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Board
of Directors
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ERINOAKKIDS
Centre for Treatment and Development

Strategic Plan

2009-2012

*Working with our partners for
the sake of the children*

ErinoakKids Centre for Treatment and Development
2695 North Sheridan Way • Suite 120 • Mississauga ON • L5K 2N6 • 905-855-2690

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All together now...

A message from Bridget Fewtrell, President and CEO

We all came together: Our Board of Directors; the ErinoakKids Senior Leadership Team; our partner agencies in the delivery of care to children across Peel, Halton, Dufferin, Waterloo and Wellington; clients and their families, our funder, the Ministry of Children and Youth Services (MCYS) and the dedicated staff of ErinoakKids.

Our purpose: to craft a plan for the future, with input from the widest possible spectrum of stakeholders through focus groups, discussions and online input.

Our cause: the health and well-being of the children and families we are privileged to serve.

The result: our new Strategic Plan.

Developed throughout 2008 and unveiled in February 2009, the Strategic Plan will guide us through to 2012. It outlines how we will change, adapt and evolve. The plan itself will be regularly refreshed, as the conditions we face will continue to change. We live in challenging and exhilarating times. This brochure summarizes the Strategic Plan that will guide us through these times, and the challenges ahead, for the sake of the children.

advocacy
community
partnerships
innovation
collaboration
leadership
values
professional
accountable
efficiency

MISSION, VISION AND VALUES

MISSION STATEMENT

The mission of ErinoakKids is to help children and youth with physical, developmental and communication disabilities achieve optimal levels of independence, learning, health and well-being.

VISION STATEMENT

Children and youth will reach their potential supported by a full continuum of integrated family centred services.

VALUES

1. Family centred care
2. Leadership and innovation
3. Community collaboration and partnerships
4. Advocacy for positive system change
5. A professional, respectful and accountable work environment
6. Continuous pursuit of efficiencies in utilizing all our resources



STRATEGIC IMPERATIVES

ErinoakKids has three strategic imperatives relating to service, leadership and collaboration, and performance excellence. These core goals will serve as major priorities defining the organization's direction.

SERVICE

Goal: To establish an integrated model of service across the organization.

To reach this goal, ErinoakKids will examine program mandates and processes, analyze existing models of integrated care, implement opportunities for service integration and reorganize programs and infrastructure accordingly.

Goal: To leverage services with community partners.

To reach this goal, ErinoakKids will assess its connections with community partners, increase the knowledge those partners and ErinoakKids staff have of one another, identify service gaps and work with partners to address those gaps.

Goal: To adopt more effective models of service delivery.

To reach this goal, ErinoakKids will increase families' engagement in the planning and delivery of services, establish a service delivery model for those on wait lists, and find new opportunities for efficiency, including alternative service delivery models.

Achieving these goals will ensure that ErinoakKids' clients have access to a full continuum of seamless, integrated and flexible family centred services.

LEADERSHIP AND COLLABORATION

Goal: To expand and enhance partnerships and alliances that add value to the children's service system.

To reach this goal, ErinoakKids will carefully assess those relationships, enhance existing partnerships, and cultivate new and productive alliances.

Goal: To provide leadership in the Children's Treatment Centre (CTC) sector and advocate for positive system change.

To reach this goal, ErinoakKids will work with the Ontario Association of Children's Rehabilitation Services (OACRS) and others to enhance the profile and advance the agenda of children with disabilities.

Goal: To strengthen academic and research connections.

To reach this goal, ErinoakKids will establish appropriate linkages, create a framework for interdisciplinary placement across the organization and pursue sources of research funding.

Achieving these goals will ensure that professional peers and community partners recognize ErinoakKids as a strong community partner and a source of valued support in the delivery of care to children with disabilities and their families.

PERFORMANCE EXCELLENCE

Goal: To advance the organization's quality framework.

To reach this goal, ErinoakKids will analyze its quality practices, develop a long-range vision for quality and educate staff in quality enhancement programs. ErinoakKids will maintain current accreditations and pursue a Level II National Quality Institute (NQI) award.

Goal: To lead in the implementation of evidence-based and best practices.

To reach this goal, ErinoakKids will enhance internal expertise, identify key areas of focus and create dedicated teams for the development of clinical pathways for all client groupings.

Goal: To expand measurement and evaluation to all clinical and administrative activities.

To reach this goal, ErinoakKids will promote the use of data to support informed decision-making, develop a performance measurement framework and implement an electronic balanced scorecard.

Achieving these goals will ensure that ErinoakKids functions effectively and efficiently, in a manner that is responsive and accountable to its stakeholders.

ENABLERS

Enablers are the resources ErinoakKids requires to meet its strategic imperatives and address its key priorities. The organization identified requisite enablers early in the planning process – they are its human, physical and financial resources.

HUMAN RESOURCES

Goal: To create an organizational development framework that focuses on opportunities for professional development and job enrichment.

To reach this goal, ErinoakKids will establish an equitable model for staff development, refine performance management practices and enhance succession planning for key positions.

Goal: To promote open and accurate communications.

To reach this goal, ErinoakKids plans increased levels of organization-wide communication, development of an intranet and enhanced opportunities for cross-programmatic learning.

Goal: To promote a culture of employee wellness.

To reach this goal, ErinoakKids plans a corporate green policy, new wellness initiatives and an attendance management program.

Achieving these goals will promote an environment that fosters enhanced employee involvement, commitment and performance at ErinoakKids.

PHYSICAL RESOURCES

Goal: To seek final approval for a new ErinoakKids facility to meet client and community needs.

To reach this goal, ErinoakKids will develop a detailed business case for its Redevelopment Project, for submission to government in September 2010. The process is underway, thanks to a \$1-million planning grant from the Ministry of Children and Youth Services.

Goal: To ensure an effective and responsive technology infrastructure.

To reach this goal, ErinoakKids will plan and execute its technology needs with its partner, Bloorview Kids Rehab.

Achieving these goals will ensure ErinoakKids has the physical resources it requires to effectively care for the children, now and in the future.

FINANCIAL RESOURCES

Goal: To establish a Foundation to raise funds for the organization.

The ErinoakKids Foundation has been established, and its inaugural president has been recruited. During its first 36 months, the Foundation will recruit a Board of Directors, develop a fundraising strategy and launch a capital campaign.

Achieving these goals will ensure a raised profile and strong and sustainable Foundation funding to support the Redevelopment Project and other ErinoakKids unfunded initiatives for children and families.

Adaptability is the key to success

Our Strategic Plan is not static. It is a ‘living document,’ that will be adapted to changing circumstances. Our Board of Directors, President and CEO and the Senior Leadership Team will ensure that it remains a dynamic and relevant plan.

Management and staff will implement the plan in what are sure to be exciting and challenging years ahead, always mindful of our main purpose: to meet the needs of the children and families we serve.

The continued success of ErinoakKids depends on this organization’s ability to rise to meet exciting new challenges, while cherishing the purpose, values and traditions that have made it successful in the past.



ErinoakKids’ core funding comes from the Ontario Ministry of Children and Youth Services.



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