

Holland Bloorview | Kids Rehabilitation Hospital



2012-2017 STRATEGIC PLAN: YEAR 4 SUMMARY REPORT. JUNE 2016

Strategic Plan: Year Four Report

	Five-Year Strategic Goals	Year 4 Expected Outcomes (June 2015-16)	Progress (June 2016)
Transform Care	<ul style="list-style-type: none"> Generate, adopt and share new evidence for clinical care to achieve outstanding client & family outcomes Provide exceptional client and family-centred care, embracing authentic partnerships with families and ensuring the 'voice of the client' is heard Harness emerging technologies and the latest processes to improve efficiency Build a new Centre for Leadership in Acquired Brain Injury Strengthen the Centre for Leadership in Child Development building towards an international reputation focused on cerebral palsy and autism 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 	Select 1-2 new Knowledge to Action projects in Evidence to Care	✓
		Peer support toolkit launched under children with medical complexity umbrella	✓
		Evaluation of pain tool box presented to Ministry of Health and Long-Term Care	✓
		connect2care enrolment	✓
		Implementation of new inpatient/day patient pain program	✓
		One Voice pediatric international concussion symposium	✓
		Launch of hip surveillance pathway	✓
		Pilot of autism spectrum disorder early detection and medical management weekend workshops	✓
Lead the System	<ul style="list-style-type: none"> 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 Forge new linkages with partners in community, health and education sectors to facilitate seamless transitions to adulthood Advocate for a provincial focus on equity in access and removal of barriers for children and youth with disabilities and their families 	Co-develop the cross-ministerial Special Needs Strategy plan to enhance integrated and coordinated access to rehabilitation services across sectors	✓
		Develop implementation plan to roll out expanded therapy services for clients across the province who have experienced spinal cord Injury	✓
		Develop a proposal with SickKids for a community-based service model to support the complex medical and mental health needs of children and youth with severe brain injuries and their families	✓
		Lead the development and submission of a proposal with service partners for an innovative community-based 24 hour care model for Alternate Level of Care clients who are unable to direct their own care	✓
		Implement evaluation of the integrated complex continuing care model	✓
		Establish a transitions strategy that builds upon a lifespan model and supports optimal transition to adult services	▶
		Develop an advocacy campaign to address barriers to services and employment for children and youth with disabilities	▶

Accelerate Knowledge	<ul style="list-style-type: none"> • Conduct transformational research in pediatric rehabilitation, with a focus on areas of strategic clinical importance, such as brain science • 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 • Generate new linkages with academic, industry and system partners to accelerate knowledge generation, translation and evaluation, and commercialization of innovations 	Simulation-based education: develop and implement variety of scenarios	✓
		Present abstract at international simulation meeting on international collaboration in childhood disabilities	✓
		Launch new student coordinator role	✓
		Launch new Teaching & Learning (T & L) strategic plan	✓
		Increase scholarship in teaching and learning	✓
		Recruit 2 new scientists/clinical investigators in areas of strategic growth.	✓
		Develop growth strategy plan	✓
		Develop roadmap for sustainable funding	▶
		Develop post-doctoral funding plan	✓
		Establish Ontario Association of Children's Rehabilitation Services (OACRS) common research priorities	✓
		Disseminate family engagement in research framework	✓
		Establish procedure for family review of grants	✓
		Reach 50 M annual media impressions milestone re: BRI research	✓
		Implement commercialization strategy	✓
Inspire Our People	<ul style="list-style-type: none"> • Foster meaningful engagement among staff, clients and families to co-create models of collaboration and shared decision making • Create an environment where the spirit of inquiry is demonstrated everywhere, every day • Become a magnet hospital for clinical, education and research talent • Build a culture that empowers staff to engage in teaching, learning and research initiatives that advance the care of children with disabilities 	Launch new Centre for Leadership in Innovation	✓
		Launch new format for Leadership Forum	✓
		Launch new leadership orientation & on-boarding program	✓
		Launch a "walking in their shoes" shadowing and challenge program to support collaboration across the enterprise	✓
		Implement strategic leadership coaching program	✓
		Embed and sustain the new employment brand	✓
		Conduct a research study evaluating the impact of Schwartz Rounds program in Canada	✓
		Create a framework for excellence in clinical teaching including the creation of faculty development tools	✓

	Establish joint speech language pathology faculty position with University of Toronto	✓
	Develop a Holland Bloorview health equity lens	✓
	Launch new Holland Bloorview awards & recognition website	✓
	Implement new Sheila Jarvis Impact and Client and Family-Centered Award	✓
	Launch new volunteer champion award	✓

✓ Indicates the activities in Year Four are currently **complete**

▶ Indicates the activities in Year Four are **in progress**

Highlights

Transform Care	<ul style="list-style-type: none"> • Launch of Chronic Pain toolbox- published papers in peer reviewed medical literature, provincial, national and international invited presentations. Received American Academy for Cerebral Palsy and Developmental Medicine award to mentor international organization on process and implementation. Accreditation Canada has recognized the chronic pain toolbox as a leading practice and 187 international downloads of the toolbox have been tracked. • connect2care- Launched in January 2015, over 1100 clients and families have enrolled with over 7200 unique logins. The portal facilitates timely sharing of information between providers and families including reports, lab results and notes. It provides easy access to the client schedule, and an additional method for client-provider communication with over 300 messages sent or received to date. • Concussion –In the 8 months since its launch, there have been over 10,400 downloads and 3,000 printed copies of the concussion handbook distributed globally. These efforts led to an award for communications excellence in planning and execution; Student-led concussion clinic launched. • Pain Program – Launch of inpatient provincial pain rehabilitation program with ministry funding.
Lead the System	<ul style="list-style-type: none"> • Incomplete spinal cord injuries – Launch of program with ministry funding allowing Holland Bloorview to serve as a hub to support provision of enhanced therapy services for children and youth with incomplete spinal cord injuries across the province. • Integrated Complex Care Model - Involving many system partners, each participating client and family is linked with key healthcare workers who are responsible for facilitating their care on an ongoing basis. The model has been fully implemented and overall family feedback has been positive. This pioneering work is informing the new provincial strategy on integrated complex care. • Transitions strategy – establishing framework to develop clinical programs and research in the area of transition. To include: new partnerships with adult service partners, development of an evidence-based model for program implementation, development of programming specific to youth ages 16 to 26 and conducting research to identify and reduce barriers to employment and independent living.
Accelerate Knowledge	<ul style="list-style-type: none"> • Launch of student-led concussion clinic – designed to increase access to clinical care, allow for the efficient collection of research data and transform health professional trainees to enable them to best contribute to the field of pediatric concussion • Research Family Engagement Committee - 50 family leaders involved in supporting family engagement in research. Family leaders help plan, review and advise on research studies and projects as a reviewer, advisor or communicator • Addition of new scientists – Dr. Deryk Beal, recruited from the University of Alberta, joined Holland Bloorview as a clinician scientist in October 2015. He will be building a research program on neurodevelopmental communication disorders.
Inspire Our People	<ul style="list-style-type: none"> • Equity Diversity and Inclusion - As part of the leadership disparities program, Holland Bloorview was the recipient of the best overall project award out of 21 organizations. Project focus was on the creation of a vision, framework and infrastructure on EDI, including launch of an employee survey to assess internal landscape. • Awards and Recognition – launched two new awards: 1) Sheila Jarvis award for client and family centered care and 2) Spirit of Giving award to recognize volunteerism in the community. Both were awarded in May 2016.