



Ottawa Children's Treatment Centre
Centre de traitement pour enfants d'Ottawa
Founded in 1951 Fondé en 1951

EXCELLENCE

PARTNERSHIPS

COMMUNICATIONS

OUTCOMES

STRATEGIC PLAN 2012-2017



OCTC 2012-2017 Strategic Directions Summary

We will make a positive difference in the lives of our clients and families by:

EXCELLENCE



Excellence in service delivery

Providing services that are anchored in current and emerging best practice and safety and responsive to client strengths and needs and in the right spaces and places.

PARTNERSHIPS



Strengthening existing connections and establishing further partnerships to enhance the capacity of our service delivery system

COMMUNICATIONS



Improving communications and undertaking activities that enhance understanding and increase support for OCTC's services and role.

OUTCOMES



Providing services that reflect effective resource use

To achieve this we will:

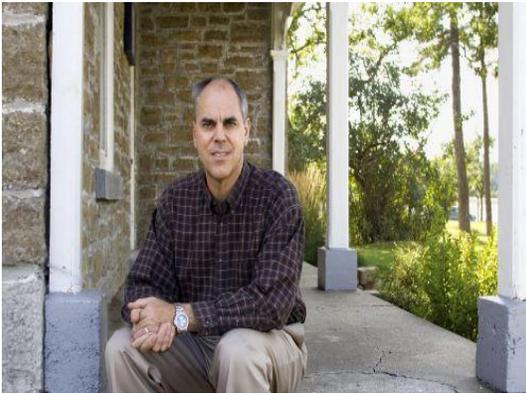
- Enhance strategies that will promote and simplify family-centred care and family involvement
- Strengthen our capacity to provide a timely and innovative response through a range of service delivery methods
- Expand the use of evidenced-based, clinical and organizational practices
- Achieve greater integration and coordination of services through the use of strategies such as a single contact person for all clients
- Advance an organizational culture of safety, well-being, learning, collaboration and innovation
- Ensure services are delivered in the right space and place.

- Work with partners to maximize service provided and volume of clients served per dollar of funding resource
- Support families as they move through key transition points/ changes in the client's life by collaborating with other organizations
- Work with staff, community partners and others to enhance the coordination of services for families
- Update functional program and capital redevelopment plan to consolidate OCTC & CHEO community programs into a new facility
- Identify and pursue OCTC/ CHEO priorities that optimize resources and improve coordination of care

- Develop and implement a comprehensive communication strategic plan and evaluate its impact using performance metrics
- Simplify and expedite electronic-driven intake processes
- Enhance communications and feedback for families by providing electronic online communication through a client portal and introducing social media such as Facebook
- Enhance inter-organization information sharing and education sessions through the expanded use of telemedicine videoconferencing services
- Enhance distance client consultation and education sessions through the expanded use of telemedicine videoconferencing services

- Maintain financial stability and combat shrinking resources through a balanced budget and the effective use of resources
- Demonstrate the effectiveness of our services by expanding the measurement and evaluation of client outcomes
- Demonstrate results that measure favourably against government, provincial sector and professional priorities and targets for organizational performance

A Message from:



Jack Hunt, Board Chairperson



Kathleen Stokely, CEO

In 2011 the Ottawa Children’s Treatment Centre celebrated its 60th anniversary. It was an appropriate time to reflect on the needs of our clients and families within the evolving landscape of our community and to develop a plan to address the challenges we face.

The last strategic plan covered the period 2004 to 2011 and the present plan will extend from 2012 to 2017. The planning process took more than a year to complete and was guided by OCTC’s core values of respect, excellence, collaboration and cooperation, stewardship and advocacy. It involved consultation with our stakeholders including our clients and families; our staff and volunteers, our community partners and the Ministry of Child and Youth Services.

The four cornerstones in the 2012 to 2017 OCTC Strategic Plan are excellence, partnerships, communication, and outcomes. We hold precious the responsibility entrusted to the Centre’s leadership of balancing our commitment to each of these goals as OCTCs seeks to further strengthen putting our best foot forward on behalf of clients, families and all those who rely on the Centre, while ensuring the effective and efficient use of scarce public resources.

Every individual at OCTC; leaders, staff and volunteers as well as our clients and families will play a role in this plan. Together we will ensure that OCTC’s vision of “Creating opportunities today; maximizing independence tomorrow” remains a reality.

Handwritten signature of Jack Hunt in black ink.Handwritten signature of Kathleen Stokely in black ink.

The Four Strategic Directions for 2012-17

√ We will make a positive difference

√ To achieve this we will:

In the lives of our clients and families by:

Direction 1

Excellence in Service Delivery

Providing services that are anchored in current and emerging best practice and safety and responsive to client strengths and needs and in the right spaces and places.

- Enhance strategies that will promote and simplify family-centred care and family involvement;
- Strengthen our capacity to provide a timely and innovative response through a range of service delivery methods;
- Expand the use of evidenced-based, clinical and organizational practices;
- Achieve greater integration and coordination of services through the use of strategies such as a single contact person for all clients;
- Advance an organizational culture of safety, well-being, learning, collaboration, and innovation;
- Ensure services are delivered in the right space and place.

Direction 2

Partnerships

Strengthening existing connections and establishing further partnerships to enhance the capacity of our service delivery system.

- Work with partners to maximize service provided and volume of clients served per dollar of funding resource;
- Support families as they move through key transition points/ changes in the client's life by collaborating with other organizations;
- Work with staff, community partners and others to enhance the coordination of services for families.
- Update functional program and capital redevelopment plan to consolidate OCTC & CHEO community programs into a new facility
- Identify and pursue OCTC/CHEO priorities that optimize resources and improve coordination of care

Direction 3

Communications

Improving communications and undertaking activities that enhance understanding and increase support for OCTC's services and role.

- Develop and implement a comprehensive communication strategic plan and evaluate its impact using performance metrics;
- Simplify and expedite electronic-driven intake processes;
- Enhance communications and feedback for families by providing electronic online communication through a client portal and introducing social media such as Facebook;
- Enhance distance client consultation and education sessions through the expanded use of Telemedicine Videoconferencing Services;
- Enhance inter-organization information sharing and education sessions through the expanded use of Telemedicine Videoconferencing Services.

Direction 4

Outcomes

Providing services that reflect effective resource use.

- Maintain financial stability and combat shrinking resources through a balanced budget and the effective use of resources;
- Demonstrate the effectiveness of our services by expanding the measurement and evaluation of client outcomes;
- Demonstrate results that measure favourably against government, provincial sector and professional priorities and targets for organizational performance.

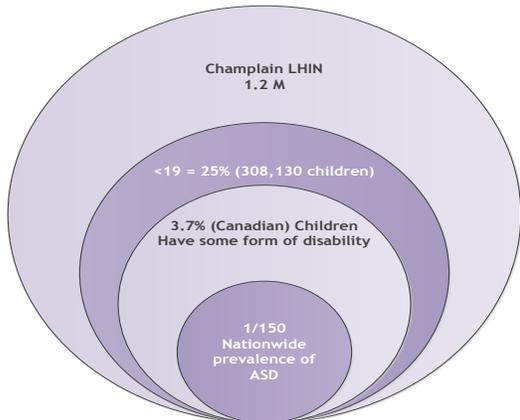
“I look to OCTC to be connecting points on the wheel of Campbell’s care, through all his transitions, challenges and triumphs.” –

Joanna Labonté, parent



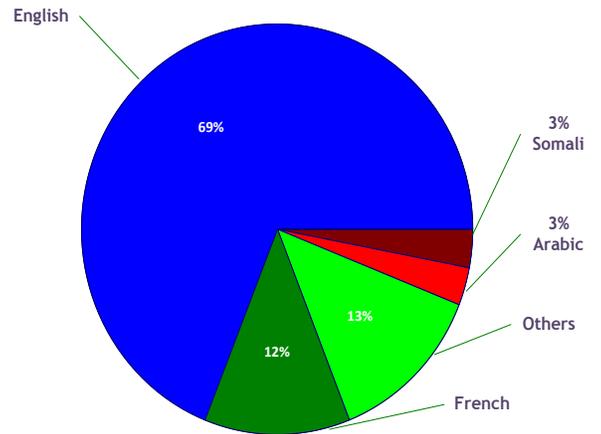
“The Strategic plan should be achievable, hopeful and positive...elements which are reflected in our clinicians’ goals for the families - Laura Bradley, Occupational Therapist, OCTC

Meeting the Needs of our Community

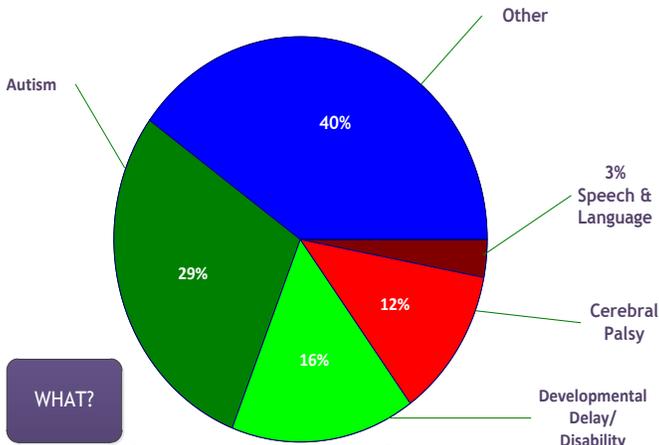


Population Health Statistics

WHO?

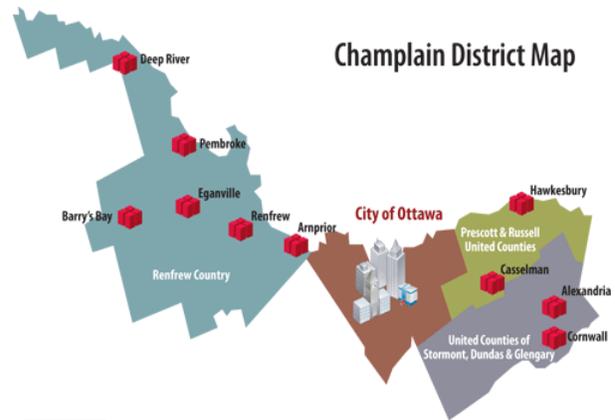


Client Home Language/Culture of OCTC Population



WHAT?

Breakdown by Major Client Diagnostic Groupings within OCTC



WHERE?

OCTC service delivery centres:

395 Smyth Rd. Ottawa, ON

401 Smyth Rd. Ottawa, ON

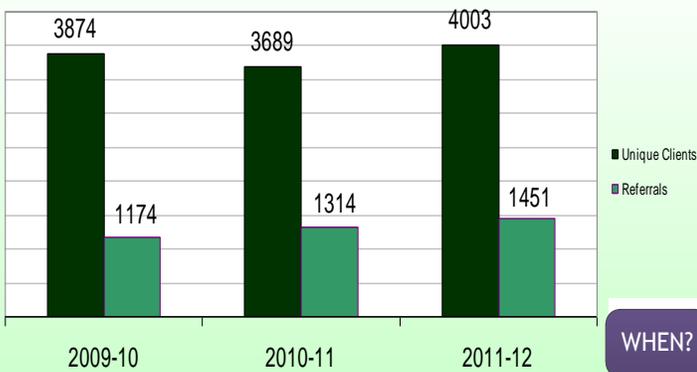
2211 Thurston Dr. Ottawa, ON

2 MacNeil Court Kanata, ON

499 Raglan St. N. Renfrew, ON

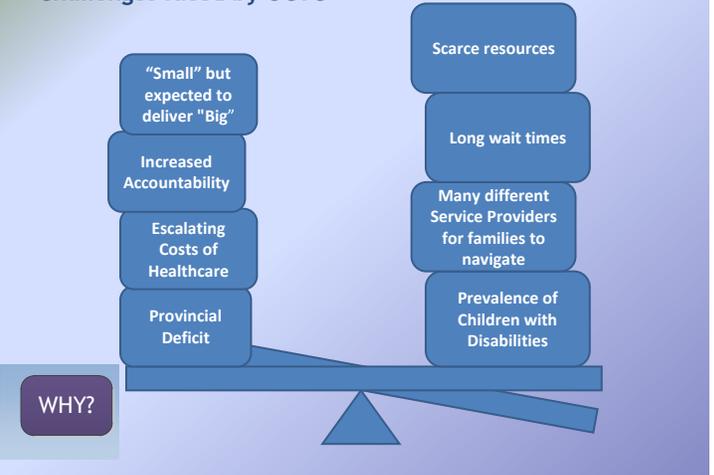
600 Campbell St. Suite 100 Cornwall, ON

Clients Served vs Referrals Received



WHEN?

Challenges faced by OCTC





“Family involvement is key! We are the expert on our children and our opinions and voices should matter most.” - Michelle Desrochers, parent



Vision	Mission	Our Core Values
<p>Creating opportunities today; maximizing independence tomorrow.</p>	<p>OCTC is a leader in providing specialized care for those with multiple physical, developmental, and associated behavioural needs, focusing on our region’s children and youth. We exemplify community partnership, maximizing integration and independence for clients and their families. OCTC functions and provides services in English and French while striving to meet the needs of the culturally diverse community we serve.</p>	<p>OCTC has four core deeply held values, which guide our approach to serving our community and are demonstrated through our day-to-day interactions with clients and their families, partners, volunteers, donors and our staff:</p> <p>Respect</p> <p>The uniqueness of the individual, the power of families and the importance of our communities.</p> <p>Excellence</p> <p>The pursuit of excellence and innovation in our health care delivery, research, learning, teaching, and collaboration with our communities. Excellence includes striving for optimal organizational safety for our staff, clients, their families, volunteers, visitors and the community.</p> <p>Collaboration/ Cooperation</p> <p>Collaboration with other agencies to improve access and service delivery, and to use resources effectively.</p> <p>Stewardship/ Advocacy</p> <p>Improving opportunities for the clients and families we serve.</p>

A look at the Future of OCTC

Excellence in service delivery:

- Services largely provided after diagnosis
- Focus on clients between 3 and 5 years of age
- Paper-driven centralized intake questionnaire
- Combination of one-on-one and group service delivery
- *Multidisciplinary and interdisciplinary care*- Largely independent, discipline-specific assessment, planning, and service provision
- Development of care plans based on individual decision-making and discipline and team care plans

Partnerships:

- Protocols define responsibilities between clinical partners to support clients in common between community partners

Communications:

- Manual, paper-driven communications with clients
- Use of Telemedicine web-based network for staff meetings and education
- Individual and service-based scheduling
- Annual paper-based OCTC-specific satisfaction questionnaire communicated through the mail
- Client and family education and home programs through individual and group sessions
- Narrowly defined range of communication mechanisms to engage clients and community stakeholders

Outcomes

- Provision of care driven by volume and output (number of treatment sessions)

CURRENT
2012

Excellence in service delivery:

- Services delivered before diagnosis
- Early detection and intervention Starting at 18 months
- Electronic driven, simplified and faster intake
- A range of service delivery methods designed to best meet the needs of clients and families
- *Trans-disciplinary care*- Professionals share knowledge, skills, treatment space and responsibilities across traditional disciplinary boundaries
- Development of care plans based on evidence-based, best practice and a profile of need (clinical pathways)

Partnerships:

- Formalized inter-organizational partnerships for service delivery promoting a single plan of care in OCTC and beyond

Communications:

- Electronic, online communication through a client portal
- Use of Telemedicine for distance client assessment, treatment and education sessions
- Centralized scheduling across OCTC
- Use of standardized satisfaction questionnaire allowing provincial comparisons
- Client and family education increasingly online and through self-directed learning
- Multi-media reliance including social media such as Facebook

Outcomes

- Provision of care driven by outcomes and goal attainment focus
- Greater accountability for what we do, the resources spent and results achieved

FUTURE
2017



We believe the four directions set by OCTC will allow us to achieve our vision with the continued involvement and engagement of our clients, staff and partners, and the support of our funders.

- OCTC Board of Directors