

The Rehabilitation Centre for Children

Strategic Plan

2006-2009

**Approved by RCC Board of Directors
May 19, 2005**

Progress Report – July 17, 2008

Mission

The Rehabilitation Centre for Children supports children *and youth* with *disabilities and/or* special needs in Manitoba and surrounding areas, in reaching their goals and participating in their communities. Together, with families and our partners, we provide a centre of excellence for children’s rehabilitation which includes direct service, education, research, and innovative technologies that are developed and delivered in an integrated service system.

Vision

All children *and youth* with *disabilities and/or* special needs in Manitoba and surrounding areas will achieve their maximum potential and realize their hopes, dreams and goals in their communities.

The Rehabilitation Centre for Children will be integrated with all service systems for children and will demonstrate excellence in children’s rehabilitation through direct service, education, research, and innovative technologies

Values

We value:

- Children, *youth* and their Families
- Inclusive Communities
- Partnerships/Collaboration
- Public Accountability
- Pursuit of Service Excellence
- Family Centred *Philosophy and Practice*
- Quality Improvement
- Research and Evidence Based Practice
- Innovation
- Staff and Volunteers
- Respectful, Safe and Healthy Workplace

Linkages to RCC Mission/Vision/Values	Goal	Objectives	Operating Actions	Status	Progress to Date
<ul style="list-style-type: none"> . Direct Service . Integration . Partnerships/ Collaboration . Achieve maximum potential . Innovative technologies 	<p>1) We will 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.</p>	<p>1.1 By 2009 we will be co-located with other intersectoral partners and operating in a coordinated, and integrated planning and delivery system.</p> <p>1.2 By 2008 we will have expanded RCC clinical services to meet existing and emerging needs of clients.</p> <p>1.3 By 2008 we will have expanded the hours of operation and outreach capabilities to improve access for clients.</p>	<ul style="list-style-type: none"> . SSCY Capital Campaign . Continued participation in IWG, Direct Services, Front End Services, Information Management, Capital Planning and Family Engagement Teams, Leadership & Partnership . Site Selection/Finalization/Co-location <p><u>Clinics</u></p> <ul style="list-style-type: none"> i) seek dietician support for feeding clinic ii) expansion of muscular dystrophy clinic to include social work, clinic coordination, respirology. iii) expansion of spina bifida clinic to include neurosurgeon <p><u>Rehab Engineering</u></p> <ul style="list-style-type: none"> iv) recruitment of new orthotist, dual certifee or intern v) stabilzation of Prosthetics and Orthotics funding vi) Establishment of bicycle and toboggan clinics vii) Formalize equipment recycling program <p><u>Rehab Therapies</u></p> <ul style="list-style-type: none"> vii) Implementation and Evaluation of Children’s Therapy Initiative Demonstration Projects (Brief Intervention, AAC Train the Trainer, KG Teacher Inservices, Clinicians Network) ix) Ongoing upgrades to computer assessment technology x) Establishment of Assistive Tech Resource Centre <ul style="list-style-type: none"> . review operating hours of all departments to determine where expanded hours may be appropriate; 	<p>O</p> <p>C</p> <p>C</p> <p>C</p> <p>C</p> <p>0</p> <p>C</p> <p>C</p> <p>0</p> <p>C</p> <p>C</p> <p>I</p>	<ul style="list-style-type: none"> . RFP for site has been released . Ehealth has begun analysis of IT requirements . capital campaign TBA . SSCY Website is live . Central intake has been established for PT, OT, SLP <p>- full time dietician has been added to feeding clinic through MHNP</p> <p>- Social work(SMD) and respirology (CH) support obtained for MD clinic</p> <p>- developmental pediatrician added to spina bifida clinic</p> <p>- Orthotic intern in place</p> <p>- MAPO negotiations in process</p> <p>- annual bike/toboggan clinics occurring</p> <p>- Equipment recycling and loan programs in place</p> <p>- CTI funding and projects have continued to increase</p> <p>- Establishment of Technology Lending Centre (TLC), Active Living Centre and Therapeutic Recreation Program</p> <p>- AAC program renamed to Specialized Communication Resources for Children</p> <p>- expanded hours currently being offered by Feeding Clinic, IRFT Counseling and FRC – Family Support Group and Therapeutic Recreation Program . FRC is also being made available for community groups in evening (ie. SB Association).</p>

Linkages to RCC Mission/Vision/ Values	Goal	Objectives	Operating Actions	Status	Deliverables/Indicators/Milestones
<ul style="list-style-type: none"> . Children, youth and their Families . Family Centred Philosophy/Practice . Inclusive Communities . Integrated Service System . Partnership/Collaboration 	2) We will work with families to enhance our client/community/population health focus and continue to develop our family centred approach to service delivery	2.1 By 2009, the Centre will have implemented a family centered approach to service delivery that will include specific focuses on: <ul style="list-style-type: none"> - enhanced information for families - advocacy with respect to consistency in funding and eligibility for equipment, therapy services and respite care/home care - enhanced social/emotional support services for families - development of strategies for family participation 	<ul style="list-style-type: none"> . Develop and implement policies, practices, position descriptions etc. that support a family centered approach to service delivery. . Staff training on Family Centred approach . continue to expand family resource centre . review current practices around provision of information/reports to families . review and document current situation . develop recommendations as to system changes . Advocacy to appropriate bodies . Explore opportunities to obtain social work support for clinics and to offer family support groups through resource centre (ie. undiagnosed or rare diagnoses group, siblings group) . Work with SSCY partners to develop a framework and mechanisms for family participation both at RCC and SSCY 	<ul style="list-style-type: none"> O C O C I O I 	<ul style="list-style-type: none"> - all staff attended required workshops held at RCC on Family Centred Service Delivery - FRC usage and holdings continue to expand - items available now listed on SSCY website - dollars obtained for shipping to rural clients and for resource purchases - reports to families option now available - Client surveys showing upward trend in satisfaction regarding access to information . Exploratory discussions with Therapists, Family Council , Children’s Special Services and RCCF have occurred with respect to this issue. . sib chat and sib circle groups and spina bifida play group and family Support network have been offered through FRC. . participation on SSCY family engagement team continues . principles for family participation drafted by L&P
		2.2 By 2007, RCC will have articulated a strategy with respect to developing “cultural competence” that will include initiatives related to <ul style="list-style-type: none"> - aboriginal health, - new immigrants - expansion of language capabilities. 	<ul style="list-style-type: none"> . review literature/research on best practices in cultural competence . review current situation at RCC against best practices . establish linkages with appropriate agencies . establish a plan designed to work towards implementation of best practices in cultural competence at RCC 	<ul style="list-style-type: none"> C C O C 	<ul style="list-style-type: none"> . Board cultural proficiency sub-committee in place . cultural proficiency strategy/workplan developed . RCC has obtained access to interpreter services through the WRHA . cultural diversity workshop has been held at RCC and staff have been funded to attend outside workshops
		2.3 By 2008, RCC will have developed and implemented a transition framework for transitions to adult services	<ul style="list-style-type: none"> . Review of Best Practices in Transition . Discussion with Partners . Development of RCC Transition Care Map . Development of Family Resources book . Explore transition clinic at RCC . Establish transition information Service 	<ul style="list-style-type: none"> C O O C I C 	<ul style="list-style-type: none"> . staff attendance at national transition conference and on community and hospital transition committees . RCC transition resource materials have been developed . transition information service for RCC families has been established through FRC coordinator

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<ul style="list-style-type: none"> . Centre of Excellence . Research and Evidence Based Practice . Quality Improvement . Public Accountability . Pursuit of Service Excellence 	<p>3) The Rehabilitation Centre for Children will promote excellence in the field of pediatric rehabilitation through the promotion of research, evaluation and quality improvement initiatives.</p>	<p>3.1 By 2007, the Rehabilitation Centre for Children will have established a research development coordinator position and will be actively promoting research activity in the field of pediatric rehabilitation.</p> <p>3.2 By 2007, the Rehabilitation Centre for Children will have developed a culture and practices designed to promote the safety of clients both within the centre and their environments.</p> <p>3.3 By 2008, the Rehabilitation Centre for Children will have implemented a new information system in order to ensure access to clinical and demographic data required for planning purposes.</p> <p>3.4 By 2009, the Rehabilitation Centre for Children will be benchmarking with like services across the country with respect to key structure, process and outcome indicators.</p>	<ul style="list-style-type: none"> . Establish Research Position (RCCF \$'s) . Develop strategic research agenda . Develop linkages with research partners (ie. U of M, Can Child, St. Amant, Children H) . Generate funds for research/research projects . Showcase research occurring at RCC . Enhance incident reporting system to include potential adverse events/near misses . Establish policy regarding disclosure of adverse events . inform/educate families/clients about their role in client safety . Review policies/practices related to medication administration . Ensure that physical environment supports the safe delivery of service. . develop initiatives specific to patient safety in the environment (ie. specialized equipment- car seats etc.) . Establish Info system requirements . Review alternatives based on partners systems (ie. WinCis, Paris, SMD System) . Liaise with SSCY re:system of choice . Establish costs and options related to funding . Select and implement system . Continue work with Canadian Network of Pediatric Rehab Services and Canadian Association of Pediatric Health Centres on establishment of common indicators, and mechanisms for data sharing . continue work with PT/OT clinicians network re: outcome measurement system 	<ul style="list-style-type: none"> C C C O O C C O C O O C C O C O O 	<ul style="list-style-type: none"> . research development coordinator in place . research partnership in place between U of M, Healthy Child Manitoba and RCC . Research Strategic Plan established through partnership . funding for multiple research projects in place . presentation of posters has occurred at national and international conferences . work on revisions to incident/occurrence reporting system has commenced including disclosure policy . centre has begun distributing a booklet on safety tips for children with special needs through clinics and FRC . FEMA on scheduling planned for fall . policies on medication administration under review . policies have been developed on advanced directives, car seats and restraints . New scheduling, registration and billing system in place through Clinicare– pilot testing EMR . Workload measurement system in place . ED has completed 3 year term as chairperson of national network (CN-CYR) which continues to work on national approaches to outcome indicators, patient classification and waiting times . clinicians network has completed reliability testing on outcomes measurement system , database is being established , provincial training will follow

Linkages to RCC Mission, Vision, Values	Goal	Objectives	Operating Actions	Status	Deliverables/Indicators/Milestones
<ul style="list-style-type: none"> . Education . Partnerships/ Collaboration . Volunteers 	<p>4) The Rehabilitation Centre for Children will promote increased knowledge and participation in the field of pediatric rehabilitation .</p>	<p>4.1 The Rehabilitation Centre for Children will promote increased knowledge in the field of pediatric rehabilitation through participation in the education of students, colleagues and families through lectures, presentations and student work experiences.</p> <p>4.2 The Rehabilitation Centre for Children will promote increased volunteerism and community participation in RCC and the RCC foundation.</p>	<ul style="list-style-type: none"> . Student placement opportunities will be provided for occupational therapy, physiotherapy, nursing, rehab assistant, medical students, speech-language pathology, physical education, recreation, prosthetics and orthotics and other students. . Presentations at conferences, forums, symposiums on request . Sponsorship of workshops related to emerging topics in the field . Ongoing development of volunteer base . Completion of volunteer P&P's . Update Communication Plan/ Participation on Foundation Public Relations Committee 	<p>O</p> <p>O</p> <p>O</p> <p>O</p> <p>C</p> <p>C</p> <p>O</p>	<ul style="list-style-type: none"> - student placements continue for physiotherapy, occupational therapy and orthotics and prosthetics students - nursing tours of centre occurring - medical residents from numerous specialty areas are attending RCC clinics - presentations by RCC staff have occurred at Canadian Physiotherapy Congress, Canadian Network of Child and Youth Rehabilitation, St. Amant Conference, American Academy of Cerebral Palsy. Canadian Association of Occupational Therapist Conference. . -AAC department using workshop model as major mechanism for service delivery - P&O department active in organization of recent conference . volunteer policies and procedures in place . communication plan updated and approved by RCC Board . currently 16 active volunteers at centre including 5 with special needs which is the maximum number of volunteers that the centre can accommodate at present

Linkages to RCC Mission, Visions, Values	Goals	Objectives	Operating Actions	Status	Measures/Indicators
<ul style="list-style-type: none"> . Staff and volunteers . Respectful, safe and healthy workplace 	<p>5) The Rehabilitation Centre for Children will provide a safe, healthy and positive work environment for staff and volunteers.</p>	<p>5.1 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.</p>	<p>Update HR plan to include strategies and actions related to:</p> <ul style="list-style-type: none"> - Healthy Workplace - Sucession planning - Representative Workforce - Staff Education and Development (including training in family centred approach) - Wage equity 	<p>C</p>	<p>HR plan is in place with strategies and actions related to the identified elements.</p> <ul style="list-style-type: none"> - regular tracking is occurring on staff satisfaction and staff attendance at educational events - plan in place to achieve full wage parity by 2008 - succession planning exercise has commenced in MD&S