



# Building On Excellence

STRATEGIC PLAN  
**2018-2023**





**Building  
Excellence**





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**Every child and youth living life  
at their full potential**



**To provide family-centred paediatric  
and rehabilitation services for children  
and youth with physical, communication  
and developmental needs**





# Values

## **Caring and Commitment**

Being kind and compassionate.  
Relentless attention to safety and quality.

## **Trust and Respect**

Believing our clients, families, partners, volunteers and employees have capability and competence; Valuing diversity of background and perspective.

## **Accountability**

Doing what we say we are going to do; Being clear and open in all of our communications; Dedication to well-planned, responsible, ethical decisions on behalf of those we serve.

## **Whole Child and Family-Centred**

Appreciating that family members are the consistency in a child's life and so are at the centre of the services we provide.

## **Innovation and Continuous Learning**

Fostering a “culture of inquiry” and inspiring each other to advance our capabilities; Being flexible and innovative to accomplish goals.

## **Excellence**

Advancing our clinical capabilities and organizational practices; Leading the way in our field.





**Grandview Children's Centre provides paediatric assessment, treatment, rehabilitation services and specialized programs and services to children and youth with communication, physical and developmental needs in Durham Region.**

Working with organizational partners and community paediatric professionals, Grandview builds capacity in the community through information, knowledge exchange, and consultation. We also participate in research activity and teaching in the field of children's rehabilitation.

In the spring of 2017, the Provincial Government advised the Centre that its request for funds for a long-awaited new facility had been approved. Grandview's Board of Trustees considered it an optimal time to develop a new strategic plan. The Board initiated renewal of Grandview's Strategic Plan in the late spring of 2017.

In setting new strategic directions, the Board wanted to ensure that many stakeholders were heard. As part of the process, Grandview families, partners, staff, members of the paediatric network were engaged. Surveys were conducted to reach additional partners and solicit input from other families

and the public. Special sessions were held to engage the staff of Grandview. In addition, we reviewed the emerging issues in the field of paediatrics, developmental medicine and children's rehabilitation. Further, we examined, system drivers affecting agencies serving children, youth and families in the Durham Region, and relevant population trends. We sought to understand their importance for our clients and families and impact on Grandview in the future.

The Board of Trustees considered all input during a planning retreat in early December 2017. At that session, the Board refreshed the mission and vision, and set out the strategic directions over the next five years. The Board reflected on the role we will play in a growing Durham region and an evolving system serving children and youth and their families.



# Looking Back, Looking Forward

Grandview's story began in 1953. A group of parents took action to bring support and services for their children to the Durham region. Over the years, the name of the Centre has changed, the needs of the children have changed, and services have evolved. Wider public policies have advanced to influence the Centre, and the Durham Region has transformed in population size and diversity. Multiple shifts continue. Change is a constant.

Also constant through the years has been the Grandview culture: a heart felt commitment by its staff and leadership to serve children, youth and families with a going beyond attitude, the best available knowledge, professionalism and skill, and extraordinary teamwork to help children and youth accomplish their goals. Inspiring possibilities was the theme of the last strategic plan, and much progress has been made.

In 2017, Grandview earned Exemplary Status from Accreditation Canada. Reviewers spoke to the remarkable progress Grandview has made to meet family needs, demonstrate excellence, create an environment for staff pride and satisfaction and be “an exemplary colleague” to partner organizations. This is the strong foundation from which we launch this next plan; our values, people, approach and relationships are our strengths.

In the next five years, Grandview must sustain that work and go the next level. Grandview must take in stride and manage increased and new demands in an environment of limited resources.

The strategic planning process set out to chart that journey and to meet that challenge.



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# The Wider Landscape

Our environmental scan created a fresh and comprehensive view of Grandview's operating environment. Some of the key trends identified were:

## **Social and Demographic Trends**

According to the 2016 census, the Durham Region continues its rapid growth, one of the fastest growing areas in Ontario. Additionally, the entire Region and its Municipalities show increased diversity; different cultures, languages and ethnicities are changing the landscape particularly in the urban areas of the region.


## **Integrating the System**

Families report challenges in navigating a complex system of services. They access services from providers across many sectors -- health, social services, recreation, education, municipal, and cultural for example.

Client families want a more systematic and seamless experience in accessing the services they need – and an easier time during transitions to new providers and adult services. Numerous initiatives in the system are underway to better coordinate services. Information Technology is expected to play a greater role in the enabler of system integration and service expansion via improved and shared platforms.

## **Ontario Autism Program**

In April 2016 the Ministry of Children and Youth Services introduced a five-year plan for children and youth diagnosed with Autism Spectrum Disorder and their families or caregivers. The goal is to expand autism



services so that children receive the right supports at the right time. Families will access a continuum of services seamlessly and exercise more choice in how they will receive evidence-based behavioural services for their child or youth. Grandview will continue to be a regional service provider.


### **Full Participation in Life Across all Life Stages**

A shift in the field of rehabilitation intervention is to broaden awareness from treating the body's structural needs and functional challenges to considering the context of individuals across all of life's stages. This means more attention to how individuals can both fully participate in life activities and

enrich all their life experiences. The emerging therapeutic framework assesses and supports clients in real-life situations, and anticipates their transitions over their life course, requiring a greater range of services and supports.

### **Special Needs Strategy**

Ontario's Special Needs Strategy will connect children and youth to the services they need as early as possible and improve the service experience of families. Service providers will implement coordinated service planning to provide a single service plan that considers each child or youth's goals, strengths and needs. Children who need speech-language therapy, occupational therapy and/or



physiotherapy services will receive seamless services from birth through the school years. Grandview Children's Centre will be directly impacted by the changes as Local Health Integration Networks (LHINs) will transfer the oversight of the provision of physiotherapy, occupational therapy and speech language pathology services in publicly funded schools to Children's Treatment Centres (CTCs) in 2018.

### **Shifting Funding Models**

If changes in health care are instructive for the public sector's approach overall, governments are shifting from a funder to a purchaser model. Rather than dollars given for activities based on legacy costs, a government buys outcomes which are measured and translated into funding shares. This shift has not yet formally been initiated with Children's

Treatment Centres however we expect the theme of value for money to continue to advance across sectors.

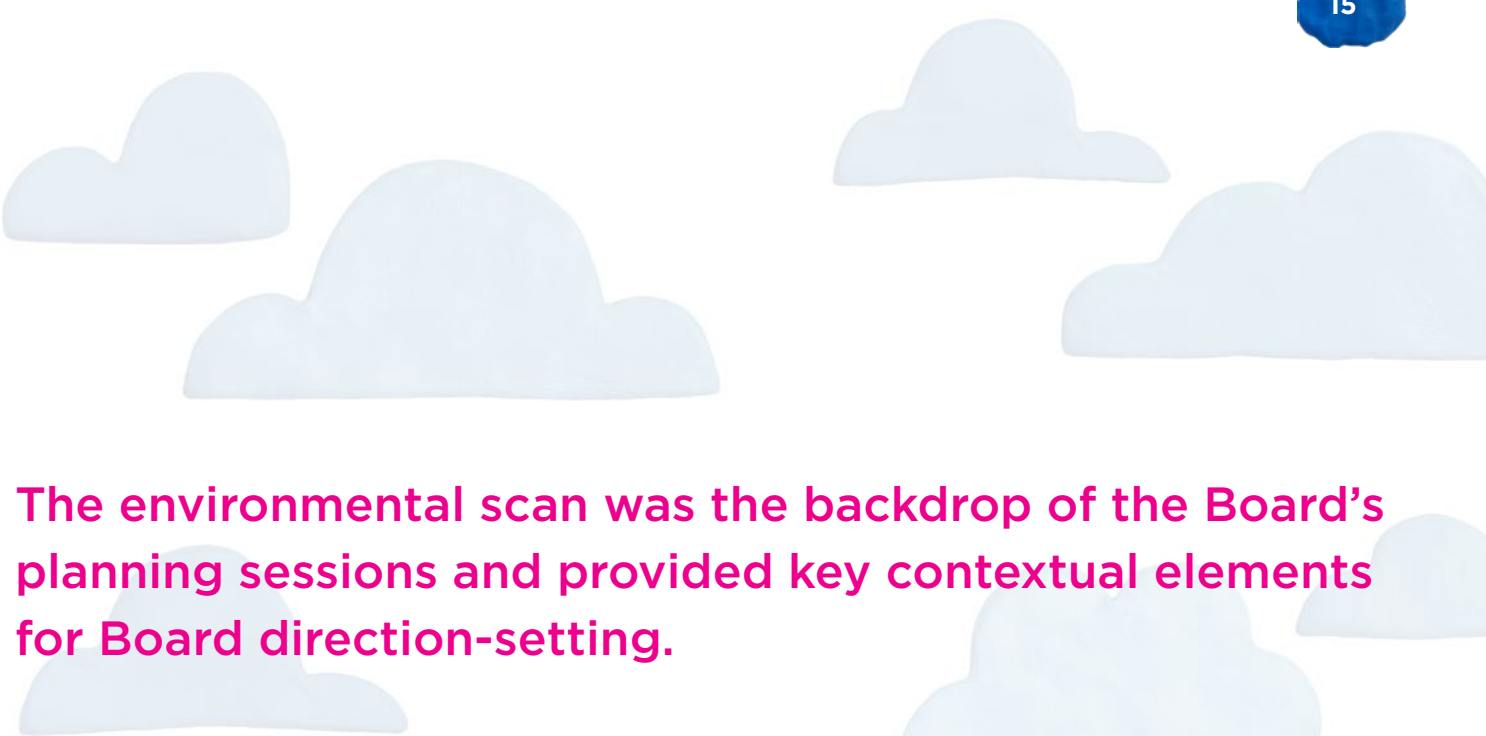
### **Client and Family-Centred Care**

Related to the above, client and family-centred care is the foundation for quality and client safety. It involves examining all aspects of the client's – and family's -- experience and considering them from their perspective.

### **Technology and Communications**


New technologies and digital media are reinventing organizational processes, learning, collaboration and exchange. Organizations are moving quickly to put knowledge resources online, and, using technology, to enhance access to services, drive organizational efficiencies, and optimize resources.





The environmental scan was the backdrop of the Board's planning sessions and provided key contextual elements for Board direction-setting.

Our strategy to 2023 follows. We will be faithful to our mission and values, and, together with our clients and families and partners, make progress on our strategic directions over the next five years.



# Strategic Directions will Guide Our Progress



Strategic directions indicate where we will focus our energies over the next five years to bring our vision to life. While these priorities require extra effort to realize, they leverage our strengths, reflect the future role we wish to play in the field of children's and youth services, in Durham region and in the lives of families, and are aligned with the trends of the wider systems of which we are a part.

In operationalizing this plan, we foresee initiatives that cross-over and advance various objectives in the strategic directions. This is a desirable synergy.

## **Our strategic directions are as follows:**





# Transform the client and family experience across all life stages

We will facilitate a more active role for families in planning and anticipating the services their child or youth needs – and from a life course perspective. This strategic direction will require us to assist families to better access and coordinate services and manage transitions of care. It also means that we take a more inclusive approach from their first contact with Grandview to support their learning and ease their service journey. Technology will be a part of our increased support for families.



## Our goals are to:

1. Enhance the engagement of clients and families in shaping our services and programs
2. Improve early identification, access and meaningful support at first contact for clients and families
3. Support families and clients in planning, navigating and optimizing required services towards their life stage goals including at key transition points in the system and over time
4. Better connect the family through technology to scheduling access, programs, support, and online resources (“connect the kids”)



# Champion a Connected System

We anticipate an expanded leadership role in the region. A necessary complement to the first strategic direction is the need and focus on connecting services provided by separate organizations. Grandview and our families are part of and interact with broader systems -- children's services, schools, recreation, and health care for example. Greater continuity in support and service will require new organizational arrangements, collaborations,

innovative solutions in technology, and more to succeed. In the next five years, we will co-create with families and partners a system that works for families.

This is a daunting strategic direction but an exciting one for the opportunity to what is possible by working together cohesively towards a shared vision.





## Our goals are:

1. Innovate care and service solutions with partners that provide greater continuity for clients and families
2. Provide regional-level leadership to connect the necessary health care and community, education, and social service partner
  - With system partners, families and others, co-create and implement the framework of structures, processes and activities for integration and priorities for action
  - Explore opportunities for agencies and paediatric associates to co-create and form a paediatric centre of excellence in the region
  - Address the structure of governance and leadership
3. Be a point of access to education and capacity-building knowledge for partnered organizations and providers
4. Pursue collaboration, advocacy and thought-leadership to influence public policy and public awareness



# Advance Research and Evidence-based Practice

We already strive for excellence in what we do. Yet evidence-based innovations/practices and relevant knowledge can be more fully utilized in our work. We will make relevant information more accessible and timely to our staff. Moreover, as we invest in building capacity and supporting improvement, we will foster the development of new knowledge and innovative ideas working with families, across our organization, and others.



## Our goals are:

1. Increase the availability of research evidence and its disciplined use to inform point-of-care decision making
2. Identify, trial and assess innovations and new practices
3. Partner with research institutions and others to undertake research, support learning, and drive improvement
4. Increase internal capacity to support research and accelerate the adoption of evidence-based quality improvements
5. Share knowledge and innovative ideas externally through multiple channels



# Build Capacity

Grandview is in a period of transformation – with the new responsibilities that come about with system changes, the increasing number of families whose children need services, and a project to design and build a new home for Grandview. Through change, we will strive to continue to be an employer of choice, a responsible steward of public resources, and to deploy resources to maximize client outcomes and performance effectiveness.



## We see four streams of effort with related goals:

### Specialized and targeted services

1. Effectively manage the impact of the Ontario Autism Program and the Special Needs Strategy
2. Address priority unmet needs for specialized services
3. Serving diverse populations within our community including the indigenous population
4. Encourage and support other organizations and providers as necessary to meet specialized needs

### Infrastructure and Finances

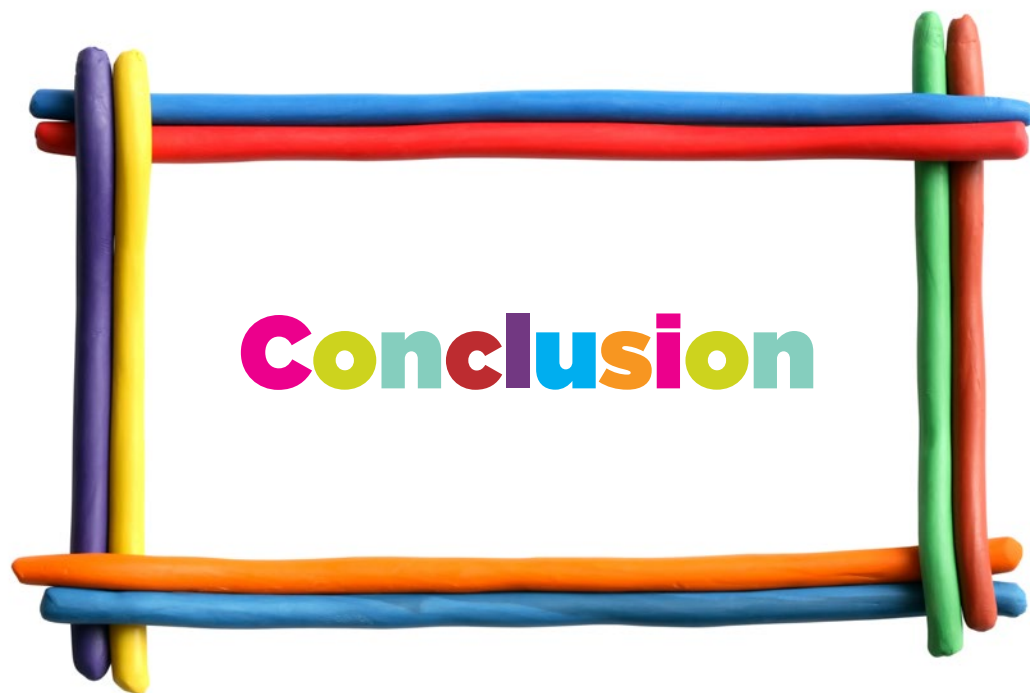
1. Build a fully-accessible, innovative, technologically-enabled facility
2. Manage risks associated with the capital project and other significant changes
3. Secure sustainable levels of funding working with government, partner organizations and the Grandview Children's Foundation

### People and Teams

1. Support staff in their education and training to develop competencies needed in the future including for mentorship, whole-family engagement, specialization, and leadership
2. Foster a culture of creativity and collaboration across staff teams, locations and with partners
3. Promote wellness and diversity
4. Enhance volunteer opportunities to align with changing needs

### Leadership and Governance

1. Manage growth in a way that reflects Grandview's values and enhances our standard of care
2. Demonstrate excellence in financial stewardship, accountability, and governance





At our core, we are committed to supporting clients and families to make their dreams of possibilities come true. Our strategic plan for the next five years reflects our ambition to serve more kids with a whole-family perspective, influence the system to be more effective, deepen our pool of knowledge, and grow our work so that we make more impact.

All of our objectives are mutually reinforcing and will be woven into the fabric of what we do. Some objectives here – such as the building design/build – will require their own sub-plan with critical details.

The strategic plan is operationalized into yearly plans that advance each of the strategic directions.

This is not the end of a process. Grandview will continue to engage clients, families, partners and other stakeholders on an ongoing basis in shaping our direction and initiatives.



**We are grateful to those who contributed to this Plan and look forward to putting this Strategic Plan into action in the coming years.**



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**Grandview Kids**