to co-create programs and services that meet the needs of clients, families, staff, partners and communities.

### **3. RESPECT (BUFFALO); TO HONOUR ALL OF CREATION IS TO HAVE RESPECT**

#### **Be Respectful**

Honor all beliefs and backgrounds to promote a sense of welcoming and belonging, and upholding equity, diversity, inclusion and cultural safety. Demonstrate understanding and empathy and a willingness to work together. Be open to on-going self-reflection and continuous learning.

### **4. LOVE (EAGLE): TO KNOW LOVE IS TO FIND PEACE**

#### **Be Family-Centred**

Authentically engage, involve, strengthen, and support children, youth, and families.

### **5. WISDOM (BEAVER): TO CHERISH KNOWLEDGE IS TO SEEK WISDOM**

#### **Innovate Boldly (Innovative Excellence, Courage, Leading Change)**

Actively seek creative, thoughtful, and improved ways to do what we do. Think outside-the-box, embrace change, and don't be afraid to do things differently.

### **6. HUMILITY (WOLF): TO KNOW YOURSELF AS SACRED PART OF CREATION**

#### **Value our Workforce**

Build connection and trust throughout our workforce by demonstrating kindness, flexibility and compassion. Promote work-life balance, staff recognition, ongoing learning and development, authentic staff engagement in planning and decision-making, the provision of meaningful work, and resources dedicated to improve staff wellness.

### **7. TRUTH (TURTLE): TRUTH IS TO KNOW (AND LIVE) ALL THESE THINGS**

**Truth is to know and live all of these values.**

## THEME 1: EQUITY, DIVERSITY & INCLUSION (EDI)

### Strategic Goals:

RCC will identify and eliminate systemic barriers and biases to ensure that RCC/SSCY is an accessible, inclusive, culturally safe, welcoming, and respectful environment for all children, youth, families and staff. EDI is the responsibility of all staff and volunteers.

- 1.1 **Jordan's Principle/Truth and Reconciliation Calls to Action:** Under the leadership of the Jordan's Principle/TRC Advisory Committee, RCC will continue to work in partnership with First Nations, Metis and Inuit Communities and related organizations to achieve the vision of Jordan's Principle, to guide RCC's response to the TRC Calls to Action, to improve service delivery to First Nations, Metis and Inuit Children and Families, and to support the ongoing movement towards First Nations-, Metis- and Inuit-led health services.
- 1.2 **Newcomers:** Under the leadership of the Newcomer Advisory Committee, RCC will provide accessible and culturally-appropriate programs and services to newcomer communities.
- 1.3 **Neurodiversity:** RCC will ensure that all program, services, and employment practices utilize Neurodiverse Affirming Practices which are strength-based, individualized, mindful of support needs and built on relationships, empathy, and respect for neurodivergent individuals.
- 1.4 **2SLGBTQI+:** RCC will provide an affirming environment for clients, families, staff and visitors that is inclusive of all gender identities and gender expression.
- 1.5 **Community Neighbors:** RCC/SSCY will provide a safe, welcoming, and non-threatening environment to community neighbors who arrive in need of assistance, while ensuring that SSCY Centre remains a safe place for children and families who are accessing services.
- 1.6 **Accessibility:** RCC/SSCY Centre will continue to be leaders in ensuring that SSCY Centre and all environments meet the highest standard of accessibility for children/youth and staff of all abilities.

## THEME 2: CHILDREN-, YOUTH-, AND FAMILY-CENTRED SERVICE DELIVERY

### Strategic Goals:

RCC will continue to be committed to client-/family-centred, safe, accessible, appropriate, integrated and caring service.

- 2.1 **Expanded Service Options:** RCC will develop expanded programs and services to respond to changing trends in childhood disabilities.
- 2.2 **Reduced Wait Times:** All RCC Services will meet or exceed provincial/national standards for wait times.
- 2.3 **Promoting Health and Wellness, Client/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.

**2.4 Integrated Health Services:** RCC will continue to work with families and Intersectoral Partners to realize the SSCY vision for an accessible, integrated, and coordinated service system.

**2.5 Transition to Adulthood:** RCC will continue to improve mechanisms to facilitate the transition of RCC clients who are approaching adulthood to appropriate adult services.

### THEME 3: SERVICE EXCELLENCE

#### Strategic Goals:

RCC will promote excellence in the field of pediatric rehabilitation through Quality Improvement/Research, advancement as a Learning Healthcare Organization and achievement of the highest standards for client and workplace safety.

**3.1 Quality Improvement/Research and Learning Healthcare Organization:** 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:

- i) responsible innovation,
- ii) accountability and
- iii) advancing the field of pediatric rehabilitation and developmental pediatrics.

**3.2 Ethics:** Decisions will be made at RCC in accordance with our values and ethics.

**3.3 Client Safety/Workplace Safety & Health:** Safety and risk management will be a priority for RCC in order to ensure the safety of our clients and staff.

### THEME 4: ORGANIZATIONAL EFFECTIVENESS

#### Strategic Goals:

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

**4.1 Governance:** The RCC Board of Directors will function as an effective governing body by ensuring that processes are in place to develop a clear direction for RCC, support RCC to achieve its mandate, and ensure that decisions are made in a manner that upholds accountability, transparency, integrity, diversity, equity and inclusion, engagement of stakeholders, integration with the broader system and the achievement of sustainable results.

**4.2 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. We will ensure fair and inclusive recruitment, retention, mentorship, performance and talent management and other workplace programs. RCC will strengthen anti-violence, harassment, and other related policies and codes of conduct to foster respect and safety in the workplace.

**4.3 Information Systems/Management:** The information management department will support RCC's strategic objectives by delivering advanced capabilities to foster collaboration, knowledge management and analytics, ensuring the availability of and access to information that enables RCC to make timely informed decisions, providing a robust and secure IT infrastructure that supports on-demand access to information and protecting the integrity of the IT assets by strengthening our cybersecurity.

**4.4 Facility Management:** The facility management department will ensure a welcoming, safe, clean and secure space for clients, staff and visitors accessing SSCY Centre through the provision of timely preventative and on-demand maintenance, housekeeping and security services and a strong focus on infection control, environmental stewardship and future space planning.

**4.5 Finance:** The Finance department will support RCC's strategic objectives and ensure responsible stewardship of RCC funds by striving to optimize spending across all departments, streamlining financial processes with continued automation, mitigating financial risk, providing accurate and timely financial information, and supporting revenue-generating and expense-reduction activities across all departments.