

The Rehabilitation Centre for Children

Strategic Plan

2010-2013

**Approved by RCC Board of Directors
March 18, 2010**

Mission

The Rehabilitation Centre for Children is a family centered organization which supports children and youth with disabilities and/or special needs in Manitoba and surrounding areas, in maximizing their independence, reaching their goals and participating in their communities. Together, with families and our partners, we provide a centre of excellence for children’s rehabilitation, (including) direct & consultative service, education, research, and innovative assistive technologies that are developed and delivered in a culturally responsive, 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 highest quality of life and realize their hopes, dreams and goals in accessible, supportive, communities where new opportunities and possibilities are available to them.

Families will be empowered with the resources, tools, information and reliable support that they need to lead a fulfilled family life and to foster their child’s individual growth and development.

The Rehabilitation Centre for Children will collaborate with all service systems for children and will demonstrate excellence in children’s rehabilitation through direct service, education, research, and innovative assistive technologies which are developed and delivered through an integrated facility and service system.

Values

We Value:

- Children, Youth and their Families
- Staff and Volunteers
- Inclusive Communities
- Diversity and Cultural Proficiency
- Partnerships/Collaboration
- Family Centred Philosophy, Practice
- Pursuit of Service Excellence
- Innovation
- Learning Environments
- Research, Evidence Informed Practice and Quality Improvement
- Equity in Service Provision
- Advocacy for Children, Families and Systems
- Respectful, Safe and Healthy Workplace
- Public Accountability/ Transparency

THEME 1: CHANGE MANAGEMENT & SERVICE INTEGRATION

Goal	Objectives	Linkages to RCC Mission/Vision/Values	Operating Actions	Responsible/ Source	Current Status / Outcomes
<p>1.0 The Rehabilitation Centre for Children will work with families, and Intersectoral Partners to realize the SSCY and CTI visions.</p> <p>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</p>	<p>1.1 Following a new site decision, RCC will develop and implement a change management strategy to prepare RCC families, staff and services for the co-location, integration of services and move to a new site.</p> <p>1.2 Following a new site decision, RCC will participate in a SSCY capital campaign.</p> <p>1.3 Following a new site decision, RCC will participate with other intersectoral partners in the development and implementation of operating structures and guidelines for management of a new site.</p> <p>1.4 Following a new site decision, RCC will co-locate in a new site with other intersectoral partners.</p>	<ul style="list-style-type: none"> . Direct Service . Integration . Partnerships/ Collaboration 	<p>1.1 Change Management</p> <ul style="list-style-type: none"> - Review best practices in change management (literature and consultation). -Establish a change management plan which includes communication strategies, staff and family input/involvement in planning, clear role definitions and development of a SSCY culture, which draws on the strengths of each partner’s culture. -Provide opportunities to meet and plan with new co-locating partners. <p>1.2 Capital Campaign</p> <ul style="list-style-type: none"> - Contract with consultant to conduct a feasibility study for capital campaign. -Based on results of feasibility study, embark on capital campaign, with SSCY Partners. <p>1.3 SSCY Site Management</p> <ul style="list-style-type: none"> -Participate in the establishment of a SSCY site Management Team. -Work with Site Management Team to develop guidelines for joint management of site as per identified issue list. <p>1.4 Relocation of RCC to New Site</p> <ul style="list-style-type: none"> -Conduct an evaluation of existing Rehabilitation Centre for Children equipment and materials and determine priorities relative to new space available. -Develop an inventory of items to be moved. -Determine time line and staging of move and impact on service delivery. 		

	<p>1.5 RCC will continue to participate in the development of an integrated centralized intake and client registration system with other SSCY partners.</p> <p>1.6 RCC will continue to develop and implement additional opportunities for service integration in collaboration with SSCY partners</p>		<p>-Support staff in packing up and moving. -Communication to families and partners regarding the new site.</p> <p>1.5 Centralized Intake -Work with SSCY partners to expand participation in the SSCY Centralized Intake system to services beyond PT/OT/SLP/Audiology as appropriate. -Continue to work with eHealth regarding the move towards a common registration and waitlist management system with SSCY partners.</p> <p>1.6 Integrated Service Delivery -Continue to work towards a Lead Services Coordinator concept, including identification of gap areas and strategies to address these. -For services, which are sharing space, develop clear roles, definitions and models for shared service delivery. -Continue to explore additional opportunities for increasing integration, i.e. Wheelchair Services, Social work Services, “Let’s get started” Type services for other conditions.</p>		
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THEME 2: EMERGING POPULATIONS/ISSUES

Goal	Objectives	Linkages to RCC Mission/Vision/Values	Operating Actions	Responsible	Current Status/Outcomes
<p>2.0 The Rehabilitation Centre for Children will support the development of appropriate programs and service to respond to changing trends in childhood disabilities</p>	<p>2.1 FASD: RCC will work with the Manitoba FASD Centre (formerly known as CADEC) to support them in the development of a provincial centre of excellence for FASD</p> <p>2.2 Northern/Remote: RCC will work to improve access to and effectiveness of services to northern and remote populations.</p> <p>2.3 Autism: RCC will support children with autism and their families by working collaboratively within the autism services delivery system.</p>	<ul style="list-style-type: none"> . innovation . service excellence 	<p>2.1 FASD: -Re-locate the expanded version of the HSC Clinic for Alcohol and Drug-exposed children to RCC (Manitoba FASD Centre). -Develop and implement a respite camp for Children with FASD in the child welfare system. -Participate with the Manitoba FASD Centre in the development of a provincial network for FASD.</p> <p>2.2 Northern/Remote: -Participate in Roberta Woodgate’s et al study on the perceived effectiveness of service delivery to remote and northern populations. -Assist in the development of increased local capacity for service delivery. (E.g. respite camps, local diagnostic teams, mentoring programs). -Explore new models of service delivery for northern/remote populations i.e. day programs, increased use of Telehealth. -Continue to work towards the implementation of Jordan’s principle as it applies to RCC services.</p> <p>2.3 Autism: -Continue to participate with Intersectoral partners in the autism consortium in efforts to stream line and enhance the autism service delivery system. -Ensure that RCC therapists working with children with autism have access to best practice information and are linked into the Autism service delivery system, i.e. St. Amant , HSC, FSH etc). -Participate in the evaluation of new options for children with autism, i.e. RDI research project.</p>		

	<p>2.4 Children with Technology Dependency: RCC will be aware of and anticipate the needs of the increasing number of children who are dependent on various forms of technology.</p>		<p>2.4 Tech-Dependent Children: -To monitor the outcomes of the study of technology-dependent children (Dr. Roberta Woodgate and Dr. Gina Rempel) and to Follow-up on findings as appropriate. -To continue to collaborate closely with the Integrated Children's Services Team. -To be aware of issues and gaps involving this population and address them as they arise.</p> <p>All Emerging Population: -Ensure the SSCY Family Resource Centre and the Therapy Library has resources for FASD, autism and children with technology dependency. -To provide continuing education and support to professionals with respect to these issues.</p>		
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THEME 3: TRANSITION TO ADULTHOOD

Goal	Objectives	Linkages to RCC Mission/Vision/Values	Operating Actions	Responsible	Current Status/Outcomes
<p>2.0 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>3.1 By 2010 RCC will have identified priority client populations where a formalized transition to adult services is required. (i.e. Neuromuscular, Spina Bifida, Cerebral Palsy)</p> <p>3.2 By 2010 RCC will work with the adult system to determine where there are already existing appropriate adult services available for targeted RCC client populations.</p> <p>3.3 By 2011 RCC will advocate and work towards the establishment of specialty adult services for targeted RCC clients where gaps are identified in adult services. This may include the establishment of specialty clinics within the system.</p> <p>3.4 By 2012 RCC will have developed and implemented transition care maps for transitions to adult services for all targeted priority RCC client populations.</p>	<ul style="list-style-type: none"> . Family centred practice . Integration . Innovation . Service excellence 	<p>3.1 Priority Populations: -Confirmation of priority population by Clinical Advisory Group in consultation with clinical staff.</p> <p>3.2 Environmental Scan -Conduct environmental scan to confirm the equivalent in adult services for the services RCC provides and /or gaps where none exists.</p> <p>3.3 Enhancing Services -In collaboration with partners, develop initiatives to address identified gaps, i.e. joint RCC/HSC transition service, establishment of specialty clinics, social work/case manager role in supporting transition, mentoring family physicians, therapy for adults with disabilities, advocacy with respect to policy and legislative barriers, reassessments at key transition points.</p> <p>3.4 Transition Care Maps -Develop a template for transition care maps from RCC services, which are customized for identified populations. These may include, but are not limited to: advance notice to clients regarding impending transitions, options for services for adult clients, i.e. therapy services and etc., facilitation of referral to adult services, family education with respect to adult system and family’s role in same, and transition planning meeting with receiving services as appropriate.</p>		

THEME 4: KNOWLEDGE GENERATION & EVIDENCE INFORMED PRACTICE

Goal	Objectives	Linkages to RCC Mission/Vision/Values	Operating Actions	Responsible	Current Status/Outcomes
<p>The Rehabilitation Centre for Children will promote excellence in the field of pediatric rehabilitation through the promotion of:</p> <p>4.1 research in the field of pediatric rehabilitation</p> <p>4.2 evidence Informed practice and</p> <p>4.3 Patient safety initiatives.</p> <p>4.4 Other</p>	<p>4.1 Advancement of Research RCC will be a leader in the advancement of research in the field of pediatric rehabilitation.</p> <p>4.2 Quality & Evidence-Informed Practice RCC will be undertaking initiatives related to the establishment of clinical practice guidelines, the formal evaluation of core services, and increased utilization of outcome measures.</p>	<ul style="list-style-type: none"> . Centre of Excellence . Research and Evidence Informed Practice . Quality Improvement . Public Accountability . Pursuit of Service Excellence 	<p>4.1 Advancement of Research Review and update the RCC Research Strategic Plan to include:</p> <ul style="list-style-type: none"> • Input from stakeholders on priorities for research including those generated on strategic planning day. • Strategies for knowledge translation and mechanisms for linking evidence-based practice with practice-based evidence. • Continued development of research partnerships. <p>4.2 Quality & Evidence-Informed Practice Evaluation:</p> <ul style="list-style-type: none"> -Continue with existing evaluations in process i.e. implementation of mid/long-term recommendations of the MD&S review, Relate program evaluation. -Establish criteria for prioritizing which other services should be evaluated, i.e. identified issues, new service, changing environment, cost, and risk. <p>Clinical Practice Guidelines:</p> <ul style="list-style-type: none"> -Continue to establish clinical practice guidelines for program areas as appropriate. <p>Outcome Measures:</p> <ul style="list-style-type: none"> -Continued involvement with CNCYR (Canadian Network of Child & Youth Rehabilitation) in development of outcome measures that can be compared nationally , the MOST program for provincial PT,OT outcomes and development of outcome measures in individual program areas. 		

	<p>4.3 Client Safety RCC will be operating in an environment that promotes the safety of RCC clients both within the centre and in the community environments.</p> <p>4.4 Pediatric Rehabilitation RCC will work to strengthen and enhance the practice of pediatric rehabilitation in the province of Manitoba.</p>		<p>4.3 Client Safety:</p> <ul style="list-style-type: none"> -Ensure compliance with Accreditation Canada ROPS. -Develop and implement a client safety plan and fall prevention strategy. - Conduct a FMEA yearly -conduct a RCA (Root Cause Analysis) for critical incidents. <p>4.4 Pediatric Rehabilitation</p> <ul style="list-style-type: none"> -To collaborate with the Child Health program in exploring the feasibility of the development of a section for pediatric rehab and pediatric inpatient rehab service. -To explore the feasibility of the application of the centre of excellence model (e.g. Clinical practice, research education, partners) to other conditions as appropriate. 		
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THEME 5: SUPPORTIVE ENVIRONMENTS: PROMOTING HEALTH AND WELLNESS

Goal	Objectives	Linkages to RCC Mission/Vision/Values	Operating Actions	Responsible	Current Status/Outcomes
<p>5.0 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>RCC will continue its growth and development in the following areas:</p> <p>5.1 LIFE Program (RBC Therapeutic Recreation and Wellness Program, Active Living Centre and Summer Camps)</p> <ul style="list-style-type: none"> - RCC will continue program Expansion and evaluation of the LIFE Program <p>5.2 Family Centred Practice</p> <ul style="list-style-type: none"> - RCC will continue to enhance supports to families and the ongoing development of family-centred practices <p>5.3 Cultural Proficiency</p> <ul style="list-style-type: none"> - RCC will work towards implementation of the cultural proficiency work plan 	<p>. Innovation . Achievement of potential in communities</p> <p>Family Centred Practice</p>	<p>5.1 LIFE Program:</p> <ul style="list-style-type: none"> -Collaborate with the Children’s Rehabilitation Foundation regarding ongoing funding for the LIFE program. - Update the LIFE Program work plan to include expanded programming and/or partnerships in the areas of healthy living, cooking/nutrition, wheelchair sports, camps yoga, etc. -Focus on publicity and information regarding programming. -Ongoing evaluation. <p>5.2 Family Centred-Practice:</p> <ul style="list-style-type: none"> -Continued implementation of Family participation framework, including the establishment of a virtual Youth Advisory Forum. -Continued work towards expanded operating hours where appropriate -Ongoing development of supports to families (e.g. Family Support Network, resources and information for families on topics such as transportation safety, transition, community resources, diagnosis-specific information, etc). <p>5.3 Cultural Proficiency:</p> <p>Work towards implementation of cultural proficiency work plan, with a particular emphasis on:</p> <ul style="list-style-type: none"> -Implementation of staff training modules. -Issues specific to Aboriginal populations and New Canadians. -Policy development. -Language access. -Welcoming physical environment -Implementation of Jordan’s Principle as it relates to RCC services. 		

ENABLING FACTORS: HUMAN RESOURCES & TECHNOLOGY

Goals	Objectives	Linkages to RCC Mission/ Vision/ Values	Operating Actions	Responsible	Current Status/ Outcomes
<p>6.0 Continued development of RCC Human resources information systems and other technologies will be key enabling factors in the achievement of strategic goals and objectives.</p>	<p>6.1 Human Resources: The Rehabilitation Centre for Children will provide a safe, healthy and positive work environment for staff and volunteers and will be a “work place of choice” for staff.</p> <p>6.2 Information Systems RCC will achieve full implementation of the Electronic Medical Records and will continue to work with SSCY partners on the SSCY IT plan</p> <p>6.3 Equipment/Technology RCC will have the equipment and technology required to support service delivery and achievement of strategic goals and objectives.</p>		<p>6.1 Human Resources: Update HR plan to include strategies and actions related to:</p> <ul style="list-style-type: none"> - Change Management - Staff Education and development (including training in cultural proficiency and review of allocation of staff development funds) - Healthy Workplace - Social Work Support for clinics - Review of staffing levels - Succession planning/mentorship <p>6.2 Information Systems Continue to work towards full implementation of the Electronic Medical Record.</p> <ul style="list-style-type: none"> -Explore opportunities to link data generated from EMR to other RCC databases. -Continuing to work with SSCY IT committee on mechanism for sharing information (e.g. central registry and intake) electronically with partners. <p>6.3 Equipment/Technology: Develop a strategy for replacement of the x-ray equipment</p> <ul style="list-style-type: none"> -Explore the feasibility of the introduction of other technologies, e.g. video fluoroscopy on site at SSCY. - Work on remote access to diagnostic imaging results from HSC and St. Boniface online. 		

