

# Holland Bloorview | Kids Rehabilitation Hospital










## YEAR 3 PROGRESS REPORT: STRATEGIC PLAN 2012-2017




# Strategic Plan Year Three – Progress at a Glance







Five-Year Strategic Goals		Year 3 Expected Outcomes	Fiscal Year 2014/15
Transform Care	<ul style="list-style-type: none"> <li>Generate, adopt and share new evidence for clinical care to achieve outstanding client &amp; family outcomes</li> <li>Provide exceptional client and family centred care, embracing authentic partnerships with families and ensuring the 'voice of the client' is heard</li> <li>Harness emerging technologies and the latest processes to improve efficiency</li> <li>Build a new Centre for Leadership in Acquired Brain Injury</li> <li>Strengthen the Centre for Leadership in Child Development building towards an international reputation focused on cerebral palsy and autism</li> <li>Grow the Centre for Leadership in Participation and Inclusion and establish its leadership role in new models of wellness, music and arts, and transitions to adulthood</li> </ul>	Develop the first Standard of Care that addresses an evidence/best practice gap that integrates families into the development process	▶
		Implement the connect2care client and family portal and achieve targets for enrollment of families	✔
		Co-design the structure for integrating the Bloorview Research Institute Family Engagement program into the Family Leadership Program	✔
		Evaluate training of clinical staff using simulation scenarios to teach principles of Client and Family Centred Care and expand to students and existing staff	✔
		Within the Centre for Leadership in Acquired Brain Injury, host the first international pediatric concussion symposium at Holland Bloorview	✔
		As part of the Concussion Centre, launch a revenue generating service that offers base line testing to children and youth	▶
		Within the Centre for Leadership in Participation and Inclusion, conduct a visioning day with stakeholders to inform a business plan for music and the arts	✔
Lead the System	<ul style="list-style-type: none"> <li>Create new, innovative models of care in collaboration with system partners to support improved navigation and timely access to appropriate services for children with disabilities</li> <li>Forge new linkages with partners in community, health and education sectors to facilitate seamless transitions to adulthood</li> <li>Advocate for a provincial focus on equity in access and removal of barriers for children and youth with disabilities and their families</li> </ul>	Evaluate transitions project and secure ongoing funding for partnership with Anne Johnston Health Station for adult clients with spina bifida	✔
		Transition adult clients with Muscular Dystrophy to adult rehabilitation program at West Park Hospital	▶
		Develop transition plans for all inpatient clients over the age of 18 years and register each with Community Care Access Centre.	✔
		Complete formal evaluation of the adult client transitions to community living	✔
		Through the TCLHIN Child and Youth Table, review the Integrated Complex Care Model for medically complex children implemented with CCAC and SickKids	▶
		Develop proposal, with partners, to create community housing opportunities for 6 medically complex young adults at Holland Bloorview	✔
Accelerate Knowledge	<ul style="list-style-type: none"> <li>Conduct transformational research in pediatric rehabilitation, with a focus on areas of strategic clinical importance, such as brain science</li> <li>Become a recognized leader in attracting and training the very best of the next generation of experts in disability by embracing best practice models in teaching and learning and providing an exceptional student experience</li> <li>Generate new linkages with academic, industry and system partners to accelerate knowledge generation, translation and evaluation, and commercialization of innovations</li> </ul>	Create and Launch new 5 Year Strategic Plan for Teaching and Learning Institute 2015-2020	✔
		Implement simulation-based learning strategy	✔
		Implement knowledge transfer strategy for chronic Pain Toolbox	✔
		Implement Research educational programming plan and communication strategy for the Bloorview Research Institute	✔
		Establish Centre for Leadership in Innovation	✔
		Implement web-based facility for global access to BRI developed outcome measures	✔
		Recruit and onboard families for engagement in research	✔
		Commercialize the LC knee and finalize license agreement with start-up company	✔

Inspire Our People	<ul style="list-style-type: none"> <li>Foster meaningful engagement among staff, clients and families to co-create models of collaboration and shared decision making</li> <li>Create an environment where the spirit of inquiry is demonstrated everywhere, every day</li> <li>Become a magnet hospital for clinical, education and research talent</li> <li>Build a culture that empowers staff to engage in teaching, learning and research initiatives that advance the care of children with disabilities</li> </ul>	Implement Year 1 of Equity, Diversity & Inclusion Plan	
		Implement the Aspire Program and new Leadership Development curriculum	
		Implement first phase of Cultural Change Strategy focused on collaboration	
		Engagement of clinicians in research and teaching and learning	
		Launch Awards & Recognition site online for staff, volunteers and students	
		Implement the new Employment Brand	
		Launch Schwartz Center Rounds for Compassionate Care	




 Indicates the activities in Year Three are currently **complete**

 Indicates the activities in Year Three are **in progress**

# Transform Care

Five-Year Goals	Year 3 Expected Outcomes	Achievement
<ul style="list-style-type: none"> <li>• Generate, adopt and share new evidence for clinical care to achieve outstanding client &amp; family outcomes</li> <li>• Provide exceptional client and family centred care, embracing authentic partnerships with families</li> <li>• Harness emerging technologies and the latest processes to improve efficiencies</li> <li>• Build a new Centre for Leadership in Acquired Brain Injury</li> <li>• Strengthen the Centre for Leadership in Child Development building towards an international reputation focused on cerebral palsy and autism</li> <li>• Grow the Centre for Leadership in Participation and Inclusion</li> </ul>	Develop the first Standard of Care that addresses an evidence/best practice gap that integrates families into the development process	In progress
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	As part of the Concussion Centre, launch a revenue generating service that offers base line testing to children and youth	In progress
	Within the Centre for Leadership in Participation and Inclusion, conduct a visioning day with stakeholders to inform a business plan for music and the arts	
	Within the Centre of Leadership in Child Development, implement a capacity building plan for community physicians that educates on early detection of Autism Spectrum Disorder	






## Highlights of Results Achieved

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**Connect2Care: Exceeding Enrollment Targets**  
 In its first four months, exceeding all expected targets, Connect2care enrolled over 400 clients and families. This new online portal, a partnership with Canada Health Infoway, helps client's manage their care and has quickly become one of the country's most comprehensive e-health solutions. Kids and families are able to access their Holland Bloorview healthcare information, including visit history, clinical notes, test results and details about upcoming appointments. The next phase of the portal entails two-way communication and appointment management.
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**Visioning Day for Music and the Arts**  
 The Centre for Leadership in Participation and Inclusion has focused its efforts this year on developing a vision for arts and music at Holland Bloorview. As part of this strategy, a very successful Arts Symposium Visioning Day was held bringing together a broad range of stakeholders including community partners, clinical and non-clinical staff, clients and families and leadership. Among its priorities going forward will be to lead the evaluation of and research on the impact of music and the arts in pediatric rehabilitation. The development of a business plan will be an important aspect of the Centre's activities for the coming year.
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**1<sup>st</sup> International Pediatric Concussion Symposium held at Holland Bloorview**  
 In June 2015 Holland Bloorview hosted the first ever international symposium on pediatric concussion entitled "One Voice". The two-day event provided a forum to share knowledge about pediatric concussion, build consensus and mobilize information. Sixty delegates from various stakeholder groups around the world including clinicians, researchers, educators, sports organizations, policy makers, youth and parents developed a collaborative three to five year action plan on pediatric concussion ensuring that kids and youth do the things they want, need and love to do.




👍 **Capacity building for Autism Spectrum Disorder**

Under the Centre for Leadership in Child Development, the Autism Spectrum Disorder (ASD) early detection project, has completed a first phase of its broader plan to build capacity in the community for early detection of ASD and medical management of clients with psychopharmacology challenges. This year, the team hosted two sold out, one-day workshops with over 50 community pediatricians aimed at providing specialized education and best evidence in the field. These workshops will continue in the coming year and remain part of a larger continued organizational focus on reducing system wait times for clients with ASD.









# Lead the System

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	Complete formal evaluation of the adult client transitions to community living	
	Through the TCLHIN Child and Youth Table, review the Integrated Complex Care Model for medically complex children implemented with CCAC and SickKids	
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## Highlights of Results Achieved

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**Funding secured for Transition Model with Anne Johnston Health Station**  
 In partnership with the Anne Johnston Health Station (AJHS), a not for profit community health centre, Holland Bloorview has been the primary lead for the implementation and evaluation of a transitions model for youth with spina bifida. Over the past year the model was fully implemented and included a shared nurse practitioner role that acts as the key link and navigator for youth transitioning from Holland Bloorview to adult services in the community. Initial funding to support the model was provided by the Toronto Central LHIN and, given its success in transitioning these young adults, base funding has been provided to Holland Bloorview to ensure that this important service is maintained going forward.
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**Partnership in Action: Integrated Model for Medically Complex Children**  
 In partnership with SickKids and the Community Care Access Centre, Holland Bloorview has been active in implementing a model of care coordination and system navigation for children with medical complexity. The model entailed hiring a nurse practitioner that would work between organizations to enhance care coordination. This year saw a 50% increase in the number of new clients admitted to the program as well as a structured review of the model to inform improvements. One important early outcome of the review was the need for shared electronic information.
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**Transition Research Complete**  
 Through the Bloorview Research Institute, Sally Lindsay led a qualitative research study on the transition of our adult clients to community living with funding from the Social Sciences and Humanities Research Council. Her study entitled; *Developing partnerships to help youth with complex care needs transition to adult community living* entailed 25 in-depth interviews with a number of community partners, clinical staff and a sample of the clients who transitioned. The analysis has been conducted and submission to academic a peer reviewed publication is underway.

# Accelerate Knowledge

Five-Year Goals	Year 3 Expected Outcomes	Achievement
<ul style="list-style-type: none"> <li>Conduct transformational research in pediatric rehabilitation, with a focus on areas of strategic clinical importance, such as brain science</li> <li>Become a recognized leader in attracting and training the very best of the next generation of experts in disability by embracing best practice models in teaching and learning and providing an exceptional student experience</li> <li>Generate new linkages with academic, industry and system partners to accelerate knowledge generation, translation and evaluation, and commercialization of innovations</li> </ul>	Create and Launch new 5 Year Strategic Plan for Teaching and Learning Institute 2015-2020	
	Implement simulation-based learning strategy	
	Implement knowledge transfer strategy for chronic Pain Toolbox	
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## Highlights of Results Achieved

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**Strategic Plan for Teaching and Learning Institute 2015-2020 Launched**  
 Building on the success of the last five years, the Teaching and Learning Institute developed and implemented a new Strategic Plan: Teaching and Learning in a World of Possibility 2015-2020. The ambitious plan aims to invest and grow in five areas of Teaching and Learning. They are: centralized student services, faculty development, interprofessional education, simulation and Evidence to Care. Themes underpinning the new plan include scholarship, the importance of teaching and learning to families, the importance of clients and families as teachers, and integration.
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**Pain Toolbox: Successful Research Transfer**  
 Evidence to care executed an extensive knowledge translation strategy to implement the Chronic Pain Toolbox. Since the official launch of the toolbox in November 2014, there has been tremendous uptake of the toolbox, with 189 downloads and 2,651 visits to [hollandbloorview.ca/toolbox](http://hollandbloorview.ca/toolbox) to date. The toolbox has been downloaded by clinicians and family members across 15 countries in Asia, Australia, Europe, North America and South America. The successful uptake of the toolbox has been supported and driven by attendance at provincial, national, international academic conferences and a comprehensive social media strategy. The toolbox generated 381 views on YouTube, 7,827 impressions on Facebook, 12,368 impressions on Twitter and was one of the top 10 posts of all time on Holland Bloorview's LinkedIn page.
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**Positioning Bloorview Research Institute: Global Expert in Childhood Disability Research**  
 Last year, the Bloorview Research Institute launched a robust communication strategy aimed at further positioning it as a global expert in childhood disability research. This proactive communication effort has been incredibly successful with media stories featuring Holland Bloorview research appearing on national television, newspapers and magazines. Since the end of February alone, the impact of this strategy has resulted in 9,934,376 media impressions. The communication strategy was also designed to increase communication and transparency internally and with clients and families. Major enhancements to the Bloorview Research Institute website and Viewfinder pages, including updates to scientist profiles were developed and have resulted in increased hits to all research web pages.

👍 **New partnership between Bloorview Research Institute and Families**






Building on our commitment to client and family centred care, the Bloorview Research Institute has actively recruited families to form partnerships with researchers in the Bloorview Research Institute. Over forty families have been on-boarded specifically to be reviewers, advisors and communicators on research projects. To date, we have fulfilled 32 requests from researchers for family leaders, sometimes providing multiple family leaders per request, with an additional four requests in progress. A total of 73 family leaders have been involved in completing these requests. Family engagement in research moves us further toward our broader goal of fully integrating the voice of the family into our organization.

👍 **Centre for Leadership in Innovation Announced**

This year, Holland Bloorview was excited to announce the Centre for Leadership in Innovation along with two exceptional co-leads. This unique centre will be fundamental to our ongoing growth and success and will focus on cultivating innovation within our mandate as an academic health science centre. The development of a broad strategy will support the exploration, implementation and evaluation of innovative ideas that impact clients and families, build organizational capacity and are shared with the broader community.



# Inspire Our People

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	Implement the Aspire Program and new Leadership Development curriculum	
	Implement first phase of Cultural Change Strategy focused on collaboration	<b>In progress</b>
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	Implement the new Employment Brand	
	Launch Schwartz Center Rounds for Compassionate Care	

## Highlights of Results Achieved

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**Employment Brand: Launched with Fanfare**  
 This year marked the launch of Holland Bloorview’s new and engaging employment brand. Built on the incredible engagement work done in the brand development phase, in which 267 staff, students, volunteers and family leaders had an active role in creating the brand, the rollout phase will continue to inspire and foster pride among our internal stakeholders. Overall the goal of this brand strategy is to retain and attract exceptional talent to Holland Bloorview. Further roll out plans include sharing the brand externally, such as on our career web page, in new staff orientation and on all offer letters.
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**Schwartz Centre Rounds: A Canadian First**  
 This year, Holland Bloorview hosted the first ever Canadian Schwartz Center Rounds®. The internationally recognized Schwartz Center for Compassionate Healthcare is a non-profit organization dedicated to strengthening the relationship between patients and caregivers and Schwartz Rounds are conducted at more than 450 hospitals and healthcare institutions across the United States and the United Kingdom. In April of this year Holland Bloorview employees from across the hospital came together to participate in Schwartz Center Rounds. The case study shared was entitled: *Shattered but lived to tell the tale* and drew clinical and non-clinical staff together to talk openly and honestly about the most challenging emotional and social issues faced in caring for clients and their families. Holland Bloorview will host three additional Schwartz Center Rounds in the coming year and conduct important research on the impact of the rounds on caregivers in a pediatric rehabilitation setting.
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**Equity, Diversity and Inclusion: A Successful First Year**  
 The Equity, Diversity and Inclusion Committee has made substantial progress this year as it continues to further implement its strategy and advance best practice in the area. Over 2014/15, three co-chairs completed the Disparities Leadership Program and all committee members, who represent many areas of the hospital, have received specific equity, diversity and inclusion training. The committee has been very active in implementing activities supporting a broader hospital-wide understanding of respect and inclusion, including the production and launch of a video used at new staff orientation, a poster campaign and participation in Healthy Workplace month.