



ONE KIDS PLACE
LA PLACE DES ENFANTS

CHILDREN'S TREATMENT CENTRE
CENTRE DE TRAITEMENT POUR ENFANTS

Strategic Plan | 2017

One Kids Place Children's Treatment Centre
Strategic Plan 2017-2022

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One Kids Place Children's Treatment Centre

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Message from the Chair and Executive Director

This spring, the One Kids Place Children's Treatment Centre (OKP) Board of Directors and Senior Leadership Team embarked on a strategic planning process. The Board, a dedicated group of volunteers from all three geographic areas served, is responsible for the governance and stewardship of OKP. Funder (for example, Ministry of Children and Youth Services) expectations evolve, practices in the sector change, and we know there are many challenges and opportunities before us. To address the challenges and meet the needs of our northern, rural communities, we needed a robust, forward-looking plan to guide our way into the future.

From the outset, our board believed it was essential to gather input directly from stakeholders. We engaged children and youth, families, staff, donors, volunteers, stakeholders, and partners, right across the communities that we serve in the Nipissing, Parry Sound, Muskoka, Temiskaming, and James Bay regions. We asked pertinent questions: How are we doing? What do we do well? What could we improve upon? Are there service delivery gaps that need to be addressed? Do the community and our partners need to know more about us and what we do?

The goal was to develop a five-year strategic plan based upon real engagement. We began with a critical analysis of the environment locally, regionally, and provincially. We then assessed our own organization's capacities and opportunities and, together, mapped out four new strategic directions to follow. These strategic directions will guide OKP in pursuing our mission, living our values, and adapting to a changing environment.

With a sound plan guiding operations, we will continue to make a positive contribution to the many families that come to OKP for support and services. We are excited about the future of this wonderful organization and invite you to join us in celebrating its achievements and commitment to excellence. We thank everyone who took the time to participate, share ideas, and give suggestions. Together, we will build a healthier community for children, youth and families.

Sincerely,



Tammy Morison, Board Chair



Denis Filiatrault, Executive Director

One Kids Place Children's Treatment Centre Strategic Plan 2017-2022

A. Introduction

Following a comprehensive planning process, the Board of Directors of OKP has established the following strategic directions:

1. Strategic and Sustainable Growth
2. A Centre of Excellence
3. Strengthened Culture of Philanthropy
4. Enhanced Communications Capacity and Practice

“They have incredible people working for their team.” - *Partner*

Building on our successes to date, these strategic directions will serve to focus our work over the next five years. They are driven by our mission, vision and values, and speak directly to the challenges and opportunities before us. They signal that OKP is ready and able to meet its future head on through collaboration and meaningful partnerships. The spirit on which OKP was founded is also alive and well in these new directions.

“My nephew is a lot happier now because OKP gave him the tools and help. They continually check on him to make sure he isn't regressing.” – *Family member*

B. About OKP

B.1) Brief History

One Kids Place Children's Treatment Centre (OKP) was first envisioned in 2002 and later established in 2005 thanks to the efforts of a task force that recognized the need to bring 'fragmented' children's services under one umbrella within the regions of North Bay, Parry Sound, Muskoka, and Timiskaming. Since that time, OKP has expanded to provide services in Cochrane and the communities of Moosonee and Moose Factory.

As one of 21 Children's Treatment Centres (CTCs) across Ontario, OKP ensures integrated, inclusive, high quality, and family-centred services to children and youth. The mission of OKP is to provide community-based rehabilitation and related support services for children and youth (up to the age of 19) and their families living in the Districts of Muskoka, Nipissing and Parry Sound.

“It's truly a centre of excellence for children's treatments.” – *Partner*

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The Centre defines rehabilitation for children and youth as a process which is centred on the child's strengths and potential. It provides an integrated range of services and supports which recognizes the changing physical, emotional, and psychological aspects of a child's development.

The rehabilitation process involves the participation of families, the broader systems serving children (education, health and social services), and the wider community in assisting children to develop their full potential as valued and contributing members of society.

There has been significant growth over the past eleven years, in geography, staff size, and client volumes. OKP offers the following programs and services:

- Augmentative Communication
- Autism Services
- Botox Clinic
- Developmental Clinic
- Feeding and Swallowing Clinic
- Healthy Bodies Clinic
- Infant Hearing Program
- Integrated services for Northern Children
- Loan Equipment Program
- NADY Program
- Occupational Therapy
- Orthopaedic Clinic
- Physiotherapy
- Physiotherapy Outpatient Clinic
- Preschool Speech and Language
- School therapy Services
- Seating and Mobility Clinic
- Social Work
- Speech Language Pathology
- Summer Camp Program
- Therapeutic Recreation

"I don't feel like I match up with other people at my school. I feel like I match here [at OKP]."
– Client

There are currently 112 staff, an increase of 10% since 2015/16. The number of staff has increased due to the number of clients being served, additional programming, and to enhance OKP's effectiveness as it relates to standards, and quality.

A non-profit, charitable organization, OKP is governed by a volunteer Board of Directors, with representation from each of the regions served.

Funding for OKP is provided primarily by the Ministry of Children and Youth Services (MCYS). In addition, OKP receives 28% of its revenue from donations, grants, and income from partner agencies.

B.2) Planning Context

Rural and Northern Services

OKP is proud of its ability to be flexible and responsive in offering access to services in the Muskoka, Nipissing, Parry Sound, Timiskaming, Cochrane and the communities of Moosonee and Moose Factory. The reality for those living in this vast area was that a high proportion of children, youth and families once had to leave our community to access services, and that over the last decade we have ensured access to high quality programs and services close to home.

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The large geographic region, and issues such as rural isolation, poverty, and lack of transportation, may create barriers for families needing to access services and supports for their children.

Given the geography that OKP serves, it is important to offer services when and where they are needed. Between OKP's dedicated staff team, in all OKP sites, and with all OKP partnerships (including schools), OKP strives to provide quality care to all children and youth requiring service.

Provincial Transformations

There are several provincial transformation initiatives currently underway, including:

- *Special Needs Strategy*: Ontario's Special Needs Strategy connects children and youth to the services they need as early as possible and improves the service experience of families. There are three components: Coordinated Service Planning, Integrated Delivery of Rehabilitation Services, and Developmental Screening Process for Preschool Children. With the first component, OKP serves as the coordinating agency and also acts in the role of a co-chair for Integrated Delivery of Rehabilitation Services.
- *New Ontario Autism Program*: The new Ontario Autism Program will make it easier for families to access services for their children by reducing wait times, providing more flexible services at a level of intensity that meets each child's individual needs, and increasing the number of treatment spaces available to serve more children and youth and accommodate the rising prevalence of autism diagnoses (including Regional Diagnostic Hub for autism). Working at both a local and provincial level, OKP has provided leadership in the development of the implementation of the new Ontario Autism Program.
- *Early Identification Project (ESDM)*: Developed and tested at University of California Davis Mind Institute, a leading facility for autism research. While originally designed for children up to age 5, the three-month program is considered most beneficial for infants and toddlers. The intervention includes young children who show signs of ASD but may not yet have a diagnosis. As one of four early identification projects in the province, OKP was selected to lead the evaluation of the implementation of ESDM at a community level.
- *Patients First Act*: In December of 2015, the Ministry of Ontario released a discussion paper entitled "Patients First: A Proposal to Strengthen Patient-Centred Health Care." The bill was passed and received Royal Assent in December of 2016. For several years, OKP relationship with the Community Care Access Services (CCAC) has demonstrated leadership in delivering paediatric rehabilitation to children and youth in a school environment. The transformation of the role of the CCACs across the province through the Patients First Act will definitely benefit the services provided to school-aged children and youth by OKP.

B.3) Mission, Vision, and Values

Our Mission

Together with families and partners, we help make a difference in the lives of children and youth with special needs in the Districts of Muskoka, Nipissing, and Parry Sound. Through the delivery of inter-disciplinary supports, services, and therapy, our expert team of professionals empower every kid to reach their full potential and create a place of belonging in our communities.

Our Vision

Empowering families for a more inclusive future for our kids.

Our Values

- **Collaborative**
Families, staff, and community partners work together, and build on each others' strengths and courage to deliver high-quality support and services.
- **Accessible**
With open minds, we strive to remove all barriers by addressing physical, cultural, geographic, emotional and other identified needs for our families, co-workers and communities, and to make our services as inclusive as possible.
- **Respectful**
Every child and youth with special needs and everyone involved in their life is inherently worthy of attention, compassion, and dignity. Regardless of circumstance, we listen and we care for our families, for each other, and for our communities.
- **Community**
We pursue and develop long-term, trusting relationships with our families, partners, and co-workers, so that we can harness collective resources and build a more inclusive future together.
- **Expertise**
The skills and knowledge of our inter-disciplinary staff are used to complement the life experiences and understanding brought to us by families and partners. We work to share this information with our families and the broader community.

C. Overview of the Planning Process

The Board of Directors of OKP commissioned the strategic planning process. The planning scope laid out a process to identify organizational priorities and position OKP to be a Centre of Excellence, where the child's goals toward independence are the shared focus of all services and supports. To effectively draw stakeholder input, ensure confidentiality of responses, and encourage all opinions and views, through a tendering process, the Board engaged the services of an independent firm to facilitate the process. The process took place between the months of February and April 2017.

C.1) Stakeholder Engagement

C.1.1) Stakeholder Engagement Overview

Increasingly, non-profit and public sector organizations both desire, and are expected, to "check in" periodically with the stakeholders who interact with them most often. Strategic plans that provide meaningful direction rely on an authentic engagement process, one that genuinely seeks input and allows for those invested in the success of an organization to provide ideas, input, and feedback. Of course, conceptually, leadership means to ask tough questions, make decisions, encourage commitment, and provide the direction an organization requires.

Setting out with the goal of creating an inspiring and actionable strategic plan, OKP saw meaningful stakeholder engagement as a critical early step in the process. Before identifying the strategic priorities, the Board reached out to capture the voices of OKP's community of stakeholders. Their feedback will serve to strengthen and shape the next strategic plan.

Along with other components—such as assessing the opportunities and risks facing OKP—stakeholder engagement plays an important role in informing decisions for the organization's future.

Multiple stakeholder groups were engaged via focus groups, online surveys, and key informant interviews. These groups included:

- Current and past clients
- OKP frontline staff
- OKP management
- OKP volunteers
- OKP donors
- OKP Board
- Partners/ stakeholders
- Community members

C.1.2) Engagement Mediums

The engagement sessions and opportunities were promoted through the OKP website, email, voice drops (phone calls), word of mouth, bulletin boards, OKP sites, and client appointments.

Survey: A confidential online survey was conducted, available to clients and their families, community members, stakeholder/partners, donors, volunteers, and agency staff. Anonymity was guaranteed to encourage participants to be open and honest in their responses. The survey was available in both official languages.

In-Person Focus Groups: Focus groups were held for each identified audience (frontline staff, clients, parents, management, stakeholders/partners, as well as volunteers). A separate focus group was facilitated for each audience in respect of different roles, needs and topics. The participants were engaged during each of the focus groups, and a comfortable rapport developed over the course of the process.

Key Informant Interviews: Key informant interviews are qualitative in-depth interviews with individuals considered knowledgeable about the community, the organization, specific populations (First Nations), and/or the Children's Treatment Centre (CTC) sector. The purpose of these interviews is to collect detailed information from experts who—with their specialized knowledge, experience, and understanding—may provide insight on challenges, opportunities and potential solutions.

C.1.3) Engagement Statistics

An online survey, focus group sessions, and key informant interviews were held to engage stakeholders in the strategic planning process.

- a. The survey was open for two weeks, from March 21 to April 5, 2017.
- b. The number of respondents that completed the survey was 143 (95% completion rate).
- c. The number of individuals who participated in focus groups and key informant interviews was 71.
- d. The total number of individuals engaged, not including Board members, was 214.

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C.1.4) Strategic Planning Focus Group Schedule

Date	Audience/ Location
March 30, 2017	Service Providers (Parry Sound)
March 30, 2017	Staff (Parry Sound)
March 30, 2017	Parents (Parry Sound)
March 31, 2017	Youth (North Bay)
March 31, 2017	Volunteers (North Bay)
April 3, 2017	Service Providers (Huntsville)
April 3, 2017	Staff (Huntsville)
April 3, 2017	Parents (Huntsville)
April 4, 2017	Program Managers/Coordinators (North Bay)
April 4, 2017	Service Providers (North Bay)
April 4, 2017	Staff (North Bay)
April 4, 2017	Parents – French (North Bay)
April 4, 2017	Parents (North Bay)

Summaries of the focus group and key informant interview commentary, as well as the survey results, were provided to the Board and Senior Management Team in advance of the strategic planning retreat. While a few of the focus groups were lightly attended, generally there was strong representation from staff and partners/stakeholders, and ample opportunity for in-depth conversations. Topics that came up during informal discussions at each location included very positive feedback surrounding OKP's approach and services. There were many positive comments about OKP, with attendees making a point of complimenting staff on the job they are doing.

C.2 Board Strategic Planning Session

The Board of Directors met in North Bay on April 11th and April 12th for an in-depth strategic planning session. Through presentations and facilitated discussion, strategic issues, operational data, financial trends, and an environmental scan were considered. Key issues were mapped along with the opportunities and challenges that needed to be addressed in the new strategic plan.

The Board distilled the information collected from the focus groups and findings from the online survey, and applied the themes that emerged from stakeholder engagement to the range of information under discussion. The Board reached consensus on four strategic directions.

D. Our Strategic Directions

OKP is committing to a five-year strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the years. The directions offer a framework for the development of annual plans with measurable goals and objectives. These annual plans (not included as part of this document) will make the directions operational. The strategic directions will help OKP focus on the areas where improvements can make the most difference to the community and ensure that OKP continues to thrive and grow.

The following strategic themes will guide OKP's work:

1. Strategic and Sustainable Growth
2. A Centre of Excellence
3. Strengthened Culture of Philanthropy
4. Enhanced Communications Capacity and Practice

1. Strategic and Sustainable Growth

A healthy and sustainable organization has strong systems and processes in place, is financially viable, and invests in its own renewal. To ensure strategic, sustainable, and smart growth, OKP will continue to provide accessible, exceptional, integrated, and sustainable rehabilitation and related services. This element is an ongoing strategic focus for the Board, executive and staff as the organization grows and as the children and youth services system evolves.

Our Commitments

Over the next five years, we commit to:

- Implementing a Continuous Quality Improvement philosophy, including continually reviewing all services to make improvements to our performance and quality of care.
- Ensuring that service delivery standards are flexible and designed to meet distinct local needs and recognized gaps in services.
- Reviewing our quality and performance metrics in an ongoing and transparent way with our communities.
- Investing in attracting and retaining staff with the appropriate knowledge, skills, and abilities, with the goal of becoming an employer of choice.
- Investing in leadership and enhancing internal capacity to ensure OKP is well positioned to implement new and innovative programs and services.
- Continuing to build and nurture meaningful partnerships with community agencies to maximize the reach of our collaborative services (shared services, training, and education); and exploring creative solutions to ease rural service accessibility barriers such as transportation.

- Ensuring that programs focus resources on traditionally underserved populations, including geographically isolated and/or vulnerable families, First Nations and Francophone communities, while continuing to serve all those requiring service within our catchment areas.
- Enhancing services to our First Nations population in a culturally safe way, including creating and enacting a plan to ensure OKP is making progress on its obligations within the Truth and Reconciliation Commission's Calls to Action, strengthening partnerships with agencies and communities who serve indigenous populations, and providing cultural safety and sensitivity training to all staff.
- Continuing to invest in, and keep up with, information technology and back office system needs to find efficiencies and support organizational growth.

2. A Centre of Excellence

OKP will continue to strive for excellence and accessibility in all the services offered to the population of Nipissing, Parry Sound, Muskoka, Timiskaming, Cochrane and the communities of Moosonee and Moose Factory, aligned with the tenets of the CTC model. OKP is in the unique position to become a Centre of Excellence and leader with respect to children and youth services within the geography served.

OKP will continue to exercise leadership, promote a culture of excellence focused on quality, and identify clinical best practice and policy. OKP will be viewed as visionary and innovative by peers and community partners.

Our Commitments

Over the next five years, we commit to:

- Creating opportunities to collaborate on research projects and evidence-based studies, where appropriate, to increase knowledge and expertise, and heighten OKP's profile as a leader in the field.
- Increasing focus on quality of care, in addition to quantity to meet funder targets.
- Networking with industry experts, academic centres and others in the field to implement best practice quality measures and outcomes.
- Continuing to seek opportunities to become a Lead/partnering agency for new Ministry initiatives that align with OKP's core business.
- Improving OKP's strong and collaborative workplace culture through increased professional development and team-building opportunities.
- Strengthening OKP's community of practice, partnerships, and sharing of expertise.

- Understanding the future directions of children and youth services through ongoing assessments of the changing landscape, how OKP is addressing opportunities, and seeking openings where OKP might be able to advocate or assume a leadership role regionally, and provincially, as an "on the ground" expert in Children Treatment Centre service delivery.

3. Strengthened Culture of Philanthropy

Building and stewarding donor relationships is a key component of OKP's ability to continue to meet the needs of children, youth and their families—especially given the current fiscal climate. A culture of philanthropy is a philosophical approach to giving that we share. It incorporates our organizational values, practices and communication efforts to create an environment OKP's entire community (donors, clients, staff, and partners) have compelling opportunities to support OKP's mission in authentic and meaningful ways. To ensure sustainable, strategic, and smart growth, OKP will strengthen its philanthropic culture.

Our Commitments

Over the next five years, we commit to:

- Continuing to lead and inspire communities, thereby encouraging donations.
- Deepening meaningful relationships with our donors, clients, staff, and partners through earning their support.
- Increasing philanthropic activities, as well as raising awareness of OKP, in all communities within the agency's catchment area.
- Ensuring the organization has the required resources, leadership focus, and capacity to meet philanthropic goals and targets.
- Collaborating with new and existing partners on joint funding opportunities to deliver programs of mutual benefit and enhance organizational capacity to meet shared goals and objectives.

4. Enhanced Communications Capacity and Practices

Strengthening our internal and external communications is a priority. We know it is essential to keep our internal and external communities informed of, and engaged with, the important work we are doing.

Our Commitments

Over the next five years, we commit to:

- Developing an annual, Strategic Communications Plan to support the organization's communications goals and objectives.
- Increasing the visibility of the organization in all communities served.
- Engaging the community through ongoing communications and outreach. We will find innovative ways to inform, include, and involve the community in delivering and accessing children and youth services.
- Maintaining a positive workplace culture through supportive initiatives and strong internal communications.
- Ensure that communications tool and tactics are funded as OKP begins to undertake more philanthropy and grant writing.
- Communicating targeted and more effective messages to increase awareness of all OKP services in the community.
- Creating communications tools to support organizational goals, such as eNewsletters, segmented contact database, and social media policies and plans, to reach a broader audience.
- Continuing to strengthen partnerships through ongoing, open, and transparent communications, which build trust.

E. Next Steps

The new strategic directions will guide OKP by providing a framework for decision making. The strategic directions will form the basis for annual operational planning, with goals and objectives, measurement against targets, and tactics and tools for execution. The strategic directions will be communicated internally and externally, and they will drive progress as OKP continues to evolve in response to the needs of children and youth in our community as well as changes in broader policy.

F. Conclusion

The Board of Directors and senior management are proud of the success of OKP and excited about the future. Our strategic directions will help ensure that we make steady progress toward agreed outcomes and enable us to maintain and improve services and programs.

We thank everyone who participated in the strategic planning process, whether in-person, by completing the survey, or submitting comments. We have listened to the feedback and considered it carefully. The time and thoughtful attention given to our questions are greatly appreciated.

Appendix 1: Board of Directors and Senior Management Team

Board	
Name	Role
Tammy Morison	Chair of the Board, Nipissing Director
Mark Lucenti	Vice Chair, Nipissing Director
Susan Adamson	Second Vice Chair, Parry Sound Director
Kevin Cutler	Secretary/Treasurer, Muskoka Director
Judy Manitowabi	Nipissing Director
Ned Jones	Parry Sound Director
Peter Hickey	Nipissing Director
Steven Deacon	Nipissing Director
Senior Management Team	
Name	Role
Denis Filiatrault	Executive Director
Adele Kirby	Director of Client Services
Jason Corbett	Director of Development and Community Relations
Krista Messenger	Executive Assistant
Lise Ellis	Director of Human Resources/Corporate Services
Michael Stetch	Director of Finance