



KidsAbility 2020

Final Report
November 6, 2008

"Base Camp 2012"

Introduction

KidsAbility 2020 Strategic Directions was approved by the Board of Directors in June 2008. It is a vision and roadmap that sets the fundamental strategic direction for the next dozen years – what KidsAbility will do, for whom, with whom, how and where. This vision represents the ideal or “the summit” for KidsAbility and includes the concept of “Base Camps”, stops along the way to reaching the summit.

Base Camp 2012 represents the first “stop along the way”. It identifies the specific, measurable actions to be taken in the next four years within each of the four strategic directions. Base Camp 2012 assumes that we will leverage the support of three key enablers to achieve our strategic goals as follows:

Human Resources

KidsAbility will need to acquire and/or develop new skills, knowledge and expertise in order to support the four strategic directions. This will be particularly important as we develop new roles and skills in the areas of service navigation for families, support for implementing new technologies and knowledge sharing with staff, families and community partners. We will also need a new staffing structure to support the successful achievement of our goals.

Technology

Our success will depend on the successful identification and integration of new technologies. Several examples include a secure Electronic Health Record (EHR) provided through a third-party solution; an Information Technology infrastructure that fully supports remote/virtual offices and enables 100% up-time at all locations; and an electronic Human Resources Management System. Staff will require significant training to develop their expertise/familiarity with these new technologies.

Funding

Our strategic success is dependent on funding! We need government to fund 100% of operating costs (basic services) by 2012, likely based on a funding formula negotiated with government and in collaboration with our provincial association members. We also need accepted standards or benchmarks for wait times and service levels for groups of clients or services. Lastly, we will need to phase in a system to redirect Foundation (community) donations to support our new strategic directions instead of augmenting government funding.

KidsAbility Client Safety Statement

All strategic directions and plans are implemented with Client Safety at the fore front. We have adopted a KidsAbility Safety Statement as a reminder of our commitment to safety across the organization. This statement has been added

effective January 5, 2010, post final approval of Base Camp 2012 on November 6, 2008.

We at KidsAbility are committed to a proactive health and safety program, aimed at protecting clients, staff, volunteers, our property and the environment from any sort of injury or loss that supports and/or exceeds all industry and governmental regulations.

Consistent with our Mission, Vision, and Values, KidsAbility is committed to providing services and conducting day-to-day activities in a manner that promotes and respects the safety of our clients, staff and volunteers in all aspects of their lives. We are dedicated to the clinical standards that govern the work that we do and also to the well being of the clients and families we serve through the principles of family centred care.

Our volunteers, contractors and partners are also held to organizational standards for safety and quality through written policies and procedures. Together, we are committed to ensuring safety in our rehabilitation services, our physical environment and our records management.

That said, here is Base Camp 2012...

1. Supporting the Life Journey

Support to Families



- Improve the quality of support to our families by developing the role of System Navigator within KidsAbility by April 2009. Identify the indicators of success for this role by June 2009 and establish the position by September 2009. Evaluate the impact of this position in the summer 2011.
- Initiate and support the development of a parent-directed Family Support Network and support its first year (to September 2009). Work with partners to welcome and engage parents involved with other organizations.
- Enhance KidsAbility's support of client "transitions" (e.g. to school, to adolescence, and to adulthood) through improved information sharing (e.g. with peer-to-peer groups and with families, partners and other service providers within the system of care). Define specific targets for improving transitions by 2010 and implement plan in 2010.
- Support the development of advocacy skills to support parents related to: (a) the specific needs of their child; and (b) the financial viability and overall well being of KidsAbility and the service delivery system.

- Adopt the “Growing up Ready” framework and the “Shared Management Approach” as an operating principle that will underpin our method of supporting families and care-givers in the Life Journey. Educate staff in the use of these frameworks in 2009.
- Investigate the need for, and the appropriate role of, a Parent Advisory Council by September 2009.

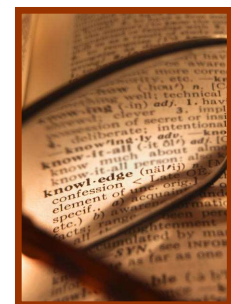
Communication with Families

- Develop an extensive list of parent e-mail contacts (process was initiated for all referrals March 2008) and a system to “house” those contacts for the purpose of more timely, effective communications by June 2009.
- Conduct a “Needs Assessment” of the information requirements of parents (with consideration of language and cultural barriers) and consider these recommendations by June 2009 for a fall implementation schedule.
- Work with other OACRS members and the Ministry to determine reasonable benchmarks for wait times and service delivery in order to establish appropriate client expectations. Engage parents (as practical) in this process.

2. Nurturing a Knowledge Organization

Improved Knowledge Sharing

- Improve the format, content and navigation of the KidsAbility website by initiating a “pilot project” by September 2009 in order to:
 - Build a stronger parent network by creating a more effective peer-to-peer networking tool.
 - Enhance information sharing with parents and partners.
 - Facilitate online registration for parent education programs.
- Implement new “*technology enablers*” to facilitate and support information sharing both internally and externally to improve our responsiveness to, and support of, our client’s Life Journey. Some current enablers include:
 - One Mail system for the secure e-mail transmission of client information with service providers by June 2009 (and extend to parents with an alternate product yet to be determined).
 - Implement the eCHN system (electronic Child Health Network) for sharing health records with service providers. Implement by June 2009 and extend training to clinical and support staff by March 2010.

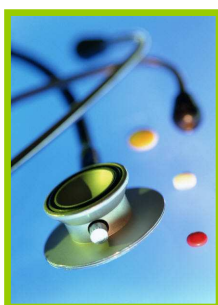


- Implement the Ontario Telemedicine Network (OTN) to enable clients and staff to connect with (distance-based) clinical/medical service providers via remote video systems by September 2009.
- Establish a fully operational Electronic Health Record (EHR) for the timely, effective sharing of client information between parents, staff, partners and all service providers by June 2012.
- Investigate models for reviewing and disseminating new and emerging research and practices to support client services (e.g. Knowledge Broker, Knowledge Worker, and Librarian).
- Establish a process for the electronic scheduling of meeting rooms (completed May 2008) and a system for the online booking of clients, staff and therapy spaces by September 2010.

KidsAbility as a Centre of Excellence

- Recognize the capacity of parents to support each other and the organization through knowledge sharing and advocacy. KidsAbility will encourage parent engagement and peer-to-peer (parent to parent) learning and knowledge sharing through the facilitation of meetings and events. Evaluate progress in the summer of 2009.
- Continue to seek and accept opportunities to participate in research and studies that enhance our effectiveness as a knowledge-based, family-centred service provider.
- Develop a plan to document and implement Best Practices throughout all services by June 2010. Introduce a “Best Practice Review” for groups of clients starting in September 2010.
- Expand opportunities for clinical placements for students across all disciplines by January 2009.

Strategic Partnership Development



- Establish an Affiliation Agreement with McMaster School of Medicine by March 2009; initiate mentoring roles for clinical staff & include medical students at all sites by October 2009.
- Investigate enhancing on-staff physician resources at KidsAbility through alternate payment mechanisms by September 2011.
- Evaluate the status and rationale for current partnerships by March 2009. Identify the strategic gaps and future

priorities by September 2009, with specific attention to an integrated community-wide system of care, and community-based service delivery opportunities. Develop an implementation plan for building partnership by March 2010. Evaluate partnerships bi-annually via electronic survey format.

- Identify new partnerships with learning institutions (universities, colleges) and other service providers to improve both the scope and quality of care to clients and families.
- Reduce language and cultural barriers by expanding partnerships with those that can assist us in learning how to better serve a diverse client base. Develop and implement an action plan in 2009.

3. Enhanced Service Delivery

Context

Throughout the strategic planning process, there was a strong message from parents and clients about KidsAbility services. Parents appreciated the high quality of services, the staff who exhibited knowledge and skill along with their caring approach, and our focus on service partnerships. Their message affirmed the service principles of KidsAbility which include:

- the value of early intervention
- our team approach to assessment and treatment
- the philosophy of family-centred services, and
- the value of partnerships.

KidsAbility is also committed to improving access to services by having more community and neighbourhood-based locations for clients in partnership with other service providers. Waterloo will remain our “flagship” site but we will manage increased demand and organizational growth through partnerships and decentralized programming throughout the communities in which we serve.

Specific Goals

- We will establish a full-service community-based (multi-partner) site in Kitchener by March 2010. We will endeavour to identify a second community-based partnership location for implementation in 2012.
- Our Guelph Wellington Services is a partner in a fully-integrated service delivery model with a single point of access and a single plan of care for children ages 0-6 who have risk factors associated with healthy growth and development. Pilot project begins by November 2008 and the implementation is completed by June 2009.



- Engage partners and other service providers in Waterloo Region in exploring a similar integrated “system of care” model to create a single point of access and a single plan of care for families and children ages 0-6 who have risk factors associated with healthy growth and development. Establish a joint “pilot project” in Waterloo Region by December 2010
- Enhance the quality and extent of our “Family-Centered Care” across all sites with the following actions:
 - Implement a follow-up process with discharged clients to assist with service/system navigation and/or transition into the next phase of their Life Journey.
 - Extend hours of service to include early evenings and Saturdays to better support working parents and implement by December 2009.
 - Increase support to program teams with language interpreters (as required) by December 2009.
- Eliminate inconsistencies in our transition of clients into schools across all sites. Define strategies for working with parents, the Community Care Access Centre, the school boards and other service providers regardless of the community they are in. Define goals and indicators by Sept 2010; implement and evaluate by June 2012.
- Define an enhanced and consistent approach for supporting school-aged children across all sites. Define goals and indicators by Sept 2010; implement and evaluate by June 2012.
- Review tasks and processes that have become redundant or which are no longer priorities within Client Services and implement a plan to discontinue as new tasks are taken on.
- Guelph Wellington Services – Enhance services by: (a) introducing speech and language services to the current teams by September 2009 and (b) expanding the current site for therapy services and introducing a KidsAbility School Authority program by September 2012.

4. Identifying & Mobilizing Talent

- Support the organization by analyzing the current organizational structure and its talent pool, identifying “talent gaps” and investigating new talent required to support our 4 strategic directions (i.e. Knowledge Broker, Knowledge Worker and Librarian) and to support client services (e.g. dietician, massage therapist). Define the talent required by April 2009 and establish some of the key roles (subject to funding) within the staff structure by September 2009.

- Investigate an appropriate Human Resources Management System and implement the system by December 31, 2010.

- Continue to cultivate our culture as a learning organization with specific focus on “Nurturing a Knowledge Organization” by:



- Providing internal research support via new knowledge talent positions
- Improving opportunities for mentoring programs, skills training and staff development
- Supporting staff in expanding their role with the client to impart knowledge and “Supporting the Life Journey”

- Review the organization’s ability to adapt to and support change and provide training (“Who Moved My Cheese?”) and communication to promote success.
- Investigate the need for additional staff resources in HR such as an administrative/data support person (2010 to assist with implementation of HRIS) and a recruitment specialist (dependant upon funding and growth of organization)
- Anticipate the changing needs of the organization and support this change strategically by identifying the talent (and the “talent gaps”) required to achieve this success. Develop existing talent internally through training and development to meet current and future needs and identify and recruit the required external talent. Define what is meant by a talent-based people resource strategy by March 2009. Implement the strategy by December 2009.
- Investigate whether current practices support an understanding of the impact of demographics, cultural diversity and intergenerational differences on the KidsAbility client and support services through access to data and information.