

# Holland Bloorview | Kids Rehabilitation Hospital



## YEAR 1 PROGRESS REPORT: STRATEGIC PLAN 2012-2017



# Strategic Plan Year One – Progress at a Glance

Five-Year Strategic Goals	1 Year Expected Outcomes	Fiscal Year 2012/13
<b>Transform Care</b> <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 for 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 plan to identify and address gaps in evidence to care practice	✔
	Complete systematic review of pain tools for children with cerebral palsy	✔
	Implementation of the Ambulatory Health Record	✔
	Implementation of the Co-ordinated Scheduling System	▶
	Increase the number of Family Leaders and enhance the quality of their relationship, reported as an authentic partnership	✔
	Create infrastructure for the Centre for Acquired Brain Injury and launch the concussion research grants, including BrainFit Lab	▶
	Refresh the vision and plan for Centre for Leadership with a focus on cerebral palsy and autism	✔
	Implement Participation and Inclusion plan focused on wellness, music and arts and transitions and real world learning	✔
<b>Lead the System</b> <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>	Implementation of phase 1 'transitions project' with Anne Johnston Health Station for adult clients with spina bifida	✔
	Creation of 'think tank' on Complex Continuing Care challenges across the system focused on new community supportive housing opportunities for adult clients	✔
	Transition of six identified adult clients to appropriate community living	▶
	Completion of advocacy plan (linked to government and stakeholders relations strategy)	▶
<b>Accelerate Knowledge</b> <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>	Development of a new Bloorview Research Institute Strategic Plan	✔
	Development of an Innovation Scan	✔
	Implementation of identified simulation modules and internal capacity building for simulation	✔
	Completion of report on existing clinical practice guidelines scan	✔
	Completion of centralized administrative pathways for students	✔
	Completion of 'Learner Engagement Survey' – TAHSN Pilot	✔
<b>Inspire Our People</b> <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>	Approved Equity, Diversity & Inclusion Plan	✔
	Approved Leadership Strategy	✔
	Approved Cultural Change Strategy	▶
	Engagement of clinicians in research	✔
	Approved Awards & Recognition Strategy	▶
	Project Plan for new Employment Brand Strategy	✔
	Completion of 'Inspire our People' Strategy Map	✔

✔ Indicates the activities in Year One are currently **complete**

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

# Transform Care

Five-Year Goals	1 Year 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 for 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 plan to identify and address gaps in evidence to care practice	
	Complete systematic review of pain tools for children with cerebral palsy	
	Implementation of the Ambulatory Health Record	
	Implementation of the Co-ordinated Scheduling System	In Progress
	Increase the number of Family Leaders and enhance the quality of their relationship, reported as an authentic partnership	
	Create infrastructure for the Centre for Acquired Brain Injury and launch the concussion research grants, including BrainFit Lab	In Progress
	Refresh the vision and plan for Centre for Leadership with a focus on cerebral palsy and autism	
	Implement Participation and Inclusion plan focused on wellness, music and arts and transitions and real world learning	

## Highlights of Results Achieved

-  **Evidence to Care (EtC): Filling a Gap**  
 Pain in Children with cerebral palsy is an evidence-to-practice gap that was selected as the first project for EtC following an extensive call for ideas. Through integrated knowledge translation, researchers, clinicians, physicians, youth, parents and decision makers are working together to achieve project deliverables, including a rigorous systematic review of pediatric chronic pain assessment tools, creation of an assessment toolbox, and recommendations for care. This year a screening of tools has been completed, proxy tools recommended and broad stakeholder consultations on the toolbox has been conducted. Implementation of the toolbox is slated for 2013-14.
-  **Ambulatory Health Record Goes Live**  
 This year marked the successful implementation of the ambulatory care electronic health record, a corporate initiative to transition from paper to an electronic documentation system to chart client information. The completion of this project places Holland Bloorview ahead of its peers in the province as it now has a health record that is fully electronic for both inpatient and outpatient clients. When using the Ontario Hospital Association's Electronic Medical Record Adoption Model (EMRAM) score, Holland Bloorview's success is supported with a score of 4.2 out of 7, while the provincial peer average remains at 1.794.
-  **Family Leaders: Record Numbers**  
 This year the Client and Family Integrated Care program has a record number of 80 Family Leaders volunteering time and expertise to ensure that family is central to every parent and child's unique care and experience at Holland Bloorview. Family leaders participate on many hospital committees and advise on hospital policies and programs, teach, share their stories and offer support as mentors to other families. A unique and industry leading

measure of 'authentic partnership' has been developed and utilized by the program. This past year 87% of our Family Leaders rated their experience working with Holland Bloorview as an authentic partnership.

👍 **A First: Children's Advisory Committee (CAC)**

One of the first of its kind, Holland Bloorview launched a children's advisory committee in 2012 for clients ages 3-15 and their siblings. Providing input through a unique play-based model, the CAC has already improved the design of the Ronald McDonald Playroom and provided a fun taste testing service for inpatient food. Holland Bloorview's active engagement of younger children is unique in the pediatric hospital field.

👍 **Acquired Brain Injury Research Success**

The exciting recruitment of Dr. Michelle Keightley, Clinician Scientist in Acquired Brain Injury (ABI) was the first of many building blocks necessary to create the infrastructure for the Centre for Leadership in ABI. In her leadership role, she has been working to develop a plan for the centre that focuses on care, teaching and research. Michelle, as principal investigator, and her team are the successful recipients of a CIHR team grant and a CIHR catalyst grant focused on concussions that will be part of a CIHR announcement in the summer. The research will provide the team with an opportunity to introduce the BrainFit Lab at the Bloorview Research Institute, where they will be the first to study body strength and real-world environments post-concussion in youth and children.

# Lead the System

Five-Year Goals	1 Year Expected Outcomes	Achievement
<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 and youth 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>	Implementation of phase 1 'transitions project' with Anne Johnston Health Station for adult clients with spina bifida	
	Creation of 'think tank' on Complex Continuing Care challenges across the system focused on new community supportive housing opportunities for adult clients	
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	Completion of advocacy plan (linked to government and stakeholders relations strategy)	In progress

## Highlights of Results Achieved

### **Community Partnership: Improving Access for Young Adults**

In partnership with the Anne Johnston Health Station (AJHS), a not for profit community health centre, Holland Bloorview is leading the implementation of a new transitions model for youth with spina bifida. Currently, the model is for youth with acquired brain injury and cerebral palsy to transition from Holland Bloorview to adult services at Toronto Rehab. However, with funding from the Toronto Central LHIN, the exciting new model for young adults with spina bifida, developed in collaboration with clients and families, the Spina Bifida and Hydrocephalus Association of Ontario and SickKids, will see Toronto-based clients have their care transferred from Holland Bloorview to a primary health care team at the Anne Johnston Health Station. The new model, which includes supports such as original education and planning materials, a new adolescent medicine clinic, and improved information transfer for clients and families with spina bifida, will be fully implemented by 2014. A new nurse practitioner, shared between Holland Bloorview and the Anne Johnston Health Station, will be the key "link" for transitioning youth and will build capacity around ongoing care issues for individuals with spina bifida.

### **Think Tank Success: Transitions in Progress**

Bringing together like-minded individuals and organizations, Holland Bloorview successfully created an opportunity for collaboration and cooperation on the transition of complex continuing care (CCC) adult clients to appropriate community living. The process engaged a number of new community partners as well as Community Care Access Centres, LHINs and West Park. An exciting and positive partnership approach has led to progress on the identification and planning for six potential clients being transferred to a community supportive housing. Currently, three adult clients have planned transition dates in June, 2013.

# Accelerate Knowledge

Five-Year Goals	1 Year 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>	Development of a new Bloorview Research Institute Strategic Plan	
	Development of an Innovation Scan	
	Implementation of identified simulation modules and internal capacity building for simulation	
	Completion of report on existing clinical practice guidelines scan	
	Completion of 'Learner Engagement Survey' – TAHSN Pilot	
	Completion of centralized administrative pathways for students	

## Highlights of Results Achieved

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**A Bold Strategic Plan for the Bloorview Research Institute**  
 This year saw the development and successful launch of a new strategic plan for the Bloorview Research Institute (BRI). The process began with an engaging retreat that had input from stakeholders, clients and families, academics, and a cross section of staff. The outcome of the retreat was a highly supported strategic plan that sets out an exciting and bold agenda for the research institute.
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**BRI Engages Families: Committee Launched**  
 The Bloorview Research Institute Family Engagement Committee launched this year as a formal way to gather family input on research initiatives. The Research Engagement Committee includes 11 family leaders and works to engage families in research questions, grant review and dissemination of research findings.
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**Simulation takes Hold at Holland Bloorview**  
 Teaching and Learning has been working hard to keep up with the demand for simulation modules from across Holland Bloorview. Simulation is vital throughout the organization in training and improving the delivery of patient care. It is currently used by nursing, patient safety, interprofessional education and client & family-centred care. This year alone, the Teaching and Learning Institute led seven simulation scenarios in areas spanning Code Whites, Integrated Learning Experience for Speech Language Pathology students, Electronic Documentation and Critical Incident Reporting. Through a collaborative effort with Organizational Development, for the first time ever, simulation was used in the mass hiring of staff for the Centre for the Arts summer program. It was the first time clients and families were part of the process for hiring summer staff.
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**Learner Engagement Survey: Pilot Success**  
 A measurement of student experience will soon be a reality. Along with Toronto Academic Health Science Network peers, Holland Bloorview participated in and completed a pilot Learner Engagement Survey that will allow us to evaluate the experience provided to students and compare our performance with other academic centres.
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**Innovation Scan from MaRS**  
 As part of a broad commercialization strategy, MaRS Innovation conducted a scan at Holland Bloorview of all current and potential innovations. The recommendations include advice on inventions and patents and the high potential of key initiatives including ScreenPlay and Exergaming.

# Inspire Our People

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	Approved Leadership Strategy	
	Approved Cultural Change Strategy	In progress
	Engagement of clinicians in research	
	Approved Awards & Recognition Strategy	In progress
	Project Plan for new Employment Brand Strategy	
	Completion of 'Inspire our People' Strategy Map	

## Highlights of Results Achieved

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**Leadership Strategy in Action**  
 The critical first step in our creative leadership strategy has entailed a robust talent assessment of identified leaders culminating in individual development plans. The talent assessment allowed Holland Bloorview to evaluate top rated and low rated leadership competencies and begin the planning required to support leaders to learn and grow in a focused effort.
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**Engagement of clinicians in research: BRI appoints clinical study investigators**  
 The appointment of clinical study investigators (CSI) in the Bloorview Research Institute gives more Holland Bloorview clinicians the opportunity to collaborate on research projects. Created in 2012, the CSI appointments are part of Holland Bloorview’s commitment to expanding capacity in pediatric rehabilitation research and fostering integration of clinical and research priorities. Building on the success of the CSI appointments, new clinical team investigator appointments are opening in 2013 to give clinicians engaged in graduate studies the opportunity to work within the BRI.
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**Equity, Diversity and Inclusion: A Three Year Plan of Action**  
 This year, a thorough plan for equity, diversity and inclusion at Holland Bloorview entailed a review of the literature, an external scan of the environment, a review of activities to date and recommendations for each component over a three year period. The approved plan will begin its implementation phase in the coming year.
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**Holland Bloorview earns two “top employer” distinctions**  
 Once again, Holland Bloorview has been recognized as an industry leader in offering an exceptional place to work. For the third year in a row, Holland Bloorview was named one of Greater Toronto’s Top Employers for 2012. In addition, Holland Bloorview was recognized for the second year in a row, as one of Canada’s Top Employers for Young People.